



Annual Report

2013/2014

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CONTENTS

Foreword	2
Commissioner's overview	4
1 – Reporting on operations	6
2 – How are we measuring up?	
Priority one: less crime.....	7
Priority two: improved road safety.....	11
Priority three: protected communities	14
Priority four: more valued services	18
3 – How we deliver	22
4 – Measuring ‘how we deliver’	25
5 – Statement of Responsibility	26
6 – Statement of Service Performance.....	27
7 – Financial Statements.....	51
8 – Prospective Financial Statements	82
Appendix 1: How we connect with others.....	93
Appendix 2: Prevention First achievements.....	99
Appendix 3: Commission of Inquiry Progress Report	101
Appendix 4: Performance Improvement Framework snapshot	116
Appendix 5: Profile of our people	117
Appendix 6: Information required by Statute	126

FOREWORD

“Kia mataara! Hoki whakamuri, te anga whakamua”

*Nau mai, rāhiri mai, tahuti mai! Koinei te pūrongo ā tau nā te Ruangārehu Pirihimana
o Aotearoa mai i te Hōngongoi 2013 tae noa ki te marama o Pīpiri 2014*

“Stand alert! Look back to the future to determine a united pathway ahead”

Welcome to the New Zealand Police Annual Report for the year ended 30 June 2014.

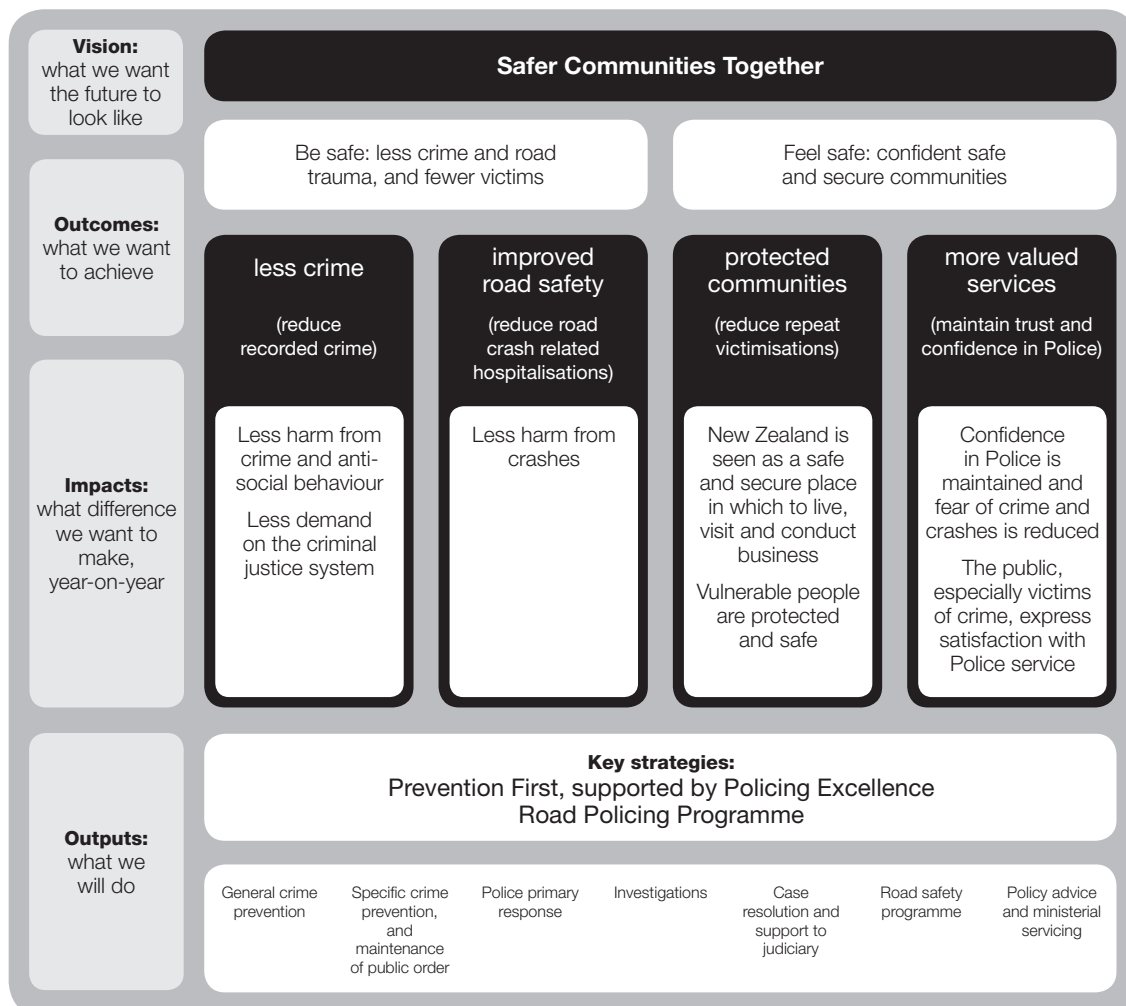
As with last year, this document has two main purposes. First, it is a look back in time to see if what we set out to achieve, and what we were funded to deliver, actually came to pass – in this respect, it is a legal requirement under section 45 of the Public Finance Act 1989 and section 101 of the Policing Act 2008, that a backward-looking document is published. Further, there are also various technical requirements that result in certain performance information being presented in a particular way. Second, it is an opportunity to tell our performance story and provide a report card against which we can be judged. It is these two themes of transparency and accountability which are at the heart of this document.

In the 2013/14 Statement of Intent we outlined what we sought to achieve for this year. Figure 1, below, highlights (refer to the black areas) the core priorities which we set, and will now use to objectively assess our progress against. In essence, we are here to ensure that New Zealanders can both *be* safe and *feel* safe; and that New Zealand is a secure place in which to live, visit and conduct business. We aim to do so in ways which inspire the trust and confidence of all.

Police actions bring this vision to life every day, within our communities. In the following pages you will read what the New Zealand Police planned to do in 2013/14 and, what we actually did. This *Annual Report* consists of three basic things: what we want to achieve (outcomes); what difference we are making (impacts), and what we actually do to make change happen (outputs).

A great deal of the work that we do is in partnership with communities and other stakeholders for example, to prevent harmful incidents before they occur; and to respond, investigate, and resolve issues which are already causing harm.

Figure 1: NZ Police operating intentions for 2013/14





TE TIROHANGA WHĀNUI O TE WHAKAIHUWAKA COMMISSIONER'S OVERVIEW

'Pupuritia ngā kakau o te waka. Kia tere whakamua te rere ki uta'

*Nōku te whiwhi ki te whakatakoto i te puurongo-ā-tau o Te Tari Pirihimana o Aotearoa
mai i te marama o Hoongongoi 2013 tae noa ki te marama o Pipiri 2014*

"Working to achieve safer communities together"

It is my pleasure to present the New Zealand Police Annual Report for 2013/2014

Reflecting on the past year and the many changes the organisation has undergone it has been a year where every staff member can be proud of their contribution. New Zealand is a safe place to live, work and conduct business. The 2013/14 year was a year whereby New Zealanders demonstrated their support for the work that New Zealand Police do and this is reflected in the high levels of public trust and confidence and satisfaction with our service delivery.

It was a year in which recorded crime fell a further 3.2 percent, year-on-year, with 11,621 fewer recorded offences than the year before. The total of 353,564 recorded offences contributed further to the previous year which was the lowest in more than 30 years. The road toll reduced to an all time low of 278, the lowest level since official records began.

Police priorities

In 2012 the Government set out several Better Public Service goals to further reduce total crime, violent crime and youth crime by 2017 – and our strategic focus for this year has been on doing the things that are important for making this happen. We have continued to target effort to four priorities that will make a difference for New Zealanders:

1. **Less crime:** reducing the financial, economic and social costs of crime;
2. **Improved road safety:** reducing death and injury on the roads;
3. **Protected communities:** safeguarding the most vulnerable among us; and
4. **More valued services:** maintaining trust and confidence in Police.

Each of these priorities and the work New Zealand Police do to achieve them has contributed to the success we have experienced. We will continue to support the achievement of the Government's Better Public Service goals so we can make a tangible difference in the lives of New Zealanders and people who visit New Zealand.

Embedding change

Our national operating strategy, *Prevention First*, continues to transform the way we operate to deliver results for New Zealand, placing prevention at the forefront of policing and victims at the centre of everything we do. Since 2008/09, we have brought about wide-ranging changes as a result of Policing Excellence initiatives, in what we do, and how we do it, and the results we sought to achieve have now been fully realised.

We have reallocated an additional 6% of resource to prevent crime and crashes; and increased the use of alternative resolutions by more than 40% to appropriately hold offenders to account whilst addressing the causes of offending. Police officers are more visible in our communities through initiatives such as our Neighbourhood Policing Teams, and Iwi and Police continue to work together to implement *The Turning of the Tide – a Whanau Ora Crime and Crash Prevention Strategy*. To ensure this momentum continued, efforts over the last year have ensured that real changes have been made to the way in which we work, so that the gains are ironclad and cumulative overtime.

Much has been achieved with positive flow-on for the court system and the wider justice sector, but there is more we can do – we are aspirational for New Zealanders and I look forward to celebrating and reporting upon future success stories in creating a safe New Zealand through the next phase of *Prevention First – Policing Excellence: the Future*.

On an average day

We are busy in our day-to-day work, responding to around 1.94 million phone calls for advice or assistance annually, close to 772,000 are emergency calls for service and in 2013/14 responded to 21% more calls for service.

On an average day we:

- conduct around 350 foot patrols, in excess of 830 bail checks, and around 150 licensed premise monitoring visits;
- randomly stop in excess of 1,600 vehicles;
- administer more than 8,000 breath screening tests;
- respond to more than 2,100 emergency calls;
- answer around 3,200 non-emergency calls – including approximately 540 traffic-related *555 calls;
- record close to 1,000 offences – and support the victims of these crimes; and
- attend 10 sudden deaths, take around 60 drunk people home or into safe custody, attend 80 emergency traffic events, and help to manage more than 40 people in mental distress.

