

NEW ZEALAND POLICE
2007/08 ANNUAL REPORT



New Zealand
POLICE
Nga Pirihimana O Aotearoa



NEW ZEALAND POLICE 2007/08 **ANNUAL REPORT**

New Zealand Police Annual Report

for the Year Ended 30 June 2008

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Finance Act 1989

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Minister of Police Wellington

Pursuant to the provisions of Section 101 of
the Policing Act 2008 and Section 44(1) of
the Public Finance Act 1989, I submit my
report on the operations of the New
Zealand Police for the year ended 30 June
2008.

Howard Broad

Commissioner of Police



OUR VISION

The New Zealand Police's vision is to build "safer communities together".

OUR MISSION

The New Zealand Police's mission is to be a world-class police service working in partnership with citizens and communities to prevent crime and road trauma, enhance public safety and maintain law and order.

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OUR VALUES

Integrity – Professionalism – Respect – Commitment to Māori and Treaty

WHAT YOU SAID ABOUT US IN 2008



The police treated me with respect.



The police involved in investigations were honest, straightforward and upfront, so I knew what was going on.



The police woman in question handled the matter very professionally.



The police actually came to my house and were very professional.



I was treated courteously by police.



The officer greeted us in Māori, which made us feel at ease.



The Police were just trying to pin things on me that I didn't do. I guess it was just because I was young.



The officer asked me a question that I felt was inappropriate and unnecessary.

From the independently run Citizens' Satisfaction Survey 2008.



Commissioner's Overview

Introduction

While high-profile crime and policing operations dominated the headlines, organisationally the 2007/08 financial year was one of progress as the benefits of the three-year programme of increased investment in extra staff became apparent.

We made significant headway with several of the tougher tasks relating to community reassurance, policing with confidence and organisational development identified in our Strategic Plan.

At times this wasn't easy given our operating environment and in my mind this added extra value to our successes.

Operational Activities

Several of the year's more high-profile crimes were indicative of the changing nature of New Zealand society and by extension, policing.

The homicide of 27-year-old Anan Liu in September underlined the fact that we're now working in a global environment. Her husband Nai Yin Xue abandoned their three-year-old daughter Qian Xun Xue in a Melbourne railway station. He was subsequently deported from the United States and charged with murder on his return to New Zealand.

This incident highlighted the difficulties now facing investigators working in a global communications market. A routine investigation soon became international news and media were quickly in direct competition with Police and other institutions involved with the inquiry. We now expect this as part of business-as-usual policing.

Anan Liu's death, the conviction of two Chinese students for murdering fellow student Wan Biao in 2006 and other offences against ethnic New Zealanders during the year demonstrated the increasing need for Police to get alongside these communities and engage with them in meaningful ways.

I'm pleased to say that while this has presented some challenges, considerable progress continues to be made.

Also in September, a Christchurch police officer was placed in the tragic position of fatally shooting Stephen Bellingham. The matter is still before the Coroner's Court however once again

Police had cause to consider whether the gap between pepper spray and firearms in the use of force model is too wide.

In December, Police launched Operation Valour after the theft of a treasured collection of war medals from the Waikato Army Museum. The medals, including nine Victoria Crosses, two George Medals and one Albert Medal, were recovered in good condition in February.

Three young women became victims of high-profile homicides during the year. British tourist Karen Aim was killed in Taupo, while Marie Davis and Emma Agnew both died in Christchurch. Investigators made arrests and laid charges in each case.

Criticism was levelled at Police after a jury found Chris Kahui not guilty of the murder of his twin three-month-old sons. This was a difficult investigation, especially given the age of the infants, and my staff did everything possible to assemble the facts and put them before the court.

In October, Police acted on information gathered in 2006 and 2007 that a number of people had been conducting and participating in training camps in the Eastern Bay of Plenty involving firearms and other weapons. Specialist armed police carried out search warrants at locations throughout New Zealand in relation to firearms offences.

This was a difficult operational decision that because of its nature stirred strong emotions, particularly amongst Maori. It also caused much controversy and debate elsewhere in the community.

A lesser-known aspect of the operation is that it came near the beginning of a series of planned engagements between myself as Commissioner and Maori around the country.

Even though these meetings proved on occasion to be tense explorations of different points of view about the criminal law, I found them a welcome opportunity to speak face to face at an early stage and explain why Police acted as we did. This constructive, forthright debate has in my view further advanced the relationship between Maori and Police.

The impact of the operation was particularly acute on the people of Tuhoe, as three of the 51 search warrants were carried out in the Ruatoki valley. This was a difficult operational setting and the action was interpreted as an assault on that community. Finding a path towards reconciliation is still under action.

After several years of steady improvement in the road toll, the end of calendar year road toll showed a small increase. Overall, New Zealand's road toll has been dropping for more than a decade despite an increase in the number of licensed drivers, more vehicles on the road, and more powerful vehicles becoming available. We responded to this challenge and increased our road policing efforts, in particular our high-profile booze bus operations. Early indications are positive.

The New Zealand Transport Strategy (NZTS) goal in the area of road safety is to reduce the number of road deaths per year to fewer than 300, hospitalisations for longer than one day to fewer than 2,200 and hospitalisations for longer than three days to fewer than 1,400 by 2010. To achieve this goal, Police will need to continue to provide innovative, consistent and unrelenting pressure on the risks on our roads.

During the year, progress was made on several initiatives aimed at enhancing our operational capability.

The Taser trial was successfully completed and a tender for encrypted digital radio facilities for Police specialist groups was awarded to Tait Communications Ltd.

We released the New Zealand Police E-Crime Strategy to 2010, which outlined ways Police will address the use of technology by criminals and respond to new types of electronic crime.

Strong partnerships with other agencies were further developed during the year as Police continued to work with justice sector, health, social development and education agencies involved in the effective interventions programme to address crime and its effects.

Organisational Developments

This year has seen good progress with implementing recommendations from the Commission of Inquiry into Police Conduct (COI).

A new Code of Conduct applying to all members of New Zealand Police was introduced in February.

The Code sets clear standards and behaviours expected of all police employees. Breaches are dealt with under a new disciplinary system, which is aligned with employment law

principles operating in the private and public sector.

The revised Police Regulations that came into effect on 1 February, combined with the Code of Conduct, enable us to address behavioural issues in a more efficient, appropriate, impartial and timely manner.

A draft Professional Distance Policy covering sexual conduct with the public, complainants and work colleagues has been written and circulated for consultation.

Another COI recommendation was that Police implement an ongoing measure of organisational health. The first step was taken in October when 6,500 staff were invited to take part in an organisational health audit to help determine levels of employee engagement.

The initial audit showed the needs of all employees were not being met in a way that provides for a strong and healthy workplace. Issues centred around concerns about recognition, fairness and equipment.

Employee engagement of all staff will continue to be measured annually, with discussion on the outcomes being used to develop action plans to respond to the issues raised.

In December Police welcomed the Independent Police Conduct Authority's report into Operation Austin, the investigation into historic sexual offences by serving and former police officers.

The report said the operation was an exceptional, major criminal investigation, which reached a high standard of excellence. The Authority praised the ground-breaking processes for dealing with victims of sexual offences.

Also this financial year, the Government announced the establishment of an organised crime agency to lead cross-government coordination in intelligence gathering, sharing and enforcement around serious and organised crime, including serious fraud.

The new agency, known as the *Organised and Financial Crime Agency of New Zealand*, is hosted by Police. Establishment was completed during the year and the agency began operating on 1 July 2008.

I was pleased to make some key appointments to my senior executive team during the 12-month period.

Superintendents Russell Gibson, Dave Cliff and Allan Boreham were appointed to District Commander roles, while progress was made on filling Assistant Commissioner vacancies.

The appointments have brought considerable talent and experience to the executive table.

Recruiting

This past year has seen the organisation grow, both in numbers and in experience.

With 8,196 police officers in our ranks (not including recruits in training) at the end of June 2008, Police finished the second year of its three-year growth phase ahead of target.

Staff numbers (full-time equivalents) have grown by 10.5% in the two years since the current recruitment drive began on 1 July 2006. Over 600 of the additional staff are police officers. I'm excited about the degree to which many New Zealanders like what our organisation stands for and want to be a part of it.

Our new staff come from a wide range of communities and each person brings a wealth of experience along with them, enriching our organisation. Attracting quality staff in a competitive labour market requires innovation and we're using more new media channels to connect with our target audience.

The extra staff have enabled Police to become more involved in helping communities respond to crime and safety issues identified locally as priorities.

North Shore City, for example, was the recipient of one of the Community Problem Solving Teams. One of its first steps was to engage with the North Shore City Council to combat graffiti.

In a three-week period, the four-person team arrested and charged the city's six most prolific graffiti offenders.

Almost \$100,000 in reparation was requested through the Courts. There was an immediate 90% drop in reported graffiti, which levelled out over the following months to a constant reduction of just over 50%. This has saved hundreds of thousands of ratepayer dollars and enhanced the aesthetics of local neighbourhoods.

Mobile police stations, youth action teams, mall and prison inquiry constables, Crime Scene Attendants and boy racer teams are some of the other initiatives under way around the country.

I look forward to more innovation as Districts put the extra resources to good use in helping their communities address the issues that really matter at a local level.

New Legislation

During the year, the review of the 1958 Police Act maintained its momentum through public consultation.

The consultation was well-regarded and included more than 80 public meetings, recognising the fact that policing touches peoples' lives in many different ways.

The public were encouraged to make submissions and their views were later reflected and published in a document titled 'Public views on policing - an overview of submissions on policing directions in New Zealand for the 21st Century'.

In September the team leading the review took consultation to a new level with the novel approach of creating a Policing Act 'wiki'.

The wiki provided an online space, similar to a whiteboard, where the public could post their ideas on what a new Policing Act could say. It gave New Zealanders an innovative way to suggest wording for a new Act of Parliament.

In December 2007 a Policing Bill was released for public consultation. This was followed by a unanimous select committee process which saw the Bill reported back to Parliament for its third reading on schedule.

Conclusion

This financial year has had its share of challenges. I'd like to thank New Zealand Police staff for their continued professionalism and their dedication to what can, at times, be an extremely difficult job.

While the year will be remembered for its controversy, it's also been a time of considerable progress and growth.

The organisation I lead is vastly different from the one I joined. I gain a great deal of personal satisfaction from reflecting on our increasing maturity, our expanding mix of ethnicities, gender and talent, and our willingness to front up to the challenges posed by a rapidly changing global and domestic environment.

The progress achieved this year will serve us well into the future.



Howard Broad

Commissioner of Police

30 September 2008



Summary of Key Achievements for 2007/08

Introduction

The 2007/08 financial year saw many significant achievements for the New Zealand Police (the Police) in an environment of ever increasing expectations of service and massive demand for those services. The following examples represent the year's key achievements.

Community reassurance

More police in the community

The New Zealand Police Community Policing Strategy was developed to bring about an increasingly collaborative approach for police working in the community. While this new philosophy will affect all Police staff, significant staff allocations have been made to community-related roles. In the 2006/07 financial year, 30 community policing staff were allocated to community-related roles around the country, in 2007/08 a further 120 staff were allocated; and in 2008/09 a further 100 staff will be allocated.

Making a difference

Work with the community has resulted in great success stories during 2007/08.

- A council-funded Neighbourhood Support coordinator in New Lynn (west Auckland) increased membership of the Neighbourhood

Support group by 3,000 people within eight months of being appointed.

- In Napier, police now communicate at-risk locations and times to patrollers in Community Patrols New Zealand; dishonesty offending has decreased 15 percent.
- A Wellington community engagement project in high-crime areas has reported a significant reduction in crime and an increased feeling of safety for residents in those areas. The project was a collaborative approach between the Police, Housing New Zealand Corporation, residents of the area and other community partners.
- Community policing roles were established in Horowhenua and Palmerston North to build trust and rapport with those communities. The community constable working on this initiative reported "an overwhelmingly positive response" from the community.
- In Enderley, Hamilton, a community constable forged strong community and agency links to turn a "place that no one wanted to know" into a place where "people feel safer in the streets".
- With about 25,000 litres of paint (at a cost of about \$1 million) purchased annually to remove graffiti, it is no wonder that over 70 percent of people living in Manukau city perceive graffiti

to be a major problem. The community constables in Counties Manukau have started "keeping tabs" on taggers and dealing with associated problems that potentially could result in less tagging.

Policing with confidence

A second key platform to the Police's strategic direction is to achieve excellence in the core business of responding to and investigating crimes. While the occurrence of any crime is not ideal, the Police are pleased to have contributed to preventing an increase in recorded crime rates– the recorded crime rate has remained at around 420,000 offences per year since 2001. Several key interventions contributed to this achievement.

Second Criminal Justice Support Unit

A second Criminal Justice Support Unit was set up in Howick. This built on the success of the unit piloted in Manuwera where response staff were freed up from process and paper work to do more operational work. This is an excellent result in one of the Police's busiest areas. Police are now working to build on this success and develop improved processes through a major programme of work on case management. A third Criminal Justice

Support Unit is now being established in Lower Hutt, Wellington.

Better coordination of adult sexual assault investigations

From July 2007, the Taskforce for Action on Sexual Violence has been providing leadership and greater coordination of services that address and respond to sexual violence.

Consistent approach to family violence responses

A key focus has been the implementation of the Family Violence Inter-Agency Response System in collaboration with the Ministry of Social Development (Child, Youth and Family) and the National Collective of Independent Women's Refuges.

Establishment of Organised and Financial Crime Agency of New Zealand

Work began to establish the Organised and Financial Crime Agency.

More effective early intervention

The Police implemented two initiatives in the justice sector's Effective Interventions Framework.

- The Watchhouse Nurses project was implemented with the Ministry of Health. The project involves having a mental health nurse in a police station to ensure detainees, arrestees and remandees with a mental illness receive appropriate treatment. A review found the project resulted in more timely assessments and interventions for the target group than had occurred before the project.
- The Priority Offenders Initiative was implemented with the Ministry of Justice. This initiative provides intensive inter-agency case management and interventions to address identified social and health needs of adult high-risk prolific offenders and, where appropriate, their families.

Police Adult Diversion Scheme

In November 2007, the Police Prosecution Service implemented the revised policy for the Police Adult Diversion Scheme. The 1989 policy was updated to bring consistency in Police's decision-making on offence and offender eligibility under the scheme. The revised policy provides a more structured approach to the condition selection to meet the aims of rehabilitation and reparation. Provision was also made to incorporate restorative justice as a condition, where available. The policy for Adult Diversion Scheme has been communicated widely through the Police internet and nationally distributed pamphlets (especially in court buildings).

Crime Reporting Line

The Crime Reporting Line was successfully piloted in Auckland City and Bay of Plenty. It is a non-emergency call-handling service that has improved levels of service to communities in these areas.

Organisational development

As well as the two key strategic focus areas of community reassurance and policing with confidence, the Police also has several key initiatives aimed at developing the organisation with a view to achieving a world-class policing service.

Implementing award-winning leadership initiative

The Police Leadership and Management Development Framework was recognised through two awards in 2007/08: the Human Resources Institute of New Zealand Public Sector Award and the Institute of Public Administration Award for Excellence in People Capability.

Judges from the Human Resources Institute said, "with the constant political and media limelight that shines upon the Police, this initiative is a real and

practical approach by Police to positively influence the behaviours of police staff".

Updating Police technology

Work began to replace the Police analogue radio network with a secure digital network. This is a positive step for operational police staff who will benefit greatly from the resulting improved security of communications.

A single national database was implemented for the three Communications Centres. This gives staff in the centres a single view of events anywhere in the country.

A new knowledge management platform was implemented to allow the future introduction of a document management and publishing system across the whole organisation.

Raising the standard of police conduct

Police regulations relating to the quasi-criminal or military disciplinary system for sworn staff were repealed.

Regulations were created to allow the introduction of a Police Code of Conduct. The code covers all staff and sets clear standards in a new disciplinary system that emulates modern employment law.

Employee practice managers were employed in each district to provide assistance, advice and support on performance management.

The National Disciplinary Committee was established to ensure disciplinary matters are handled consistently and efficiently. The first disciplinary hearing under the new committee was completed in two weeks – under the previous system, a disciplinary process could take up to two years.

Policing Act 2008

The Policing Act 2008 comes into force on 1 October 2008, replacing the Police Act 1958. The new Act will provide the basis from which the Police can develop into its next phase as a progressive policing organisation capable of providing excellent service to the public.

PART 1

Strategic Context

1.1

Strategic Plan to 2010

A comprehensive review of the New Zealand Police (the Police) strategic planning process in 2006 identified new outcomes for the Police and the justice sector. This review resulted in *Policing with Confidence, the New Zealand Way: Strategic Plan to 2010* (2006).

The Police strategic planning framework aligns with both police and justice sector outcomes. The framework is structured around the three key strategic goals of:

- community reassurance
- policing with confidence
- organisational development.

These goals and Police priorities are explained in detail in the Police Statement of Intent 2007/08.

Police exists to ensure the safety of communities. Therefore, the Police focuses its efforts around the three strategic goals. It invests in:

- proactive activities that are aimed at reducing crime and crashes
- reactive activities that provide excellent responses to incidents and the investigation of crime when these occur
- the organisational infrastructure to be a world-class police service.

1.2

Progress on Police outcomes

The success of Police interventions is determined by the extent to which Police outcomes are achieved, which in turn contributes to the justice sector's outcome of safer communities and, through this, to the Government's priorities.

The measurement of progress towards Police outcomes is difficult, because outcomes are often influenced by factors beyond the agency's control and are often subjective. The activities to be delivered to achieve the three specific Police outcomes are those that are better suited for reporting on the impact of Police interventions (see sections 1.3–1.5)

1.3

Community reassurance

Fundamental to community reassurance is community engagement. In the past year, police continued to work effectively with the community, who helped set local policing priorities. Police also proactively prevented potential crime and road trauma, thereby improving all New Zealanders' quality of life.

Outcome 1:

Confident, safe and secure communities

Increasing satisfaction with Police services

Service First is the service-improvement programme that is a Police priority. It aims to improve citizens' satisfaction with policing services by using a citizen-centred approach to service delivery. In practice, this means:

- knowing who uses Police services and what is important to them
- providing services that are responsive to these needs
- seeking feedback from recipients of Police services about their levels of satisfaction and dissatisfaction
- using this information to realign, as necessary, and improve services.

The Canadian Citizens First model is a guide for Service First, which the Police is piloting for the State Services Commission. The model is built on the principle that improving service to citizens requires accurately identifying the drivers of citizens' satisfaction with State services and their priorities for improvement.

The Police has realised, just as the Canadian police did, that by listening to citizens and learning about their

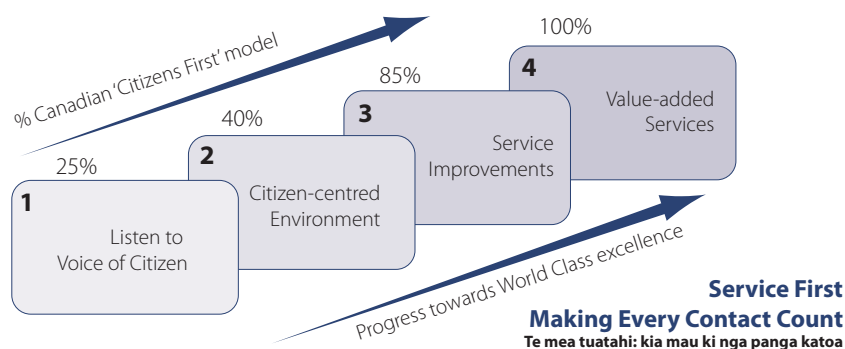


Figure 1: Four Steps to Citizen-Centred Services

experiences, the organisation can improve its services. The four major steps to citizen-centred services are shown in Figure 1.

Work on the first two steps in Figure 1 commenced during 2007/08 at pilot sites. The focus was on making every contact count at the roadside, over the counter, and on the telephone; the three main points where citizens have contact with police.

The six drivers of satisfaction (as outlined in the section 'Making every contact count'), formed the basis for the development work of the new model.

At pilot sites, quantitative and qualitative research on citizens' trust and confidence in police, their perceptions of safety, and their levels of satisfaction with policing services took place.

An analysis of best practice in the public counter and telephone services took place and focus groups and workshops were held with the public and communication centre practitioners. This helped the Police to understand service experience in greater detail.

As a result of the research, public counter and telephone service delivery standards will be tested in the coming year. Other initiatives to improve service delivery at public counters also tested included computers at the counter for direct data entry of information on an offence at the time it is reported. This work is ongoing.

A training package on effective roadside interactions was developed for specialist road policing officers, and was then piloted in two Police districts (Central and Tasman). Specialist road

policing officers in the remaining districts will receive the training in 2008/09.

Empowering communities

The Police aims to ensure local policing priorities reflect local needs, that community satisfaction with Police services increases, and that police engage with the diverse range of communities. The key to confident and secure communities is to empower communities through effective community partnerships.

Better engagement with communities

The Māori Focus Forum advises the Commissioner and the Police as a whole about key strategic and national issues for Māori. It maintains an overview of issues relating to Māori offending and victimisation. All districts are establishing Māori District Advisory Boards to advise on interventions and strategies at a local level.

Iwi-led Crime Prevention Plans are a joint proactive approach to preventing crime that involved iwi, the Police, Te Puni Kōkiri and the Ministry of Justice. The Police has developed resources in te reo Māori for use in Māori immersion early childhood centres and kura kaupapa Māori. The iwi formally engaged in this process to date are Ngāpuhi, Ngāti Whātua, Tainui (North/South), Te Arawa, and Ngāi Tahu. Work is ongoing with other iwi.

The National Māori Wardens project is jointly led by the Police and Te Puni Kōkiri to build wardens' capability and capacity. Wardens support Māori

families in their communities, with a special emphasis on Māori youth.

The Pacific Advisory Group informs the Commissioner about strategies to support key Police outcomes relevant to Pacific peoples. Some strategies have been established locally to assist district commanders meet the needs of Pacific communities. The annual kilikiti (a Samoan form of cricket) event in selective Police districts provided opportunities for Pacific communities to interact and network with members of the Police.

Police Youth Aid staff work with communities to ensure alternative action and diversion are used with young offenders, where appropriate.

Police work with other ethnic communities to learn how to respond more effectively to issues affecting those communities' members (for example, racially motivated crime, burglary and gambling).

The Police is actively ensuring its staff are a good fit with the communities they engage with.

Increasing the diversity of police

The Police has undertaken a national recruitment drive to develop a more diverse workforce that more closely reflects the communities in which police work. Police visited schools and community groups with large Māori, Pacific and Asian populations.

The Police continues to invest in local iwi liaison officers, Pacific liaison officers and ethnic liaison officers to work with communities.

Being more visible

Community police talked with and listened to the community at, for example, rural field days and open days at The Royal New Zealand Police College. The National Community Policing Group encourages this work.

The Youth Aid and Youth Education sections work closely with schools and local communities to encourage pro-social behaviours and raise a positive profile of police with young people.

Helping people at risk

The Police participates in cross-agency Youth Offending teams that bring together local people and organisations to work together to reduce youth offending. It is also a member of the cross-agency Youth Justice Leaders Group, which supports activities to reduce youth offending.

The Police is represented on the Family Services National Advisory Council, which oversees the delivery of local services to families in need.

Further links have also developed between the Police and the Ministry of Justice and local government during cross-agency work on the Summary Proceedings (Graffiti and Tagging) Amendment Act 2008.

Quality policy advice leads to quality decisions

Over 2007/08, the Police drew on its operational experience and provided input and direction to a wide range of internal and inter-agency policy processes. These contributions supported the new Policy group. This group helped to create consistent and well-coordinated policy advice that strengthened the effectiveness and efficiency of the whole organisation.

Key policy work in 2007/08

Throughout the year, the Police contributed to key policy work in the following ways:

- Contributed to the policy process that underpinned the decisions to establish the Organised and Financial Crime Agency of New Zealand and host it within Police.
- Engaged in an initial analysis of information to define and implement effective interventions. This work identified policy opportunities in relation to the issuance of warnings and cautions and cross-agency processes to manage priority offenders. A deeper analysis of prosecutions and charging practices is under way.
- Provided significant input into family violence processes.

Police actively participated in the policy discussions in relation to the Family Violence Taskforce Work Programme, as well as defining and implementing new operational responses to family violence. These responses included an inter-agency response system that is supported by the Family Violence Investigation Report (which comprises risk assessment tools to enhance victim safety). The response system will provide a clear picture and risk assessment of family violence events.

The Police also contributed to the review of the Domestic Violence Act 1995, proposing a model for a Family Violence Safety Order. This model will be a useful tool for police managing family violence events and ensuring the safety and accountability of those involved.

- Worked on reducing sexual violence.

The Commissioner is a member of the Taskforce for Action on Sexual Violence (which started in July 2007). An end-to-end process map of the response to sexual violence events has been developed by Police and is a basis for identifying where further work is required.

The Police is also participating at a policy level in a major inter-agency research project on sexual violence led by the Ministry of Women's Affairs.

- Worked on decreasing Māori offending and victimisation, working through iwi.

A new approach has seen the Police working closely with other agencies and iwi groups to support the development of Iwi Crime Reduction Programmes.

- Contributed to significant policy developments in relation to young people, including the:
 - review of the Children, Young Persons, and their Families Act 1989, particularly the proposal to increase the age for youth jurisdiction to 18

- Summary Proceedings (Graffiti and Tagging) Amendment Act 2008.
- development of New Zealand's position on Article 37 of the United Nations Convention on the Rights of the Child as it relates to mixing young and adult offenders
- development of operational policy to address the changes to section 59 of the Crimes Act 1961.

The Police also started an analytical work programme to identify development opportunities for public place violence based on an improved understanding of policing processes and their wider impacts, policy information and data gaps. This work will provide a clearer picture of the drivers for violence and the necessary interventions with a focus for operational and policy work.

Improving the complaints process

Changing the Police employment environment

On 1 February 2008, the most significant change in human resource practices in the Police since 1992 came with the introduction of amended police regulations. The Police moved into a performance and disciplinary environment such as operates in other workplaces. The Code of Conduct is the cornerstone for this environment, providing a framework for the standards expected of all staff. The regulations enabling the Code of Conduct also allow for a progressive disciplinary system and performance management.

Under the previous employment system, professional standards, employment relations and human resources were dealt with in unique and separate work groups at Police National Headquarters. These work groups are now developing common systems.

Early intervention

One of the recommendations of the Commission of Inquiry into Police Conduct related to identifying employees who are demonstrating behaviour that does not meet acceptable standards and/or whose performance needs to improve. Several indicators might assist in identifying such staff, including complaints, absences from work, performance interventions, or management and disciplinary issues.

Experience, from overseas and locally, shows that a small proportion of employees cause a disproportionate number of problems. An early intervention trial was held in four districts to identify processes and systems that would better manage those employees at an early stage. This work is now part of the scope for a standardised performance and disciplinary data base.

Early intervention may involve discussions with the employee and agreement on issues to be addressed. These may include personal or workplace issues that may, as a result of the early intervention process, be the subject of remedial training and/or performance management.

1.4 Policing with confidence

Police continued to prevent and reduce crime, road trauma and victimisation using evidence-based proactive policing. Police responded effectively to crime during the year by enhancing systems and processes and by sharing and communicating expectations with key stakeholders.



Outcome 2: Less crime and road trauma, fewer victims

Improving investigations

In 2007/08, the following initiatives were implemented to strengthen Police investigative capability.

A Framework for Investigative Services, based on international standards, was developed. It will be rolled out from 2008/09.

The Police Electronic Crime Strategy to 2010 began to be implemented. This strategy will improve e-crime investigation and the forensic capability to increase crime resolution, reduce e-crime offending, and minimise harm to people and organisations.