Conclusion

As Commissioner, I am committed to achieving the goals identified in our Statement of Intent and, I am confident that the New Zealand Police continue to have the right people, with the right mindset and tools, to build on the achievements of the past year. With the support of our communities, partners and staff:

‘He waka eke noa’

We will achieve safer communities together



Mike Bush MNZM
Commissioner of Police

1 — REPORTING ON OPERATIONS

As mentioned in the *Foreword*, during 2013/14 the New Zealand Police maintained its focus on measuring performance against the following priorities:

1. **Reducing crime.** As crime reduces, the financial, economic and social costs of crime also reduce. Further and related to (3), people feel, and are more safe if they do not experience being victimised in the first place.
2. **Reducing death and injury on the roads.** This is a source of great community distress, that also causes high financial and economic cost. Reducing road trauma and harm has benefits to all.
3. **Protecting communities.** The communities, and people, that are preyed upon deserve our protection. Repeat victimisation, and the fear and distress it causes needs to be reduced.
4. **Maintaining trust in the Police.** This ensures that New Zealand Police operate by public consent, and is able to fulfil its purpose and function. It remains vital that the independent powers of Police are balanced by accountability to the public.

By targeting our efforts, New Zealand Police is able to deliver the goals we have set in our *Statement of Intent* in support of wider government goals, including Better Public Service Targets (as outlined in Appendix 1).

Progress on achieving outcomes

Police progress to achieve desired changes in outcomes is captured through our four priority result areas. Detail on progress to drive change in long-term goals is set out on pages 9–10, 12, 16–17, 20 and 21 of the Annual Report (i.e. year-on-year changes are reported).

2 – HOW ARE WE MEASURING UP?



Priority one: less crime

What we wanted to achieve

Our short and longer-term (3–5 year) goal in 2013/14 is to *further* reduce crime. Although the crime rate has been reducing, and in 2013 was at its lowest levels in more than 30 years, there is still more to be done. Serious assaults have remained high for some time and are of great concern, with around 10,000 people experiencing injury from serious assaults each year (2011/12: 10,340; and 2012/13: 9,640). Further, almost a quarter of all offences are in repeat locations, and a similar percentage of offenders commit crime more than once within the year.

Our shorter-term, more immediate, goals are in two areas where we know we can do better to reduce crime, and improve community safety – less harm from crime and antisocial behaviour; and less demand on the criminal justice system (see following sections for performance measure information).

What we did

New Zealand Police have continued to do all those things which matter most to New Zealanders – we have conducted more than 125,000 foot patrols, in excess of 303,000 bail checks, and around 55,000 licensed premise monitoring visits.

During 2013/14, we maintained our operational focus on **Prevention First** – we have continued to proactively prevent crime before it occurs, rather than solving it after it occurs and prosecuting the perpetrators; put victims at the centre of what we do everyday, with District Victim Managers ensuring a sustainable focus on reducing re-victimisation; continued to target the drivers of crime to address alcohol, youth, organised crime and drugs, families and road policing; and deployed our resource to 'beat demand'. Our Neighbourhood Policing Teams remain located where they are most needed (33 teams) and an example of some of the results we are experiencing is outlined below in the following case study.

In our efforts to keep our Communities safe we have conducted Controlled Purchase Operations (where we check to see if licensed premises are selling alcohol to minors) and where licensed premises are not following the law, we have applied for a suspension or cancellation of their license

Working Smarter is delivering results

"I was on patrol in Manurewa when my partner and I stopped three people for Breach of Liquor Ban. We tipped their booze out and grabbed details. Two were checked on the iPad, were okay and were released, but the other one gave details that were obviously false. After doing the usual checks we had to let him go as I didn't really have anything to hold him on. I started trawling through links to his associates and eventually found our guy. He had 7 Warrants To Arrest. A quick search of the area located him not far away and he was arrested. There was no way I would have been able to do these 16 checks over the radio as it was a bit of a trawl checking different IDs in his links until I found a photo that matched our guy."

COUNTIES MANUKAU DISTRICT.

Putting Problem Solving at the Forefront of what we do

“Not in our Community” – Steps toward a drug free neighbourhood

- Phillipstown was long considered a high deprivation suburb in Christchurch – statistically it was over-represented in low average income, high unemployment, low education achievement and high crime rates. While in other areas of the city crime was reducing; illicit drug supply and organised crime groups were driving consistently high levels of local offending.
- The deployment of a Neighbourhood Policing Team (NPT) to the area in 2011 gave an opportunity to better understand the root cause of the issue, and develop long term community-based solutions. The NPT, a Sergeant and five constables, started a ‘scanning phase’ by consulting local residents, community leaders and other stakeholders, to build-up an understanding of the criminal and social environment in the area. This showed significant under reporting in burglary, theft, wilful damage, and domestic violence. Through detailed analysis it became clear that alcohol, drugs and organised crime were key enablers of local offending.
- The presence of an active drug market, particularly cannabis, had almost become accepted by local residents. It was common knowledge that Phillipstown was the place in Christchurch to buy and sell drugs. Gangs were regularly exerting influence over local landlords to use rental properties as a point of sale. Olliviers Road, or “O Street”, was the centre of this activity and various groups were vying for their place in this market. Their presence had created a demand which was driving much of the local burglary and theft offending. The combination of drug availability and the abundance of low cost liquor outlets significantly contributed to violence and disorder.
- Community engagement, education and long term ownership were identified as levers for creating a sustainable reduction in offending. In the short term, however, it was essential that this be coupled with an equally robust enforcement response. While establishing local support groups, delivering drug awareness pamphlets and other activities the NPT were simultaneously executing a series of search warrants that would ultimately remove all organised crime elements from Olliviers Road. Large quantities of stolen property were recovered and a variety of drugs seized including cannabis, BZP tablets and methamphetamine. Multiple drug dealing houses were taken out of operation, reducing the demand for stolen property to exchange within the community.
- By implementing a variety of prevention initiatives the NPT has fostered a positive mood for change, empowering residents to make the initial results sustainable. As well as regular positive feedback from local residents, news media and local government, an assessment of its impact shows a diffusion of benefits beyond the removal of an illicit market.
- Since NPT deployment commenced, a noticeable and sustained decrease in criminal activity has been experienced including a 50–60% reduction in dishonesty, wilful damage offences and serious violence, resulting in an overall offending reduction of 28%.

(output measures 3.1.3 and 6.1.7); helped to stop youth from repeat offending through the use of **alternative actions**, such as family group conferences, assessed youth offenders risks and needs through the YORST¹ screening tool, and referred youth onto Development Programmes (outputs 2.2, and 6.1.6); we have worked tirelessly to disrupt **organised crime** networks (output 5.1.2); worked with families to appropriately manage violence in the home (output 5.1.3).

We have continued to embed **Policing Excellence** initiatives such as *Alternative Resolutions*, where we appropriately resolve low level offending through the formal use of warnings. In 2013/14 more than 17,000 pre-charge warnings, and 18,500 traffic warnings were issued. A year after deploying 3,900 iPads and 6,500 iPhones, as part of *Mobility*, frontline staff have continued to have improved access to information to support on-the-spot decisions about how to deal with crime.

We have also introduced changes to the way that we process criminal cases related to the amended **Criminal Procedure Act 2013**. These changes have started to improve the way that criminal cases are managed, avoiding unnecessary delays, categorising offences in simplified categories, and prosecuted cases in new ways. As a result, we have targeted action to reduce the percentage of cases that are prosecuted and then later withdrawn (refer to outputs 6.1.1 and 6.1.4).

We have also targeted the top five **methamphetamine** offenders using our National Offender Prioritisation Matrix, and also provided prevention advice to victims, to reduce repeat victimisation

¹ Youth Offender Risk Screening Tool.

and prevent methamphetamine offending from continuing. We have been contributing to “*Tackling Methamphetamine: An Action Plan*” which is a cross-agency programme which has been providing better access to help and support for “P” users to reduce harm in our communities. The **Organised Crime and Anti-corruption Bill** has been introduced and this will assist in expanding and strengthening provisions for international information sharing, people trafficking and money laundering.

New Zealand Police have also worked with the Ministry of Justice to simplify the administration of court cases, and with the Department of Corrections to monitor bailed and paroled offenders in ways that maintain public safety. On 1 October 2013, we began to jointly manage Electronically Monitored (EM) Bail with the Department of Corrections under a shared service model. Under the new structure, the Department of Corrections has taken over the assessment of EM Bail applications and monitoring of EM Bailees – two services that were previously provided by Police. Corrections will also have the ability to consider the implementation of GPS technology for EM Bail in the future, given its recent successful application to high risk offenders. Police will continue to respond to any non-compliance with any of the bail conditions imposed by the court and arrest and return the bailee to court if necessary.

We have made a difference

Positive changes in the year-on-year results of our immediate goals are demonstrated: less harm from crime and anti-social behaviour – so there are fewer victims; and less demand on the criminal justice system. There has also been a positive change in our longer-term goal, to reduce recorded crime.

Immediate change in results

During 2013/14, we have continued to target the components that cause crime and antisocial behaviour, and we have also simplified our ways of working to help reduce further offending. Further, we have reduced the flow of cases through to the criminal justice system. We are confident that this targeted effort has been influential in contributing to – less harm, and less demand.

1.1 Less harm from crime and anti-social behaviour

In 2013/14, the level of harm from serious assaults continued to reduce; repeat crime at specific locations and people experiencing injury from serious assaults have also continued to track downward.

Table 1: Performance trends: Less harm from crime and anti-social behaviour indicators, 2008/09 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Number of serious assaults resulting in injury per 10,000 population	28.4	26.5	25.4	23.4	21.7	20.5	↓	✓
Percentage of survey respondents who agree ‘Police are responsive to the needs of my community’	75%	75%	78%	78%	80%	80%	↑	✓
Proportion of locations experiencing two or more occurrences of crime during the past year*	24%	25%	24%	24%	23%	23%	↓	✓

* A location is an address or intersection with a particular geospatial code

1.2 Less demand on the criminal justice system

For the past two years, a higher volume of 'less serious' offending was managed through alternative means to prosecution; and this approach is reaping the rewards – not only to help reduce unnecessary demand on the criminal justice system, but also to hold offenders to account, provide victims with a voice in the disposition of their case, and limit ongoing repeat offending. Of note, the number of offenders who reoffend within 3 years has reduced significantly over the last 5 years.

Table 2: Performance trends: Less demand on the criminal justice system indicators, 2007/08 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Percentage of volume offences** resulting in the use of an alternative resolution***	30%	37%	47%	57%	60%	59%	↑	✓
Percentage of alleged offenders who offend more than once in the financial year	28%	28%	27%	26%	24%	24%	↓	✓
Number of alleged offenders who re-offend within 3 years	–	–	62,738	60,259	54,268	47,118	↓	✓

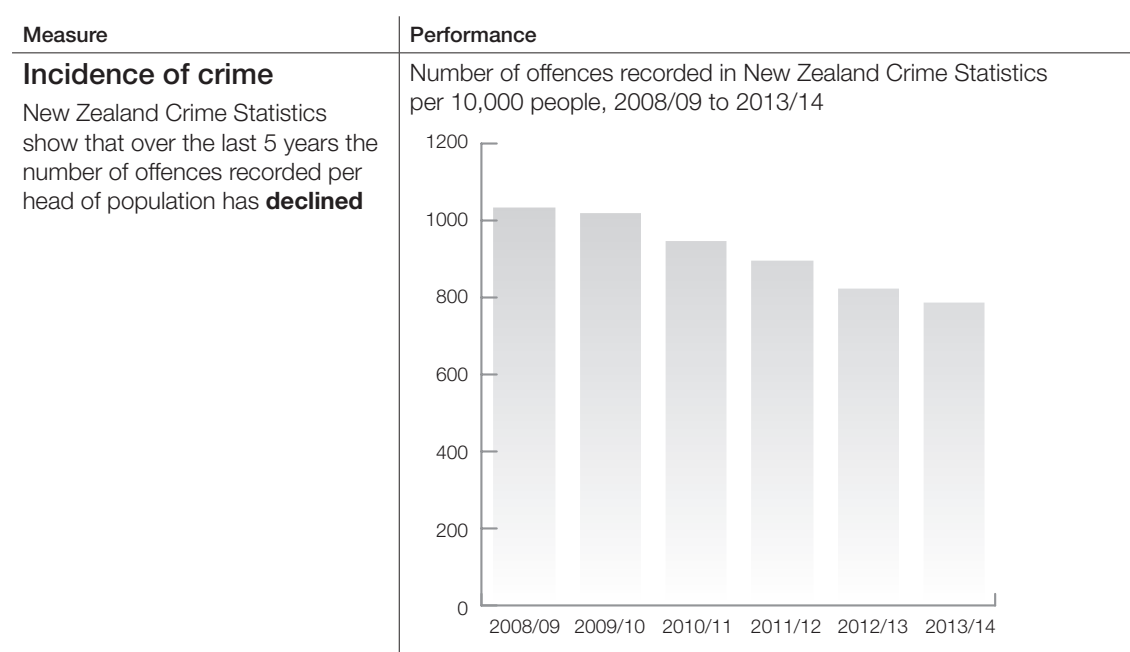
** The following offences were classified as volume offences: "Procure/Possess Cannabis Plant", "Possess Needle/Syringe Etc For Cannabis", "Obstruct/Hinder Police", "Disorderly Behaviour (Likely To Cause Violence)", "Offensive Behaviour (section 4 Summary Offences Act 1981)", "Disorderly Behaviour (section 4 Summary Offences Act 1981)", "Fighting In Public Place", "Breach Of Liquor Ban Local Government", "Shoplifts (Estimated Value Under \$500)", "Wilful Damage", "Wilful Trespass", "Unlawfully In Enclosed Yard Or Area"

*** Alternative resolutions include Family Group Conferences, Youth Conferences, Youth Aid alternative action, warnings, cautions (including traffic warnings) and diversion

Progress in long-term goals

By 30 June 2014, the recorded crime rate had continued to reduce down to 788 per 10,000 of the population (down from 821 per 10,000 population in 2012/13).

Figure 2





Priority two: improved road safety

What we wanted to achieve

Our longer-term goal remains to reduce death and injury on the roads. In 2013/14, the road toll reduced to an all time low of 278. New Zealand Police remain committed to maintaining this progress, and will do so by reducing the number of road-crash related hospitalisations (for more than one day) that occur each year.

Our shorter, more immediate goal is to reduce the harm from crashes – reduce the number of fatal and serious crashes, and improve road safety behaviour on the road (see following sections for performance measure data).

What we did

Road safety remained at the forefront of our efforts, through the Road Policing Programme – this year, we have responded to around 285,000 traffic-related *555 calls, attended more than 30,000 emergency traffic events, randomly stopped over 588,500 vehicles to check their road worthiness; and administered more than three million breath tests to ensure that people are ‘fit’ to drive safely.

Prevention First has continued to underpin our approach to policing the roads – we have deployed resources to high risk locations, and times; and targeted efforts towards the top five ‘high risk’ driving issues: young, inexperienced drivers; ‘high risk’ people who repeatedly do not comply with safe road rules; alcohol; speed; and motorcycle use. We have also made the most of new smart devices to ensure that frontline staff have access to better information, which helps to support on the spot decisions.

By being proactive with a prevention focus we have ensured that those on learners and restricted licenses, especially young drivers, have complied with their graduated license conditions; checked on and taken action against close to 7,900 whose actions have posed a threat on the road; ensured that safe road speeds have been used, taking action against those whose speed could cause harm to other road users (approximately 310,000 instances across the year); and ensured that motorcyclists are safe on the road – including assessing whether their vehicles are at a road worthy standard. *Note – output measure information can be found in the Statement of Service Performance section of this report.*

Safety: it's what we do

“We stop more than 3.5 million vehicles a year; most of these give us the perfect opportunity to make sure the driver and vehicle are fit for the road. The focus is on making cars safer, so our aim is educating drivers and getting vehicles fixed through compliance options. There is anecdotal indications that public attitude to speeding are changing.”

Superintendent Carey Griffith

Further, we have focused on several other road safety opportunities – providing education in schools to ensure safe road use for those walking and cycling on the road (outputs 7.2.1 and 7.11.1); reduced the impact of more than 119,700 incidents of blockages and emergencies on roadways impacting on traffic flows; ensured that heavy motor vehicle and light commercial motor vehicle standards are maintained, through road side inspections (outputs 7.7.2 and 7.7.3); addressed around 67,000 incidents of occupants in vehicles not wearing restraints; reduced the amount of distraction from the use of mobile phones whilst driving, taking enforcement action in approximately 19,000. Further information on the Road Policing Programme is available at <http://www.nzta.govt.nz/resources/road-policing-programme/>.

New Zealand Police also worked closely with local authorities and the Ministry of Transport to identify and address road engineering issues and ensure that safe speed limits are set.

We made a difference

Much like our focus on crime, we have seen positive changes in the year-on-year results of our more immediate goals: less harm from crashes. Reductions in our longer-term goal have been maintained with road-crash related hospitalisations remaining similar to 2012/13 – however, we aspire to do more.

Immediate change in results

This year (2013/14), we targeted the contributors that cause crashes – youth and inexperience; continued non-compliance with safe road rules; speeding; driving whilst under the influence of alcohol; and the safety of motorcyclists on the road.

In 2013/14 both fatal and serious injury crash rates have reduced. We are not able to report on visitors perceptions of road safety, as the information is now not collected in the International Visitor Survey undertaken by the *Ministry of Business, Innovation and Employment* since 2012/13.

Table 3: Performance trends: Less harm from crashes indicators, 2008/09 to 2013/14

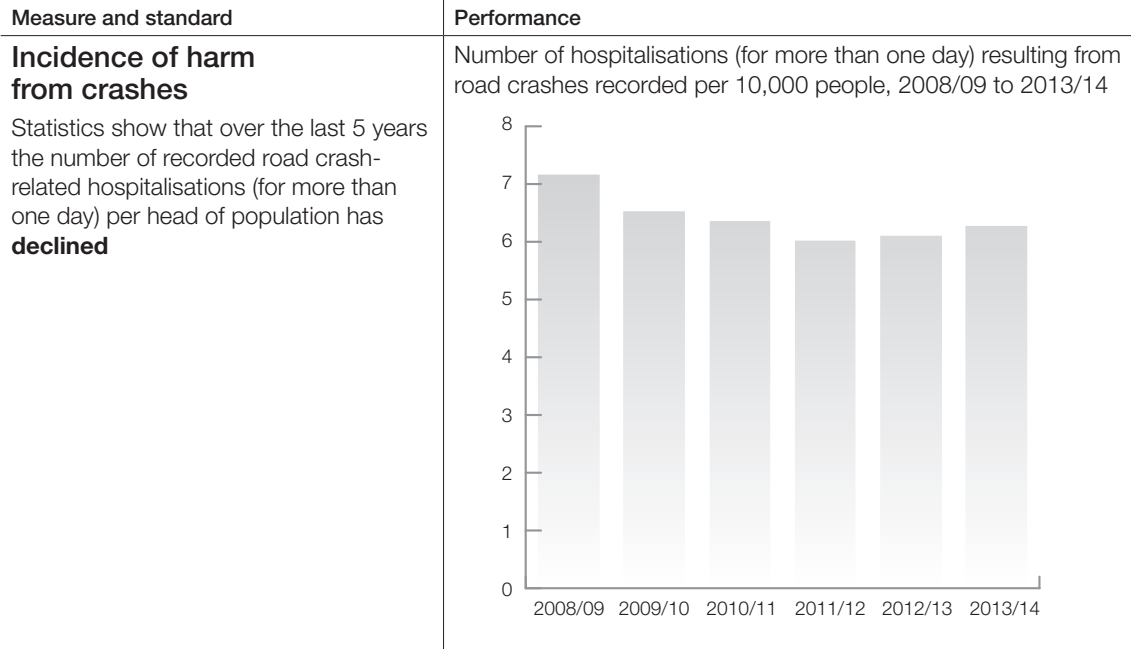
Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Fatal crashes per 10,000 population	0.79	0.77	0.65	0.56	0.60	0.58	↓	✓
Serious injury crashes per 10,000 population	4.9	4.3	4.2	4.0	4.0	3.7	↓	✓
Level of satisfaction with road safety amongst visitors to New Zealand*	81%	81%	81%	82%	Not available	Not available	–	–

* Not collected by the Ministry of Business, Innovation and Employment since 2013/14.

Progress in long-term goals

By 30 June 2014, the number of hospitalisations (for more than one day) related to road crashes were similar to 2012/13 levels – at around 6 per 10,000 of the population.

Figure 3





Priority three: protected communities

What we wanted to achieve

New Zealand continues to have high rates of family violence – including child abuse. It is clear that New Zealand needs to better support those most vulnerable in our communities, and New Zealand Police has a part to play in this. In 2012/13, New Zealand Police established a long term goal to reduce repeat victimisation – and this remained a key focus in the current year.