The Forensic Work Improvement National System (FORWINS) was started to enable serious and repeat offenders to be targeted as a result of a more efficient and effective collection and analysis of crime scene evidence.

A case management programme was developed to provide an end-to-end view of cases from receipt of the initial call to its final disposition. The pilot programme is planned for two Auckland districts in 2008/09.

The Investigative Interviewing programme began to be rolled out across the Police. The programme is based on the Planning and Preparation, Engage and Explain, Account, Closure and Evaluation (PEACE) model the

United Kingdom police use. It is designed to enhance front-line officers' and specialist investigators' ability to elicit information and evidence from offenders and victims during interviews.

Stage 1 of the Environment for Virtualised Evidence (EVE) was rolled out. EVE enables front-line investigators to efficiently and effectively access and interrogate online data for evidential purposes and to support subsequent prosecutions.

The Police and Institute of Environmental Science and Research (ESR) introduced low-copy-number DNA capability. This means minute samples of body tissue can now be analysed. An agreed process with ESR for familial DNA testing has resulted in the arrest and prosecution of an offender for an historic homicide. Police expect to solve more cold cases using this technique.

Increasing the quality of intelligence

In 2006, the Police signalled its intention to improve its intelligence capability by establishing the National Intelligence Office. When the framework for the National Intelligence Office is implemented, it will provide a foundation for developing intelligence capability across the whole organisation.

The establishment of the National Intelligence Centre is the National Intelligence Office's key focus. The centre will lead the development of intelligence-led policing and be a national hub from which information will be updated, coordinated, supported and disseminated throughout the Police.

The National Intelligence Office will coordinate the strategic development of intelligence across the Police in ways that will provide a more effective,

efficient and joined-up approach to community-focused crime and crash-reduction work at every level. It will create a motivated, highly skilled and professionally credible intelligence workforce that has a clear focus on helping decision-makers to better understand and deal with the criminal environment.

The National Intelligence Office will work towards revising national structures, and improving working arrangements with key partner agencies to enable the Police to play a full part in the New Zealand and wider international law enforcement intelligence community.

Making every contact count

The Police wants to ensure it meets or exceeds New Zealanders' expectations. It used a large-scale telephone survey – the Citizens' Satisfaction Survey – to ask the users of its services about their expectations and experiences. The survey measured participants' levels of trust and confidence, perceptions of safety, and levels of satisfaction with Police services.

The Citizens' Satisfaction Survey piloted questions from the Canadian Common Measurements Tool, which other State sector organisations will also be using to measure their clients' satisfaction.

The survey questions were based on the six drivers of satisfaction identified in *Satisfaction and Trust in the State Service*.¹

- The service experience met your expectations.
- Staff were competent.
- You were treated fairly.
- Staff kept their promises – that is, they did what they said they would do.
- Your individual circumstances were taken into account.

1 Colmar Brunton. 2007. *Satisfaction and Trust in the State Services*: Report. Prepared for the State Services Commission. Wellington: Colmar Brunton. http://www.ssc.govt.nz/upload/downloadable_files/satisfaction-trust-07.pdf

- It's an example of good value for tax dollars spent.

These survey results are the baseline from which New Zealand citizens' changing satisfaction levels can be measured. The survey will be ongoing to help improve how the Police delivers services in the future. The results will also form part of the wider monitoring of satisfaction with the Police as recommended by the Commission of Inquiry into Police Conduct.

Better family violence interventions

The Taskforce for Action on Violence within Families continued to provide direction for improvements in addressing family violence through its Programme of Action.

The Police maintains its Family Violence Governance Group at Police National Headquarters. The group oversees and supports projects that are generated through the taskforce.

The Family Violence Inter-Agency Response System delivers a coordinated, inter-agency approach to the management of family violence cases. It is designed to improve decision-making across government and non-government agencies for first response, evidence collection, risk assessment, offender management, support for victims, and child protection.

The system's implementation was completed in June 2008. There will be ongoing support for the project from Police National Headquarters to assist local sites. More than 50 individual sites throughout New Zealand have established the system. Four of these sites have been chosen for a three-year evaluation. Sites were chosen based on a mix of demographics, resources, volumes of reported family violence and agency relationships. The Ministry of Social Development will fund this evaluation with the Police and the National Collective of Independent Women's Refuges as partners.

A Family Violence Information Sharing Protocol was developed to ensure

everyone working within the Family Violence Inter-Agency Response System has the same understanding about the provisions of the Privacy Act 1993 as they relate to collecting and sharing information with partner agencies involved in case management.

The Family Violence Investigation Report was developed to aid investigation, risk assessment, the collection of child-related data, and the management of victims' and/or children's safety. It includes a practice note on the process for initiating notifications to Child, Youth and Family.

Another police-oriented training package on protection orders was developed and delivered as part of the mandated training programme throughout New Zealand.

The Police also:

- contributed to the Ministry of Health-led Family Violence Death Review Committee project, which will review deaths to better understand how and why these occur and improve systems and practices
- developed a family violence specialist training module and qualification course for police
- developed a training package on family violence for non-commissioned police supervisors
- developed an internal awareness campaign that included posters and wall charts to support current and future training
- evaluated risk assessment tools to establish their reliability, validity and utility and to identify and implement potential improvements
- developed a memorandum of understanding with the National Collective of Independent Women's Refuges
- updated the Police Family Violence Policy and developed a deskfile to guide front-line staff in their application of the policy.

Improving adult sexual assault investigations

Work continued to enhance the police approach to investigating adult sexual offending. It builds on the Commission of Inquiry's recommendations and focuses on the provision of high-quality victim care in a medical or forensic sense, ensuring timely and appropriate support is in place and increasing investigators' skills.

Other work in this area includes:

- continuing to roll out, improve implementation and continuously review the Adult Sexual Assault Policy
- developing an investigative interviewing model for interviewing complainants, victims and vulnerable witnesses, taking into account the skill level of police investigators
- delivering national and district-based courses for adult sexual assault investigators, which is supported by the investigative interviewing specialist adult witness training that is producing specialist interviewers capable of conducting interviews in accordance with sections 103–105 of the Evidence Act 2006
- promoting, with the Accident Compensation Corporation (ACC) and Ministry of Health, the Sexual Abuse Assessment and Treatment Service model, which aims to deliver a nationally consistent medical and forensic response to sexual abuse victims
- developing memoranda of understanding between government agencies and non-government organisations
- considering the establishment of multi-agency centres to work towards achieving standards of excellence in the response to sexual abuse.

Better targeting of organised crime

In September 2007, Cabinet agreed to establish the Organised and Financial Crime Agency of New Zealand and that it would be hosted within the Police.

The intent of this agency is to optimise government investment in the investigation of serious and organised crime by centralising and enhancing cross-agency information and carrying out joint operations under Police leadership. The agency's work will be guided by the Government's Organised Crime Strategy.

The establishment project started in January 2008 and included:

- establishing the agency's structure
- establishing position descriptions for, and recruiting to, key positions in the agency
- establishing premises with secure computing and communications capability within Police National Headquarters
- developing the policies, procedures and standards required
- liaising and coordinating with other agencies about, in particular, the tasking and operation of taskforces and protocols for seconding staff and sharing information.

Work is well advanced to put in place the systems and structures to support the agency's operations, including the development of a whole-of-government strategic assessment of serious organised and financial crime. The assessment will support discussion among agencies about organised crime risk areas and how they are dealt with, and will result in high-level briefing papers for the Officials Committee for Domestic and External Security Co-ordination approval.

Legislation to enable the Serious Fraud Office to become part of the agency is under way. Until this is passed the office will deal with complaints as it has always done.

Reduce organised criminal activity

Organised crime refers to groups of people who act together on a continuing basis to commit crimes for gain.

Background

Several organised crime groups with clear structures and identifiable hierarchies operate in New Zealand. However, consistent with international trends, organised and transnational organised crime groups that affect New Zealand are increasingly operating in fluid networks without a recognisable structure.

Investigations and intelligence indicate that organised crime groups in New Zealand are involved in illegal drug trafficking, manufacture and distribution, money laundering, fraud, volume crime,² violence, environmental crime,³ illegal migration and electronic crime (e-crime).⁴ The involvement of organised crime groups in such a range of illicit activities demonstrates their flexibility to quickly take advantage of new opportunities. Investigations targeting organised criminal activity continue to require substantial resources as well as specialised skills.

Policy and strategy

The New Zealand Police Organised Crime Strategy to 2011 provides an overarching framework for actively confronting and addressing organised crime. This strategy focuses on developing our understanding of the issues and enhancing legislative powers to enable the prevention, targeting and disruption of organised criminal activity. This strategy aligns with the Whole of Government Organised Crime Strategy (2008).

2 Volume crime commonly includes burglary, unlawful taking of motor vehicles and general theft.

3 The illegal trade in environmentally sensitive items.

4 E-crime includes all offences where information and communications technology is used in the commission of an offence, is the target of an offence, or is used as a storage device in the commission of an offence.

Operations

Police operational activity highlights the ongoing involvement and cooperation of organised crime groups in the illicit drug trade. Transnational and domestic organised crime groups largely control the importation of methamphetamine and the methamphetamine precursor pseudoephedrine, so police continue to target these groups. In 2007, police dismantled 190 clandestine methamphetamine laboratories (clan labs).

Throughout the year, police successfully conducted proactive targeted operations across all districts against organised crime groups and gangs. One operation disrupted a South Auckland organised crime group and resulted in 55 arrests, the recovery of \$200,000 and over \$500,000 worth of methamphetamine and cannabis. Other district-based operations have disrupted complex international and national drug importation and distribution networks and led to the confiscation of significant assets (under the Proceeds of Crime Act 1991).

The National Cannabis and Crime Operation is a nationally coordinated programme that uses aerial support to target the commercial cultivation of cannabis. In 2007/08, the operation resulted in the destruction of 124,000 plants and 216 kilograms of dried cannabis plant material, the seizure of 147 firearms, the arrest of 780 offenders and the recovery of an estimated \$439,000 worth of stolen property.

Capability

The Police continues to work with numerous internal and external partners in their efforts to combat organised crime. The Police is also actively engaged with international law enforcement agencies on working groups that target transnational organised crime by sharing intelligence and undertaking joint operations.

Intelligence plays a key role in monitoring organised crime trends as well as identifying and prioritising risk. The Police is establishing a National Intelligence Centre that will enhance its intelligence capability.

The Police is to host the Organised and Financial Crime Agency of New Zealand. This agency will take an inter-agency partnership approach to combating serious and organised crime to improve the safety and security of New Zealand.

The Crime Monitoring Centre undertakes electronic operations against organised crime groups. Covert policing continues to be used to detect, prevent, apprehend and successfully prosecute criminal targets. The National Cyber Crime Centre (NC3) is being established to provide dedicated investigative capability to combat organised crime group involvement in e-crime.

The Police supports:

- an amendment to the Sentencing Act 2002 to make belonging to an organised crime group an aggravating factor at sentencing
- an amendment to the Crimes Act 1961 to increase the penalty from 5 to 10 years for participation in an organised criminal group
- proposed legislation to prohibit gang insignia.

Making our roads a safer place

Road safety is core business for the Police. Resources are provided through the New Zealand Transport Agency via the National Land Transport Fund for the National Land Transport Programme and make up about 20.62 percent of the total Police budget. In early 2008, the Police released its *Road Policing Strategy to 2010*, which sets out a focus of reducing road trauma in line with the Government's road safety targets. The

strategy highlights how police will influence road-user behaviour by using risk-targeted deterrence enforcement strategies.

The Police focus is on the 'fatal five' – speeding, drink/drugged driving, restraints, dangerous/careless driving, and high-risk drivers. In line with the overall road safety approach, the aim is to deliver innovative world-class road policing to reduce both crash risk and severity. In addition, the Police recognises that vehicle safety is a critical component for a safer environment, so leads a committee to improve fleet procurement guidelines in relation to vehicle safety features.

Decrease in deaths and hospitalisations

The numbers of road-related deaths and hospitalisations tracked downwards from the mid-1990s, but since 2002 the rate of change has slowed (see Figure 2). This overall downward trend has continued despite continued growth in the vehicle fleet, and reflects a combination of safer vehicles, safer roads and improved driver behaviour through enforcement and education.

Enforcement capability improved

Throughout 2007/08 the Police improved its enforcement capability by:

- deploying new tyre deflation devices, evidential breath testing devices, and breath screening devices
- deploying two new large 'booze buses' in the Auckland metropolitan area and redeploying two other buses into Canterbury and Southern Districts
- developing a speed camera deployment vehicle strategy
- implementing additional rural and urban patrols into Northland, Eastern and Southern Districts

- implementing an additional Traffic Alcohol Group in Auckland
- replacing wet film mobile speed cameras with digital technology
- implementing a Red Light Camera Trial in conjunction with Auckland City Council
- introducing an intervention process for adult traffic-offending recidivists
- processing Land Transport New Zealand taxi compliance officer notices
- upgrading Police Infringement Bureau systems so they are compatible with increased workloads and digital platforms.

Getting better at targeting risks

Road Policing Support has been working closely with the newly established National Intelligence Group to enhance strategies to ensure resources are targeted to the areas with the most risk, including the ongoing development of urban and rural risk-targeting products. The completion of further training and an improved deskfile for road policing analysts has improved its capability to target to risk.

The Police Crash Risk Analysis by Sectorised Highway (CRASH) book assists front-line staff and supervisors to determine areas of greatest risk. It is

helping to maximise enforcement effectiveness.

The Police, in conjunction with partner agencies such as the New Zealand Transport Agency, the Ministry of Transport, the ACC and local councils, is committed to the Road Safety Action Planning process. This process enables joint engineering, educative and enforcement responses to risk.

A new outcomes-based performance framework for quarterly reporting to the Ministers of Transport, Transport Safety and Police has been developed. This links enforcement activities with the effects on driver attitudes and behaviours, and the effects on crash rates and injury severity. The development of systems to monitor the quality of crash reporting and police pursuits has further enhanced police understanding of, and response to, the road safety environment. Improvements in the research capability within Road Policing Support have also improved the ability to determine the appropriate responses to risk.

Slowing down drivers

Several nation-wide operations targeting drink drivers took place during the year. In conjunction with the ACC, Police targeted drink driving with overt and covert operations (for example,

Northland's Culture Shock campaign and lockdowns of motorway on-ramps to breath test drivers).

The Slow Down Near Schools campaign received wide public acceptance and has resulted in reductions in mean speeds and crashes near schools.

A further Police priority is to reduce trauma. It is working with inter-agency groups to develop strategies about young and novice drivers, alcohol and other drugs, motorcycle safety, speed and penalties, fatigue, and infringement review.

Commercial Vehicle Inspection Unit

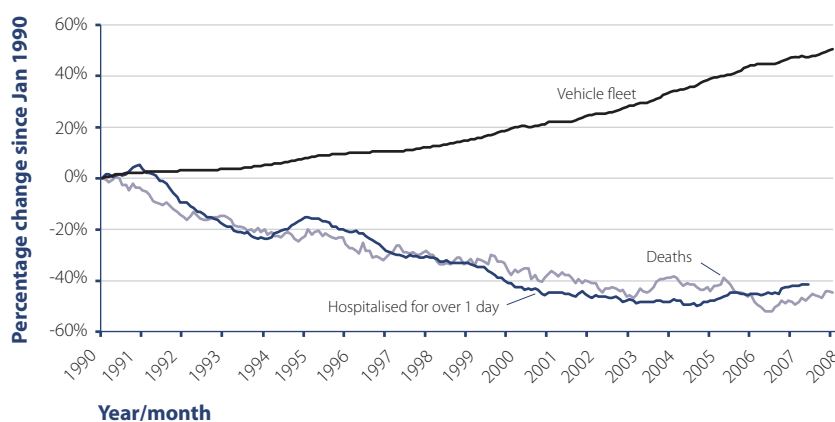
The Commercial Vehicle Inspection Unit is managed nationally and focuses on safety, specifically quality commercial vehicle stops and vehicle safety inspections with an emphasis on commercial vehicle driver behaviour offences. The unit has been offering development opportunities to staff and has been instrumental in supporting the development of the Operator Rating System to encourage fleet operators to adopt proactive safety management systems.

Development of people

The Police introduced a newly designed road policing induction course and supervisors' course to enhance professionalism. Other training initiatives include commercial vehicle safety training, drug recognition, field impairment training, and ongoing leadership development for key staff. In addition, the Police Infringement Bureau is being used as a pilot site for Service First.

Forensic mapping staff can now receive formal recognition of their skills through the New Zealand Qualifications Authority. The Police has also formalised a peer review process for crash investigations, including the use of independent academics and development of training courses.

Figure 2: Deaths and Hospitalisations, 1990–2008



1.5 Organisational development

The Police continues to build a world-class police service by placing greater emphasis on fostering a culture of diversity, fairness and accountability with integrity and leadership.

During 2007/08, the Police encouraged innovation in the use of technology to support policing operations.



Outcome 3: World-class police service

Creating better leaders

Leadership and people in policing

The Leadership and Management Development Framework is the key tool for increasing capability in leadership skills. It has generic development programmes for constables, sergeants, senior sergeants, and district senior management teams as well as targeted programmes for women, and tailored leadership development programmes for Communications Centre and Prosecutions staff.

In terms of participation in leadership training in 2007/08:

- 480 staff participated in one of the development programmes
- 150 women participated in the women's leadership development programme
- 218 staff were involved in 360-degrees surveys, received feedback and had individual development planning
- 72 staff attended University of Otago leadership development programmes
- 35 staff are mentored by external mentors
- 11 staff participated in external leadership development programmes

- 220 staff attained the National Certificate in Front Line Management (level 4) and/or the National Certificate in Public Sector Services (Leadership development – middle management) (level 5).

Leadership in minority Police groups

The constables' leadership development programme was originally developed for Māori, Pacific and Asian constables, but it is now open to all constables.

A specific leadership development programme was developed for women. Twenty-eight senior sergeants participated in this programme last year. The programme requires all participants to undertake the relevant exams required for promotion to sergeant.

Supporting new managers

An internal induction and mentoring programme has been established to support every newly appointed area commander.

District commanders attend a Police National Headquarters induction programme and may attend a Leadership in Practice programme (run by the Leadership Development Centre) within their first year in this position.

New Code of Conduct

The new Code of Conduct introduced this year enables the Police to address behavioural issues in a more efficient, appropriate, impartial and timely manner than was previously the case.

A national implementation plan was developed for the code. It explained what the Police was aiming to achieve at a national level, including goals, objectives, outcomes, success factors, measures and timelines. District and business unit action plans explained how the code would be implemented at the district level but in line with the national plan.

The Police employed 13 employee practice managers to guide and assist the code's implementation and

ongoing operation of the new disciplinary processes at national and district levels. An induction conference was held for this group.

Collective employment agreements and the new Policing Act will incorporate the Code of Conduct, so it will apply to all employees covered under the agreements.

A Professional Distance Policy, which covers sexual conduct (with the public, complainants and work colleagues), has been drafted in alignment with the Code of Conduct and has been circulated for consultation.

Activities meeting the Commission of Inquiry's recommendations

The following recommendations from the Commission of Inquiry Commission of Inquiry into Police Conduct were addressed in 2007/08.⁵

- Recommendation 2: General instructions automatically updated (completed in 2007).
- Recommendation 4: Enhanced policy capability established (completed in 2007).
- Recommendation 5: Notify commissioner of serious complaints (completed in 2007).
- Recommendation 33: Disciplinary tribunal system be revoked (completed in February 2008).
- Recommendation 41: Inappropriate use of Police email and internet (completed in 2007).
- Recommendation 42: Written confirmation re-use of internet and email (completed in 2007).
- Recommendation 43: Acknowledgement of changes to

⁵ For further information about the recommendations, see the Police website, *Police Response to Commission of Inquiry Report*. <http://www.police.govt.nz/resources/2007/inquiry-into-police-conduct>.

Police computer use policies (completed in 2007).

- Recommendation 44: Regular reports on email and internet use (completed in June 2008).

In addition to addressing the recommendations the Police undertook other related activities. The first organisational 'health audit' of staff was conducted in October 2007. The purpose was to evaluate the Police culture to determine whether it was consistent with a safe work environment for all employees. Of the 6,700 recipients of the audit form, 67 percent responded. The findings provide a benchmark for future audits and intelligence for improving organisational culture.

The first matters considered to be serious misconduct have proceeded to disciplinary hearings under the new Code of Conduct. Hearings for serious misconduct under the new code have taken place within 10 days of the appointment of the person to undertake the disciplinary hearing – much faster than previously.

A new internet gateway to provide enhanced internet monitoring and reporting capabilities has been implemented. This significantly improves the Police's ability to monitor staff internet use and identify issues that may require early intervention. An established Use of Information Steering Committee will continue to provide overall governance, and the Organisational Assurance Group will undertake assurance reviews as part of business as usual.

Improving technology capability

During 2007/08, considerable progress was made on projects designed to deliver the top 10 technology initiatives, as identified by user groups. These initiatives aim to improve mobility at the front-line, increase the speed of police work, and reduce paperwork.

Initiatives progressed include the following.

- A proof of concept for a digital radio network for specialist groups was successfully completed. This is a forerunner to work to replace the network for, not only specialist groups, but also general duty operations in Auckland, Wellington and Christchurch.
- A single national database for the three Communications Centres was established to provide business continuity and access to events anywhere in the country, and to make it easier to transfer events between centres.
- An interface to allow automatic processing of fingerprint requests from the Department of Corrections to assess the true identity of prisoners or visitors to corrections' facilities was developed.
- High-speed fibre optic communications between backbone sites was introduced to provide a platform for future expansion of the high speed link into districts.
- The Enterprise Knowledge Management System was implemented to allow the Corporate Instruments Group to publish information organisation-wide. A document management and publishing system can now be introduced across all of the Police, and will be available in early 2008/09.
- The National Intelligence Application (NIA) was enhanced to tie in with strategic business requirements for the Crime Line Reporting pilot, Missing Persons and Family Violence business groups, the Criminal Justice Support Unit and case management projects.
- The corporate dashboard, an online application that provides critical data for Police executives, including crime and human resource statistics, was implemented.

Reviewing the Police Act 1958

The review of the Police Act 1958 comprised four major phases of work since June 2006. Phases 1 and 2 were completed in 2006/07. Phase 3 started in July 2007. It involved the analysis of public submissions on the key policy choices for policing, and drew those results together for final policy choices by the Government. Phase 4 involved supporting parliamentary counsel in drafting the Policing Bill and supporting the Minister and select committee through their deliberations and report back to Parliament.

The Policing Act 2008 comes into force on 1 October 2008.

Increasing national security

To increase national security, the Police needs to strengthen its partnerships with partner agencies and jurisdictions, ensure it is prepared to deal with security threats and develop capability to protect New Zealand and the region.

Given the complexity of national security, the low volumes of events involved, and the variability in the implications of different events, it is more relevant to comment annually on any public event that had national security implications rather than to merely count the number of events.

While the Police has the primary operational and criminal intelligence role in relation to national security, the cornerstone to success continues to be inter-agency relationships between the Police, the wider intelligence community and other government agencies.

The Police participated in a variety of inter-agency work programmes, several of which related to work streams the Officials Committee for Domestic and External Security Co-ordination had mandated to improve national security. Police:

- attended counter-terrorism capability workshops
- participated as observers and assessors in overseas national and international exercises

- developed New Zealand best practice standards for major events that are in line with overseas developments (especially in Australia, the United Kingdom and the United States).

The Police continues to act as the coordination point for the designation of terrorist entities, where individuals and organisations designated as terrorist entities are submitted by the United Nations for ministerial approval.

During the year, the Police was involved in four regional policing operations that had potential implications for New Zealand's national security in a regional context.

- **Regional Assistance Mission to the Solomon Islands**
The Solomon Islands continued to be a major commitment for the Police this year, with 35 staff deployed there on six-month rotations as part of the Regional Assistance Mission to the Solomon Islands (RAMSI) Participating Police Force.
In addition, the Police has three senior staff seconded to the Solomon Islands police force on a bilateral arrangement outside of RAMSI, including New Zealand Police Assistant Commissioner Peter Marshall.
- **Timor-Leste**
The Police continued to provide 25 staff on six-month rotation to the United Nations Integrated Mission in Timor-Leste to build capacity in the Timorese police.
- **Bougainville (Papua New Guinea)**
Seven Police staff were funded by the New Zealand Agency for International Development (NZAID), to train, mentor and advise the Bougainville Community Auxiliary Police and Bougainville Police Service.
- **Tonga**
Following rioting in Nuku'alofa in November 2006, a 45-strong Police contingent was deployed at the request of the Government of Tonga. In 2007/08, the size of the

contingent gradually decreased to four officers who remained in and around Nuku'alofa in response to the Tongan police force's need for ongoing specialist policing assistance.

In late May 2008, the deployment transitioned to the Tonga Police Development Programme, a three-to five-year Australia, New Zealand and Tonga programme of assistance to the Tongan police force. NZAID funds the New Zealand Police's contribution to the programme.

Other programmes

Alongside the four major commitments outlined above, the Police worked towards developing a programme of long-term assistance to the Cook Islands police and a package of community policing assistance for Papua/West Papua, Indonesia. During the year Police also had a presence at a global level through a deployment to Afghanistan.

The Police was also involved in a range of offshore programmes and projects to benefit New Zealand's national security, including:

- the Pacific Prevention of Domestic Violence Programme
- the Pacific Police Dog Programme
- the Philippines Model Police Station Project
- Clandestine Laboratory Training (Indonesia)
- Crime Scene Investigation Training (Malaysia)
- the Police Armoury Redevelopment (Tonga).

Capability

The overseas liaison officer network in Bangkok, Sydney, Canberra, London, Washington DC, Jakarta, Suva and Beijing continued to engage with information and intelligence flows to extend New Zealand's knowledge and understanding of the international and domestic security environment.

1.6 Working across the whole of government

The Police works with agencies across the State sector to deliver on the Government's goals, ministerial priorities and sector outcomes. The achievement of Police goals depends on a collaborative and whole-of-government approach.

Justice sector

Police worked within the Effective Interventions framework with the wider justice sector during 2007/08 to establish a package of changes known as Effective Interventions Phase One. In this phase, the Police implemented two initiatives: the Watchhouse Nurse project and the Priority Offenders Initiative.

Watchhouse Nurse – more timely mental health assessments

The Watchhouse Nurse project involved placing a mental health nurse in the Rotorua Police Station to facilitate the treatment of detainees, arrestees, and remandees with mental illness. In 2007/08, an evaluation of this initiative, in partnership with the Ministry of Health, found that the project facilitated more timely assessments and interventions for the target group.

Following the evaluation, the project was piloted in Christchurch and Manukau police stations. They employed mental health nurses who also had expertise in the fields of alcohol and other drugs. These pilots will be evaluated in 2009.

Priority Offenders Initiative – early intervention for high-risk offenders

The Priority Offenders Initiative is a joint project with the Ministry of Justice that involves targeting adult high-risk prolific offenders in specific localities. It includes the provision of intensive inter-agency case management and interventions to address identified social and health needs of offenders and, where appropriate, their families.

Implementation has commenced in six sites: Kaikohe, Papakura, Rotorua, Flaxmere (Hastings), Porirua and Christchurch. Police-led groups have been established at each site and consist of representatives from the Police, the Department of Corrections, the Ministry of Health, the Ministry of Social Development (Work and Income and Child Youth and Family), Housing New Zealand, and the Ministry of Education. These groups facilitate case management and identify the services required to address offenders' needs. An evaluation report will be delivered in October 2010.