We know from Police statistics that in 2012/13 there were close to 230 repeat victimisations per 10,000, people in New Zealand (a slight reduction from around 250 in the preceding year) – equivalent to around 103,000 events per year. However, as we know that many incidents still remain unreported to Police (for example, the 2009 NZ Crime and Safety Survey suggests that 87% of crime is not reported) we would like to see an increase in reported serious crime.

Our shorter-term and more immediate goals are to therefore ensure that: New Zealand is seen as a safe and secure place in which to live, visit, and conduct business; and vulnerable people are protected and safe (see following sections for performance measure data).

What we did

New Zealand Police maintained a visible and strong focus throughout the year on protecting communities from harm by way of **Prevention First** – we issued more than 12,800 Police Safety Orders in instances where we had concern about the safety of people involved in incidents in their homes; and worked with 2,200 people, identified as high-risk for further harm or re-victimisation (determined through the use of the Ontario Domestic Assault Risk Assessment (ODARA) tool), to develop a *Victim Intervention Plan* to support their safety over time. We have also maintained the presence of 33 Neighbourhood Policing Teams, who have been working with communities to create greater resilience and safety.

Victims are at the centre of everything we do

- “Mid morning I called NZ Police and asked for advice concerning my 16yr old granddaughter being able to collect her bike and a few remaining items she was unable to take with her when she was kicked out of home a month earlier – 19 July 2014.
- Communications asked if we would like the assistance of New Zealand Police at the address. I was so very grateful, as that service was above and beyond anything I expected we would receive.
- My granddaughter had been vomiting, worrying about going back to that address. She is a very young 16yr old and had been traumatized living under the conditions forced on her at that address. Police Communications office arranged for a couple of officers to meet her at the bottom of the street. They then went to the address before her and explained to the occupant of the house what was about to happen. She was then accompanied by the Officer to collect the items she had been
- fretting about and she was able to leave quietly with no abuse and no public scene.
- My husband and I are so grateful to the Communications officer for briefing the two young Officers that gave assistance and our gratitude goes out to the three of them for making our granddaughter feel safe and secure. Many Blessings you three.”

Eastern District.

All in a days work

- Early on 9 June 2013, Police dog Ike, his handler and partner were searching for a 22-year-old male after he fell 120 metres down a cliff near Makara Beach, suffering severe injuries.
- Knowing a Search and Rescue (SAR) team were at least an hour away, the officers searched along the shoreline, calling out and using the dog to search as far up the cliff as he could climb.
- After around two kilometres they heard a faint voice from up on the cliff face – but in the dark, wind and rain they could not pinpoint its position. They followed the dog up the cliff and found the male on a ledge 60 metres up, conscious but with head injuries and inchoherent.
- One of the officers climbed the 120 metres to the top of the cliff, hoping to guide the SAR team to the right place. After informing the SAR team, the officer retraced his climb back down to where the injured man lay to join Ike and his partner and awaited the paramedics and SAR crew who assisted to manoeuvre the stretcher up the cliff and evacuated the male to hospital.

We have also responded to more than 772,000 emergency calls, including responses to search and rescue incidents and missing persons.

We continued to work with schools to ensure that children know how to keep themselves safe, understand the law, and know right from wrong (output measures 2.2.1, 2.2.2); vetted prospective employees and those working with the vulnerable in our communities (output 2.3); managed the firearms licensing environment so that people who have firearms know how to use them safely, and ensured their weapons are kept in safe and secure locations (output 2.4); checked that offenders out on bail comply with their conditions (output 3.1.1); and also held people safely in custody, ensuring that those intoxicated or with mental health issues can not harm others or themselves (output 6.3). *Note – output measure information can be found in the Statement of Service Performance section of this report.*

We continue to work alongside other agencies such as Health and Social Development to stop **child abuse** before it occurs. As a result of work to date, the reporting and subsequent investigation of child abuse has increased significantly over the last two years. In turn, as seen in case resolution statistics (output 5.1.6 and 5.1.7), we have prioritised focus on investigating and resolving these serious offences; and have seen a general decrease in resolution of lower priority cases.

New Zealand Police are a member of the Vulnerable Children's Board and have a shared accountability for delivery of the Children's Action Plan that is contributing toward the Better Public Service Targets: Supporting Vulnerable Children, Result Four, "Reduce the number of assaults against children". New Zealand Police have also been working with our Australian counterparts to set up pilot sharing of criminal history information in Queensland. Currently the Memorandum of Understanding (MOU) has been signed by the Australian Minister of Justice and It is expected that this new source will 'go live' and be extended nationally in both Australia and New Zealand by early in 2015.

We made a difference

We know that most people have been safer in New Zealand in 2013/14 – with continued high rates of child-restraint use in vehicles; greater intolerance toward child abuse, seen in increased reporting levels; and a reduction in the number of pedestrians seriously injured or killed on roads. However, there has been an increase in the number of offences against vulnerable adults, and number of cyclists seriously injured or killed on roads. So we know that there is still more to be done, and our ongoing focus will remain on keeping the most vulnerable people in communities safe.

In terms of our longer-term goals, there is also been continued positive change in reducing the level of repeat victimisation.

Immediate change in results

During 2013/14 we worked with communities to create more resilience and to tackle the issues which are causing most harm to those most vulnerable within our communities. We have maintained a focus on working with victims, and working with other social sector agencies, to ensure that people have access to support when things do go wrong.

3.1 New Zealand is seen as a safe and secure place in which to live, visit and conduct business

Since 2010/11, we have restrained over \$204 million in assets to ensure that crime does not pay (whether people are directly or indirectly involved in crime), and although there has been a slight decrease in the percentage of homicides resolved, we have continued to resolve around 90% of all homicides to ensure that those who commit the most serious crime are held to account – in this respect, New Zealand maintains comparatively low homicide rates (and high homicide resolution rates) when compared to other countries. Visitors perceptions of safety have remained high, at around 90% since 2011/12.

Table 4: Performance trends: New Zealand is seen as a safe and secure place in which to live, visit and conduct business indicators, 2008/09 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Value of assets restrained under the Criminal Proceeds (Recovery) Act 2009	–	–	\$22.7m	\$73.0m	\$58.2m	\$50.2m	↑	✓
Percentage of homicides resolved	99%	95%	91%	90%	92%	88%	↑	✗
Level of satisfaction with personal safety among visitors to New Zealand	–	–	–	–	–	90%	↑	–
Level of satisfaction with personal safety in urban areas among visitors to New Zealand*	85%	86%	85%	86%	Not available	*Not available	↑	–
Level of satisfaction with personal safety in rural areas among visitors to New Zealand*	88%	89%	88%	88%	Not available	*Not available	↑	–

* Not collected by the *Ministry of Business, Innovation and Employment* in 2012/13. A new measure has begun to be reported in 2013/14 on the level of satisfaction with personal safety among visitors to New Zealand.

3.2 Vulnerable people are protected and safe

In 2013/14 we identified and supported more people at risk of harm from family violence, in a bid to reduce the number of offences against those most vulnerable; and worked with schools to ensure that children know how to keep safe – notably seeing an increase in reporting of offences against children. We are also involved in joint efforts led by the Ministry of Transport (with Local Councils and other agencies) to improve road design, so that there is safer access for pedestrians and cyclists on the road – this remains an area for priority effort in coming years, as the level of serious injury and death of cyclists has increased.

Table 5: Performance trends: Vulnerable people are protected and safe indicators, 2008/09 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Number of offences against children*	3,587	4,011	4,833	5,302	5,399	5,499	↓	✓
Number of offences against vulnerable adults	5,193	5,517	5,563	5,139	5,067	5,588	↓	✗
Number of pedestrians killed or seriously injured**	369	358	347	338	343	258	↓	✓
Number of cyclists killed or seriously injured**	146	122	121	137	182	193	↓	✗
Rate of child-restraint wearing among children under age 5***	90%	91%	93%	Not available	92%	Not available	↑	–

* Work initiated since 2011/12, through the whole-of-government work around vulnerable children, has aimed to increase reporting levels. The number of reported offences was expected to increase in 2012/13 and 2013/14 as a result of better identification and reporting of child abuse. Over the longer term, a reduction in child abuse is desired.

** Seriously injured is defined as requiring hospitalisation for longer than one day.

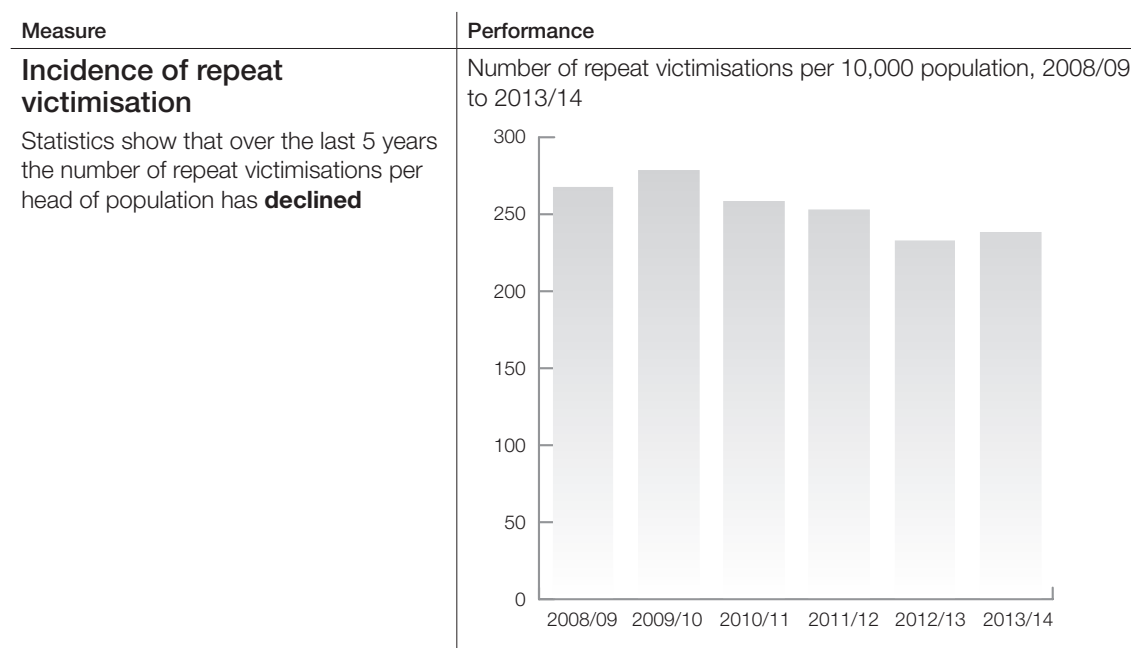
*** Ministry of Transport now collect this information biennially. Data is therefore not available in 2013/14.

Progress in long-term goals

In the year to 30 June 2014, the number of repeat victimisations has increased slightly to 237 per 10,000 of the population – equivalent to around 106,000 events per year. New Zealand Police believe this change is indicative of increased reporting of more serious crime. For example, we have seen an increase in the number of family violence investigations undertaken as a result of reported incidents by 9.1% to just above 98,500 cases across the year (2012/13: 89,952).

Note – this new metric has been refined since initial reporting in the 2013/14 Police Statement of Intent; as a result the method of calculation has changed significantly and prior years information has been updated accordingly, below.

Figure 4





Priority four: more valued services

What we wanted to achieve

In the longer-term, New Zealand Police expect to sustain public trust and confidence – this is one of the most important measures of our value. We want to know that we have public support and that we’re representing community values in our role of ‘civic guardian’. We hold high levels of regard from the New Zealand public (2012/13: 78%), and anticipate this will continue.

We also want people to not only *be* safe, but to *feel* safe too. In 2012/13, although a high proportion of people felt safe in their neighbourhoods after dark (around 72%), many people did not feel as safe in their town centre after dark (around 54% of people surveyed). We can do better to help people *feel* safe.

New Zealand Police target all that we do to improve our services to the public. Over the last decade, we have held high satisfaction levels with those who we have had contact with (2012/13: 83%).

Our short-term more immediate goals are to ensure that confidence in police is maintained and fear of crime and crashes is reduced; and that the public, especially victims of crime, express satisfaction with policing services (see following sections for performance measure data).

What we did

New Zealand Police have continued to look for ways to improve what we do throughout 2013/14, by putting **Prevention First** – we have continued to improve rostering of our workforce so that we are out in communities when and where crime is most likely to occur, so that we stop crime before it occurs; increased focus on meeting the needs of victims by providing excellence in our service delivery by ensuring that those seriously harmed from offending (such as sexual violence) have better access to the support that they need; we have maintained increased visibility in communities at the highest risk of harm, through *Neighbourhood Policing* teams; our *Mobility* devices have ensured that our staff have had key information to support their decision-making which has improved our service delivery; and the *Crime Reporting Line* has ensured that people have access to policing services and help, when they need to.

New Zealand Police have also ensured that there is an open, and independent process for people to make complaints about our services (output measure 5.2.1); have updated victims on the progress of investigations (output 5.1.12); and have surveyed victims to better understand their needs and whether we are meeting them (outputs 4.1.1 and 5.1.4). *Note – output measure information can be found in the Statement of Service Performance section of this report.*

“The result is that Police are providing a more timely and appropriate response to victims, and gaining a better understanding of their needs at the same time. Complaints are taken straight away, intelligence information is available immediately and districts can follow up on cases as they see fit.”

**CRIME REPORTING LINE
STAFF MEMBER**

Together we can make a difference

- “Our approach has been to include in our tactical plan 30 Prevention operations per year that places an emphasis on a crime type as indicated by our intelligence scanning. These operations predominantly consider Victims, Offenders and Locations.
- We discussed for some time with our partners including Victim Support, Women’s Refuge, Work and Income (WINZ), Budgetary advisors, Ministry of Social Development (MSD), Te Puni Kōkiri (Ministry of Māori Development), Housing New Zealand amongst many others how we could accommodate a multi-agency prevention based messages and appropriate information and assistance where needed.
- By the time we came to undertaking the planned operations we had up to fifty partner staff in just one area, this demonstrated to us that there was a real respect for what we were doing and we were really pleased to have them on board with us. We received lots of anecdotal feedback and some follow:”

Partners :

- “We thoroughly enjoyed our involvement with you” (Police).
- “You make it easy to join your operation” (they found it easy to use our platform of operations and organisation).
- “I am blown away by the enthusiasm your staff [Police] deploy to victims.”
- “We are really pleased, but surprised at how well this is being received by the victims we visit.”
- “This approach is really making a difference in the long term, it really does work when we work together.”

Victims:

- “This is great, its great to see you like this” (Feedback to the District Commander).
- “This is new, but its great” – “he has stopped giving me the bash since you fellas started turning up”.
- “Its great to see this level of support rather than just locking people up.”

Offenders:

- An awareness of coordinated approach to crime.
- “aint going to offend around here, as ill just get locked up” (Language moderated).

Staff:

- “This stuff [cold calls to victims] actually works, and I never thought I’d hear myself saying that”
- “Opportunity to get out and do the stuff we sometimes don’t get the time to do.”
- “There has been a real language change to one of prevention (not just in words, but actions of cops – from new cops to senior staff and management).”

Bay of Plenty District.

Much has changed since the 2004 **Commission of Inquiry** (COI) was established to investigate serious allegations involving a small number of Police staff and their associates. As set out in Appendix 3, significant progress has been made in finding and embedding solutions to the COI’s 47 Police-specific recommendations. The fourth State Services Commission review in 2011/12 crystallised priority areas for the further work, and set performance baselines for

future reporting. We have targeted effort towards improving future performance in four ‘change’ areas: Leadership; human resources strategy and capability; performance management; and lifting trust and confidence in complaints investigations. Police are progressing well across all four areas.

We have also continued to progress our action plan from the recommendations from the central agency **Performance Improvement Framework (PIF)** review. The 2013 PIF follow-up review, released in February 2014, was positive noting sustained momentum in progress to improve the way that we work (what we call our operating model). Further detail is set out “How we deliver”, on page 22 of this report.

“Instead of getting out of bed and saying ‘who can I lock up?’ it’s about ‘what crime can I prevent today?’ It’s a mind-set change for all police.”

(STAFF MEMBER)

We have also being working together with other government agencies, non-government organisations (NGOs), local authorities, community groups, and Iwi to increase community resilience and to increase community safety.

We made a difference

All indications support that we have provided a valued policing service to the public – our short-term goals have derived positive change with fewer complaints being upheld for complaints; we have had a more active community presence, and people's feelings of safety have remained similar; and we have also maintained high levels of satisfaction with people who have had contact with us during the year. Our longer-term goal, of maintaining trust and confidence, also remains on-track.

Immediate change in results

In 2013/14 we have considered ways we can deliver better services to the public – we continued to change the way we deliver services to victims; improved the way we provide and encourage feedback so we have more information about what we do well, and what we don't do well; and have made sure we are visible out in our communities when crime is most likely to occur – we have placed a focus on ensuring people are safe, and that they feel safe too.

4.1 Confidence in Police is maintained and fear of crime and crashes is reduced

Complaints upheld against Police have decreased in 2013/14 and people felt safer in their neighbourhoods and communities, and on the roads; and people felt safer in their neighbourhoods and communities, and on the roads.

Table 6: Performance trends: Confidence in Police is maintained and fear of crime and crashes is reduced indicators, 2007/08 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Complaints upheld against Police	170	138	127	98	144	83	↓	✓
Percentage of survey respondents who agree police are involved in activities in my community	67%	67%	68%	69%	69%	69%	↑	✓
Percentage of survey respondents who report feeling safe in their neighbourhood during the day	91%	92%	93%	93%	93%	94%	↑	✓
Percentage of survey respondents who report feeling safe in their neighbourhood after dark	66%	70%	72%	73%	72%	75%	↑	✓
Percentage of survey respondents who report feeling safe in their town centre after dark	45%	48%	53%	54%	54%	54%	↑	✓
Percentage of survey respondents who perceive New Zealand roads are safe to travel on*	83%	80%	79%	79%	Not available	Not available	↑	–

* Not collected by the Ministry of Business, Innovation and Employment in 2013/14.

4.2 The public, especially victims of crime, express satisfaction with Police service

In 2013/14 satisfaction with policing services has slightly improved, and the high levels of satisfaction in New Zealand are continuing. The latest level of public satisfaction with service delivery, of 84%, remains higher than comparable overseas police jurisdictions.

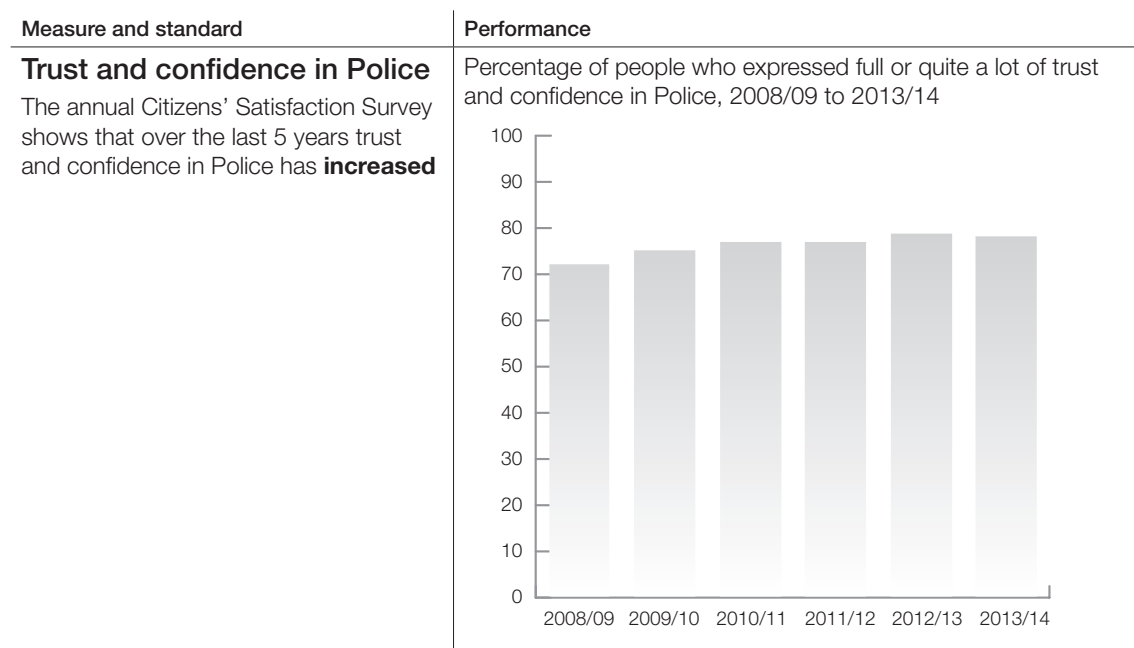
Table 7: Performance trends: The public, especially victims of crime, express satisfaction with Police service indicators, 2007/08 to 2013/14

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Overall satisfaction with service delivery among members of the public who had contact with Police	79%	79%	82%	82%	83%	84%	↑	✓
People who had contact with police whose expectations of service delivery were met or exceeded	88%	88%	89%	90%	91%	89%	↑	✓

Progress in long-term goals

At 30 June 2014, levels of trust and confidence remained similar to 2012/13 levels at 78% (2012/13: 79%).