Phase Two of the initiative has been developed with other agencies and will support and build on the gains achieved so far, particularly in relation to the new non-custodial sentences. Cabinet approval for the Effective Interventions Phase Two programme of work is being sought for the following year. Although the Police contributes to a wide range of initiatives, its contribution to the initiative focuses on improving community safety and reducing crime by improving the effectiveness of prosecutions and better targeting the use of bail.

Transport sector

Police work with the transport sector is outlined in the section on progress on Police outcomes on pages 12-13.

Defence and international sector

The Police works with the core defence and international sector agencies to achieve "Secure New Zealand, including its people, land, territorial waters, 'exclusive economic zone', natural resources and critical infrastructure".

The core sector agencies comprise the New Zealand Defence Force, Ministry of Defence, Ministry of Foreign Affairs and Trade, New Zealand Customs Service, Ministry of Fisheries, and specialised security groups within the Department of the Prime Minister and Cabinet.

The source and nature of external threats vary widely, for example, illegal imports of drugs and biohazards, the risk of a pandemic, overseas-based cyber-crime, terrorism, and incursions into our territorial waters. The sector agencies need the ability to organise shared resources to anticipate such threats. Sound inter-agency strategies and contingency plans underpin this work.

- Sub-sectoral strategies support New Zealand's Pacific Security Strategy.
- The Disciplined Forces Strategy provides capacity-building assistance for Pacific countries to address domestic law and order and national security requirements.
- The annual review of peacekeeping operations overviews New Zealand's peace-support operations and efforts to improve whole-of-government approaches to work with fragile States.
- Agency-to-agency agreements are established directly with other New Zealand agencies to foster increased alignment with the New Zealand Defence Force.
- Funding initiatives mean working closely with NZAID, including the Ministry of Foreign Affairs and Trade, for funding for overseas deployments, programmes and projects.
- Agreements with foreign police agencies on a wide range of international issues and assignments.

Other agencies

The Police has working protocols (memoranda of understanding) with over 40 other state agencies, covering areas of health, housing and social issues, population groups, and natural resources. Police actively seek out opportunities and initiatives to work with other agencies and add value by ensuring better outcomes are achieved jointly than would be achieved by each agency working alone.

PART 2

Reducing Inequalities and Managing Risk

The Government goal for reducing inequalities will be achieved by reducing the inequalities that divide New Zealand society and by offering a good future for all. The Government aims to ensure all groups in society can participate fully and enjoy the benefits of improved productivity. This means strategies must be coordinated across sectors and the capacity of Māori and Pacific communities must be supported and strengthened.

The five key Police interventions to reduce inequalities and improve the outcomes for key groups and communities, are:

- focusing on illicit drugs and alcohol
- reducing Māori offending and victimisation
- reducing Pacific peoples offending and victimisation
- reducing ethnic peoples offending and victimisation
- influencing children and young people positively

2.1 Key interventions

Focusing on illicit drugs and alcohol

Up to 61 percent of alleged offenders in 2007 had consumed alcohol before their arrest. When this knowledge is combined with the amount of Police resources used, such as custody time, the managing of intoxicated detainees, communication staff time, and the processing of drink drivers, it is apparent alcohol is a key driver of police work.

In 2007/08, nearly half of all participants in the New Zealand Arrestee Drug Abuse Monitoring programme reported having used at least one illicit drug at the time of their arrest.

Reducing supply

The Police contributes to the National Drug Policy by working to reduce the supply and demand of drugs as well as working with communities to reduce the associated harm.

Enforcement initiatives included the following.

- The National Clandestine Laboratory Response Team located and dismantled 190 clandestine laboratories (in 2007).
- The National Cannabis and Crime Operation's nationally coordinated approach targeted the high-level cultivation and distribution of cannabis and reduced the influence of organised crime.
- One hundred and seven Controlled Purchase Operations, involving over 1,300 individual licensed premises, reduced the sale of liquor to minors.

Prevention and education

Youth education officers continue to deliver modules of the well-received Drug Abuse Resistance Education (DARE) programme in schools nationwide.

The Police funded and managed research projects to help it develop a clear picture of drug trends: NZ-ADAM (Arrestee Drug Abuse Monitoring), the Illicit Drug Monitoring System, and the Drug Harm Index.

Partnerships to reduce harm

In 2007/08, the Police:

- delivered initiatives in partnership with the ACC to minimise alcohol-related harm and encourage partnership work within the community
- worked with 'problem' licensed premises to promote safer practices around alcohol (for example, targeted host responsibility training for bar staff)
- supported Community Action on Youth and Drugs and CARV (Curbing Alcohol-Related Violence), which were located in three sites

- developed an organised crime strategy to address the manufacture, trafficking and supply of illicit drugs
- put a greater emphasis on enforcing breaches of liquor ban offences (the number of breaches increased from around 7,700 in 2006/07 to just over 9,900 in 2007/08).

Reducing Māori offending and victimisation

Effective interventions

Effective interventions that result in positive outcomes for Māori are one of the key priorities for the Police. This is evidenced by the Commissioner's response to addressing the disproportionate and increased rate of offending by both young and adult Māori in almost every major area associated with criminal activity, including dishonesty, drugs, murder, aggravated robbery, serious assault and family violence.

Māori, Pacific and Ethnic Services provides leadership and strategic direction to Police iwi liaison officers to enhance relationships with Māori across the country. The result has been a profound and positive effect on the manner, method and style of policing at key events such as the annual Waitangi Day celebrations, national protests, and land occupations.

Responsiveness to Māori Strategy 2010

The Responsiveness to Māori Strategy 2010 seeks to build on established platforms between the Police and Māori. Its implementation is an integral component of preventing and reducing Māori participation in crime.

Māori-specific family violence programmes

District iwi liaison officers work closely with a range of family violence service providers who use tikanga Māori concepts as key intervention tools. Police Family Safety Teams support iwi liaison officers in proactive interventions by communicating the prevalence of violence to iwi and hapū.

Gang liaison and youth

Proactive engagement continues between the Police National Headquarters, Police districts, iwi liaison officers and gang leaders to reduce general offending by Māori and young people. This engagement has proved successful in several high-profile investigations.

Youth Offending Teams work to deter Māori children and young people from engaging in crime. The engagement of iwi liaison officers in this area will support Youth Services, including providing access to key Māori service providers who can address the causes of youth offending and other related poor outcomes.

Recruitment and training initiatives

The Police targeted potential recruits at Māori schools, facilities and wānanga using traditional tikanga Māori concepts as well as presenting Māori officers as role models. Of the 380 names collected, 32 are formally in the Police recruiting system, while Police are working through the process to gauge the eligibility of the remaining pool of recruits.

The Police, in partnership with polytechnics, has introduced pre-recruitment courses to improve potential applicants' academic and physical skills. As a result of the courses, 55 additional Māori and Pacific peoples have become police officers.

Reducing Pacific peoples offending and victimisation

Pacific peoples are over-represented in violent offending statistics (13 percent of convictions) and are at a higher risk of being victims of violent offending than any other ethnic group. They are also disproportionately represented in prisons (11 percent), and this is projected to increase as the Pacific population in New Zealand continues to grow. The level of susceptibility to be imprisoned continues to grow for Pacific peoples because a conviction for violence is more likely to result in a prison term.

Pacific Peoples Responsiveness Strategy 2010

The Pacific Peoples Responsiveness Strategy 2010 supports initiatives to reduce harm within Pacific communities. Collaboration with agencies and communities and specific intervention and prevention programmes aim to reduce the offending and victimisation rates of Pacific peoples and develop leadership skills for Pacific Police staff.

Pacific community reassurance is strengthened, if opportunities are presented for Pacific peoples to be included in the design, construction and implementation of culturally appropriate services. Police district commanders and Pacific leaders advisory fonos provide Pacific peoples with an opportunity to contribute to initiatives targeting Pacific offending.

The Police also provides resources, training and Pacific cultural skills to staff to ensure they police Pacific communities with confidence.

Effective interventions for Pacific peoples

The Police worked with other justice sector agencies to drive and manage the Pacific component of the Government's Effective Interventions initiative. Future work will focus on delivering practical initiatives to address the level of offending and victimisation of Pacific peoples.

Pacific liaison officers continue to enhance good relationships with Pacific communities. These officers have had a profound and positive effect since being deployed to Pacific community events and annual celebrations. They also lead, manage and coordinate a nationwide Police response to issues presented by the Government's Recognised Seasonal Employment immigration initiative. For instance, community concerns in Tasman have been effectively managed with an efficient Police response since the placement of a Pacific liaison officer in the district.

Programmes addressing the causes of offending and victimisation, including specific joint Police–Pacific service provider programmes for youth offending and family violence, have also proved successful.

- The Pacific Community Safety Patrols in Manurewa and Avondale contributed significantly to the reduction of youth gang activities in these areas.
- A programme targeting family violence in Auckland City also contributed to a decrease in domestic violence offending by Pacific males in the city.

The Police recognises that meaningful partnerships are critical to its (and New Zealand's) success. The level of crime among Pacific communities will remain unchanged unless Pacific communities, non-government organisations and the Ministry of Pacific Island Affairs, amongst others, are fully engaged – from the development phase to the implementation phase of these programmes.

This approach is underpinned by policy and operational support from Pacific advisory groups that have been established in the main centres to help district commanders devise tactical options for addressing local Pacific concerns.

Policy and programmes

The business plans of Police districts with significant Pacific populations (Auckland, Waikato, Wellington and Christchurch) include a focus on maintaining relationships and reducing offending. Inter-agency work is ongoing at national and local levels to help the Police to be more responsive to Pacific issues and expectations.

Partnerships

The Pacific Advisory Group includes key leaders with access to many prominent Pacific peoples such as pastors and media and sports personalities.

The Police supported Pacific communities:

- during the Pasifika Festival, which provides an opportunity for a significant number of Pacific communities to interact and network with police
- during Pacifically Wellington, which is a key event for communicating with Pacific families and an example of the Police working effectively with other agencies such as the Ministry of Education to meet the demands and needs of Pacific communities and ensure government is providing and delivering quality services
- by developing and distributing publications and resources to Pacific communities to demonstrate the Police commitment to ensuring Pacific peoples have equitable access to justice information.

Leadership and commitment

Leadership and management commitment have been strengthened through the annual national Police conference – Pacific Fono. Pacific staff, including middle management, attend the fono to benchmark then evaluate the effectiveness of responsiveness initiatives and to develop leadership skills.

Another Police focus has been to recruit and develop Pacific women for leadership roles. This reinforces the Police's commitment to Pacific peoples and aligns with the Economic Development Plan for Pacific Women that is driven by the Ministry of Pacific Island Affairs.

Reducing ethnic peoples offending and victimisation

Ethnic Strategy towards 2010

The implementation of the Police Ethnic Strategy towards 2010 will provide a specific intervention focus for increasing community safety and reducing crime, road trauma and victimisation within ethnic peoples' communities.⁶

This strategy promotes closer relationships with diverse ethnic communities to reduce their fear of being a target of crime and increase their confidence in police. Specific intervention programmes using a proactive policing style that encourages working together with ethnic communities have had a positive impact.

Customising recruitment and training

The Police has applied significant effort, both internally and externally, to respond effectively and consistently to ethnic peoples' needs.

The implementation of a customised approach to recruit Asian police, specific training and training resource development, and supporting police with an ethnic background, has led to recent successes in this area. Key achievements include developing a programme for recruits to raise awareness of working with diverse ethnic communities and seminars to enhance police knowledge and skills for responding to ethnic communities.

⁶ The term "ethnic" is used to describe a group of people from Asia, Middle East, Africa, Continental Europe and Latin America, whose cultural heritage distinguishes them from the majority of people in New Zealand, including Māori and Pacific peoples.

Taking an ethnic perspective

During the year, districts were encouraged to include multiple ethnic perspectives in their business plans. Information was gathered to better understand current crime and safety issues, perceptions of police, and police responses to those issues. Work is continuing to implement ethnic responsiveness into the front-line effectively.

Partnership with ethnic peoples

District staff, especially ethnic and Asian liaison officers, actively provided relevant safety information to ethnic communities through outlets including ethnic media. Some districts supported local ethnic soccer tournaments to build relationships with ethnic communities and encourage ethnic community members to join the Police. Police are encouraging ethnic communities to become involved in community safety initiatives, for example, through Asian advisory committees.

Target responses to ethnic peoples' victimisation and offending

Police have worked closely with ethnic communities on serious issues concerning ethnic community members such as racially motivated crime, burglary and gambling.

Relationships have been established with key government agencies and local authorities: the Police participates in National Refugee Resettlement Forums and the Migrant Settlement Senior Officials Group and contributes to the Human Rights Commission's Diversity Action Programme and Diversity Forum.

Influencing children and young people positively

The Police is committed to, and is continuing to deliver, highly regarded crime prevention and road safety programmes in New Zealand schools. World-leading initiatives are targeted at reducing youth offending and positively influencing children (10–13 years) and young people (14–16 years).

Police Youth Aid

The principal goals of Youth Aid and Youth Development staff are restorative: repair the harm to the victim, rehabilitate and reintegrate the offender, and achieve accountability and restoration.

Youth Aid deals with children and young people who have been apprehended or whose behaviour has come to police attention. Nearly 76 percent of cases referred to Youth Aid are dealt with through warnings or diversion. About 8 percent of cases are referred to an Intention to Charge Family Group Conference to decide whether a charge should be laid in the Youth Court. About 16 percent of cases are dealt with directly by the Youth Court.

Research shows that police practice is effective at preventing reoffending.⁷ Overall, 80 percent of young people did not reoffend within 18 months. The reoffending rate was lowest for young people for whom police had responded to by way of a warning (9 percent) or had arranged a diversionary plan (16 percent). Rates were highest for those for whom police had responded to by way of a family group conference (37 percent) or a hearing in the Youth Court (51 percent).

Youth development programmes

Since 1997, the Police has established 28 youth development programmes throughout New Zealand. These are run by Police staff and often employ young people and social workers.

The majority of youth development programmes provide intensive wrap-around services to young people who are offending or are at serious risk of offending, and their families. After a thorough assessment, intervention plans are developed to ensure the right support and services are put in place to create positive change in the life of the

young person and their family.

Although the key focus is on preventing offending, secondary outcomes include mentoring, increased participation in education, and reduced abuse of alcohol and other drugs. Programmes include:

- the Big Brothers and Big Sisters Mentoring programme
- truancy programmes
- youth camps that focus on proactive and pro-social behaviours
- violence and abuse reduction programmes that focus on reducing the risk factors that contribute to victimisation, offending and reoffending.

Youth Education Service

The Youth Education Service (YES) is proactively involved in positively influencing children and young people's social behaviours and choices. YES programmes and resources have been developed within four strategic themes that are designed to fit within the New Zealand education curriculum.

- Crime Reduction and Social Responsibility: Provide children and young people with the social skills to behave responsibly and assist in preventing crime.
- Drug Education: Enable children and young people to avoid illegal drugs, make sensible choices about their use of alcohol and other drugs, and seek help when required.
- School Road Safety Education: Enable children and young people to develop the knowledge, attitudes and practical skills needed to act safely and confidently on roads and other places associated with traffic.
- Violence Prevention: Enable children and young people and their school communities to develop non-violent relationships and learn the skills needed to manage situations where they may be faced with violence.

⁷ G Maxwell and J Paulin. 2005. *The Impact of Police Responses to Young Offenders with a Particular Focus on Diversion*. Wellington: Crime and Justice Research Centre, Victoria University of Wellington.

2.2 Managing risks

The Police has continued to build a risk-aware culture by implementing a common risk approach across the organisation, with the Commissioner and the executive taking the lead.

The approach has identified opportunities to improve performance and address challenges that have the potential to adversely affect achievement of Police outcomes and strategic priorities. The executive and management teams across the organisation continued to have a clear and shared set of risks and action plans. Implementation has included workshops to fully integrate the management of risk into business decision-making, business planning, day-to-day activities, and service delivery and operations. Risk conversations are becoming more common across all levels of management. Staff are being encouraged and supported to discuss, raise and escalate risks, as appropriate.

Key achievements include developing risk profiles for the executive and all business units across the organisation and integrating the 16 national priorities into the executive risk profile.

The Police risk approach encompasses

strategic and operational risks, predominantly risks to services the Police delivers, to organisational capability and to organisational change

- Risks to services the Police delivers: Districts, service centres and Police National Headquarters groups have identified and discussed the risks to the services they deliver and have put in place measures to manage them. These measures are detailed in the respective business plans. More than 317 risks have been identified and are being managed across more than 36 business units. Each risk is being managed at the 'local' level, and the mitigation strategies are incorporated into the 2008/09 business plans, which undergo a formal authorisation process.
- Risks to organisational capability: The Police Executive Committee identified risks that indicate what resources and controls are needed to enable the delivery of services and achievement of outcomes. Each risk has a lead person appointed from the executive who is expected to fully understand the respective risk and all of the factors and implications this risk has for the committee in allocating resources and making decisions. This does not mean primary management of all of the necessary action plans to manage the risk, as information is gathered from across the organisation to provide a consolidated view of what is being done or planned to manage this risk. The lead person reports to the committee quarterly and at key milestone points, when required.
- Risks to organisational change: All major Police projects follow an established project management methodology and are monitored by the Project Management Office. This methodology requires risks to be identified and actively managed, with risk progress reported monthly along with other performance measures, including financials and deliverables. All minor projects must also comply with these risk management principles, although the Project Management Office does not monitor them.

PART 3

Statement of Service Performance

NEW ZEALAND POLICE FINANCIAL STATEMENTS For the Year Ended 30 June 2008

3.1

Statement of Responsibility

As the Commissioner of Police, I am responsible for the preparation of Police's financial statements and the assessments made in the process of producing those statements pursuant to section 35 of the Public Finance Act 1989, in accordance with section 45C of the Public Finance Act 1989.

I have fulfilled my responsibility to establish and maintain systems of internal control procedures that provides reasonable assurance as to the integrity and reliability of financial reporting.

In my opinion, these financial statements fairly reflect the financial position and operations of New Zealand Police for the year ended 30 June 2008, and I authorise issuance of these financial statements on 30 September 2008.

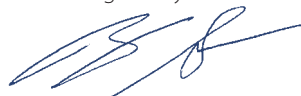
Signed by:



Howard Broad

Commissioner of Police

Countersigned by:



Bruce Simpson

General Manager Finance and Planning

3.2

Statement of Service Performance For the Year Ended 30 June 2008

Output Expense One –Policy Advice and Ministerial Servicing

Output Expense Description

This output expense includes:

- the purchase of policy outputs that involve the identification of problems and definitions, researching and monitoring of current practices
- analysing options, writing, discussing and negotiating or issuing instructions about a policy issue
- Police contribution to the formal Government policy process
- services to the office of the Minister of Police such as responses to ministerial correspondence, answers to written questions in the House, speech drafts and other ministerial advice as well as advice or responses provided to other government agencies and departments.

Sector or Departmental Outcome links

This output expense covers the preparation, input and coordination of ministerial and policy advice on matters related to legislation and justice and transport sector outcomes.

Outputs purchased within this expense

Output 1.1 – Policy Advice

This output covers the provision of policy advice on policing, and advice on proposed legislation affecting Police and the criminal justice sector.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
New measure	Policy Advice is provided in accordance with the work programme agreed with the Minister.	Yes	Yes
100%	Percentage of Policy papers that the Minister is satisfied with in regard to the following characteristics:	100%	100%
	Purpose		
	Logic		
	Accuracy		
	Options		
	Consultation		
	Practicality		
	Presentation.		

Output 1.2 – Ministerial Servicing

This output covers the researching and drafting of ministerial correspondence, and the provision of draft responses to written and oral Parliamentary Questions.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
549	Number of items of ministerial correspondence referred to the Police for draft reply.	809	400 to 600
New measure	Percentage of items of ministerial correspondence returned for redrafting.	2%	Less than 10%
1,122	Number of Parliamentary Questions referred to the Police for draft response.	661	1,100 to 1,300

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
95%	Percentage of draft replies to ministerial correspondence that are provided within 20 working days of receipt.	99%	100%
98%	Percentage of draft responses to Parliamentary Questions that are provided with the timeframes specified.	98%	100%

Output Expense Statement

Policy Advice and Ministerial Servicing for the year ended 30 June 2008

2006/07		2007/08	2007/08 Main Estimates	2007/08 Supplementary Estimates
Actual \$000		Actual \$000	\$000	\$000
Revenue				
1,642	Revenue Crown	2,617	1,814	1,715
4	Revenue Departments	7	5	5
9	Revenue Other	19	3	8
1,655	Total Revenue	2,643	1,822	1,728
1,646	Total Expenses	2,668	1,822	1,728
9	Net Surplus (Deficit)	(25)	-	-
943	Output 1.1: Policy Advice	2,301	1,051	957
703	Output 1.2: Ministerial Servicing	367	771	771
1,646	Total Output Expense	2,668	1,822	1,728

Output Expense Two – General Crime Prevention Services

Output Expense Description

This output expense includes the delivery of services within the community which help to prevent crime, including:

- providing advice which reduces the risk of personal harm and increases the security of property
- youth-focused crime prevention and community safety services
- vetting services for other agencies
- firearms licensing
- dealing with lost and found property.

Sector or Departmental Outcome links

This output expense covers general proactive interventions. The activities and programmes promote safety in conjunction with a general crime prevention theme. Structured programmes are delivered in schools alongside general youth services and the information provided is aimed at raising intolerance to crime as well as enhancing awareness. The output expense also includes initiatives in partnership with local government and community groups that are focused on reducing crime.

Outputs purchased within this expense

Output 2.1 – Community Responsiveness

The output includes the establishment of programmes and the pursuit of strategies in partnership with government agencies, local authorities and other community groups to address crime-related problems in the community. It also covers the provision of advice and information to raise public awareness about safety and security issues. It includes general communication with communities and media articles to promote safety and security issues and specific advice to victims on practical actions that help to reduce the likelihood of re-victimisation. It also covers the provision of administrative and logistical support to community groups including Victim Support and Neighbourhood/Rural/Business Support groups.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
90,689	Number of awareness and community information services provided to the public.	106,693	80,000 to 90,000
18,880	Number of neighbourhood, business and rural support groups who have a crime reduction focus that are actively supported by Police.	18,944	20,000 to 21,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Discontinued	Percentage of the public that are satisfied with the information provided on community safety and security issues.	Discontinued ^[1]	80%
Not available	Percentage of Victim Support Groups that are satisfied with the Police provision of services in relation to initial response and criminal investigation. (Reworded measure for 2007/08.)	94%	100%

Notes

- [1] The intended outcome of the public confidence and satisfaction survey was reviewed in 2006/07 in relation to the high level strategic goals in the 2010 Police strategic plan. The review discontinued the use of several questions in the public confidence survey including this question.

Output 2.2 – Youth Services

This output covers formal school visits by Police Education Officers to educate children on proactive ways of keeping themselves safe, preventing crime and resisting drugs. It also includes the development of new school programmes to address emerging needs. It includes proactive Youth Development programmes designed to prevent at-risk youth from becoming involved in crime or re-offending once involved. The output also includes the provision of proactive Youth Aid services, though it does not include officer's time when dealing with actual criminal cases involving young people which is covered in Output Expense Five.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
45%	Percentage of schools contacted regarding the "Keeping Ourselves Safe" Programme.	27%	80%
	Number of youth apprehensions dealt with through:		
11,299	Warnings/cautions	11,067	10,000 to 11,000
16,505	Alternative action. ^[2]	17,688	23,000 to 27,000
New measure	Number of youth referred to Youth Development Programmes.	^[3] No result available 2007/08	Benchmark to be established

Notes

[2] The standard for youth apprehensions has been set at 2004/05 outturn over the last two years, so does not reflect the current trend.

[3] Unexpected delay in the roll out of National Intelligence Application (NIA) Youth Module.

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
New measure	Percentage of Youth Education Service programmes that meet the quality standards agreed with stakeholder agencies.	100%	100%
New measure	Percentage of youth referred to Family Group Conferences (FGC) whose risks and needs have been assessed using the Youth Screening Tool.	^[4] 91%	90%

Notes

[4] Results are based on pilot conducted in two Police districts from 1 July to 31 December 2007.

Output 2.3 – Vetting Services

This output covers the vetting of applications for passports and for licences issued by other agencies e.g. liquor licences, private investigator licences, security guard and motor vehicle licensing. It also includes the vetting of people who wish to provide homestay student care and other services to vulnerable members of society to determine if they are fit and proper persons to provide these services.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
463,932	Number of vetting services provided.	487,179	475,000 to 500,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
64%	Percentage of vetting applications processed within 30 working days.	55%	95%
New measure	Number of complaints upheld for processing errors of vetting applications.	Nil	Fewer than 5

Output 2.4 – Firearms Licensing

This output covers the processing of applications for firearms licences, the issuing of licences, the verification of compliance with endorsed licences, enforcement, and the revocation of firearms licences. It also covers the work to ensure that those whose licences have expired have lawfully disposed of any firearms they have possessed.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
40,391	Number of applications for firearms licences processed.	^[5] 32,106	48,000 to 53,000
380	Number of firearms licences revoked.	591	250 to 350
83	Number of firearms licences revoked in response to actions under the Domestic Violence Act 1995.	121	50 to 150

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Reworded measure	Percentage of pistol club premises and firearm dealer's premises that are inspected. (Amended wording for 2007/08.)	96%	100%
44%	Percentage of firearm license applications processed within 30 days of receipt.	42%	100%
13,436	Number of expired 10-year licences for which no explanation has been determined as to what has happened to any firearms owned when the licence expired.	^[6] 2,884	Fewer than in 2006/07

Notes

[5] The 10-year licensing renewal programme is coming to completion.

[6] Police specifically allocated resources to address this issue during the year.

Output Expense Statement

General Crime Prevention Services for the year ended 30 June 2008

2006/07		2007/08	2007/08	2007/08
Actual		Actual	Main Estimates	Supplementary
\$000		\$000	\$000	Estimates
				\$000
Revenue				
88,292	Revenue Crown	88,852	97,679	97,712
216	Revenue Departments	233	315	319
6,331	Revenue Other	5,195	4,194	5,938
94,839	Total Revenue	94,280	102,188	103,969
93,970	Total Expenses	90,573	102,188	103,969
869	Net Surplus (Deficit)	3,707	-	-
41,355	Output 2.1: Community Responsiveness	35,018	45,905	46,098
33,676	Output 2.2: Youth Services	28,694	37,648	37,660
5,582	Output 2.3: Vetting Services	9,759	6,242	6,244
7,565	Output 2.4: Firearms Licensing	12,936	6,746	8,318
5,792	Output 2.5: Lost and Found Property	4,166	5,647	5,649
93,970	Total Output Expense	90,573	102,188	103,969

Output Expense Three – Specific Crime Prevention Services and Maintenance of Public Order

Output Expense Description

This output expense identifies the specific crime prevention activities undertaken by Police that target risk areas, including:

- proactive patrolling
- strategies that focus on reducing repeat victimisation for violence, burglary and vehicle offences
- maintaining order at demonstrations and public events, providing security in Court environs, support to aviation security and other general security at international and domestic airports
- deployment of staff to cabinet approved overseas policing operations; and
- providing secretariat support to the Pacific Island Chiefs of Police.

Sector or Departmental Outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through specific interventions. The interventions are proactive and are customised to the outcome. The activities and programmes are directed at “at risk” people or groups and are specific to particular contexts. Structured programmes include risk targeted patrolling where patrols are directed to locations of repeat offending, recidivist offenders and repeat victims.