Figure 5



3 – HOW WE DELIVER

New Zealand Police services are delivered through 12 policing districts, 43 areas, and close to 368 stations. We are a large, people-based organisation with close to 12,000 staff based around New Zealand – which accounts for around 70% of our costs. Further information about police staff is outlined in Appendix 5: a profile of our people.

Any change in the way that we deliver policing services, can only be achieved through our people. For us, this is about ensuring we promote and reward the right behaviours and ensure our staff have sufficient tools to get the job done. We have sustained our focus on improving how we are organised, what processes and practices we have in place to deliver services to the public, and whether we have the right level of skills and expertise to deliver our core policing services.

In our 2013/14 *Statement of Intent* we have set several new goals to drive change in the way we operate so that we will 'have the trust and confidence of all'. To do so, we have focused on three priority areas:

1. **Working with communities to address public safety issues (including crime and crash)**

We will target the area issues to ensure that we are making a difference, whilst doing more and delivering better results with the resource that we have.

2. **Improving our operating model to support accessible and quality services**

Our operating model and structure will support delivery of results; we will provide nationally consistent, mobile and flexible services which meet the needs and expectations of our users.

3. **Creating the right culture, capability and capacity to delivery what is important**

We will 'walk the talk' and lead others by doing the right things; we will also manage staff effectively to do what is important for communities; we will have leaders who actively pursue what is most important; and we will target resource to where it is most needed to support communities. This is supported by our efforts to address the recommendations raised in the 2007 Commission of Inquiry.

Progress to drive change in these areas during the year is set out below.

Police work with communities to address identified public safety issues

As set out in the preceding section, the New Zealand Police *Prevention First*, national operation strategy, has ensured that we are targeting the real issues, so that we can ensure that we keep New Zealanders and New Zealand safe. We have focused on improving public safety and road safety, and reducing crime through:

Deploying to beat demand	Use resources in an informed and well-directed manner to target the most important issues and prevent harmful incidents before they occur.
Understanding and responding to the drivers of crime	Address the underlying causes of offending and victimisation: families, youth, alcohol, organised crime and drugs and road safety.
Better recognising the needs of victims	Improve the overall quality of our services to victims, especially those at the highest risk of victimisation.
Changing our organisational mindset	Put victims needs at the forefront of all that we do.

Our first phase of transformational change has now been delivered through, *Policing Excellence* (phase 1). There is more to be done, and we are already developing the next phase of work to address the hard hitting issues which remain – including family violence and child abuse. We expect a programme of work to emerge through *Policing Excellence: the Future* in 2014/15.

With our extensive infrastructure and presence throughout New Zealand, Police has been able to ensure that critical safety services have been available to all. Currently, police force strength sits at around 205 per 100,000 people – this is on a similar par to other countries, such as the United States. At this level, New Zealand maintains the lowest level of corruption across the OECD; crime is at a more than 30 year low; and road deaths remain at the lowest levels officially recorded.

Improving our operating model to support accessible and quality services

The New Zealand Police operating model includes four primary processes: prevention; response; investigation; and resolution. These processes underpin the activities that we deliver on a day to day basis so that we can deliver services and results for New Zealand communities.

Prevention First, supported by **Policing Excellence** initiatives, has enhanced our operating model to increase efficiencies and improve the effectiveness of activities that we deliver. In 2013/14, we realised the full benefits of this work, with crime reducing over the last 5 years by 20.1% (refer to appendix 2: table 9). As mentioned in preceding sections, we have introduced mobility technology to free-up our staff so that they can be more actively engaged within communities; and to improve end-to-end services for victims, so that the ongoing impact of harm from incidents is reduced.

The key to this work is the accessibility and visibility of Police within communities – during 2013/14, the number of footpatrols within communities increased by 57% (refer to output 3.2.1). We know we are doing the things that are important to New Zealand communities, as satisfaction with our services increased slightly to 84% during the year.

Creating the right culture, capability and capacity to deliver what is important

Along with work already underway to address the Police-specific recommendations from the Commission of Inquiry, we have identified three areas for ongoing focus in ensuring that we support our staff to deliver on what is important to New Zealand communities:

Culture – ensuring that we ‘walk the talk’ and lead others by doing the right things	Setting values and behaviours to encourage staff to do the ‘right things’, and acting with integrity; having appropriate processes to allow both public and staff to identify inappropriate behaviour; and promoting equal opportunity within the workplace.
Capability – managing staff effectively to do what is important for communities	Setting clear expectations for staff about what ‘right’ looks like; recognising good performance and addressing poor performance; having the right mix and match of skills to deliver core services; and providing career development opportunities to support delivering on what is important.
Leadership – ensuring that our leaders actively pursue what is most important	Driving direction through quality leadership; prioritising decision-making around a small set of critical priorities; and monitoring progress toward results.

Culture – ensuring that we ‘walk the talk’ and lead others by doing the right things

New Zealand Police is legislatively protected from influence in operational matters. It is important that this independence is balanced by accountability to the public on the use of these powers, to protect trust and confidence.

We ensure that this happens in several ways. Our *Police Code of Conduct* sets out the standards of behaviour expected for all staff, and is an important component of staff development planning and performance assessment each year. Our induction process ensures that all new staff are aware of the Code, and that they commit to upholding this standard. We also have established

processes for both public and staff to be able to report on inappropriate behaviour, including a 'praise and complaints' section on our website; along with an integrity reporting policy that supports staff to raise issues around integrity, ethics and inappropriate behaviour. The policy is intended to reinforce our corruption-resistant culture and further advance ethical and professional policing. Lastly, the IPCA also provides external oversight of the Police internal complaints system, and investigates complaints alleging misconduct or neglect of duty by Police staff.

In future years, we will measure our success in doing so through three key measures: the number of complaints received each fiscal year; the number of complaints resolved; and the average time to resolve complaints.

We are also committed to giving everyone a chance to succeed, and have set goals to change the current profile of our staff to a broader base which better meets and matches the needs of communities – this will mean that we see significant change in the ethnicity, age and gender of our staff profile over the next decade. In 2013/14, we launched a Womens Advisory Network to help identify and develop women leaders of the future, as well as to provide role models for women in Police.

Capability – managing staff effectively to do what is important for communities

An organisation is often judged by the ways its staff represent it, so maintaining a high standard of personal and professional conduct is important to New Zealand Police.

We have a performance management policy to set guidelines and expectations of staff action and behaviour; and seek to recognise individuals contributions, encourage excellence in service delivery, and improve quality of service delivery and the productivity of our people through our annual performance management process. We are focused on supporting staff to develop and 'up skill' so that we have the right mix and match of skills to deliver core services.

In 2013/14, to understand how things are going 'health' wise, we look at staff turnover – and whether people want to stay or go – and also monitor engagement levels. The rate of core unplanned turnover² in 2013/14, by headcount, is: Constabulary 398 (4.5%); Other Employees 254 (8.4%).

Leadership – ensuring that our leaders actively pursue what is most important

New Zealand Police have a clear vision for what we want to achieve. Our vision has endured for the past two decades, and is well known and is consistently cited by many staff as being one of the main things which makes Police a great place to work.

Prevention First has introduced many changes to the way we do our work, and what we focus upon – for example staff are being rostered at different times, and to different places so that we can stop crime, before it happens. While changes in the way we work are being embedded, we are monitoring staff engagement to ensure that staff are motivated by these changes. To date, this has remained positive – in the latest staff engagement survey results we have sustained high levels of engagement in comparison with other public sector agencies, with an engagement index of 74.4 in 2011/12, 71.1 in 2012/13 and 73.3 in 2013/14 (compared with around 69 in other public sector agencies).

During 2013/14, we have monitored progress to achieve **Prevention First**, and supporting *Policing Excellence* initiatives, results through a small set of critical measures. These goals have now been achieved, and we are now in the process of determining next steps through *Policing Excellence: the Future*.

² From 2011/12, we have adopted core unplanned turnover as a measure of staff turnover.

4 – MEASURING 'HOW WE DELIVER'

We monitor six result areas, summarised in table 8 below, to understand whether our internal processes and operating model support how we deliver. Overall, across the last 5 years these results are heading in the right direction – despite significant internal changes staff engagement continues to be high; New Zealand Police is deemed to have high integrity, both internally and externally; individual performance management is improving, including better succession planning for leaders.

Table 8: assessing mix of skills, experience, and tools for delivery

Measure	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Desired change	On track?
Integrity: Police staff consider the organisation values high standards of conduct and integrity		65.3	67.7	72.4	73.4	73.4	↑	✓
Performance management: Individual performance management (From Engagement Survey)	–	66.8	64.9	68.9	69.7	69.6	↑	✓
Skills and ability: Future skill needs are identified for succession planning (From Engagement Survey)	–	54.6	54.4	59.6	58.9	56.0	↑	✓
Safety: Lost Time Injury Rate	–	–	–	10.5	10.3	10.7	↓	✗
Engagement: Police Employees' level of engagement with their work	–	66.7	69.9	74.4	71.1	73.3	↑	✓
Experience: Attrition rates: Constabulary (%) (#) Other Employees (%) (#) Core turnover*: Constabulary (%) (#) Other Employees (%) (#)	2.4 257 9.4 321 3.0 276 8.8 276	2.4 217 9.4 292 2.6 225 8.3 260	3.1 293 9.8 316 3.4 303 9.4 299	3.1 327 11.8 332 3.6 319 9.9 309	5.1 444 14.6 432 5.3 474 9.8 291	– – – – 4.5 398 8.4 254	Not applicable	

* Police report the State Services Commission defined measure for turnover. Attrition data is reported for reference information only.