Outputs purchased within this expense

Output 3.1 – Directed Patrols

This output covers the proactive strategies that seek to reduce specific crime issues targeted in the Government Crime Reduction Strategy and includes the delivery of foot and mobile patrol activities. Services provided under this output will be managed through Risk Targeted Patrol Plans which includes an information gathering and intelligence based risk assessment process focused on delivering a visible Police presence to people and areas considered to be at greatest risk from criminal offending. Police patrols undertake such activities as interaction with members of public, monitoring property, routine hotel patrols, and visits to places where members of the public congregate, speaking to people behaving suspiciously or other people of interest.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
153,351	Number of patrol apprehensions.	163,946	160,000 to 170,000
[7] Not available	Number of bail checks conducted.	164,880	250,000 to 300,000
Not available	Number of bail/parole breaches detected.	17,459	12,000 to 14,000
Not available	Number of arrests resulting from bail/parole breaches.	3,128	4,000 to 5,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
99%	Percentage of district patrols originating from 24-hour police stations that are deployed using evidence-based proactive policing plans. (Amended wording for 2007/08.)	100%	100%

Notes:

[7] Police decommissioned the Activity Management System (AMS) in October 2006.

Output 3.2 – Maintenance of Order

The output covers operational duties focused on the maintenance of public order and preventing breaches of the peace at demonstrations. It includes the delivery of services such as crowd control, dealing with lost children, public relations at events. It covers security services provided for VIP's, diplomat protection security, witness protection services, support to aviation security and other general security at international and domestic airports.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
	Number of person days policing:		
387	Demonstrations	^[8] 0	600 to 800
3,351	Public events	0	4,500 to 5,500
8,040	Personal (VIP) security operations	0	8,000 to 10,000
1,237	Court security	0	1,200 to 1,700
9,905	Domestic and international airport security.	0	8,500 to 10,500

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Nil	Number of complaints upheld under this output.	Nil	Fewer than 5

Notes

[8] AMS was decommissioned. Police is unable to provide data for these measures.

Output 3.3 – Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police

This output covers the requirements of training and deployment of staff overseas. It includes overseas liaison, joint Ministry of Foreign Affairs and Trade operations and includes permanent secretariat support to the Pacific Islands Chiefs of Police.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
26,340	Number of person days engaged in providing international policing support.	27,750	12,000 to 16,000
9	Number of international liaison positions maintained.	9	7

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
New measure	Percentage of overseas deployments meeting Cabinet mandates for timeframes and fit-for-purpose.	100%	100%

Output Expense Statement

Specific Crime Prevention Services and Maintenance of Public Order for the year ended 30 June 2008

2006/07		2007/08	2007/08	2007/08
Actual		Actual	Main	Supplementary
\$000		\$000	Estimates	Estimates
			\$000	\$000
Revenue				
89,373	Revenue Crown	88,993	89,769	93,069
6,466	Revenue Departments	12,827	4,802	14,481
492	Revenue Other	1,687	586	1,397
96,331	Total Revenue	103,507	95,157	108,947
95,790	Total Expenses	90,718	95,157	108,947
541	Net Surplus (Deficit)	12,789	-	-
46,270	Output 3.1: Directed Patrols	44,557	52,245	52,390
19,338	Output 3.2: Maintenance of Order	21,025	21,836	21,843
30,182	Output 3.3: Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	25,136	21,076	34,715
95,790	Total Output Expense	90,718	95,157	108,947

Output Expense Four – Police Primary Response Management

Output Expense Description

This output expense includes:

- communication centres providing advice and information to callers
- communications centres dispatching response vehicles to calls for assistance
- the initial attendance at incidents and emergencies.

Sector or Departmental Outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through operational responses to emergencies, incidents and tasks. The interventions are reactive and are customised to the outcome. The deployment of appropriate resources to deal with incidents, offences and tasks in a timely and complete way is vital for the success of many operational situations Police face. Police rely on public trust and confidence, and providing responsive policing that is effective and efficient is fundamental to securing that support.

Outputs purchased within this expense

Output 4.1 – Communication Centres

This output covers the three Police communication centres which receive and deal with telephone calls from the public through to the dispatch of patrols, specialist groups or other emergency services, and the conclusion of enquiries where callers are seeking advice and information.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
660,278	Number of 111 calls presented.	704,866	650,000
1,088,089	Number of non-emergency calls presented.	1,081,607	1,100,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
85%	Percentage of randomly surveyed callers who express satisfaction with Communication Centre response to calls.	^[9] 79%	Equal to or better than 2006/07 (85%)
Timeliness			
94%	Percentage of 111 calls answered within 10 seconds of being presented to the Communications Centre.	95%	90%
New measure	Median time to answer 111 calls.	4 seconds	Benchmark to be established
84%	Percentage of non-emergency calls answered within 30 seconds of being presented to the Communications Centre.	87%	80%

Notes

[9] Outturn is not comparable with previous years, as survey questions were modified to reflect the Canadian Common Measurements Tool questions that the State Services Commission has endorsed.

Output 4.2 – Police Response to Incidents and Emergencies

This output covers those events that require an immediate response where there is a real threat to life or property. It also covers initial attendance of Police to an incident that is not an emergency response, and events where attendance is sufficient to resolve issues.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
New measure	Number of Priority One (P1) calls responded to.	123,622	80,000 to 90,000
	Number of serious risk to life incidents responded to:		
484	Emergencies/Disasters	404	2,000 to 3,000
636	Search and Rescue (land)	695	550 to 650
1,333	Search and Rescue (water).	1,426	1,500 to 1,700
	Number of non-emergency events recorded:		
264,637	Crime related	275,925	200,000 to 250,000
345,097	Incident related.	382,046	350,000 to 400,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
	Percentage of the public who are satisfied with the service provided for contact relating to:		
66%	Crime	65%	81%
84%	Incidents.	85%	81%
68%	Percentage of P1 emergency events that are attended within 10 minutes of being reported if in an Urban Policing Area.	67%	90%
New measure	Response time for P1 emergency events in Rural Policing Areas.	41 minutes 50 seconds	Benchmark to be established

Output Expense Statement

Police Primary Response Management for the year ended 30 June 2008

2006/07	2007/08	2007/08 Main Estimates	2007/08 Supplementary Estimates
Actual \$000	Actual \$000	\$000	\$000
Revenue			
332,343	Revenue Crown	358,766	366,994
812	Revenue Departments	942	1,336
1,827	Revenue Other	2,622	1,396
334,982	Total Revenue	362,330	369,726
334,207	Total Expenses	365,719	369,726
775	Net Surplus (Deficit)	(3,389)	-
59,107	Output 4.1: Communication Centres	35,118	65,770
275,100	Output 4.2: Police Response to Incidents and Emergencies	330,601	303,956
334,207	Total Output Expense	365,719	369,726

Output Expense Five –Investigations

Output Expense Description

This output expense includes:

- criminal investigations
- non-criminal investigations.

Sector or Departmental Outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through investigations of crime, offences and certain other events. The interventions are reactive and are customised to the outcome. The deployment of appropriate investigative resources to deal with criminal offending and certain incidents in a timely and competent way is vital for the success of many operational situations that Police face. Police rely on public trust and confidence, and providing a robust, effective and efficient investigative response is fundamental to securing that support.

Outputs purchased within this expense

Output 5.1 – Criminal Investigations

This output covers a variety of investigative services that follow from Police initial attendance and early investigation of reported crimes. It also includes activity resulting from Police initiated investigations. It further covers arrests resulting from these investigations through to the preparation of files for final case resolution whether by prosecution or by Police diversion. The output includes the execution of search warrants and the interview of suspects and offenders. It includes the collection, examination and analysis of forensic crime scene samples, such as fingerprints and DNA, to match crime scene samples with samples held on record.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
The recorded crime rate of:			
97	Number of dwelling burglaries reported per 10,000 population	92	98
127	Violence Offences per 10,000 population	138	120
53	Motor vehicle theft offences per 10,000 population.	46	60
Number of cases referred for prosecution action by:			
144,885	Offender	151,099	109,000 to 119,000
192,239	Informations laid.	196,943	165,000 to 190,000
Reworded measure	Number of family violence incidents recorded.	43,307	38,000
Reworded measure	Number of family violence offences recorded.	^[10] 43,238	33,000
93,693	Number of prisoner fingerprints taken.	93,774	90,000 to 95,000
10,036	Number of DNA Databank samples taken.	11,779	9,000 to 10,000

Notes

[10] The number of family violence offences recorded includes non-violent offences detected as part of a family violence occurrence.

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Percentage of recorded offences resolved:			
15%	Dwelling Burglary	16%	Equal to or better than 2006/07
81%	Violence Offences	83%	Equal to or better than 2006/08
20%	Unlawful Taking	21%	Equal to or better than 2006/09
2,480	Number of identifications from scene of crime DNA samples.	2,176	1,500 to 2,000
85%	Percentage of people who have reported offences that are advised of results or update of investigation within 21 days of reporting that offence.	86%	100%
85%	Percentage of burglaries that are attended within 24 hours of being reported.	91%	97%

Output 5.2 – Other Investigations

This output covers case investigation of those matters that do not fall within a crime category or those matters dealt with by early case closure. Examples include enquiries into missing people, investigating sudden deaths and services provided in assisting people who are mentally ill.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
Number of non-criminal investigations relating to:			
8,438	Recorded incidents involving persons with mental illness	9,250	7,500 to 8,000
5,261	Reports of sudden deaths	4,984	5,600 to 5,900
13,871	Reports of missing persons.	14,735	16,000 to 17,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
New measure	Number of complaints upheld under this output.	Nil	Fewer than 3

Output Expense Statement

Investigations for the year ended 30 June 2008

2006/07		2007/08	2007/08	2007/08
Actual		Actual	Main	Supplementary
\$000		\$000	Estimates	Estimates
			\$000	\$000
Revenue				
301,842	Revenue Crown	339,652	333,654	333,761
738	Revenue Departments	892	1,127	1,139
1,660	Revenue Other	2,481	996	1,489
304,240	Total Revenue	343,025	335,777	336,389
303,179	Total Expenses	346,235	335,777	336,389
1,061	Net Surplus (Deficit)	(3,210)	-	-
287,177	Output 5.1: Criminal Investigations	323,900	320,614	321,221
16,002	Output 5.2: Other Investigations	22,335	15,163	15,168
303,179	Total Output Expense	346,235	335,777	336,389

Output Expense Six – Case Resolution and Support to Judicial Process

Output Expense Description

This output expense includes:

- prosecuting criminal cases
- resolving non-criminal cases
- executing Court orders, fines warrants and arrest warrants
- escorting and holding people in Police cells following arrest
- the custody and escort of arrested, remand and sentenced prisoners as directed by the Court
- the care, and when necessary, the temporary custody and escort of people with mental health problems.

Sector or Departmental Outcome links

This output expense supports the judicial process through prosecutions, the custody of arrested people and remand prisoners and the execution of court documents.

Outputs purchased within this expense

Output 6.1 – Criminal Case Resolution

This output covers the Police prosecutors' time preparing, consulting and completing cases with the case manager, preparing cases for Court and attending at District Court. It includes work within the Police adult diversion scheme and attendance at Family Group Conferences (FGCs) to resolve youth offending. It also covers support to the Coroners Court to resolve Coronial Inquests.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
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Quantity

144,885	Number of Prosecutions.	151,099	125,000 to 135,000
10,706	Number of Diversions.	15,208	^[11] 8,000 to 10,000
2,430	Number of youth offenders dealt with through Family Group Conferences.	2,341	1,800 to 2,200

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
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Quality

99%	Percentage of prima facie cases established for informations laid.	99.9%	99%
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Timeliness

78%	Percentage of files with Victim Impact Statements, where the statement is no older than 28 days when it is required for sentencing.	77%	100%
0.1%	Percentage of hearings that do not proceed on the date agreed between the Police and Court for reasons that are the responsibility of the Police.	0.2%	Less than 0.5%

Notes

[11] The number of diversions has been increasing over the years and the standard for this measure will be revised to reflect current trend.

Output 6.2 – Execution of Court Summonses, Warrants and Orders

This output covers the delivery of services which have been authorised by the issue of a notice, instruction, order or warrant from a legislated authority. It includes the execution of warrants to arrest and fines warrants and breaches of home detention conditions as required, the serving of summonses and other minor offence notice (not including those generated under the Transport Act 1962).

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
61,999	Number of Court documents executed.	72,618	50,000 to 60,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Nil	Number of complaints upheld relating to the execution of Court documents.	Nil	Fewer than 3

Output 6.3 – Custody and Escort Services

This output covers the escort and holding of prisoners in Police cells following arrest, and includes the holding of remand or some sentenced prisoners in approved locations. It also covers the custody and escort of people requiring assessment under the Mental Health (Compulsory Assessment and Treatment) Act 1989.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
160,119	Number of prisoners held.	159,414	125,000 to 140,000
New Measure	Number of hours of prisoner detention - Remand.	^[12] No result	Benchmark to be established
New Measure	Number of hours of prisoner detention - Other.	^[12] No result	Benchmark to be established
8,438	Number of services provided to people with a mental illness or disability.	9,250	7,000 to 8,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Nil	Number of complaints upheld relating to the custody and escort of prisoners.	Nil	Fewer than 3
0	Number of complaints upheld relating to the custody and escort of people with a mental illness or disability.	0	Nil
331	Number of sentenced prisoners escaping from Police custody.	171	Fewer than 150
1	Number of deaths of persons in custody.	1	Nil

Notes

[12] Electronic process to capture and collate this data was not available.

Output Expense Statement

Case Resolution and Support to Judicial Process for the year ended 30 June 2008

2006/07		2007/08	2007/08	2007/08
Actual		Actual	Main	Supplementary
\$000		\$000	Estimates	Estimates
			\$000	\$000
Revenue				
64,688	Revenue Crown	91,730	72,038	72,114
2,696	Revenue Departments	1,883	281	2,145
356	Revenue Other	670	331	481
67,740	Total Revenue	94,283	72,650	74,740
66,129	Total Expenses	93,508	72,650	74,740
1,611	Net Surplus (Deficit)	775	-	-
24,863	Output 6.1: Criminal Case Resolution	41,470	27,701	27,864
6,306	Output 6.2: Execution of Court Summonses, Warrants and Orders	5,101	7,036	7,089
34,960	Output 6.3: Custody and Escort Services	46,937	37,913	39,787
66,129	Total Output Expense	93,508	72,650	74,740

Output Expense Seven – Road Safety Programme

Output Expense Description

This output expense covers:

- the delivery of services outlined in the Road Policing Programme (RPP) directed towards the achievement of road safety outcomes. The largest activity covers the delivery of key strategic services such as highway patrol, speed and traffic camera operations, restraint device control, drink or drugged driver control operations, commercial vehicle investigation activity, and visible road safety enforcement
- court prosecution and infringement management
- road safety education activities and community services
- services associated with traffic management such as peak flow, event traffic control and crash attendance.

Sector or Departmental Outcome links

Evaluation at the programme level establishes the clearest linkage between the interventions identified under this output and overall road safety outcomes. As a member of the transport sector Police contributes to, and aims to meet, the following effectiveness measures:

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
54	Number of driver fatalities with excess alcohol.	65	Fewer than 48
Reworded measure	Number of pedestrians killed, or injured and admitted to hospital for more than one day, annually.	339	Fewer than 396
Reworded measure	Number of cyclists killed, or injured and admitted to hospital for more than one day, annually.	138	Fewer than 143

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
54%	Percentage of respondents to an annual Ministry of Transport (MoT) survey who believe there is a high probability of detection of speeding.	54%	More than 60%
54%	Percentage of respondents to an annual MoT survey who believe there is a high probability of being stopped and tested at Compulsory Breath Test (CBT) checkpoints.	51%	More than 60%

Outputs purchased within this expense

Output 7.1 – Strategic Road Policing

This output covers:

- the detection and deterrence of speed offending
- the detection and deterrence of drink drive offending and targeting recidivist drink drivers
- the enforcement of breaches of front and rear restraint usage law
- the enforcement of the road code and traffic laws and promotion of safer driving practices
- the enforcement of road user charges and commercial vehicle investigation.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
New measure	Number of Compulsory Breath Tests conducted.	1,547,174	More than 1,900,000
New measure	Number of Mobile Breath Tests conducted.	780,719	More than 700,000
New measure	Number of commercial vehicles stopped by CVIU Staff.	85,807	180,00 to 220,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
	All strategic road policing delivered in accordance with Risk Targeted Patrol Plans (RTPP) for:		
New measure	Speed control	Yes	Yes
New measure	Drinking or drugged driver control	Yes	Yes
New measure	Restraint device control	Yes	Yes
New measure	Visible road safety enforcement.	Yes	Yes
83%	Percentage of all commercial vehicles stopped for which vehicle inspection reports are completed (Levels 3 & 5).	100%	100%

Output 7.2 – Community Engagement on Road Safety

This output covers:

- Police participation in the Community Programmes as agreed and planned at the local level
- community road safety liaison and consultation
- management and delivery of Police school road safety education services to schools, including the development of road safety education programmes
- training and monitoring of school traffic safety teams.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
100%	Percentage of local authorities (or local authority clusters) for which a Road Safety Action Plan (RSAP) is prepared that Police have contributed to.	90%	100%

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
64%	Percentage of RSAPs that meet Police quality standards as determined by a sample survey conducted by Police.	12%	90%
79%	Percentage of all schools contacted by Police education officers and/or in receipt of school road safety education sessions.	61%	100%

Output 7.3 – Road Policing Incident and Emergency Management

This output covers:

- road crash attendance and investigation
- traffic management services.

Performance Measures

Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
	Number of crashes attended and reported to Land Transport New Zealand:		
348	Fatal crashes	376	330 to 370
2,137	Serious injury crashes	2,116	2,000 to 2,200
8,806	Minor injury crashes	9,551	8,000 to 9,000
28,171	Non-injury crashes.	29,317	26,000 to 29,000
87,789	Number of traffic incidents, blockages and breakdowns recorded.	84,013	80,000 to 90,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
Nil	Number of complaints upheld against the Police relating to attendance at traffic emergencies and disasters.	Nil	Fewer than 5

Output 7.4 – Road Policing Resolutions

This output covers the management of sanctions, prosecution and court orders.

Performance Measures

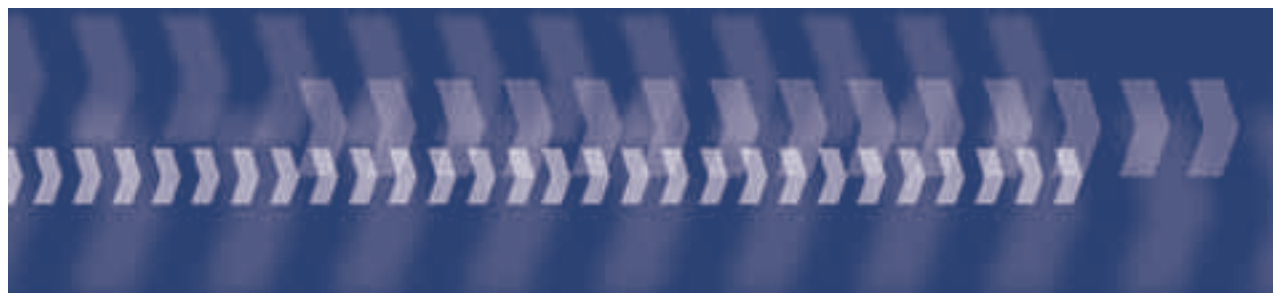
Outturn 2006/07		Outturn 2007/08	Estimated Demand 2007/08
Quantity			
New measure	Number of (Traffic) prosecutions.	86,157	80,000

Outturn 2006/07		Outturn 2007/08	Performance Standard 2007/08
Quality			
0	Number of complaints upheld relating to the execution of road policing court documents.	0	Nil

Output Expense Statement

Road Safety Programme for the year ended 30 June 2008

2006/07		2007/08	2007/08	2007/08
Actual		Actual	Main	Supplementary
\$000		\$000	Estimates	Estimates
			\$000	\$000
Revenue				
236,015	Revenue Crown	252,146	255,840	257,273
480	Revenue Departments	607	929	939
-	Revenue Other	-	962	2,143
236,495	Total Revenue	252,753	257,731	260,355
236,321	Total Expenses	257,032	257,731	260,355
174	Net Surplus (Deficit)	(4,279)	-	-
174,524	Output 7.1: Strategic Road Policing	194,681	188,858	191,173
9,136	Output 7.2: Community Engagement on Road Safety	7,011	9,853	10,143
35,494	Output 7.3: Road Policing Incident and Emergency Management	44,339	42,509	42,523
17,167	Output 7.4: Road Policing Resolutions	11,001	16,511	16,516
236,321	Total Output Expense	257,032	257,731	260,355



PART 4

Financial Statements

4.1 Financial Statements for the year ended 30 June 2008

Statement of Accounting Policies

Statutory Authority

The Police's financial statements have been prepared in accordance with the requirements of the Public Finance Act 1989. For the purposes of financial reporting the Police are a public benefit entity.

Police is a government department domiciled in New Zealand.

Reporting period

The reporting period for these financial statements is the year ended 30 June 2008.

Statement of Compliance

These financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with New Zealand equivalents to IFRS (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities. These are the Police's first financial statements complying with NZ IFRS and NZ IFRS 1 has been applied.

An explanation of how the transition to NZ IFRS has affected the reported financial position, financial performance, and cash flows of the Police is provided in note 26.

Accounting policies/ measurement system

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and in preparing an opening NZ IFRS balance sheet as at 1 July 2006 for the purposes of the transition to NZ IFRS.

The measurement base applied is historical cost modified by the revaluation of certain assets and liabilities as identified in this statement of accounting policies.

The accrual basis of accounting has been used unless otherwise stated. These financial statements are presented in New Zealand dollars rounded to the nearest thousand.

Judgements and Estimations

The preparation of financial statements in conformity with NZ IFRS requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Retirement, long service leave and sick leave

Note 17 provides an analysis of the exposure and assumptions in relation to estimates and uncertainties surrounding retirement, long service leave and sick leave.

Property, Plant and Equipment

Critical judgements in determining the remaining life of buildings and plant have been made by Beca Valuation Ltd as part of the property revaluation.

Budget Figures

The Budget figures are those included in the Department's Statement of Intent for the year ended 30 June 2008, which are consistent with the financial information in the Main Estimates. In addition, the financial statements also present the updated budget information from the Supplementary Estimates.

Revenue- Operations, interest, rental income and donated or subsidised assets

If revenue has been earned in exchange for the provision of outputs (products or services) to third parties, this is recorded as revenue from operations. Revenue from the supply of services is measured at the fair value of consideration received. Revenue from the supply of services is recognised at balance date on a straight-line basis over the specified period for the services unless an alternative method better represents the stage of completion of the transaction.

Interest Income

Interest income is accrued using the effective interest rate method. The effective interest rate discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this rate to the principal outstanding to determine interest income each period.

Rental income

Rental income is recognised in the Statement of Financial Performance on a straight-line basis over the term of the lease.

Donated or subsidised assets

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue in the Statement of Financial Performance.

Interest Expense

Interest expense is accrued using the effective interest rate method. The effective interest rate exactly discounts estimated future cash payments through the expected life of the financial liability to that liability's net carrying amount. The method applies this rate to the principal outstanding to determine interest expense each period.

Valuation of Current Assets

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from date of acquisition.

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Receivables are recognised initially at fair value plus transaction costs. Receivables issued with duration less than 12 months are recognised at their nominal value. Allowances for estimated irrecoverable amounts are recognised when

there is objective evidence that the asset is impaired.

Inventories are recorded at the lower of cost (calculated using weighted average method) and net realisable value.

Due to the short-term nature of current assets their fair value approximates to their carrying value.

Property, Plant & Equipment (PP&E)

Valuation

Items of plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration the asset will be recognised initially at fair value, where fair value can be reliably determined, with the fair value of the asset received, less costs incurred to acquire the asset, also recognised as revenue in the Statement of Financial Performance.

Revaluations are carried out for a number of classes of property, plant and equipment to reflect the service potential or economic benefit obtained through control of the asset. Revaluations are based on the fair value of the asset, with changes reported by class of asset.

Land & Buildings

Land and buildings are recorded at fair value less impairment losses and, for buildings, less depreciation accumulated since the assets were last revalued. Fair value is determined by an independent valuer using market-based evidence, unless insufficient market-based evidence exists, in which case they are valued at optimised depreciated replacement cost.

Other PPE – at cost

Other property, plant and equipment, which include motor vehicles and office equipment, are recorded at cost less accumulated depreciation and accumulated impairment losses.

Classes of property, plant and equipment that are revalued are revalued at least every five years or whenever the carrying amount differs materially to fair value. Unrealised gains and losses arising from changes in the value of property, plant and equipment are recognised as at balance date. To the extent that a gain reverses a loss previously charged to the Statement of Financial Performance for the asset class, the gain is credited to the Statement of Financial Performance. Otherwise, gains are credited to an asset revaluation reserve for that class of asset. To the extent that there is a balance in the asset revaluation reserve for the asset class any loss is debited to the reserve. Otherwise, losses are reported in the Statement of Financial Performance.

Accumulated depreciation at revaluation date may be either restated proportionately or eliminated against the gross carrying amount so that the carrying amount after revaluation equals the revalued amount. The elimination approach is applied unless otherwise indicated.

Realised gains and losses arising from disposal of property,

plant and equipment are recognised in the Statement of Financial Performance in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to retained earnings.

The carrying amounts of plant, property and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Financial Performance, unless the asset is carried at a revalued amount in which case any impairment loss is treated as a revaluation decrease.

Assets Held for Sale

Non-current assets or disposal groups are separately classified where their carrying amount will be recovered through a sale transaction rather than continuing use; that is, where such assets are available for immediate sale and where sale is highly probable. These assets are recorded at the lower of their carrying amount and fair value less costs to sell.

Depreciation

Depreciation is charged on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its estimated useful life. Typically, the depreciation rates for classes of property, plant and equipment are as follows:

Class of Asset	Depreciation rate
Freehold land	Not depreciated
Buildings	2.5-10%
Plant and equipment	15-50%
Vessels	4.5-25%
Furniture / fittings	10%
Motor vehicles	17%
Communication and computer assets	20-25%

Employee Entitlements

Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they accrue to employees. Employee entitlements to be settled within 12 months are reported at the amount expected to be paid. The liability for long-term employee entitlements is reported as the present value of the estimated future cash outflows.

Termination Benefits

Termination benefits are recognised in the Statement of Financial Performance only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Sponsorship

Funds provided by third parties for sponsorship of specific projects are initially recorded as revenue in advance and recognised as revenue at the point the expenditure associated is incurred.

Foreign Currency

Transactions in foreign currencies are initially translated at the foreign exchange rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies at balance date are translated to New Zealand dollars at the foreign exchange rate at balance date. Foreign exchange gains or losses arising from translation of monetary assets and liabilities are recognised in the Statement of Financial Performance.

Financial Instruments

The Police is party to financial instruments as part of its normal operations. Financial instruments used by the Police consist of cash and cash equivalents, accounts receivable, accounts payable and foreign currency forward contracts. Police enters into the foreign currency forward contracts to mitigate exposure to foreign exchange movements.

Financial assets designated at fair value through profit or loss and are recorded at fair value with any realised and unrealised gains or losses recognised in the Statement of Financial Performance. Gains or losses reported in the Statement of Financial Performance include any interest component. Transaction costs are expensed as they are incurred.

Where a derivative held for trading is used to hedge the foreign exchange exposure of a monetary asset or liability, the effects of the hedge relationship are automatically reflected in the Statement of Financial Performance so hedge accounting is not necessary.

Other financial liabilities are recognised initially at fair value less transaction costs and subsequently measured at amortised cost using the effective interest rate method (refer interest expense policy). Financial liabilities entered into with duration less than 12 months are recognised at their nominal value. Amortisation and, in the case of monetary items, foreign exchange gains and losses, are recognised in the Statement of Financial Performance as is any gain or loss when the liability is released. There are no material risks arising from the financial instruments held by Police.

Intangible assets

Intangible assets are initially recorded at cost. The cost of intangible assets acquired in a business combination is their fair values at date of acquisition. The cost of an internally generated intangible asset represents expenditure incurred in the development phase of the asset only. The development phase occurs after the following can be demonstrated: technical feasibility; ability to complete the asset; intention and ability to sell or use; and development expenditure can be reliably measured. Expenditure incurred on research of an internally generated intangible asset is expensed when it is incurred. Where the research phase cannot be distinguished from the development phase, the expenditure is expensed when it is incurred.

Intangible assets with finite lives are subsequently recorded at cost less any amortisation and impairment losses. Amortisation is charged to the Statement of Financial Performance on a straight-line basis over the useful life of the asset.

Class of Asset	Depreciation rate
Software	20-25%

Realised gains and losses arising from disposal of intangible assets are recognised in the Statement of Financial Performance in the period in which the transaction occurs. Unrealised gains and losses arising from changes in the value of intangible assets are recognised as at balance date. To the extent that a gain reverses a loss previously charged to the Statement of Financial Performance, the gain is credited to the Statement of Financial Performance. Otherwise, gains are credited to an asset revaluation reserve for that asset. To the extent that there is a balance in the asset revaluation reserve for the intangible asset a revaluation loss is debited to the reserve. Otherwise, losses are reported in the Statement of Financial Performance.

Intangible assets with finite lives are reviewed whenever events or changes in circumstances indicate that the carrying amount may not be recoverable to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Financial Performance, unless the asset is carried at a revalued amount in which case the impairment loss is treated as a revaluation decrease.

Cost Allocation

The Department has determined the cost of outputs using the cost allocation system outlined below.

Costs are allocated to output expenses based upon activity profiles assigned to staff positions. For support services which do not directly deliver outputs, the allocation of cost is based on an assessed consumption of that service.

The cost allocation policy has changed since the date of the last audited financial statements. The key change relates to the use of actual salary rates for costing, rather than average salary rates as were applied previously.

Service delivery has not changed as a result of this cost allocation policy change.

The effect of the changes on individual output expenses is tabled below with the result fiscally neutral to the Crown.

Output expense	% change
Policy Advice and Ministerial Servicing	51.1%
General Crime Prevention Services	(9.6%)
Specific Crime Prevention Services and Maintenance of Public Order	(17.5%)
Police Primary Response Management	0.3%
Investigations	2.3%
Case Resolution and Support to Judicial Process	26.0%
Road Safety Programme	0.0%

Taxation

Police is exempt from the payment of income tax in terms of the Income Tax Act 1994. Accordingly, no charge for taxation has been provided for.

Goods and Services Tax (GST)

All statements are GST exclusive. Accounts receivable and accounts payable in the Statement of Financial Position are GST inclusive. The amount of GST owing to or by the Inland Revenue Department at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate.

Commitments

Future expenses and liabilities to be incurred on contracts that have been entered into at balance date are reported as commitments to the extent that they are equally unperformed obligations.

Finance Leases

Finance leases transfer to Police as lessee substantially all the risks and rewards incident on the ownership of a leased asset. Initial recognition of a finance lease results in an asset and liability being recognised at amounts equal to the lower of the fair value of the leased property or the present value of the minimum lease payments. The capitalised values are amortised over the period in which the Police expects to receive benefits from their use.

Operating Leases

Operating leases, where the lessor substantially retains the risks and rewards of ownership, are recognised in a systematic manner over the term of the lease. Leasehold improvements are capitalised and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Contingent Liabilities

Contingent liabilities are recorded in the Statement of Contingent Liabilities at the point at which the contingency is evident. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote.

Comparative Information

When presentation or classification of items in the financial statements is amended or accounting policies are changed voluntarily, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so.

Insurance Contract

The future cost of ACC claims liabilities is revalued annually based on the latest actuarial information. Movements of the liability are reflected in the Statement of Financial Performance. Financial assets backing the liability are designated at fair value through profit and loss.

Standards, amendments and interpretations issued that are not yet effective and have not been early adopted

Standards, amendments and interpretations issued that are not yet effective (application date 1 January 2009 for both) and have not been early adopted, and which are relevant to Police include:

NZ IFRS 8 Operating segments

NZ IAS 1 Presentation of Financial Statements

The impacts will be on disclosure only.

Statement of Appropriations for the Year Ended 30 June 2008

Actual		Actual	Main Estimates	Changes during the year	Supp Estimates
2007		2008	2008	2008	2008
\$000		\$000	\$000	\$000	\$000
Appropriations for Departmental Output Expenses					
1,646	Policy Advice and Ministerial Servicing	2,668	1,822	(94)	1,728
93,970	General Crime Prevention Services	90,573	102,188	1,781	103,969
95,970	Specific Crime Prevention Services and Maintenance of Public Order	90,718	95,157	13,790	108,947
334,207	Police Primary Response Management	365,719	369,726	750	370,476
303,179	Investigations	346,235	335,777	612	336,389
66,129	Case Resolution and Support to Judicial Process	93,508	72,650	2,090	74,740
236,321	Road Safety Programme	257,032	257,731	2,624	260,355
1,131,242	Total Appropriations for Departmental Output Expenses	1,246,453	1,235,051	21,553	1,256,604
Appropriations for Other Expenses					
2	Compensation for Confiscated Firearms	2	10	-	10
100	United Nations Drug Control programme	100	100	-	100
102	Total Appropriation for Other Expenses	102	110	-	110
34,409	Appropriation for Capital Contribution from the Crown	34,469	31,955	3,434	35,389
Appropriations for Non-Departmental Expense Flows					
-	Other Expense to be incurred by the Crown – Telecommunication Interception Capability	-	-	920	920
Appropriations for Non-Departmental Revenue Flows					
81,372	Non-Tax Revenue Infringement Fees	84,931	75,631	3,500	79,131
927	Sale of Unclaimed Property	294	369	-	369
238	Forfeit to Crown	100	-	-	-
1	Investment Income	24	-	-	-
82,538	Total Appropriations for Non- Departmental Revenue	85,349	76,000	3,500	79,500

The accompanying notes form part of the financial statements

Statement of Financial Performance for the Year Ended 30 June 2008

Actual 2007 \$000		Note	Actual 2008 \$000	Main Estimates 2008 \$000	Supp Estimates 2008 \$000
Revenue					
1,114,195	Crown		1,222,756	1,217,788	1,222,756
22,087	Other Revenue	2	30,065	17,263	33,848
52	Interest		7	-	-
745	Gains	3	1,064	-	-
1,137,079	Total Revenue		1,253,892	1,235,051	1,256,604
Expenditure					
807,642	Personnel	4	900,536	885,567	907,874
233,140	Operating	5	253,371	258,166	248,236
52,505	Depreciation and amortisation expenses	6	59,448	56,800	65,212
31,191	Capital Charge	7	34,159	34,518	35,282
1,124,478	Total Operating Expenses		1,247,514	1,235,051	1,256,604
12,601	Surplus (Deficit) from Outputs		6,378	-	-
2	Less: Other Expenses	8	3	10	10
12,599	Net Surplus (Deficit)		6,375	(10)	(10)

Explanations of significant variances against budget are detailed in note 1.

The accompanying notes form part of the financial statements

Statement of Movements in Taxpayers' Funds for the Year Ended 30 June 2008

Actual		Actual	Main	Supp
2007		2008	Estimates	Estimates
\$000	Note	\$000	2008	2008
		\$000	\$000	\$000
285,826	Taxpayers' Funds as at 01 July	327,042	335,036	324,985
12,599	Net Surplus (Deficit) for the year	6,375	(10)	(10)
(5,792)	Provision for repayment of surplus to Crown	(6,375)	-	-
34,409	Capital Contribution	34,469	31,955	35,389
327,042	Total Recognised Revenues and Expenses for the year	361,511	366,981	360,364
121,134	Revaluations Reserves as at 01 July	121,604	121,604	121,604
470	Revaluations gains/ (losses)	-	-	-
121,604		121,604	121,604	121,604
448,646	Total Taxpayers' Funds as at 30 June	483,115	488,585	481,968
	Revaluation reserves consist of:			
59,419	Land revaluation reserve	59,419	59,419	59,419
62,185	Building revaluation reserve	62,185	62,185	62,185
121,604	Total revaluation reserves	121,604	121,604	121,604

The accompanying notes form part of the financial statements

Statement of Financial Position as at 30 June 2008

Actual			Actual	Main	Supp
2007			2008	Estimates	Estimates
\$000	Note		\$000	\$000	\$000
Assets					
Current Assets					
41,213	Cash		31,995	92,292	111,848
103,042	Accounts Receivable	9	120,041	1,270	63,770
3,174	Prepayments		6,222	5,347	3,347
35	Inventories	10	38	160	160
1,717	Non-Current assets held for sale	12	1,717	-	-
149,181	Total Current Assets		160,013	99,069	179,125
Non-Current Assets					
565,378	Property, Plant and Equipment	13	609,112	595,442	568,656
23,053	Intangibles	14	29,854	23,553	23,553
588,431	Total Non-Current Assets		638,966	618,995	592,209
737,612	Total Assets		798,979	718,064	771,334
Liabilities					
Current Liabilities					
61,680	Accounts Payable	15	70,018	45,673	62,660
9,404	Other Accrued Expenses	16	11,415	6,400	9,450
98,782	Employee Entitlements	17	104,404	88,409	97,452
8,275	Provision for Repayment of Surplus to the Crown		14,650	-	-
178,141	Total Current Liabilities		200,487	140,482	169,562
Non-Current Liabilities					
110,825	Employee Entitlements	17	115,377	88,997	119,804
110,825	Total Non-Current liabilities		115,377	88,997	119,804
288,966	Total Liabilities		315,864	229,479	289,366
448,646	Net Assets		483,115	488,585	481,968
Taxpayers' Funds					
327,042	General Funds		361,511	366,981	360,364
121,604	Property, plant and equipment revaluation reserves		121,604	121,604	121,604
448,646	Total Taxpayers' Funds	20	483,115	488,585	481,968

The accompanying notes form part of the financial statements

Statement of Cash Flows for the Year Ended 30 June 2008

Actual		Actual	Main	Supp
2007		2008	Estimates	Estimates
\$000	Note	\$000	\$000	\$000
Cash Flows from Operating Activities				
Cash provided from:				
Supply of Outputs to:				
1,070,726	- Crown	1,208,800	1,217,935	1,162,852
20,469	- Others	28,767	17,263	31,399
1,091,195		1,237,567	1,235,198	1,194,251
Cash was applied to:				
Produce outputs:				
(803,657)	- Personnel	(890,340)	(734,537)	(672,371)
(214,246)	- Operating	(250,618)	(411,659)	(387,729)
(31,191)	- Capital Charge	(34,159)	(34,518)	(35,282)
(2)	- Other Expenses	(3)	(10)	(10)
(1,049,096)		(1,175,120)	(1,180,724)	(1,095,392)
42,099	Net Cash Flows from Operating Activities	62,447	54,474	98,859
Cash Flows from Investing Activities:				
Cash provided from:				
52	Interest Income	7	-	-
4,823	Sale of Non-Current assets	2,841	3,000	3,000
Cash was applied to:				
(84,641)	Purchase of Property, plant & equipment	(108,982)	(101,023)	(66,113)
-	- Purchase of Intangible Assets	-	(500)	(500)
(79,766)	Net Cash Flows from Investing Activities	(106,134)	(98,523)	(63,613)
Cash Flows from Financing Activities				
Cash provided from:				
34,409	Capital Contribution	34,469	31,955	35,389
Cash was applied to:				
-	- Repayment of Surplus to the Crown	-	-	-
34,409	Net Cash Flows from Financing activities	34,469	31,955	35,389
(3,258)	Net Increase (Decrease) in Cash Held	(9,218)	(12,094)	70,635
44,471	Add Opening Cash	41,213	104,386	41,213
41,213		31,995	92,292	111,848
Cash Balance Consists of				
40,307	Cash at Bank	31,072	91,592	111,148
748	Petty Cash	748	520	520
158	Overseas Posts	175	180	180
41,213	Total Cash	31,995	92,292	111,848

During the period, the Department did not acquire any property, plant and equipment by means of finance leases. (2007: nil).

The accompanying notes form part of the financial statements

Statement of Unappropriated Expenditure for the Year Ended 30 June 2008

Output Expense	Actual 2008 \$000	Appropriation 2008 \$000	Unappropriated Expenditure 2008 \$000	Unappropriated Expenditure 2007 \$000
Policy Advice and Ministerial Servicing	2,668	1,728	940	-
Investigations	346,235	336,389	9,846	-
Case Resolution and Support to Judicial Process	93,508	74,740	18,768	-

Expenses and Capital Expenditure Interim Authority under Imprest Supply approved under Section 26C of the Public Finance Act 1989

As a result of the Department implementing a change in its cost allocation policy, unappropriated expenditure was forecast with interim authority to spend under imprest supply sought and confirmed under Section 26C.

The unappropriated expenditure detailed above is the result of implementing the change in cost allocation policy.

Statement of Trust Monies for the Year Ended 30 June 2008

	Opening Balance \$000	Capital Increase \$000	Capital Distribution \$000	Cash Receipts \$000	Cash Expenditure \$000	Closing Balance \$000
Bequests, Donations and Appeals	62	-	-	300	(201)	161
Reparation	8	-	-	10	(9)	9
Money in Custody	8,843	-	-	5,494	(2,568)	11,769
Found Money	184	-	-	160	(30)	314
Total	9,097	-	-	5,964	(2,808)	12,253

The trust account holds funds retained by Police on behalf of other parties.

Bequests, donations and appeals are monies contributed by third parties for projects managed by Police.

Reparation money is money received from offenders to be paid to victims.

Money in custody is monies seized during operations and money held for suspects in custody.

Found money is money that has been handed in by members of the public, that Police holds pending the rightful owner coming forward to claim it.

The accompanying notes form part of the financial statements

Statement of Contingent Liabilities and Contingent Assets as at 30 June 2008

Unquantifiable Contingent Liabilities: Nil (2007: Nil).

Quantifiable Contingent Liabilities

Actual 2007 \$000		Actual 2008 \$000
1,223	Legal Proceedings and Disputes	548
62	Personal Grievances	33
1,285		581

Legal proceedings

Legal proceedings represent claims lodged with the Crown Law office, but which had not been settled. Previous experience with such claims is that the majority are unsuccessful in total and those that are resolved in favour of the claimant are for amounts substantially less than the amount claimed.

Personal grievances:

Personal grievances represent amounts claimed by employees of Police for personal grievances cases, for various reasons.

Police has no contingent assets (2007: nil).

The accompanying notes form part of the financial statements

Statement of Commitments as at 30 June 2008

Capital commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets that have been paid for or not recognised as a liability at the balance sheet date.

Non-cancellable operating lease commitments

The Police leases property, plant and equipment in the normal course of its business.

The majority of these leases are for premises and photocopiers, which have a non-cancellable leasing period ranging from 1 to 18 years.

Other non-cancellable commitments

The Police have entered into non-cancellable contracts for computer maintenance, cleaning and other service contracts.

Actual		Actual
2007		2008
\$000		\$000
Capital Commitments		
Works		
43	Less than One Year	12,915
43	Total works	12,915
Motor Vehicles		
12,042	Less Than One Year	5,004
12,042	Total Motor Vehicles	5,004
Others		
963	Less Than One Year	-
963	Total Others	-
13,048	Total Capital Commitments	17,919
Operating		
Accommodation Leases		
13,011	Less than One Year	13,159
11,755	One to Two Years	12,508
29,701	Two to Five Years	31,343
56,443	Greater Than Five Years	53,614
Other Non-cancellable Leases		
19	Less Than One Year	418
6	One to Two Years	414
-	Two to Five Years	641
110,935	Total Leases	112,097
Other Operating		
15,626	Less Than One Year	32,474
9,963	One to Two Years	17,325
2,315	Two to Five Years	4,353
20	Greater Than Five Years	71
27,924	Total Other Operating	54,223
138,859	Total Operating	166,320
151,907	Total Commitments	184,239

The accompanying notes form part of the financial statements

Notes to the Financial Statement for the Year Ended 30 June 2008

1. Budget Composition

	Main Estimates	Supplementary Estimates Changes	Budget Total
	\$000	\$000	\$000
Revenue			
Crown	1,217,788	4,968	1,222,756
Other	17,263	16,585	33,848
Interest	-	-	-
Gains on Sale of Non-Current assets	-	-	-
Total Revenue	1,235,051	21,553	1,256,604
Expenditure			
Personnel	885,567	22,307	907,874
Operating	258,166	(9,930)	248,236
Depreciation and Amortisation Expenses	56,800	8,412	65,212
Capital Charge	34,518	764	35,282
Total Output Operating Expenses	1,235,051	21,553	1,256,604
Surplus (Deficit) from Outputs	-	-	-
Less: Other Expenses	10	-	10
Net Surplus (Deficit)	(10)	-	(10)

Explanations for major variances from the initial Budget Estimates were outlined in the Supplementary Estimates. These were

Crown Revenue

- Road Safety Programme Tyre deflation and Intel analyst initiatives \$1.351 million
- Deployments to the Solomon islands \$1.400 million
- Deployments to Timor-Leste \$1.866 million
- Police Land Mobile Radio network \$0.400 million

Other Revenue

- Deployments to the Solomon islands \$5.250 million
- Deployments to Timor-Leste \$3.486 million
- Deployment to Bougainville: Papua New Guinea \$1.421 million
- Re-forecasted revenue firearms licences \$1.570 million
- Department of Corrections for holding remand prisoners \$1.860 million
- Grossing up of revenue from NZ Fire Service for use of the Information Technology services of Police \$1.973 million
- Accident Compensation Corporation funding for rural drink drive and community initiatives to reduce alcohol related harm schemes \$0.787 million

2. Other Revenue

Actual 2007 \$000	Actual 2008 \$000
5,846 Arms Licences	4,547
1,393 Chargeable Police Services	3,221
2,538 Department of Corrections Remand Prisoners	1,642
1,660 Other	2,458
4,541 Overseas Deployments	11,911
929 Pacific Island Chiefs of Police Secretariat Support	722
778 Pacific Peoples Domestic Violence Programme	998
1,165 Property Rentals	1,237
849 Royal NZ Police College: Catering Facility Hire and Non-Police Training	379
120 Sponsorship	352
2,268 State Sector Retirement Superannuation Scheme: SSC Contribution	2,598
22,087 Total Other Revenue	30,065

3. Gains

Actual 2007 \$000	Actual 2008 \$000
702 Net Gain on Disposal of Property, plant & equipment	1,028
43 Net Foreign Exchange Gains	36
745	1,064

During the year Police disposed of Land & Buildings in the following addresses, which were found to be surplus to requirement. Permission was obtained to dispose of them.

Address	Gain \$
174 Wainui Road, Gisborne	50,693
5 Iti Street, Otaki	107,848
18 Severn Street, Oamaru	(58,714)
	99,827

In addition, a gain of \$863,325 was made from sale of motor vehicles.

4. Personnel

Actual 2007 \$000		Actual 2008 \$000
4,971	Accident Compensation Costs	7,997
1,664	Fringe Benefit Tax	1,533
686,413	Salaries/Wages	765,856
1,680	Staff Insurance	1,831
880	Staff Recruitment	1,047
1,923	Staff Transport Assistance	970
82,919	Superannuation	90,811
3,673	Training	4,910
3,091	Transfer/ Removal Expenses	3,097
19,879	Increase/ (Decrease) in Employee Entitlements	21,542
549	Other	942
807,642	Total Personnel	900,536

5. Operating

Actual 2007 \$000		Actual 2008 \$000
259	Audit Fees	296
35	Assurance Related Services	77
15	Bad Debt Expenses	(4)
207	Changes in Doubtful Debt Provision	189
19,275	Clothing, Equipment and Consumables	21,514
21,587	Communications	22,164
19,893	Computer Charges	20,405
1,613	Equipment Rental	1,958
21,624	ESR Forensic Science Services	20,456
43	Foreign Exchange Rate Loss	-
10,725	Other Operating Expenses	11,515
3	Physical Assets Write-offs	21
8,134	Printing	8,127
23,098	Professional Services	27,397
3,685	Professional Services - Non Government Organisations	3,881
15,941	Property Rentals	17,826
26,662	Property Utilities, Rates and Maintenance	30,522
5,317	Third Party Expenses	5,311
21,849	Travel	23,839
7,521	Vehicle/ Aircraft/ Launch Rentals	8,018
25,654	Vehicle Expenses	29,859
233,140	Total Operating	253,371

Professional services have been reclassified at 30 June 2008 to separately disclose ESR Science Services and Professional Services Non-Government Organisations.

Other property/ equipment expenses has been reclassified and renamed at 30 June 2008 to separately disclose vehicle expenses.

Other Services and Other Operating have been merged into Other Operating Expenses.

The following operating expenses have been renamed for clarity:

- Non-Capitalised Equipment Purchases renamed Clothing, Equipment and Consumables.
- Other Property /Equipment Expenses renamed Property Utilities, Rates and Maintenance.

6. Depreciation & Amortisation of Intangibles

Actual 2007 \$000		Actual 2008 \$000
11,760	Buildings	12,865
19,381	Plant and Equipment and Communication Assets	21,679
148	Vessels	277
276	Furniture and Fittings	276
15,292	Motor Vehicles	16,696
5,648	Amortisation of Intangibles	7,655
52,505	Total Depreciation	59,448

7. Capital Charge

Police pays a capital charge to the Crown on its taxpayers' funds as at 30th June and 31 December each year. The capital charge rate for the year ended 30 June 2008 was 7.5% (2007: 7.5%).

8. Other Expenses

Actual 2007 \$000		Actual 2008 \$000
2	Compensation for Confiscated Firearms	3
2	Total Other Expenses	3

9. Accounts Receivable

Actual 2007 \$000		Actual 2008 \$000
3,970	Trade Debtors	4,132
477	Sundry Debtors and Employee Debts	1,802
(413)	Less: Provision for Doubtful Debts	(602)
4,034	Net Debtors	5,332
99,008	Debtors Crown	114,709
103,042	Total Accounts Receivable	120,041

The carrying value of debtors and other receivables approximate their fair value.

As at 30 June 2008 and 30 June 2007, all overdue receivables have been assessed for impairment and appropriate provision applied, as detailed below:

	2007			2008		
	Gross \$000	Impairment \$000	Net \$000	Gross \$000	Impairment \$000	Net \$000
Past due	4,034	-	4,034	5,332	-	5,332
Overdue 180 days	413	413	-	602	602	-
Total	4,447	413	4,034	5,934	602	5,332

Those past due less than 180 days are not impaired as there is no loss expected.

The provision for doubtful debts has been calculated based on expected losses for the Department's pool of debtors. Expected losses have been determined based on the Department's review of its debtors against its doubtful debts policy.

Movements in the provision for doubtful debts are as follows:

Actual 2007 \$000	Actual 2008 \$000
206 Balance at 1 July	413
222 Additional provisions made during the year	225
(15) Debts written off during the period	(36)
413	602

10. Inventories

Actual 2007 \$000	Actual 2008 \$000
35 Accoutrements/ Other	38
35 Total Inventories	38

The carrying value of inventories held for distribution at 30 June 2008 is nil (2007: nil).

The write down of inventories held for distribution was nil (2007: nil).

No inventories are pledged as securities for liabilities.

11. Derivatives Financial Instruments

The fair value of outstanding forward exchange contracts at 30 June 2008 was Nil. (2007: US\$250,937).

12. Non-current assets held for sale

Actual 2007 \$000	Actual 2008 \$000
Non-Current Assets held for sale consists of:	
367 Buildings	367
1,350 Land	1,350
1,717	1,717

The property at 351-361 Church Street, Palmerston North held for sale on 30 June 2007 is still unsold. It continues to be classified as an asset held for sale as at 30 June 2008. The sale is expected to be completed by 30 December 2008.

13. Property, Plant & Equipment

As at 30 June 2008:

Cost:	Land	Buildings	Furniture & Fittings	Plant, Equip. & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	132,357	312,709	19,000	308,708	104,413	6,141	883,328
Additions	5,974	40,308	1,913	25,326	27,705	511	101,737
Disposals and Transfers	(346)	(273)	(4,829)	(1,840)	(12,177)	-	(19,465)
Closing Balance	137,985	352,744	16,084	332,194	119,941	6,652	965,600
Accumulated Depreciation:							
Opening Balance	-	13,148	13,801	234,494	53,675	2,832	317,950
Depreciation for the year	-	12,865	276	21,679	16,696	277	51,793
On Disposals and Transfers	-	(27)	(433)	(1,831)	(10,964)	-	(13,255)
Closing Balance	-	25,986	13,644	254,342	59,407	3,109	356,488
Closing Book Value	137,985	326,758	2,440	77,852	60,534	3,543	609,112

As at 30 June 2007:

Cost:	Land	Buildings	Furniture & Fittings	Plant, Equip. & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	132,787	317,068	16,222	279,931	99,145	3,730	848,883
Additions	203	23,926	3,770	32,842	15,945	2,411	79,097
Transfer to held for sale	(1,350)	(380)	-	-	-	-	(1,730)
Disposals and Transfers	717	(27,905)	(992)	(4,065)	(10,677)	-	(42,922)
Closing Balance	132,357	312,709	19,000	308,708	104,413	6,141	883,328
Accumulated Depreciation:							
Opening Balance	-	29,333	14,196	215,391	48,300	2,684	309,904
Depreciation For the year	-	11,760	276	19,381	15,290	150	46,857
Transfer to held for sale	-	(13)	-	-	-	-	(13)
On Disposals and Transfers	-	(27,932)	(671)	(278)	(9,915)	(2)	(38,798)
Closing Balance	-	13,148	13,801	234,494	53,675	2,832	317,950
Closing Book Value	132,357	299,561	5,199	74,214	50,738	3,309	565,378

Land and buildings have been valued at fair value as at 1 July 2006 by Beca Valuation Ltd.

The total amount of property, plant and equipment in the course of construction is \$84.557 million. (2007: \$88.345 million). The net carrying amount of office equipment held under finance lease is nil (2007: nil).

Impairment losses of \$21,000 have been recognised for impairment of vehicle that has been sent to Niue, equipment lost when on call out and land and buildings at Sutton Street, Frasertown, which is no longer used as a police station.

Restrictions to Titles of Non-Current Assets

As at 30 June 2008 land and buildings of which Police has possession and use, but for which legal title is not completely established, amounted to \$9.801 million (30 June 2007: \$9.077 million).

In most cases titles will be established by gazette notice, which will formally vest the titles in Police.

All surplus land and buildings are subject to the Crown land disposal process as specified by the Public Works Act 1981.

14. Intangible Assets: Acquired Software:

Actual 2007 \$000		Actual 2008 \$000
Cost		
78,885	Opening Balance	84,684
5,799	Additions	14,456
-	Disposals	-
84,684	Balance at 30 June	99,140
Accumulated Amortisation and Impairment Losses		
55,983	Opening Balance	61,631
5,648	Amortisation during the year	7,655
61,631	Balance at 30 June	69,286
23,053	Book Value	29,854

There are no restrictions over the title of the intangible assets, nor are the assets pledged as security for liabilities.

15. Accounts Payable

Actual 2007 \$000		Actual 2008 \$000
16,184	Trade Creditors	10,685
25,153	Accrued Expenses and Provisions	38,397
8,601	PAYE Payable	9,683
11,742	GST Payable	11,253
61,680	Total Accounts Payable	70,018

The payables are non-interest bearing and are normally settled on 30 days terms; therefore the carrying value approximates their fair value.