5 – STATEMENT OF RESPONSIBILITY

As the Commissioner of Police, I am responsible for the preparation of New Zealand Police statement of service performance and financial statements, and the assessments made in the process of producing those statements.

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

In my opinion, the statement of service performance and financial statements fairly reflect the financial position and operations of the New Zealand Police for the year ended 30 June 2014, and I authorise them to be issued on 30 September 2014.

Signed by:



Mike Bush MNZM
Commissioner of Police

Countersigned by:



John Bole
Deputy Chief Executive Finance



6 – STATEMENT OF SERVICE PERFORMANCE

The Auditor-General has noted the need for public entities to generally improve performance reporting. In this regard, Police continues to test and refine its performance measures used in key accountability documents.

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.
- 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 the Police and the criminal justice sector.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
1.1.1	Number of policy briefings for the Minister ^[1]	232	190 to 250	251 ^[2]
1.1.2	Total cost per hour of producing outputs	New measure for 2013/14	\$70 to \$100	\$96
Quality				
1.1.3	The satisfaction of the Minister of Police with the policy advice service, as per the common satisfaction survey.	New measure for 2013/14	80%	90%
1.1.4	Technical quality of policy advice papers assessed by a survey with a methodological robustness of 90%	New measure for 2013/14	75%	Unavailable
Timeliness				
1.1.5	Policy advice is provided in a timely manner, in accordance with the work programme agreed with the Minister	100%	At least 95%	90%

Notes

[1] This is the quantity of formal numbered briefings provided.

[2] Ninety five additional policy advice items were provided to the Minister outside of the formal numbered briefing programme, and 1,170 second-opinion advice items were provided for other agencies.

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 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
1.2.1	Number of briefings for the Minister ^[3]	348	250 to 350	380
Quality				
1.2.2	Percentage of items of ministerial correspondence returned due to errors	0.4%	Less than 5%	1%
Timeliness				
1.2.3	Percentage of draft responses to parliamentary questions that are provided within specified timeframes	93%	100%	93%

Notes

[3] Results are demand driven. Legislative timetables, election cycles, and changes in Minister can affect this result.

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Percentage of items of Ministerial correspondence provided within the timeframes specified	94%	90%	94%
Number of items of Ministerial correspondence referred to Police for draft reply	240	350 to 550	195
Number of parliamentary questions referred to Police for draft response	660	350 to 550	510
Number of Official Information Act requests answered for the Minister	41	20 to 30	29

Output Expense Statement

Policy Advice and Ministerial Servicing for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	Supplementary Estimates adjusted for 26A Changes \$000
Revenue				
Revenue Crown	3,314	3,318	3,141	3,318
Revenue Department	2	6	1	1
Revenue Other	18	14	12	11
Total Revenue	3,334	3,338	3,154	3,330
Expenses				
Policy Advice	2,565	2,692	2,424	2,600
Ministerial Servicing	692	615	730	730
Total Expenses	3,257	3,307	3,154	3,330
Net Surplus (Deficit)	77	31	-	-

Output expense two – General Crime Prevention Services

Output expense description

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

- advice that 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 general crime prevention. Structured programmes are delivered in schools alongside general youth services, and the information provided aims to increase intolerance to crime as well as enhancing awareness about crime. 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, media articles to promote safety and security issues, and specific advice to victims on practical actions that help to reduce the likelihood of revictimisation. It also covers the provision of administrative and logistical support to community groups including Victim Support and neighbourhood, rural and business support groups.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quality				
2.1.1	Percentage of the public that agree that Police is responsive to the needs of the community	80%	78% to 80%	80%
Timeliness				
2.1.2	Percentage of the public that agree that Police is involved in community activities	69%	68% to 70%	69%

Output 2.2 – Youth Services

This output covers formal school visits by Police Education Officers to educate children on proactive ways to keep themselves safe, prevent crime and resist 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 reoffending. The output also includes the provision of proactive Youth Aid services, although it does not include officers' time spent dealing with criminal cases involving young people (which is covered in Output Expense Five).

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
2.2.1	Percentage of primary schools receiving crime prevention Police Education	91%	70% to 90%	85%
2.2.2	Percentage of secondary schools receiving crime prevention Police Education	86%	70% to 90%	86%
2.2.3	Number of youth apprehensions initially dealt with through alternative actions	13,331	18,000 to 22,000	11,444 ^[4]

Notes

[4] The initial proceeding reports the immediate action taken against a youth offender or where a referral to youth aid is made (in the later circumstance a further proceeding action may be made following assessment).

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of primary schools receiving crime prevention Police Education		1,902	1,600 to 2,000	1,774
Number of secondary schools receiving crime prevention Police Education		416	380 to 480	420
Number of youth apprehensions initially dealt with through alternative actions by ethnicity:				
i. Māori		7,575	8,000 to 9,000	6,585
ii. Pacific peoples		1,009	1,000 to 1,500	965
iii. Caucasian		4,271	5,000 to 6,000	3,498
iv. Other		476	500 to 600	396
Percentage of youth apprehensions initially dealt with through alternative actions		48%	45% to 50%	47% ^[4]

Output 2.3 – Vetting Services

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

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Timeliness				
2.3.1	Percentage of vetting applications processed within agreed timeframes: priority applications	100%	100%	100%
2.3.2	Percentage of vetting applications processed within agreed timeframes: general applications	100%	90%	100%

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of vetting requests processed within agreed timeframes: priority applications		47,083	45,000 to 60,000	48,546
Number of vetting requests processed within agreed timeframes: general applications		396,714	375,000 to 400,000	419,703

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 people whose licences have expired have lawfully disposed of any firearms they have possessed.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
2.4.1	Number of firearms licences revoked ^[6]	564	400 to 600	565
Timeliness				
2.4.2	Number of days taken to process 90% of firearms licence applications	63 days	30 days	60 days
2.4.3	Percentage of firearms licence applications processed within 30 days	67%	90%	66%
2.4.4	Average number of days to follow-up with expired firearms licence holders to ensure appropriate disposal or removal of firearms	228 days ^[7]	60 days	166 days ^[7]

Notes

[6] This measure reports on the number of people holding firearms who are no longer deemed to meet minimum requirements or eligibility for doing so, and where as a result firearm removal occurs.

[7] This reports the *mean* number of days taken to follow-up with expired firearms licence holders. The improvement from 2012/13 can largely be attributed to a focus on reducing outstanding, longterm expired licenses. The median (middle value) for 2013/14 is 47 days, and the most commonly occurring value is one day (2012/13: eight days, and one day respectively).

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of applications for firearms licences processed	14,669	20,000 to 24,000	21,684 ^[8]
Number of prosecutions that relate to offences involving firearms (excluding administrative offences under the Arms Act)	2,122	1,500 to 1,700	2,016
Number of firearms licence holders	240,680	236,000 to 239,000	241,511

[8] The increase in applications for firearms licences processed is due to the commencement of the 10-year relicensing cycle.

Output Expense Statement

General Crime Prevention Services for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	150,274	152,877	149,879	152,877
Revenue Department	122	378	161	161
Revenue Other	2,858	3,759	2,528	3,688
Total Revenue	153,254	157,014	152,568	156,726
Expenses				
Community Responsiveness	85,393	87,529	85,846	87,836
Youth Services	50,668	50,654	50,142	50,900
Vetting Services	4,680	4,595	4,595	4,664
Firearms Licensing	7,787	8,609	8,291	9,576
Lost and Found Property	3,938	3,625	3,694	3,750
Total Expenses	152,466	155,012	152,568	156,726
Net Surplus (Deficit)	788	2,002	-	-

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 and support to aviation security, and providing other general security at international and domestic airports
- the deployment of staff to Cabinet-approved overseas policing operations 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 include 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 interacting with the public, monitoring property, making routine hotel patrols, visiting places where people congregate, and speaking to people behaving suspiciously or other people of interest.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
3.1.1	Number of bail checks	314,427	350,000 to 400,000	303,482 ^[9]
3.1.2	Number of vehicle stops	567,403	550,000 to 600,000	588,547
3.1.3	Number of licensed premises checks	41,070	35,000 to 45,000	55,299 ^[10]
Quality				
3.1.4	Percentage of licensed premises checks at 'risk' times and locations ^[11]	23%	20% to 25%	23%
3.1.5	Number of Controlled Purchase Operations (CPO) at off-licence premises and at at-risk on-licence premises	2,920	3,000	2,956

Notes

- [9] Reported bail checks are lower than expected due to a change in recording systems. The reported volume is based on information recorded through mobility devices. Any radio reported bail checks are omitted from this figure to avoid duplication. This issue will be resolved in 2014/15.
- [10] Police have increased their focus on delivering preventative outputs, through the Prevention First strategy.
- [11] Risk times have been defined as Saturday and Sunday 00:00hrs to 06:00hrs; risk locations are identified where crime occurs regularly (more than twice).

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of bail/parole breaches detected	23,503	35,000 to 40,000	14,750 ^[9]

Output 3.2 – Maintenance of Order

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

Performance Measures	Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quality			
3.2.1 Number of foot patrols	80,010	70,000 to 80,000	125,710 ^[12]

Notes:

- [12] Police have increased their focus on delivering preventative outputs, through the Prevention First strategy.

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 permanent secretariat support to the Pacific Islands Chiefs of Police.

Performance Measures	Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity			
3.3.1 Number of annual work plans and projects delivered for capacity building programmes	11	11	11
Quality			
3.3.2 Percentage of capacity building programmes delivered to standards	100%	100%	100%
3.3.3 Percentage of independent reviews confirming that service is delivered to standards/objectives of the programme	100%	100%	n/a ^[13]

Notes:

- [13] No independent reviews were carried out in the 2013/14 financial year.