16. Other Accrued Expenses

Actual 2007 \$000		Actual 2008 \$000
438	Sponsorship Reserve	98
8,966	Accident Compensation and Accredited Employer Programme Provisions	11,317
9,404	Total Other Accrued Expenses	11,415

17. Employee Entitlements

Actual 2007 \$000		Actual 2008 \$000
Current Liabilities		
30	Accrued Salaries and Wages	35
75,336	Annual Leave	80,269
1,400	Long Service Leave	2,535
1,331	Sick Leave	1,155
12,700	Retirement Leave	11,662
7,985	Shift Leave	8,748
98,782	Total Current Portion	104,404
Non-Current Liabilities		
11,371	Long Service Leave	11,963
92,560	Retirement Leave	96,474
6,894	Sick Leave	6,940
110,825	Total Non-Current Portion	115,377
209,607	Total Employee Entitlements	219,781

An independent actuarial valuation was undertaken by Aon Consulting New Zealand Ltd as at 30 June 2008 to estimate the present value of long service and retirement leave.

The present value of the retirement and long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating these liabilities include the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability. The interest rates on NZ Government bonds with terms of maturity that match closely to the estimated future cash outflows have been considered in determining the discount rate. The historical salary patterns have been considered in determining the salary inflation factor after obtaining advice from an independent actuary.

If the salary inflation factor were to increase by 1% from the estimate with all other factors held constant the carrying amount of the liability would increase by \$8.793 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$7.850 million.

18. Finance Leases

Actual 2007 \$000	Actual 2008 \$000
1,223 Not later than one year	1,575
492 One year and not later than five years	1,795
17 Later than five years	-
1,732 Total Lease Payments	3,370

19. Capital Work-in-Progress

Actual 2007 \$000	Actual 2008 \$000
44,377 Buildings	52,276
4,396 Furniture & Fittings	301
37,161 Plant and Equipment	31,686
2,411 Other	294
88,345	84,557

20. Taxpayers' Funds

Actual 2007 \$000	Actual 2008 \$000
General Funds	
285,826 General Funds Balance at 1 July	327,042
2,483 Repayment of Surplus to the Crown	8,275
288,309 Taxpayers' Funds at 1 July	335,317
12,599 Net Surplus (Deficit) for the year	6,375
34,409 Capital Contribution	34,469
121,604 Asset Revaluation Reserve	121,604
456,921	497,765
(8,275) Provision for Repayment of Surplus to the Crown	(14,650)
448,646 General Funds as at 30 June	483,115

21. Reconciliation of Net Surplus to Net Cash Flow from Operating Activities

Actual 2007 \$000		Actual 2008 \$000
12,599	Net Surplus (Deficit)	6,375
	Add (Less) non-Cash Items	
52,505	Depreciation and Amortisation Expenses	59,448
52,505	Total Non-Cash items	59,448
	Add (Less) Items Classified as Investing or Financing Activities:	
(702)	Gains (Losses) on disposal of Property, plant and equipment	(1,028)
	Add (Less) Movements in Working Capital Items:	
10,025	Increase (Decrease) in Accounts Payable	8,338
(1,618)	(Increase) Decrease in Accounts Receivable	(1,298)
3,915	Increase (Decrease) in Employee Entitlements	7,353
(43,469)	(Increase) Decrease in Debtor Crown	(15,701)
3	(Increase) Decrease in Inventories	(3)
393	(Increase) Decrease in Prepayments	(3,048)
8,448	Increase (Decrease) in Other Accrued Expenses	2,011
(22,303)	Net Working Capital Movements	(2,348)
42,099	Net Cash Flows from Operating Activities	62,447

22. Related Party Transactions

Police is a wholly owned entity of the Crown. The Government is the major source of revenue.

Police entered into numerous transactions with other government departments, Crown agencies and state-owned enterprises on an arm's length basis. Where these parties are acting in the course of their normal dealings with Police, related party disclosures have not been made.

Apart from those transactions described above, Police has not entered into any related party transactions.

Key Management Personnel Compensation

Actual 2007 \$000		Actual 2008 \$000
5,130	Salaries and other short term employee benefits	5,114
1,447	Other long-term benefits	1,410
6,577		6,524

Key management personnel are the Police executive committee which comprises the Commissioner, Deputy Commissioners, Assistant Commissioners, District commanders and General Managers.

23. Segmental Information

Police operates in one industry sector: the provision of policing services. Activities are primarily carried out from New Zealand. Police operates a number of overseas posts and deployments; however the annual cost of these activities is approximately 1.69% of Vote Police.

24. Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements.

25. Provisions

Police self-insures for ACC purposes. An independent actuarial assessment of ongoing costs relating to outstanding claims has been prepared by Davies Financial & Actuarial Limited as at 30 June 2008, resulting in a provision for work-related accidents of \$2.553 million (30 June 2007: \$2.624 million).

Personnel disputes that have arisen with a likelihood of settlement have been provided for, along with personnel settlements payable under collective contract provisions that are unable to be paid until the financial year is complete. 30 June 2008 \$2.463 million (30 June 2007 \$3.123 million).

	Balance at the Beginning of the Year \$000	Amount Used \$000	Not Required \$000	Additional Amount \$000	Balance at End of Year \$000
Work Related Accidents	2,624	(71)	-	-	2,553
Provision for Personnel Contract Settlement	3,123	(1,775)	(235)	1,350	2,463
	5,747	(1,846)	(235)	1,350	5,016

26. Explanation of transition to NZ IFRS

	Note	Previous NZ GAAP 1 July 2006 \$000	Effect on Transition to NZ IFRS 1 July 2006 \$000	NZ IFRS 1 July 2006 \$000	Previous NZ GAAP 1 July 2007 \$000	Effect on Transition to NZ IFRS 1 July 2007 \$000	NZ IFRS 1 July 2007 \$000
Assets							
Current Assets							
Cash and Cash Equivalents		44,471	-	44,471	41,213	-	41,213
Debtors and Other Receivables	9	57,955	-	57,955	103,042	-	103,042
Prepayments		3,567	-	3,567	3,174	-	3,174
Inventories	10	38	-	38	35	-	35
Non-Current Assets Held for Sale	12	-	2,400	2,400	-	1,717	1,717
Total Current Assets		106,031	2,400	108,431	147,464	1,717	149,181
Non-current Assets							
Property, Plant & Equipment	13	561,881	(25,302)	536,579	590,148	(24,770)	565,378
Intangible Assets	14	-	22,902	22,902	-	23,053	23,053
Total Non-Current Assets		561,881	(2,400)	559,481	590,148	(1,717)	588,431
Total Assets		667,912	-	667,912	737,612	-	737,612
Liabilities							
Current Liabilities							
Accounts Payable	15	47,081	-	47,081	61,680	-	61,680
Repayment of Surplus		2,483	-	2,483	8,275	-	8,275
Other Accrued Expenses	16	8,911	-	8,911	9,404	-	9,404
Employee Entitlements	17	90,990	304	91,294	97,451	1,331	98,782
Total Current Liabilities		149,465	304	149,769	176,810	1,331	178,141
Non-Current Liabilities							
Employee Entitlements	17	88,997	22,186	111,183	96,472	14,353	110,825
Total Non-Current Liabilities		88,997	22,186	111,183	96,472	14,353	110,825
Total Liabilities		238,462	22,490	260,952	273,282	15,684	288,966
Net Assets		429,450	(22,490)	406,960	464,330	(15,684)	448,646
Taxpayers' Funds							
General Funds	20	308,316	(22,490)	285,826	342,726	(15,684)	327,042
Property, Plant and Equipment		121,134	-	121,134	121,604	-	121,604
Total Taxpayers' Funds		429,450	(22,490)	406,960	464,330	(15,684)	448,646

		Previous NZ GAAP	Effect on Transition to NZ IFRS	NZ IFRS
	Note	30 June 2007 \$000	30 June 2007 \$000	30 June 2007 \$000
Revenue				
Crown		1,114,195	-	1,114,195
Other Revenue	2	22,087	-	22,087
Interest		52	-	52
Gains	3	745	-	745
Total Revenue		1,137,079	-	1,137,079
Expenditure				
Personnel	4	814,449	(6,807)	807,642
Operating	5	233,140	-	233,140
Depreciation and Amortisation Expenses	6	52,505	-	52,505
Capital Charge	7	31,191	-	31,191
Total Operating Expenses		1,131,285	(6,807)	1,124,478
Surplus (Deficit) from Outputs		5,794	6,807	12,601
Less: Other Expenses	8	2	-	2
Net Surplus (Deficit)		5,792	6,807	12,599

Personnel Costs - Retirement and Long Service Leave

This represents an increase in the Retirement and Long Service Leave provision, which was not recognised under previous NZ GAAP.

Intangibles

Under GAAP software was included under Plant, Equipment and Communication Assets. These have been re-classified as Intangibles under IFRS. The net book value of such assets on 30 June 2007 was \$23.053 million (2007: \$22.902 million).

Statement of Cash Flows

There have been no material adjustments to the Statement of Cash Flows on transition to NZ IFRS.

27. Financial instrument risks

The Departments activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. The department has series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Departments foreign exchange management policy requires the Department to manage currency risk arising from future transactions and recognised liabilities by entering into foreign exchange forward contracts to hedge the entire foreign currency risk exposure. The Departments policy has been approved by the Treasury and is in accordance with the requirements of the treasury guidelines for the Management of Crown and Departmental Foreign-Exchange Exposure.

Credit risk

Credit risk is the risk that a third party will default on its obligation to the Department, causing the Department to incur a loss.

The Department is only permitted to deposit funds with Westpac, a registered bank, and enter into foreign exchange forward contracts with Westpac or the New Zealand Debt Management Office. These entities have high credit ratings. For its other financial instruments the Department does not have significant concentrations of credit risk.

The Department's maximum exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net debtors. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity risk

Liquidity risk is the risk that the Department will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements the Department closely monitors its forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. The Department maintains a target level of available cash to meet its liquidity requirements.

The table below analyses the Department's financial liabilities that will be settled based on the remaining period of the balance sheet to the contractual date. The amounts disclosed are the contractual undiscounted cash flows.

	Less than 6 months	Between 6 months to 1 year	Between 1 year and 5 years	Over 5 years
	\$000	\$000	\$000	\$000
2008				
Creditors and payables	70,018	-	-	-
2007				
Creditors and payables	61,681	-	-	-

28. Categories of Financial Instruments

The carrying amounts of financial assets and financial liabilities in each of the NZ IAS 39 categories are as follows:

Actual 2007 \$000		Actual 2008 \$000
Loans and Receivables		
41,213	Cash and Cash Equivalents	31,995
103,042	Debtors and Other Receivables (Note 9)	120,041
144,255	Total Loans and Receivables	152,036
Financial Liabilities Measured at Amortised Cost		
61,680	Creditors and Other Payables (Note 15)	70,018
61,680	Total Financial Liabilities	70,018

Non- Departmental Statement of Compliance

These financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with New Zealand equivalents to IFRS (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities. These are the Police's first consolidated financial statements complying with NZ IFRS and NZ IFRS 1 has been applied.

These non-departmental balances are consolidated into the Crown Financial Statements and therefore readers of these financial statements and schedules also refer to the Crown Financial statements 2007/08.

Schedule of Revenue and Expenses for the Year Ended 30 June 2008

Actual		Actual	Main Estimates	Supp Estimates
2007		2008	2008	2008
\$000		\$000	\$000	\$000
82,605	Revenue	85,349	76,000	79,500
82,605	Total Non-Departmental Revenue ⁽¹⁾	85,349	76,000	79,500
100	Expenses	100	100	100
100	Total Non-Departmental Expenses	100	100	100


Note 1 Refer to the Statement of Appropriation on page 50 for the analysis of revenue.

Schedule of Assets and Liabilities as at 30 June 2008

Actual		Actual	Main Estimates	Supp Estimates
2007		2008	2008	2008
\$000		\$000	\$000	\$000
Current Assets				
291	Cash	327	6	291
300	Accounts Receivable	300	200	200
591	Total Non-Departmental Assets	627	206	491
200	Accounts Payable	200	100	100
391	Funds held on behalf of Crown	427	106	391
591	Total Non-Departmental Liabilities	627	206	491

For a full understanding of the Crown's financial position and the results of its operations for the period, reference should be made to the consolidated Financial Statements for the Government for the year ended 30 June 2008.

4.2 Audit Report



AUDIT REPORT

**TO THE READERS OF
NEW ZEALAND POLICE'S
FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2008**

The Auditor-General is the auditor of New Zealand Police (Police). The Auditor-General has appointed me, Grant Taylor, using the staff and resources of Ernst and Young, to carry out the audit on his behalf. The audit covers the financial statements, statement of service performance and schedules of non-departmental activities included in the annual report of Police for the year ended 30 June 2008.

Unqualified Opinion

In our opinion:

- ▶ The financial statements of Police on pages 45 to 73:
 - ▶ comply with generally accepted accounting practice in New Zealand; and
 - ▶ fairly reflect:
 - ▶ Police's financial position as at 30 June 2008; and
 - ▶ the results of its operations and cash flows for the year ended on that date.
- ▶ The statement of service performance of Police on pages 24 to 44:
 - ▶ complies with generally accepted accounting practice in New Zealand; and
 - ▶ fairly reflects for each class of outputs:
 - ▶ its standards of delivery performance achieved, as compared with the forecast standards outlined in the statement of forecast service performance adopted at the start of the financial year; and
 - ▶ its actual revenue earned and output expenses incurred, as compared with the forecast revenues and output expenses outlined in the statement of forecast service performance adopted at the start of the financial year.
- ▶ The schedules of non-departmental activities on pages 55 and 73 fairly reflect the assets, liabilities, revenues, expenses, contingencies, commitments and trust monies managed by Police on behalf of the Crown for the year ended 30 June 2008.

The audit was completed on 30 September 2008, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Commissioner and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.



The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- ▶ determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- ▶ verifying samples of transactions and account balances;
- ▶ performing analyses to identify anomalies in the reported data;
- ▶ reviewing significant estimates and judgements made by the Commissioner;
- ▶ confirming year-end balances;
- ▶ determining whether accounting policies are appropriate and consistently applied; and
- ▶ determining whether all financial statement and statement of service performance disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Commissioner and the Auditor

The Commissioner is responsible for preparing the financial statements and statement of service performance in accordance with generally accepted accounting practice in New Zealand. The financial statements must fairly reflect the financial position of Police as at 30 June 2008 and the results of its operations and cash flows for the year ended on that date. The statement of service performance must fairly reflect, for each class of outputs, Police's standards of delivery performance achieved and revenue earned and expenses incurred, as compared with the forecast standards, revenue and expenses adopted at the start of the financial year. In addition, the schedules of non-Police activities must fairly reflect the assets, liabilities, revenues, expenses, contingencies, commitments and trust monies managed by Police on behalf of the Crown for the year ended 30 June 2008. The Commissioner's responsibilities arise from the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Public Finance Act 1989.

Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

In addition to the audit we have provided independent quality assurance services relating to the radio network replacement project. Other than the audit and these services we have no relationship with or interests in New Zealand Police.

Grant Taylor
Ernst and Young
On behalf of the Auditor-General
Wellington, New Zealand

PART 5

Information Required by Statute

5.1 Interception warrants

In accordance with the provision of Section 29 of the Misuse of Drugs Amendment Act 1978, the following information is provided relating to the use of powers under the Misuse of Drugs Act 1975:

Section 14 (Interception Warrants)	2007/08	2006/07	2005/06
Number of applications made	34	31	49
Number of applications granted	34	31	49
Number of applications refused	Nil	Nil	Nil
*Number of persons warrants	33	29	43
Number of premises warrants	1	2	22
Number of warrants which authorised entry onto private premises	13	13	21
**Average duration of warrants including renewals (days)	27	20	36
Number of persons prosecuted	165	96	158
Number of persons convicted	14	Nil	43
Number of persons still under prosecution	151	96	115
Number of prosecutions instituted against Police (including former members) for offences against Section 23	Nil	Nil	Nil

Section 15A (Interception Warrants)	2007/08	2006/07	2005/06
Number of applications made	6	1	11
Number of applications granted	6	1	11
Number of applications refused	Nil	Nil	Nil
Number of persons warrants	5	1	11
Number of premises warrants	1	Nil	9
Number of warrants which authorised entry onto private premises	2	Nil	7
Average duration of warrants including renewals – in days	43	15	42
Number of persons prosecuted	27	Nil	65
Number of persons convicted	Nil	Nil	17
Number of persons still under prosecution	27	Nil	48
Number of prosecutions instituted against Police (including former members) for offences against Section 23	Nil	Nil	Nil

* One physical warrant counted as one warrant, regardless of number of subjects or premises included.

** Duration regarded as actual duration of interception, not duration granted.

Section 18 (Renewal of Warrants)	2007/08	2006/07	2005/06
Number of applications made	Nil	1	4
Number of applications granted	Nil	1	4
Number of applications refused	Nil	Nil	Nil
Number of persons warrants	Nil	1	4
Number of premises warrants	Nil	Nil	Nil
Number of warrants which authorised entry onto private premises	Nil	Nil	Nil

Section 19 (Emergency Permits)	2007/08	2006/07	2005/06
Number of applications made	Nil	1	Nil
Number of applications granted	Nil	1	Nil
Number of applications refused	Nil	Nil	Nil
Number of interceptions recorded	Nil	316	Nil

In accordance with the provisions of Section 312Q of the Crimes Amendment Act (No 2) 1997, the following information is provided:

Section 312B (Interception Warrants)	2007/08	2006/07	2005/06
Number of applications made	Nil	10	1
Number of applications granted	Nil	10	1
Number of applications refused	Nil	Nil	Nil
Number of persons warrants	Nil	12	1
Number of premises warrants	Nil	1	Nil
Number of warrants which authorised entry onto private premises	Nil	5	1
Average duration of warrants including renewals - in days	Nil	19	Nil
Number of persons prosecuted	Nil	22	Nil
Number of persons convicted	Nil	4	Nil
Number of persons still under prosecution	Nil	16	Nil
Number of prosecutions instituted against Police (including former members) for offences against Section 23	Nil	Nil	Nil

Section 312CA (Interception Warrants)	2007/08	2006/07	2005/06
Number of applications made	26	28	17
Number of applications granted	26	28	17
Number of applications refused	Nil	Nil	Nil
Number of persons warrants	26	26	17
Number of premises warrants	1	4	1
Number of warrants which authorised entry onto private premises	19	11	24
Average duration of warrants including renewals in days	21	18	19
Number of persons prosecuted	44	26	35
Number of persons convicted	1	1	6
Number of persons still under prosecution	43	25	29
Number of prosecutions instituted against Police (including former members) for offences against Section 23	Nil	Nil	Nil

Section 312F (Renewal of warrants)	2007/08	2006/07	2005/06
Number of applications made	Nil	1	1
Number of applications granted	Nil	1	1
Number of applications refused	Nil	Nil	Nil
Number of persons warrants	Nil	1	1
Number of premises warrants	Nil	Nil	Nil

Section 312G (Emergency Permits)	2007/08	2006/07	2005/06
Number of applications made	3	1	1
Number of applications granted	3	1	1
Number of applications refused	Nil	Nil	Nil
Number of interceptions recorded	284	Nil	1

Section 216B(3) (Emergency Permits)	2007/08	2006/07	2005/06
Number of applications made	Nil	NII	NII
Number of applications granted	Nil	NII	NII
Number of applications refused	Nil	NII	NII
Number of interceptions recorded	Nil	NII	NII

5.2 Call data warrants

In accordance with the provisions of Section 10R of the Telecommunications (Residual Provisions) Act 1987, the following information is provided:

Section 10A (Call Data Warrants)	2007/08	2006/07	2005/06
Number of applications made	172	234	230
Number of applications granted	172	234	230
Number of applications refused	Nil	Nil	Nil
Average duration – in days	22	30	31

Section 10K	2007/08	2006/07	2005/06
Number of applications made	Nil	Nil	5
Number of applications granted	Nil	Nil	1
Number of applications refused	Nil	Nil	Nil
Average duration – in days	Nil	Nil	30

5.3 Road blocks

There were two road blocks implemented using the provisions of Section 317B of the Crimes Act 1961.

5.4 Tracking warrants

In accordance with the provisions of Section 200J of the Summary Proceedings Amendment Act 2003 the following information is provided:

Figure 3: Tracking Warrants, 2005/06-2007/08

Tracking Warrants	2007/08	2006/07	2005/06
Number of warrants issued	29	32	31
Number of warrant renewals	4	14	10
Average duration – in days	22	49	45
Tracking device used without warrant	Nil	Nil	Nil
Warrants issued under Section 200I	Nil	Nil	Nil
Number of devices authorised to remain	Nil	Nil	Nil

5.5 Bodily samples

In accordance with the provisions of Section 76 of the Criminal Investigations (Bodily Samples) Act 1995 the following information is provided:

Figure 4: Bodily Samples 2007/08

Bodily Samples	2007/08
(a) The number of occasions on which a blood sample has been taken with the consent of a person given in response to a databank request	11
(ab) The number of occasions on which a buccal sample has been taken with the consent of a person given in response to a databank request	9,501
(b) The number of applications for compulsion orders by type –	
suspect compulsion orders	124
juvenile compulsion orders	41
(c) The number of applications referred to in paragraph (b) that were –	
suspects – granted	124
suspects – refused	NIL
juvenile compulsion orders – granted	41
juvenile compulsion orders – refused	NIL
(ca) The number of occasions on which a blood sample has been taken pursuant to a compulsion order	4
(cb) The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	61
(cc) The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	5
(cd) The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	2,262
(ce) The number-	
(i) databank compulsion notice hearings requested	12
(ii) DNA Profile Databank (Part 3) orders made; and	5
(iii) the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	1

Bodily Samples		2007/08
(d)	The number-	
	(i) occasions on which a DNA profile obtained under Obtaining Bodily Samples from Suspects (Part 2) has been used as evidence against a person in trial, and	Not captured nationally
	(ii) persons referred to in subparagraph (i) in respect of whom a conviction has been entered as a result of the trial	
	(da) The number-	
	(i) occasions on which a DNA profile obtained under a DNA Profile Databank (Part 3) procedure has been used in support of an application for a suspect compulsion order under Obtaining Bodily Samples from Suspects (Part 2); and	25
	(ii) suspect compulsion orders granted in respect of those	19
(e)	The number of occasions on which any member of the police has used or caused to be used force to assist a suitably qualified person to take:	
	a fingerprick pursuant to a compulsion order	NIL
	a fingerprick pursuant to a databank compulsion notice	NIL
	a buccal sample pursuant to a compulsion order	NIL
	a buccal sample pursuant to a databank compulsion notice	1
	(ea) The number of occasions on which a buccal sample has been taken as a result of a Obtaining Bodily Samples from Suspects (Part 2A) request	0
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	
	number of bodily samples obtained by consent	71,113
	number of bodily samples obtained pursuant to a compulsion order	71
	number of bodily samples obtained pursuant to a databank compulsion notice	13,991
(g)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile obtained under Obtaining Bodily Samples from Suspects (Part 2) procedure	262
(h)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile on the DNA profile databank obtained under a DNA Profile Databank (Part 3) procedure	2,176

PART 6

Organisational Information

6.1

Good employer requirements

During the year, the Police began negotiations on the collective employment agreements that cover the majority of Police staff. The collective employment agreements' current terms expire on 30 June 2008 and 30 November 2008.

Good and safe working conditions

The Police continues to participate in the ACC Accredited Partnership programme and will be striving to achieve secondary-level compliance in the programme in 2008/09.

The safety footwear project is continuing with a trial due to commence in September 2008.

Hazard management training has been delivered to more than the target 10 percent of supervisors, and this training will continue in the next year. The overall result has seen a decrease in accident rates and absenteeism due to injury.

Impartial selection of suitably qualified persons for appointment

During the year, 597 sworn staff graduated from The Royal New Zealand Police College, including 91 recruited under the United Kingdom recruitment programme. In addition, 593 new non-sworn staff (not including casual staff) started work for the Police.

Organisation and employee development

The Police aims to be a world-class police organisation, serving the needs of New Zealanders and the Government of the day. To achieve this, the Police emphasises what makes a healthy, professional organisation. The organisation wants to be an employer of choice and to attract, develop, manage and support people in policing. The organisation's focus is on developing people in policing to the required capability and competence.

The leadership and management development framework supports the Strategic Plan to 2010 by developing and

managing the delivery of leadership and management development programmes for sworn and non-sworn positions, including specific programmes for women, Māori, Pacific peoples, and members of other ethnic groups.

The leadership and management development framework is designed to assist the Police to meet the challenges facing it by equipping its members with the appropriate leadership and management skills and capabilities. This will enable them to demonstrate effective leadership within the organisation and community.

The framework aligns with the Strategic Plan 2010 and enables staff to:

- demonstrate effective leadership and management at all levels
- work within an ethical and values-based context
- develop and reach their full potential both individually and as members of a team, thus contributing to greater levels of work satisfaction and commitment.

The key development initiatives as part of the Police leadership framework are:

- an individual mentoring programme for senior staff
- succession planning and capability management using a range of evaluative tools
- individual development plans for senior managers
- leadership and management development programmes for senior management
- assessment against various New Zealand Qualification Authority national qualifications (levels 3–5)
- sergeants' and first-line supervisors' leadership and management development programmes
- leadership development programmes for women
- specific development programme for constables who work within Māori, Pacific or other ethnic communities. The numbers of leadership and management development programmes under way (or completed) are summarised in Figure 5.

Figure 5: Leadership and Management Development Programmes Under Way or Completed, 2007/08

Programme	Number of programmes under way or completed	Number of staff involved
Women's leadership development	13	195
Sergeant's leadership development	23	345 plus 50 senior sergeant coaches
Senior sergeant's leadership development (pilot)	3	49
Senior management team leadership development	12 districts	180
Community Engagement Group (constables) leadership pilot (Wellington district)	1	18
Constable's leadership development	7	112
Communications Centre team leaders development	5	66
Individual mentoring – external mentors		67

The Organisation and Employee Development group maintains strong inter-agency relationships to ensure programmes and initiatives meet current best practice. The group is supported by the Leadership and Development Centre and State Services Commission.

Engagement survey

During 2007/08 the Police and the Gallup organisation conducted two surveys to measure the engagement of Police staff. The first survey went to all members of the Criminal Investigations Branch, and the second survey went to a random sample of staff across the organisation.

Results show that staff are well aware of what is expected of them, have a high regard for the professionalism and work of their colleagues and immediate supervisor, and that no gender or ethnic groups are significantly outside the overall results. However, overall, the results were not up to the levels that the Police wants. The Police has identified three distinct areas for improvement: resources and equipment, recognition and fairness.

The survey results were communicated to staff.

6.2 Equity and diversity – focus for 2007/08

The Police is committed to equity and diversity as long-term strategic responses to addressing discrimination and valuing difference within the workplace, and to meet the needs of all individuals within the organisation.

Equity and diversity are critical elements of the Strategic Plan to 2010, which acknowledges the increasing cultural diversity of the New Zealand community. The strategy outlines the objective of having a Police environment that fully reflects the needs of New Zealand's diverse employees and communities.

The Strategic Plan to 2010 incorporates a focus on policing capability and integrity through commitment to Police values

and competencies. The strategy encourages a flexible, diverse and adaptive workforce that is capable of meeting the needs of individuals and recognising the increasing cultural diversity of the New Zealand community. Work includes ongoing benchmarking and standards, and effective reporting and monitoring of achievements.

Key achievements include:

- continuing to increase the numbers of women, Māori, Pacific peoples, Asian peoples, and other minority groups (whether ethnic groups, people with disabilities, or gay, lesbian, and transgender groups)
- implementing the Discrimination and Harassment Policy, which is based on good practice principles for the management of discriminatory practices (including sexual, gender and racial harassment and workplace bullying)
- administering and supporting the district equity and diversity strategic plans
- continuing to implement national training for harassment contact officers and harassment coordinators under the new Discrimination and Harassment Policy
- embedding human rights through Police training, policies and procedures
- writing the Statement of Commitment for Work–Life Balance and work recommendations determined through the work–life balance project
- coordinating and supporting district equity and diversity with:
 - a Women in Policing Network
 - equity and diversity networks
 - disability networks
 - diversity liaison officers (for gay, lesbian and transgender staff).

A major focus is the continued development of Police capability and performance in Human Resources: Equity and Diversity, so it can report achievements, identify weaknesses and build on a philosophy of continuous improvement.

6.3

District Equity and Diversity Strategic Plan 2008

The focus of the district equity and diversity strategic plan is as follows.

- To build the capacity in districts to meet the equity and diversity objectives set out in the Police strategic plan and the Human Resource Management Plan. The National Equity and Diversity office has provided guidance to Police districts on how to build capacity and select their own success measures.
- To be an employer of choice by fostering a positive work environment.
- To attract, develop, manage and support people in policing.
- To place significant importance on Police core values: integrity, professionalism, respect, and commitment to Māori and the Treaty of Waitangi.

6.4

Recruitment and appointment

Recruitment strategies designed to attract women, Māori, Pacific peoples, Asian peoples and people from other ethnic minority groups were undertaken in 2007/08.

- All Police recruitment, marketing and communication material was developed with the target audiences in mind. The creative strategy was tailored around messages that would reach and appeal to people within the Police's targeted demographics.
- Direct marketing material, press advertisements, posters and brochures were developed for the targeted groups.
- Major public events that had a recruiting presence included Girls Day Out, Big Gay Out, Ethnic Soccer Tournament, Chinese Lantern Festival, Pasifika, Parachute, and the Chinese Youth Festival.
- Te Haerenga Māori was a recruiting roadshow.
- Television sponsorship targeted women.
- Asian, specifically Chinese and Mandarin-speaking, officers were used in advertising and press releases.
- Public relations opportunities were created such as securing profiles of female officers within magazines.

These initiatives were supported by the iwi liaison officers' network, Pacific liaison officers' network, and the ethnic liaison officers' network and their respective responsiveness plans.

6.5

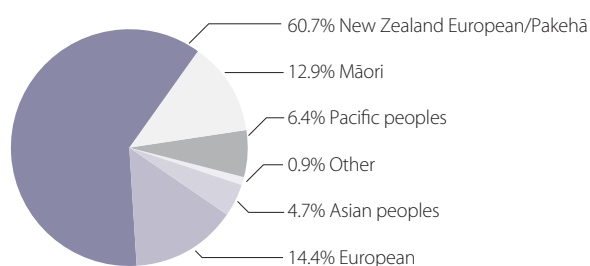
Statistics about women, Māori and Pacific peoples

In recent years, the number of female officers with long service has increased, due to sustained low attrition rates amongst these staff. One implication of this has been a

significant increase in the number of female non-commissioned officers (sergeant and senior sergeant ranks).

Increases in the numbers of Māori, Pacific and Asian staff have come about as a result of active recruitment of these groups, which has brought the Police closer to its goal of representing the ethnic diversity of the communities it serves (see Figures 6 and 9).

Figure 6: Sworn Recruitment by Ethnic Group, 2007/08



6.6

Effective consultation with and representation by women

To improve the degree of consultation the Police has with, and representation by, women, the Police participates in and coordinates several networks. Key achievements by these networks are as follows.

- A women's leadership training course called Achieving High Energy, High Performance was conducted. The two-day course was designed to enable women to become more confident achievers and support them to reach their potential by developing and enhancing key skills and confidence.
- The Women in Policing Network raises the profile of women in the Police and identifies issues for women that can then be managed through the national network forum. This ensures women have a 'voice' at the highest level of the organisation. Network members are invited to participate in working groups, including the Flexible Work Practices Framework Working Group, which is assessing new policies to achieve flexibility in the workplace. The network's mission is "to assist the organisation to achieve excellence in policing by realising the potential of women through maximising opportunities, removing barriers and valuing diversity". During 2007/08, the network held nine network meetings via video conference or face to face.
- Of the sworn staff in Wellington and Northland districts over 20 percent are women, and in another five districts more than 18% of sworn staff are women.
- Women in Policing district showcases have been completed, and the information from the showcases will be compiled and used in a pamphlet or booklet as a tool for recruiting, career development and mentoring.

- Of the 47 trained diversity liaison officers, 34 are women.
- Women in Policing Network representatives attended all recruiting seminars (this was a district initiative).
- Women in Policing Network members sat on interview panels in districts.
- District seminars were held including one for non-sworn staff and one I am Woman seminar.
- Female-only recruiting seminars were held in districts.
- Barriers to women reaching senior levels were identified, and a five-day course was arranged for all female senior sergeants. These barriers were lack of self-confidence, motivation, mentoring and support. A three-day follow-up course focused on career development and helping women to becoming role models for other women.

6.7 Implementation of policies, procedures and strategies

Attrition among sworn staff was under 4 percent during 2007/08, among the lowest in the Police's history. Among female officers attrition was also 4 percent, with this very low attrition being a key factor in the number of female officers increasing 6.7 percent (as well as an increase of 14 percent in the number of non-commissioned officers during the year).

6.8 Elimination of discriminatory practices

Six sexual harassment complaints were recorded and resolved to an agreed outcome during 2007/08.

The first training course for harassment contact officers in line with the inclusion of the new Discrimination and Harassment Policy was undertaken in April 2008.

During the year, 23 harassment contact officers were trained at The Royal New Zealand Police College from 11 districts, the Training Service Centre, Communications Centres, Auckland Metro Crime and Operations Support areas, and Police National Headquarters.

The Discrimination and Harassment Policy incorporates the previous Sexual Harassment Policy and covers all forms of discrimination under the Human Rights Act 1993.

6.9 Support for people with disabilities

The New Zealand Police Disability Strategy Implementation Work Plan for 2007/08 contains four key activities:

- Disability Awareness Day – identify a specific area of disability for the focus of International Disability Awareness Day
- Disability Network – continue the network to ensure the

Police provides an administrative resource and promote the network to staff and managers

- Increase awareness of the mainstream programme –continue to raise awareness of the programme
- Support staff who have family members with a disability – provide support and information through the Disability Network to allow these staff to manage their work–life balance and support their family's needs.

Each district equity and diversity network has a disability representative to give specialist advice and to encourage districts to support the Disability Implementation Plan. There have been nine equity and diversity video conferences with disability as a main item for discussion in 2007/08.

6.10 Support for gay, lesbian, bisexual, transgender and intersex communities

Key achievements in relation to the gay, lesbian, bisexual, transgender and intersex communities include the following.

- Forty-seven trained diversity liaison officers were appointed throughout Police districts. The diversity liaison officers provide operational advice and establish effective communication and partnerships between Police and the gay, lesbian, bisexual, transgender and intersex (GLBTI) communities. In 2007/08 nine video conferences were held for diversity liaison officers, a three-day training course at the Royal New Zealand Police College for new diversity liaison officers, and a one-day training day after the Big Gay Out in Auckland.
- Inclusiveness training continued to be delivered around the country by the diversity liaison officers. The training raises awareness of issues faced by the GLBTI communities and aims to create an inclusive workplace for staff and enhance responsiveness.
- The *Ten Percent* newsletter is produced by the Equity and Diversity Office for all Police staff, but it aims to support the inclusiveness of gay and lesbian staff in the Police and improve policing service to the GLBTI community.
- Events were attended by the diversity liaison officers such as Auckland's Big Gay Out, Wellington's Out There in the Square, and Canterbury's Pride Week.
- The Police was involved in the submissions for the Human Rights Commission–led Transgender Inquiry and, following the release of the inquiry report, became part of a working group (with the Ministry of Justice, the Department of Corrections, Child Youth and Family, the Ministry of Social Development and the Human Rights Commission) that is working on the recommendations from the inquiry.

6.11

Equity and diversity networks

District equity and diversity networks provide advice and coordinate implementation of all equity and diversity initiatives in their district. The Equity and Diversity Office has written a District Equity and Diversity Strategic Plan to assist districts to achieve their objectives through key success measures.

The first Equity and Diversity Report was written and distributed to national managers. It incorporated all district achievements and initiatives from their district equity and diversity strategic plans. Equity and diversity video conferences now include Women in Policing, equity and disability networks. These groups met nine times in 2007/08, including a face-to-face conference in June 2008 with the theme 'To Be the Best I Can Be'.

Figure 7: Staff Numbers – Full-Time Equivalents, 2007 and 2008

	As at 30 June 2008			As at 30 June 2007		
	Sworn	Non-sworn	Total	Sworn	Non-sworn	Total
Northland District	325	56	381	293	54	347
Waitematā District	715	142	857	678	135	813
Auckland City District	692	164	856	681	162	843
Counties Manukau District	751	196	947	728	177	905
Auckland Metro Crime and Operations Support	221	62	283	216	60	276
Waikato District	569	100	669	545	92	637
Bay of Plenty District	601	118	719	579	91	670
Eastern District	398	62	460	367	57	424
Central District	687	116	803	660	111	771
Wellington District	769	166	935	758	161	919
Tasman District	301	57	358	302	56	358
Canterbury District	876	131	1,007	856	136	992
Southern District	556	95	651	511	94	605
Police National Headquarters	91	273	364	87	234	321
Training Services Centre	129	149	278	129	136	265
Licensing and Vetting	1	21	22	1	20	21
Police Prosecutions Service	152	128	280	135	121	256
Communications Centres	66	423	489	72	412	484
Police Infringement Bureau	14	96	110	14	94	108
Commercial Vehicle Investigation Unit	79	24	103	85	23	108
Crime Group	41	102	143	42	93	135
Information and Communications Technology	5	241	246	6	226	232
Legal Services Group	4	19	23	6	19	25
National Tactics Service Centre	74	1	75	69	-	69
International Services Group	81	12	93	71	6	77
Subtotal	8,196	2,954	11,150	7,891	2,770	10,661
Corporate Service Centre	15	6	21	10	1	11
Recruits	242	-	242	213	-	213
Total	8,453	2,960	11,413	8,113	2,771	10,884

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Corporate Service Centre numbers reflect staff on final retirement leave.
- Due to the consolidation of numbers, minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 8: Staff by Gender, 2007 and 2008

	As at 30 June 2008			As at 30 June 2007		
	Sworn	Non-sworn	Total	Sworn	Non-sworn	Total
Female	1,449	1,915	3,364	1,358	1,823	3,181
Male	7,004	1,045	8,049	6,755	948	7,703
Total	8,453	2,960	11,413	8,113	2,771	10,884
% female	17.1%	64.7%	29.5%	16.7%	65.8%	29.2%

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Due to the consolidation of numbers some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 9: Ethnicity Profile of Police and the New Zealand Population, 2006–2008

	Police profile		Population
	As at 30 June 2008 (%)	As at 30 June 2007 (%)	2006 census (%)
New Zealand European/Pakeha	74.1	75.8	72.8
New Zealand Māori	11.1	11.1	14.6
Pacific peoples	4.5	4.4	7.5
Asian peoples	1.9	1.6	9.3
European	15.8	15.1	7.1
Other ethnic groups	0.5	0.5	1.0

Notes

- “Census” means the New Zealand Census of Population and Dwellings.
- Staff are given the option of recording multiple ethnic groups. If a staff member has chosen to do this, the groups are identified are each counted, so the percentages in this table will sum to more than 100 percent.
- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Population statistics are from the 2006 Census of Population and Dwellings and include all of the people who stated each ethnic group, whether as their only ethnic group or as one of several ethnic groups. Where a person reported more than one ethnic group, they have been counted in each applicable group.

Figure 10: Sworn Staff by Rank and Gender, 2007 and 2008

	As at 30 June 2008				As at 30 June 2007			
	No. male	No. female	Total	% female	No. male	No. female	Total	% female
Commissioner	1	-	1	0.0	1	-	1	0.0
Deputy commissioner	1	-	1	0.0	1	-	1	0.0
Assistant commissioner	3	-	3	0.0	4	-	4	0.0
Superintendent	40	3	43	7.0	42	3	45	6.7
Inspector	218	11	229	4.8	207	10	217	4.6
Senior sergeant	367	41	408	10.0	356	28	384	7.3
Sergeant	1,186	117	1,303	9.0	1,089	111	1,200	9.3
Constable	5,000	1,219	6,219	19.6	4,896	1,150	6,046	19.0
Matron	-	1	1	100.0	-	1	1	100.0
Recruits	185	58	243	23.9	158	55	213	25.8
Total	7,004	1,449	8,453	17.1	6,755	1,358	8,113	16.7

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Due to the consolidation of numbers, some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Figure 11: Non-Sworn Staff by Rank and Gender, 2007 and 2008

Rank	As at 30 June 2008				As at 30 June 2007			
	No. male	No. female	Total	% female	No. male	No. female	Total	% female
Deputy commissioner	-	1	1	100.0	-	1	1	100.0
Assistant commissioner	5	-	5	7.4	4	1	5	20.0
Superintendent	6	3	9	33.3	6	3	9	33.3
Inspector	69	51	120	42.5	65	40	105	38.1
Senior sergeant	33	28	61	45.9	24	21	45	46.7
Sergeant	118	88	206	42.7	101	77	178	43.3
Constable	266	268	534	50.2	233	255	488	52.3
Not equivalent to sworn rank	548	1,477	2,025	72.9	515	1,425	1,940	73.5
Total	1,045	1,915	2,990	64.0	948	1,823	2,771	65.8

Notes

- Figures are given on a full-time equivalent basis (ie, a staff member who works half-time, is counted as a 0.5 full-time equivalent).
- Numbers do not include staff on leave without pay.
- Non-sworn equivalent ranks are based on remuneration bands not necessarily their positions within the organisational structure.
- Due to the consolidation of numbers, some minor rounding variations can occur between staff numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Remuneration

The number of Police members, excluding 'casual' staff employed on an as required basis, who received total remuneration during 2007/08 by \$10,000 band was as shown in Table 6.7.

Figure 12: Total Remuneration, 2007/08

Total remuneration band	Total personnel	Overseas ^[1]	Left New Zealand Police ^[2]	Started during year ^[3]	Remuneration authority ^[4]
\$0–\$10,000	710	0	119	301	
\$10,000–\$20,000	580	0	103	390	
\$20,000–\$30,000	434	0	98	145	
\$30,000–\$40,000	596	1	92	179	
\$40,000–\$50,000	967	2	64	160	
\$50,000–\$60,000	1,794	1	36	74	
\$60,000–\$70,000	1,940	3	45	35	
\$70,000–\$80,000	1,613	15	32	11	
\$80,000–\$90,000	1,698	33	22	4	
\$90,000–\$100,000	1,087	18	9	2	
\$100,000–\$110,000	726	23	8	3	
\$110,000–\$120,000	424	21	8	0	
\$120,000–\$130,000	161	16	3	0	
\$130,000–\$140,000	77	4	5	2	
\$140,000–\$150,000	36	3	1	0	
\$150,000–\$160,000	19	4	2	0	
\$160,000–\$170,000	15	4	4	0	
\$170,000–\$180,000	6	0	2	0	
\$180,000–\$190,000	12	5	2	0	
\$190,000–\$200,000	11	2	3	0	
\$200,000–\$210,000	3	0	2	0	
\$220,000–\$230,000	6	0	0	0	
\$230,000–\$240,000	7	0	1	0	
\$250,000–\$260,000	3	0	0	0	
\$260,000–\$270,000	2	2	0	0	
\$290,000–\$300,000	1	1	1	0	
\$320,000–\$330,000	1	1	0	0	
\$340,000–\$350,000	1	1	0	0	
\$350,000–\$360,000	1	0	0	0	1
\$360,000–\$370,000	1	0	0	0	1
\$370,000–\$380,000	1	0	0	0	
\$380,000–\$390,000	1	0	1	0	
\$440,000–\$450,000	1	0	0	0	1
\$450,000–\$460,000	1	1	1	0	
Total	12,936	161	664	1,306	3

Notes

Total remuneration in this context is defined by the Companies Act 1993, and is not the same definition as that in Police employment agreements.

The table includes all staff (including part time staff, staff who had a period of leave without pay, staff who started during the year, and staff who received pay increases during the year) by the remuneration band that they received during 2007/08, not the full-time remuneration at any point of the year.

[1] Staff who received additional allowances relating to their overseas postings.

[2] Staff who left Police during 2007/08 and may have been paid contractual entitlements.

[3] Staff who began working for the Police during 2007/08 and have not yet received a full year's remuneration.

[4] Staff whose remuneration was determined by the Remuneration Authority for at least part of the year.

PART 7

Statistical Information

Figure 13: Summary of National Recorded and Resolved Crime, by Category

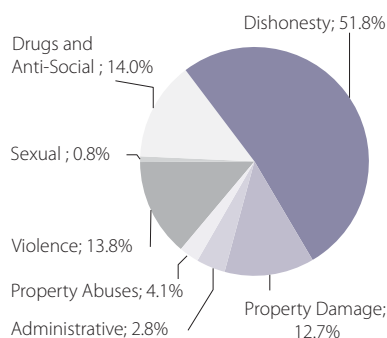
Crime Category	Recorded 2007/08	Recorded 2006/07	Recorded 2005/06	Percent Variance 06/07 to 07/08	Percent Variance 05/06 to 06/07
Violence					
Grievous Assaults	5,009	4,486	4,077	11.7%	10.0%
Group Assemblies	623	521	408	19.6%	27.7%
Homicide	112	96	105	16.7%	-8.6%
Intimidation / Threats	14,138	13,213	12,579	7.0%	5.0%
Kidnapping and Abduction	242	242	268	0.0%	-9.7%
Minor Assaults	14,921	13,182	12,894	13.2%	2.2%
Robbery	2,620	2,581	2,600	1.5%	-0.7%
Serious Assaults	21,096	18,562	17,713	13.7%	4.8%
Total	58,761	52,883	50,644	11.1%	4.4%
Sexual					
Abnormal Sex	35	26	26	34.6%	0.0%
Immoral Behaviour	353	445	350	-20.7%	27.1%
Immoral Behaviour / Miscellaneous	174	212	82	-17.9%	158.5%
Sexual Affronts	596	550	581	8.4%	-5.3%
Sexual Attacks	2,364	2,374	2,409	-0.4%	-1.5%
Total	3,522	3,607	3,448	-2.4%	4.6%
Drugs and Anti-Social					
Disorder	24,968	24,143	22,133	3.4%	9.1%
Drugs (Cannabis Only)	15,288	14,449	15,298	5.8%	-5.5%
Drugs (New Drugs)	2,640	2,969	3,217	-11.1%	-7.7%
Drugs (Not Cannabis)	1,331	1,490	1,756	-10.7%	-15.1%
Family Offences	358	306	292	17.0%	4.8%
Family Offences Continued	4,964	4,534	4,518	9.5%	0.4%
Gaming	1	5	17	-80.0%	-70.6%
Sale of Liquor Act 1989	10,228	8,558	7,086	19.5%	20.8%
Vagrancy Offences	117	107	165	9.3%	-35.2%
Total	59,895	56,561	54,482	5.9%	3.8%

Resolved 2007/08	Resolved 2006/07	Resolved 2005/06	Percent Resolved 2007/08	Percent Resolved 2006/07	Percent Resolved 2005/06
4,396	3,843	3,498	87.8%	85.7%	85.8%
456	365	322	73.2%	70.1%	78.9%
107	91	97	95.5%	94.8%	92.4%
11,740	11,021	10,499	83.0%	83.4%	83.5%
194	174	202	80.2%	71.9%	75.4%
11,987	10,455	10,276	80.3%	79.3%	79.7%
1,195	1,060	1,102	45.6%	41.1%	42.4%
18,434	15,957	15,172	87.4%	86.0%	85.7%
48,509	42,966	41,168	82.6%	81.2%	81.3%
18	18	17	51.4%	69.2%	65.4%
284	353	269	80.5%	79.3%	76.9%
112	161	39	64.4%	75.9%	47.6%
357	331	323	59.9%	60.2%	55.6%
1,513	1,455	1,428	64.0%	61.3%	59.3%
2,284	2,318	2,076	64.8%	64.3%	60.2%
22,488	21,832	19,992	90.1%	90.4%	90.3%
14,456	13,770	14,472	94.6%	95.3%	94.6%
2,524	2,840	3,072	95.6%	95.7%	95.5%
1,254	1,340	1,332	94.2%	89.9%	75.9%
279	224	214	77.9%	73.2%	73.3%
4,498	4,139	4,091	90.6%	91.3%	90.5%
1	4	12	100.0%	80.0%	70.6%
10,071	8,332	6,906	98.5%	97.4%	97.5%
96	103	150	82.1%	96.3%	90.9%
55,667	52,584	50,241	92.9%	93.0%	92.2%

Figure 13: Summary of National Recorded and Resolved Crime, by Category (continued)

Crime Category	Recorded 2007/08	Recorded 2006/07	Recorded 2005/06	Percent Variance 06/07 to 07/08	Percent Variance 05/06 to 06/07
Dishonesty					
Burglary	57,385	61,532	60,882	-6.7%	1.1%
Car Conversion etc	31,986	35,944	38,623	-11.0%	-6.9%
Dishonesty Miscellaneous	502	499	445	0.6%	12.1%
Fraud	12,249	12,074	11,890	1.4%	1.5%
Receiving	3,122	3,268	3,012	-4.5%	8.5%
Theft	115,612	119,563	126,302	-3.3%	-5.3%
Total	220,856	232,880	241,154	-5.2%	-3.4%
Property Damage					
Destruction of Property	53,794	50,898	46,945	5.7%	8.4%
Endangering	247	325	292	-24.0%	11.3%
Total	54,041	51,223	47,237	5.5%	8.4%
Property Abuse					
Animals	339	290	292	16.9%	-0.7%
Arms Act Offences	2,882	2,984	3,088	-3.4%	-3.4%
Littering	361	334	295	8.1%	13.2%
Post / Rail / Fire Service Abuse	3,366	3,325	3,575	1.2%	-7.0%
Trespass	10,512	10,354	10,532	1.5%	-1.7%
Total	17,460	17,287	17,782	1.0%	-2.8%
Administration					
Against Justice	11,030	10,972	10,220	0.5%	7.4%
Against National Interest	11	11	16	0.0%	-31.3%
Births / Deaths & Marriages	4	5	11	-20.0%	-54.5%
By – Law Breaches	592	504	707	17.5%	-28.7%
Immigration	272	431	592	-36.9%	-27.2%
Justice (Special)	244	218	170	11.9%	28.2%
Racial	3	2	6	50.0%	-66.7%
Total	12,156	12,143	11,722	0.1%	3.6%
Grand Total	426,691	426,584	426,469	0.0%	0.0%

Resolved 2007/08	Resolved 2006/07	Resolved 2005/06	Percent Resolved 2007/08	Percent Resolved 2006/07	Percent Resolved 2005/06
10,091	10,045	10,097	17.6%	16.3%	16.6%
7,431	7,920	8,887	23.2%	22.0%	23.0%
290	251	145	57.8%	50.3%	32.6%
5,749	6,266	6,471	46.9%	51.9%	54.4%
3,058	3,165	2,926	98.0%	96.8%	97.1%
26,459	25,654	27,543	22.9%	21.5%	21.8%
53,078	53,301	56,069	24.0%	22.9%	23.3%
16,523	14,997	14,906	30.7%	29.5%	31.8%
193	256	217	78.1%	78.8%	74.3%
16,716	15,253	15,123	30.9%	29.8%	32.0%
193	175	188	56.9%	60.3%	64.4%
2,408	2,477	2,570	83.6%	83.0%	83.2%
250	256	202	69.3%	76.6%	68.5%
1,765	1,795	1,962	52.4%	54.0%	54.9%
8,298	8,097	8,060	78.9%	78.2%	76.5%
12,914	12,800	12,982	74.0%	74.0%	73.0%
10,246	10,466	9,549	92.9%	95.4%	93.4%
3	8	9	27.3%	72.7%	56.3%
3	4	3	75.0%	80.0%	27.3%
500	407	603	84.5%	80.8%	85.3%
261	401	528	96.0%	93.0%	89.2%
206	197	157	84.4%	90.4%	92.4%
3	0	3	100.0%	0.0%	50.0%
11,222	11,483	10,852	92.3%	94.6%	92.6%
200,390	190,705	188,511	47.0%	44.7%	44.2%

ALL CATEGORIES**Figure 14: Proportions of Total Crime Recorded by Category**

Offence Category	2007/08	2006/07	2005/06
Violence	13.8%	12.4%	11.9%
Sexual	0.8%	0.8%	0.8%
Drugs and Anti-Social	14.0%	13.3%	12.8%
Dishonesty	51.8%	54.6%	56.5%
Property Damage	12.7%	12.0%	11.1%
Property Abuses	4.1%	4.1%	4.2%
Administrative	2.8%	2.8%	2.7%
Total	100%	100%	100%

Figure 15: Recorded Crime per 10,000 Population by Category

Crime Type	2007/08	2006/07	2005/06
Violence			
Grievous Assaults	11.8	10.7	9.8
Group Assemblies	1.5	1.2	1.0
Homicide	0.3	0.2	0.3
Intimidation / Threats	33.3	31.4	30.2
Kidnapping and Abduction	0.6	0.6	0.6
Minor Assaults	35.1	31.3	31.0
Robbery	6.2	6.1	6.3
Serious Assaults	49.6	44.1	42.6
Total	138.3	125.7	121.8
Sexual Offences			
Abnormal Sex	0.1	0.1	0.1
Immoral Behaviour	0.8	1.1	0.8
Immoral Behaviour / Miscellaneous	0.4	0.5	0.2
Sexual Affronts	1.4	1.3	1.4
Sexual Attacks	5.6	5.6	5.8
Total	8.3	8.6	8.3
Drugs and Anti-Social Offences			
Disorder	58.7	57.4	53.2
Drugs (Cannabis Only)	36.0	34.4	36.8
Drugs (New Drugs)	6.2	7.1	7.7
Drugs (Not Cannabis)	3.1	3.5	4.2
Family Offences	0.8	0.7	0.7
Family Offences Continued	11.7	10.8	10.9
Gaming	0.0	0.0	0.0
Sale of Liquor Act 1989	24.1	20.3	17.0
Vagrancy Offences	0.3	0.3	0.4
Total	140.9	134.5	131.0

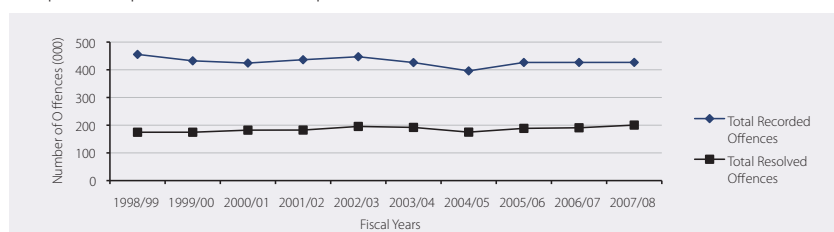
Crime Type	2007/08	2006/07	2005/06
Dishonesty			
Burglary	135.0	146.3	146.4
Car Conversion etc	75.3	85.5	92.9
Dishonesty Miscellaneous	1.2	1.2	1.1
Fraud	28.8	28.7	28.6
Receiving	7.3	7.8	7.2
Theft	272.0	284.2	303.7
Total	519.7	553.6	579.8
Property Damage			
Destruction of Property	126.6	121.0	112.9
Endangering	0.6	0.8	0.7
Total	127.2	121.8	113.6
Property Abuse			
Animals	0.8	0.7	0.7
Arms Act Offences	6.8	7.1	7.4
Littering	0.8	0.8	0.7
Postal / Rail / Fire Service Abuses	7.9	7.9	8.6
Trespass	24.7	24.6	25.3
Total	41.1	41.1	42.8
Administration			
Against Justice	26.0	26.1	24.6
Against National Interest	0.0	0.0	0.0
Births / Deaths and Marriages	0.0	0.0	0.0
By – Laws Breaches	1.4	1.2	1.7
Immigration	0.6	1.0	1.4
Justice (Special)	0.6	0.5	0.4
Racial	0.0	0.0	0.0
Total	28.6	28.9	28.2
All Offences Total	1,004.0	1,014.2	1,025.4

Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report

Figure 16: Total Recorded and Resolved Offences

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	455,552	174,576	38.3%	-2.2%	1,189.0
1999/00	432,354	174,611	40.4%	-5.1%	1,124.4
2000/01	424,286	182,137	42.9%	-1.9%	1,096.7
2001/02	436,315	182,468	41.8%	2.8%	1,114.5
2002/03	447,146	195,502	43.7%	2.5%	1,121.3
2003/04	426,149	191,988	45.1%	-4.7%	1,050.4
2004/05	396,018	174,937	44.2%	-7.1%	963.4
2005/06	426,469	188,511	44.2%	7.7%	1,025.4
2006/07	426,584	190,705	44.7%	0.0%	1,014.2
2007/08	426,691	200,390	47.0%	0.0%	1,004.0

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

**Figure 17: Total Recorded and Resolved Violent and Sexual Attacks**

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	23,887	16,731	70.0%	0.4%	62.3
1999/00	23,615	17,027	72.1%	-1.1%	61.4
2000/01	25,119	18,217	72.5%	6.4%	64.9
2001/02	25,797	18,512	71.8%	2.7%	65.9
2002/03	25,660	18,847	73.4%	-0.5%	64.3
2003/04	25,020	18,823	75.2%	-2.5%	61.7
2004/05	24,825	18,238	73.5%	-0.8%	60.4
2005/06	27,197	20,111	73.9%	9.6%	65.4
2006/07	27,980	20,692	74.0%	2.9%	66.5
2007/08	30,315	23,158	76.4%	8.3%	71.3

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

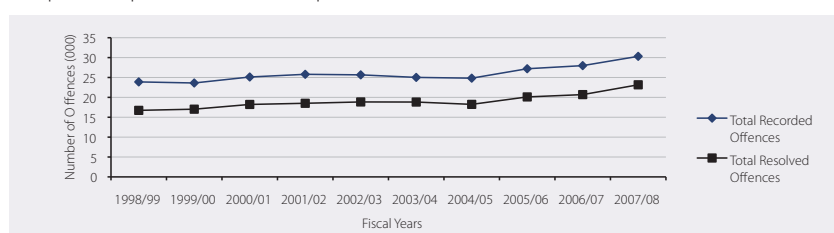
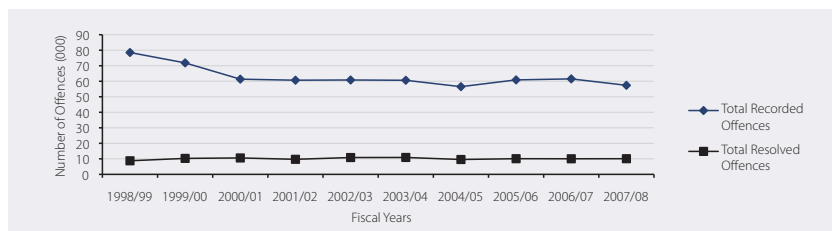


Figure 18: Total Recorded and Resolved Burglary Offences

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	78,527	8,752	11.1%	-0.5%	205.0
1999/00	71,842	10,287	14.3%	-8.5%	186.8
2000/01	61,347	10,579	17.2%	-14.6%	158.6
2001/02	60,676	9,700	16.0%	-1.1%	155.0
2002/03	60,816	10,845	17.8%	0.2%	152.5
2003/04	60,630	10,893	18.0%	-0.3%	149.4
2004/05	56,513	9,582	17.0%	-6.8%	137.5
2005/06	60,882	10,097	16.6%	7.7%	146.4
2006/07	61,532	10,045	16.3%	1.1%	146.3
2007/08	57,385	10,091	17.6%	-6.7%	135.0

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

**Figure 19: Total Recorded and Resolved Burglary Dwelling Offences**

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	50,537	5,053	10.0%	4.1%	131.9
1999/00	44,276	6,037	13.6%	-12.4%	115.1
2000/01	37,772	6,543	17.3%	-14.7%	97.6
2001/02	36,092	5,517	15.3%	-4.4%	92.2
2002/03	37,736	6,481	17.2%	4.6%	94.6
2003/04	38,619	6,843	17.7%	2.3%	95.2
2004/05	36,032	5,817	16.1%	-6.7%	87.7
2005/06	39,946	6,291	15.7%	10.9%	96.0
2006/07	40,359	6,139	15.2%	1.0%	95.9
2007/08	38,897	6,330	16.3%	-3.6%	91.5

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

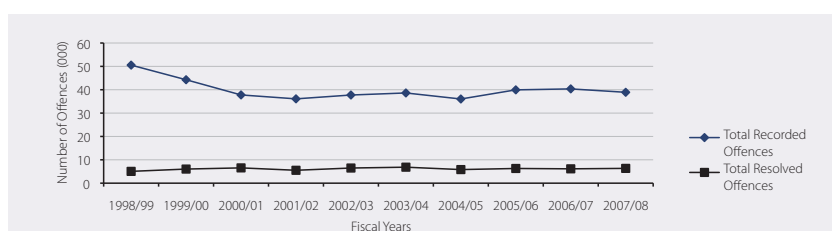


Figure 20: Total Recorded and Resolved Motor Vehicle Theft/Unlawful Taking/Car Conversion Offences

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	29,326	3,920	13.4%	-9.0%	76.5
1999/00	24,895	4,119	16.5%	-15.1%	64.7
2000/01	21,186	3,983	18.8%	-14.9%	54.8
2001/02	22,591	4,342	19.2%	6.6%	57.7
2002/03	23,789	4,668	19.6%	5.3%	59.7
2003/04	22,097	4,516	20.4%	-7.1%	54.5
2004/05	20,860	4,127	19.8%	-5.6%	50.7
2005/06	24,089	4,823	20.0%	15.5%	57.9
2006/07	22,049	4,470	20.3%	-8.5%	52.4
2007/08	19,743	4,172	21.1%	-10.5%	46.5

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

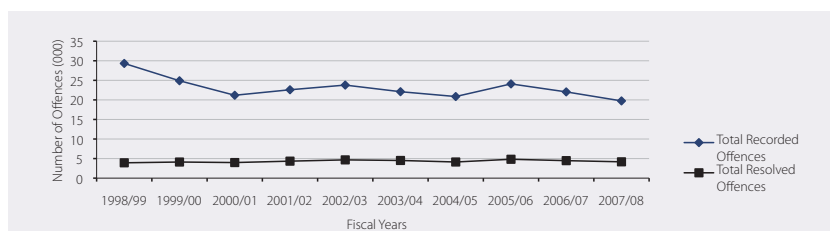


Figure 21: Total Recorded and Resolved Theft Ex Car Offences

Fiscal Year	Total Recorded Offences	Total Resolved Offences	Resolution Rate	% Variation in Recorded Offences	Recorded Offences per 10,000 pop*
1998/99	56,788	2,987	5.3%	3.3%	148.2
1999/00	47,430	2,933	6.2%	-16.5%	123.4
2000/01	47,196	3,291	7.0%	-0.5%	122.0
2001/02	53,019	3,535	6.7%	12.3%	135.4
2002/03	53,743	4,558	8.5%	1.4%	134.8
2003/04	49,482	4,075	8.2%	-7.9%	122.0
2004/05	47,288	3,267	6.9%	-4.4%	115.0
2005/06	52,997	3,879	7.3%	12.1%	127.4
2006/07	47,963	3,168	6.6%	-9.5%	114.0
2007/08	43,203	2,749	6.4%	-9.9%	101.7

* Note: Fiscal Year 2002 to 2008 population estimates are based on the 2001 and 2006 Census data. Estimates have been revised since the previous publication of this report.

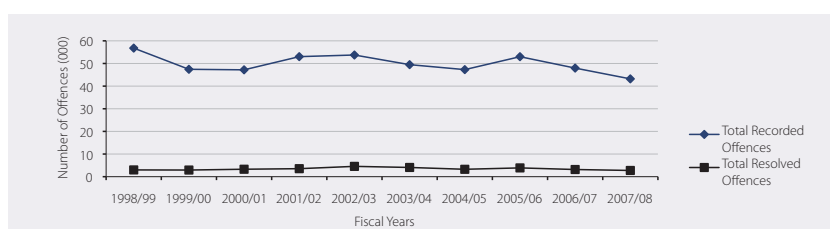
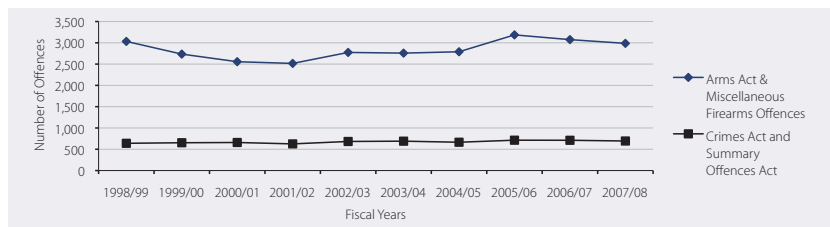


Figure 22: Recorded Offences Involving Firearms

Fiscal Year	Arms Act & Miscellaneous Firearms Offences	Crimes Act and Summary Offences Act	Total
1998/99	3,033	640	3,673
1999/00	2,735	653	3,388
2000/01	2,556	659	3,215
2001/02	2,516	626	3,142
2002/03	2,774	683	3,457
2003/04	2,758	690	3,448
2004/05	2,790	665	3,455
2005/06	3,186	713	3,899
2006/07	3,075	711	3,786
2007/08	2,987	694	3,681

**Figure 23: Total Recorded Assaults on Police**

Fiscal Year	Crimes Act Assaults	Other Assaults	Total Assaults on Police	Weapons			Total Weapon
				Firearms	Stabbing Cutting Weapon	Other Weapons	
1998/99	193	1,685	1,878	13	2	42	57
1999/00	216	1,749	1,965	19	5	35	59
2000/01	210	1,787	1,997	18	7	41	66
2001/02	250	1,900	2,150	30	17	45	92
2002/03	252	1,820	2,072	31	9	48	88
2003/04	284	1,769	2,053	30	5	40	75
2004/05	298	1,571	1,869	37	6	44	87
2005/06	331	1,792	2,123	22	7	55	84
2006/07	393	1,855	2,248	31	11	46	88
2007/08	460	1,924	2,384	29	5	64	98

Note: 2002/03 Figures revised to correct typographical errors and undercounting of 4 Crimes Act assaults with Firearms. 2005/06 other assaults figure revised to include assaults on traffic officers not included that year.

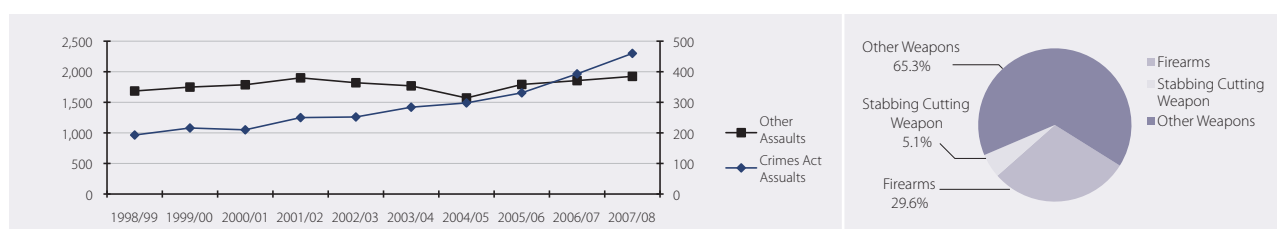


Figure 24: Summary of Recorded Incidents

	Recorded 2007/08	Recorded 2006/07	Recorded 2005/06	Variation (%) 06/07-07/08	Variation (%) 05/06 - 06/07	Variation (%) 04/05 - 05/06
Incidents						
Alarm Sounding	12,713	13,474	13,611	-5.6%	-1.0%	-9.4%
Blockage / Breakdown on Highway	26,528	25,948	24,563	2.2%	5.6%	21.2%
Car / Person Acting Suspiciously	77,026	74,971	74,075	2.7%	1.2%	3.8%
Domestic Dispute	39,357	37,433	37,051	5.1%	1.0%	20.7%
Drunk into Custody / Detox	15,858	15,778	15,630	0.5%	0.9%	9.8%
Sudden Death	4,984	5,261	4,905	-5.3%	7.3%	-12.8%
Traffic Incident	57,485	61,841	60,386	-7.0%	2.4%	-4.0%
Vehicle Collision	47,685	47,507	45,809	0.4%	3.7%	9.1%
Other Incident Reports (Incl Misc. Incidents)	207,303	192,743	188,250	7.6%	2.4%	8.7%
Total Incidents	488,939	474,956	464,280	2.9%	2.3%	6.7%
Services						
Advise Relatives	34	40	67	-15.0%	-40.3%	-41.2%
Arrest Warrant	28,568	25,897	22,039	10.3%	17.5%	-31.6%
Firearm Licensing	1,137	1,670	1,334	-31.9%	25.2%	4500.0%
Found Property	43,694	44,131	47,694	-1.0%	-7.5%	-10.0%
Licence Applications	4,755	4,561	4,849	4.3%	-5.9%	6.8%
Liquor Licensing Vetting	16,938	16,295	17,515	3.9%	-7.0%	-20.9%
Lost Property	44,048	46,794	48,673	-5.9%	-3.9%	-9.3%
Missing Person	14,735	13,871	15,446	6.2%	-10.2%	-5.3%
Other Requests for Service	94,021	85,366	72,388	10.1%	17.9%	-60.3%
Public Relations	31,222	22,868	17,967	36.5%	27.3%	14.4%
Recover Vehicle	14,123	15,634	14,845	-9.7%	5.3%	22.1%
Summons	36,225	28,186	26,116	28.5%	7.9%	-27.7%
Warrants of Seizure	1,885	1,925	1,309	-2.1%	47.1%	-38.3%
Total Services	331,385	307,238	290,242	7.9%	5.9%	-32.6%
Preventative						
Crime Prevention Advice	92	10	14	820.0%	-28.6%	-76.7%
Keys Taken	0	5	51	-100.0%	-90.2%	-21.5%
Other School Talks (Not LREP)	9	5	16	80.0%	-68.8%	-55.6%
Turnover	77	162	270	-52.5%	-40.0%	-61.5%
Watching/Observations	5,004	6,621	6,008	-24.4%	10.2%	2874.3%
Total Preventative	5,182	6,803	6,359	-23.8%	7.0%	497.7%
Bail Checks*	92,337	84,999	85,335	8.6%	-0.4%	
Total All Incidents	917,843	873,996	846,216	5.0%	3.3%	-2.4%

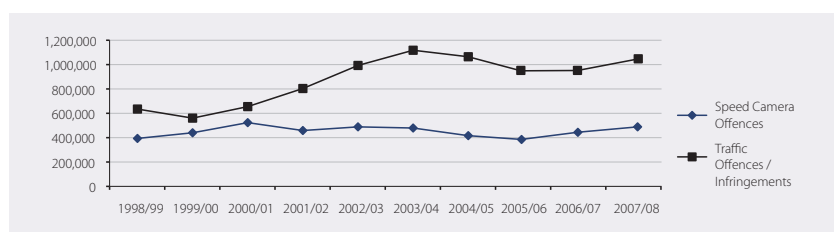
* Note: Bail check incidents record the number of times persons on bail are eligible for bail or curfew checks. This figure is not the number of persons who received bail and is different from the number of bail or curfew checks conducted because a person eligible for bail or curfew checks may be checked several times in the course of one incident.

Figure 25: Summary of National Recorded Traffic Offences and Infringements by Category

Offence / Infringement Category	2007/08	2006/07	2005/06
Drink / Drive Offences	34,445	30,796	27,408
Dangerous / Reckless Driving Offences	8,074	8,166	7,570
Unsafe Use of Vehicle Infringements	26,823	25,772	24,583
Careless / Inconsiderate Driving or Overtaking Offences	12,447	12,098	11,527
Speeding - general	311,364	291,194	299,427
Speeding – trailer, towing, heavy motor vehicle	12,856	10,488	10,073
Failure to Stop / Give Way	47,038	42,105	39,704
Failure to Obey Officer / Fulfil Duties	20,735	20,330	18,558
Vehicle Licence	10,808	15,908	17,044
Driving While Disqualified Offences	11,252	10,736	9,788
Driver Licence	283,548	277,634	269,481
Certificate of Fitness	129,788	127,613	113,878
Driver Hours / Log Book	3,563	2,647	3,117
Seat Belt	80,869	64,441	64,257
Safety Helmet	1,166	973	946
Passenger / Recovery / Rental Service Vehicle	1,597	1,329	1,863
Vehicle Condition	18,863	19,624	21,238
Vehicle Noise / Loading	4,641	4,912	4,976
Bicycle	1,901	2,118	2,617
Cycle Helmet	7,839	7,118	8,305
Pedestrian & Other	1,829	1,322	1,002
Stock & Vehicle By-Law Offences	149	162	44
Local Body By-Law Infringements	486	430	242
Other Transport Offences	6,028	5831	6,094
Sub Total	1,038,109	983,747	963,742
Speeding - Speed Camera	436,500	442,834	394,585
Total	1,474,609	1,426,581	1,358,327

Figure 26: Traffic Enforcement

Fiscal Year	Speed Camera Offences	Traffic Offences / Infringements
1998/99	393,679	634,874
1999/00	440,195	560,427
2000/01	523,362	655,046
2001/02	458,622	803,639
2002/03	488,714	992,995
2003/04	479,164	1,117,921
2004/05	416,492	1,064,489
2005/06	394,585	963,742
2006/07	442,834	963,256
2007/08	436,500	1,038,109

**Figure 27: Summary of Complaints Against Police**

Complaints Against Police	2007/08	2006/07	2005/06
Total Number of Complainants	2,133	2,217	1,813
Total Number of Complaints Accepted for Investigation	2,657	2,768	2,281
Percentage Variation of Complaints Over the Previous Year	4%	21.40%	-11.3%
Number of Investigations Completed	1,266	1,281	957
Complaints Conciliated	330	379	199
Complaints Not Upheld	667	525	586
Upheld Complaints	130	112	101
Upheld Complaints as a Percentage of Completed Investigations	10.30%	8.70%	10.6%
Still Under Investigation	1,388	1,667	1,324
Complaints per 1,000 Recorded Offences, Incidents, Traffic Offences / Infringements	0.01	0.01	0.01

Figure 28: Public Satisfaction

Public Satisfaction

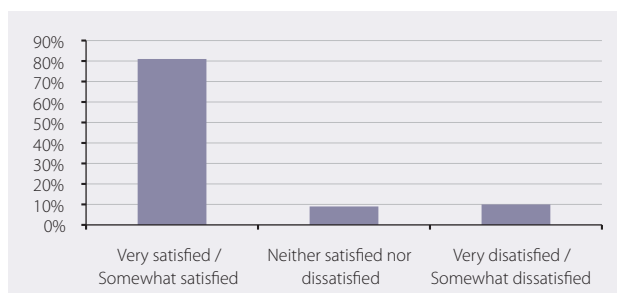
Annual public satisfaction survey results were generated at the conclusion of the 2007/08 year to assess public satisfaction with Police services, and their trust and confidence in Police generally. The Public Confidence and Satisfaction surveys were conducted on a quarterly basis from 2003 to 2007 and the last results from this survey were reported in December 2007. In February 2008, this survey was replaced by the Citizens' Satisfaction Survey.

The Citizens' Satisfaction Survey 2008* was conducted between February and June 2008 and involved telephone interviews with 8,300 people. The national level results have a margin of error of +/- 2%. The survey will now be ongoing.

Satisfaction with Service Experience

People who had contact with Police (n=4015) were asked about their overall levels of satisfaction. Overall 80% of people who had contact with Police were satisfied/very satisfied with the quality of service delivery. It should be noted that the larger sample size and differences in the context of the questions in the Citizens' Satisfaction Survey 2008 suggest caution should be exercised in any comparison with previous Police satisfaction results.

Very Satisfied / Satisfied 2007/08	
Very satisfied / Somewhat satisfied	80%
Neither satisfied nor dissatisfied	9%
Very dissatisfied / Somewhat dissatisfied	10%



Note: 1%=don't know response

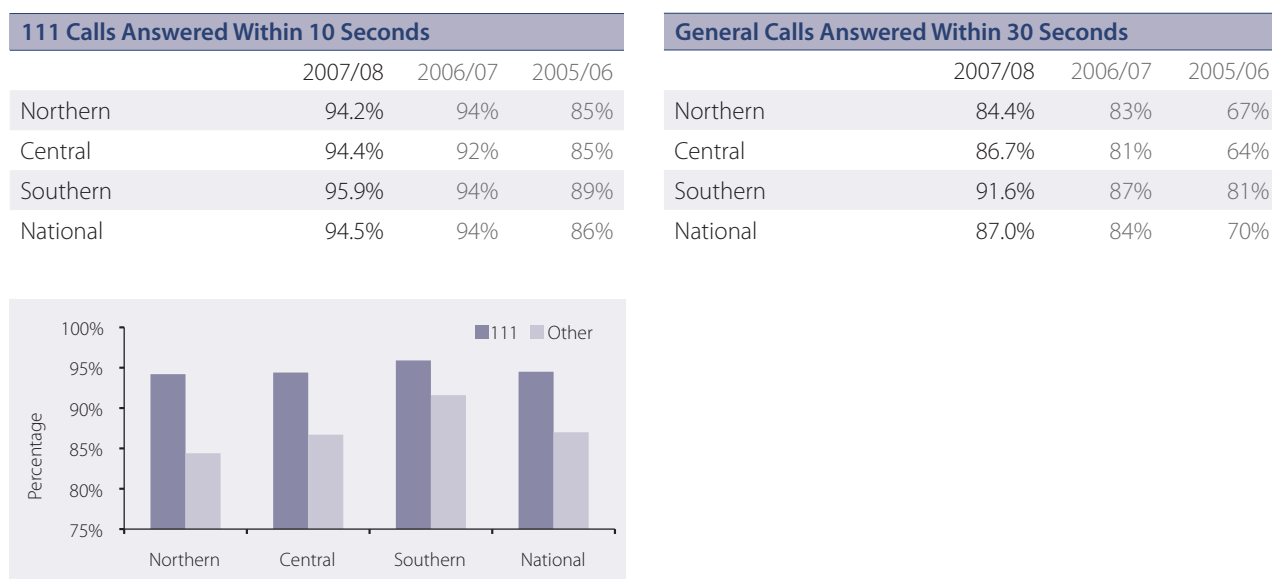
Figure 29: Public Trust and Confidence

The Citizens' Satisfaction Survey provides a measure of public trust and confidence for people who have had contact and for those who have not had contact with the Police. The results indicate that 69 percent of the population have full/quite a lot of trust and confidence in Police. Trust and confidence is slightly higher for people who have had no contact with Police.

Since mid 2003, Public Confidence and Satisfaction Surveys have found that the longer-term national trend in the population who have full/quite a lot of trust and confidence in Police has varied between 69% and 74%.

	2007/08	2006/07	2005/06
Full / Quite a Lot of Trust and Confidence	69%	71%	70%

* Conducted by Gravitas Research and Strategy Ltd.

Figure 30: Communications Service Centres**Figure 31: Performance Indicators - All Offences**

	2007/08	2006/07	Variation	% Variation
Sworn Staff* at June (Actual)	8,196	7,891	305	3.9%
Mean Monthly Staff (Actual)	8,056	7,671	385	5.0%
Recorded Offences (Excluding Traffic)	426,691	426,584	107	0.0%
Resolved Offences (Excluding Traffic)	200,390	190,705	9,685	5.1%
Traffic Offences & Infringements	1,474,609	1,426,581	48,028	3.4%
*Excluding recruits.				

Figure 32: All Offences

Fiscal Year	Percent of Offences Resolved (Excluding Traffic)	Recorded Offences per Member (Excluding Traffic)	Resolved Offences per Member (Excluding Traffic)	Traffic Offences & Infringements per Member
1998/99	38.3%	64.9	24.9	146.6
1999/00	40.4%	61.1	24.7	154.2
2000/01	42.9%	61.2	26.3	170.1
2001/02	41.8%	63.0	26.4	182.3
2002/03	43.7%	63.0	27.5	208.8
2003/04	45.1%	58.5	26.4	219.2
2004/05	44.2%	54.1	26.7	202.4
2005/06	44.2%	57.7	25.5	183.8
2006/07	44.7%	55.6	24.8	186.0
2007/08	47.0%	53.0	24.9	183.0

Figure 33: Performance Indicators - All Incidents

Fiscal Year	2007/08	2006/2007	Variation	% Variation
Sworn Staff* at June (actual)	8,196	7,891	305	3.9%
Mean Monthly Staff (actual)	8,056	7,671	385	5.0%
Incidents Attended	917,843	873,996	43,847	5.0%
Incidents Where Attendance Sufficed	337,169	337,618	-449	-0.1%
Incidents Documented	464,317	432,718	31,599	7.3%

*Excluding recruits.

Figure 34: All Incidents

Fiscal Year	Percentage of Incidents Where Attendance Sufficed	Percentage of Incidents Documented
1998/99	37.1%	62.9%
1999/00	37.5%	62.5%
2000/01	39.0%	61.0%
2001/02	39.0%	61.0%
2002/03	38.5%	61.5%
2003/04	36.7%	63.3%
2004/05	37.6%	62.4%
2005/06	40.4%	48.0%
2006/07	38.6%	49.5%
2007/08	36.7%	50.6%

Figure 35: Performance Indicators - Youth Aid

	2007/08	2006/07	2005/06
Offences by Children and Young Persons Dealt With per Youth Aid Officer	230	223	237
Offences Referred to FGCs or Youth Court per Youth Aid Officer	65.4	64.0	65.2
Percentage of Children and Young Persons Dealt With by Police Only	71.6%	71.4%	72.6%
Percentage of Children and Young Persons Dealt With by Family Group Conference or Youth Court	28.4%	28.6%	27.4%

Figure 36: Performance Indicators - Fingerprints

Performance Indicators	2007/08	2006/07	% Var 07/08 to 06/07
Automated Fingerprint Identification System (AFIS) Database	637,462	613,237	4.0%
Prisoner Fingerprints Received	93,774	93,693	0.1%
Total Voluntary Prints Received	1,511	2,149	-29.7%
Fingerprints Confirming Other Identity	162	960	-83.1%
Scene of Crime Prints Received	31,453	30,808	2.1%
Identifications from Scene of Crime Prints	8,263	7,451	10.9%
Identifications by Crime Type			
Burglary	3,168	2,665	18.9%
Fraud	360	503	-28.4%
Unlawful Taking of Motor Vehicle	2,172	2,090	3.9%
Crime Against the Person	687	639	7.5%
Drug Offence	834	675	23.6%
Other Property and Miscellaneous Offences	1,042	879	18.5%