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of police staff deployed offshore annually	60	60 to 70	68
Number of overseas liaison posts maintained	8	8	8

Output Expense Statement

Specific Crime Prevention Services
and Maintenance of Public Order for
the year ended 30 June 2014

	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	139,522	139,921	136,720	139,921
Revenue Department	11,214	10,982	7,011	7,011
Revenue Other	1,369	816	576	576
Total Revenue	152,105	151,719	144,307	147,508
Expenses				
Directed Patrols	113,548	112,394	110,990	112,706
Maintenance of Order	18,673	17,036	16,399	16,638
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	18,583	17,532	16,918	18,164
Total Expenses	150,804	146,962	144,307	147,508
Net Surplus (Deficit)	1,301	4,757	-	-

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 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 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quality				
4.1.1	Percentage of randomly surveyed callers who expressed satisfaction with the Communications Centres' response to calls	85%	Result equal to or better than 2012/13	87%
Timeliness				
4.1.2	Percentage of 111 calls answered within 10 seconds of being presented to the Communications Centres	91%	90%	88%
4.1.3	Percentage of non-emergency calls answered within 30 seconds of being presented to the Communications Centres	83%	80%	81%
Contextual information				
		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of 111 calls presented		714,397	700,000 to 800,000	772,928
Number of non-emergency calls presented (including Crime Reporting Line & *555)		1,019,879	950,000 to 1,050,000	1,174,144
Total number of events dispatched		2,420,285	1,800,000 to 2,000,000	2,947,259
Number of emergency (Priority 1) events dispatched		165,195	150,000 to 170,000	183,612

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 the initial attendance of police to an incident that is not an emergency response and to events where attendance is sufficient to resolve issues.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
4.2.1	Number of Police Safety Orders issued	11,394	10,000 to 12,000	12,864
Timeliness				
4.2.2	Median response time to emergency events in urban policing areas	7 minutes 26 seconds	8 to 9 minutes	7 minutes 26 seconds
4.2.3	Median response time to emergency events in rural policing areas	11 minutes 36 seconds	12 to 14 minutes	11 minutes 56 seconds

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of breaches of Police Safety Orders		710	600 to 700	1,003
Number of Search and Rescue events: Land		761	700 to 900	759
Number of Search and Rescue events: Water		1,287	1,300 to 1,500	1,256
Number of non-emergency events responded to		2,255,090	1,800,000 to 2,200,000	2,661,096

Output Expense Statement

Police Primary Response Management for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	389,897	387,820	384,378	387,820
Revenue Department	310	948	707	707
Revenue Other	2,296	1,635	2,683	2,683
Total Revenue	392,503	390,403	387,768	391,210
Expenses				
Communication Centres	37,956	37,976	37,354	37,859
Police Response to Incidents and Emergencies	354,637	347,060	350,414	353,351
Total Expenses	392,593	385,036	387,768	391,210
Net Surplus (Deficit)	(90)	5,367	–	–

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 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 interviewing 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 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
5.1.1	Number of multi-agency taskforce operations commenced by the Organised and Financial Crime Agency New Zealand (OFCANZ)	21	10 to 12	12
5.1.2	Number of organised criminal networks/enterprises disrupted by OFCANZ	15	10 to 12	10
5.1.3	Number of family violence investigations undertaken	89,952	80,000 to 90,000	98,545
Quality				
5.1.4	Percentage of Victim Support Offices surveyed that are satisfied with the Police provision of services in relation to initial response and criminal investigation (per the Police victim support Memorandum of Understanding)	100%	100%	77%
5.1.5	Percentage of recorded offences resolved:			
	Homicide	92%	90%	88%
	Dwelling Burglary	13%	15%	12%
	Vehicle Theft (including unlawful taking and conversion)	22%	19%	18%
	Assault	72%	80%	68%
5.1.6	Case Resolution rate: ^[14]			
	(i) Mandatory Cases	(i) 94%	(i) 90%	(i) 91%
	(ii) Critical Cases	(ii) 78%	(ii) 80%	(ii) 73%
	(iii) Priority Cases	(iii) 80%	(iii) 80%	(iii) 76%
	(iv) Volume Cases	(iv) 36%	(iv) 45%	(iv) 32%
Timeliness				
5.1.7	Active cases that are more than one year old: ^[14]			
	(i) Mandatory Cases ^[15]	(i) 81%	(i) 60%	(i) 43%
	(ii) Critical Cases	(ii) 36%	(ii) 30%	(ii) 31%
	(iii) Priority Cases	(iii) 29%	(iii) 25%	(iii) 23%
	(iv) Volume Cases	(iv) 26%	(iv) 20%	(iv) 14%
5.1.8	Percentage of cases assessed & assigned for investigation within 30 days of initial reporting: ^[14]			
	(i) Mandatory Cases	(i) 98%	(i) 95%	(i) 99%
	(ii) Critical Cases	(ii) 87%	(ii) 90%	(ii) 90%
	(iii) Priority Cases	(iii) 91%	(iii) 80%	(iii) 94%
	(iv) Volume Cases	(iv) 88%	(iv) 70%	(iv) 89%
5.1.9	Percentage of cases resolved within 90 days of coming to Police attention: ^[14] ^[14A]			
	(i) Mandatory Cases	(i) 69%	(i) 65%	(i) 69%
	(ii) Critical Cases	(ii) 64%	(ii) 68%	(ii) 62%
	(iii) Priority Cases	(iii) 76%	(iii) 82%	(iii) 72%
	(iv) Volume Cases	(iv) 31%	(iv) 30%	(iv) 28%

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
5.1.10	Percentage of active investigation cases reviewed within 90 days of commencing investigation: ^[14] ^[14A] (i) Mandatory Cases (ii) Critical Cases (iii) Priority Cases (iv) Volume Cases	Not available ^[16]	(i) 95% (ii) 95% (iii) 95% (iv) 95%	Not available ^[16]
5.1.11	Average time to close a case: ^[14] (i) Mandatory Cases ^[15] (ii) Critical Cases (iii) Priority Cases (iv) Volume Cases	(i) 1,684 days (ii) 508 days (iii) 349 days (iv) 271 days	(i) – (iv): Better than or equal to 2012/13	(i) 1,693 days (ii) 605 days (iii) 417 days (iv) 388 days
5.1.12	Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	76%	90%	81%

Notes

[14] Case category definitions are as follows:

Mandatory: Serious crime and incident types that reflect the greatest risk to the public. This category includes homicides, fatal crashes and some statutory offences.

Critical: Serious offences against the person. This category includes child abuse, sexual/grievous assaults, terrorism and kidnapping.

Priority: All other crimes against the person and those affecting public safety; includes drug offending, family violence related offences and traffic cases involving injury.

Volume: All traditional dishonesty, vagrancy, less serious assaults, alcohol related and traffic (non-injury).

[14A] This measure now reports the % of cases completed within 90 days for cases completed between the 12 months from 1 March to 31 March each year.

[15] The main offence types are homicides or fatal crashes that often involve complex investigations subject to coronial process and jury trials. It is estimated that two thirds of all homicides would end up in Court and take about 18 months to 2 years to complete. All fatal crashes will still require coronial hearing which is outside of Police control.

[16] Due to data reliability issues this information is not available and has been removed from the Information Supporting the Estimates for the 2014/15 year.

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of fingerprints taken from persons arrested or summonsed by Police	76,848	70,000 to 80,000	47,057
Number of fingerprints taken from crime scenes and submitted for analysis	22,677	23,000 to 27,000	21,114
Number of identifications from scene of crime fingerprints	6,397	6,700 to 7,200	6,677
Number of identifications from scene of crime DNA samples	2,590	1,500 to 2,000	2,614
Number of DNA databank samples obtained	14,083	15,000 to 17,000	11,132
Number of samples obtained from crime scenes that were analysed for DNA	6,463	6,500 to 7,000	7,902
Number of family violence investigations that do not involve offences	50,354	40,000 to 50,000	61,143

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 to assist people who are mentally ill.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quality				
5.2.1	Percentage of Police Conduct investigations that met Independent Police Conduct Authority (IPCA) standards, as independently audited by the IPCA	70% ^[17]	100%	98% ^[18]

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of non-criminal investigations relating to reports of missing persons		15,786	17,000 to 19,000	16,602
Number of non-criminal investigations relating to persons with mental illness		12,369	11,000 to 13,000	13,102
Number of non-criminal investigations relating to reports of sudden deaths		4,894	5,500 to 6,500	4,959

Notes

[17] The IPCA audited 50 Police conduct investigation files. Fifteen files from the sample were found to be deficient for a variety of reasons.

[18] The IPCA reviewed 103 Police conduct investigation files. Two files from the sample fell below the Authority's standards. Changes to investigative practices underpin improvement in this measure.

Output Expense Statement

Investigations for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	369,511	369,722	368,721	369,722
Revenue Department	297	899	546	546
Revenue Other	2,208	1,557	2,090	2,090
Total Revenue	372,016	372,178	371,357	372,358
Expenses				
Criminal Investigations	345,897	341,654	345,348	346,212
Other Investigations	26,025	25,555	26,009	26,146
Total Expenses	371,922	367,209	371,357	372,358
Net Surplus (Deficit)	94	4,969	–	–

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 prosecutor's 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 to resolve youth offending. It also covers support to the Coroners Court to resolve Coronial Inquests.

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
6.1.1	Number of cases prosecuted	116,209	117,000 to 127,000	104,974 ^[19]
Quality				
6.1.2	Percentage of files with Victim Impact Statements, where the statement is no older than 28 days when it is required for sentencing	77%	85%	71%
6.1.3	Percentage of judge alone trials that do not proceed on the date agreed between Police and the Courts, for reasons that are the responsibility of Police	3%	Less than 3%	3%
6.1.4	Percentage of cases resolved by prosecution that are withdrawn/dismissed at defended hearing (judge alone trial) due to Police providing insufficient evidence	8%	6%	5%
6.1.5	Percentage of independently surveyed District Court Judges who express satisfaction with the overall performance of Police prosecutors	79% ^[20]	Result equal to or better than 2012/13 ^[20]	78%
6.1.6	Percentage of children and young people referred to Family Group Conference that have had their risks and needs screened with the Youth Offender Risk Screening Tool (YORST)	91%	95% to 100%	87%

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Timeliness				
6.1.7	Percentage of all Controlled Purchase Operations (CPO) breaches detected that resulted in an application for suspension or cancellation of Liquor Licence within one month of detection	62%	80%	54%

Notes:

[19] Increased use of alternative resolutions has reduced prosecution volumes.

[20] The 2012/13 year is noted, however this is the first reporting of this measure in the Annual Report.

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of family violence investigations that involve offences		39,598	35,000 to 45,000	37,402
Number of youth apprehensions dealt with through Family Group Conferences		1,144	1,800 to 2,000	1,048
Percentage of youth apprehensions dealt with through Family Group Conferences		4%	5% to 10%	4%
Number of youth apprehensions resulting in warnings		6,716	10,500 to 11,500	5,863
Percentage of youth apprehensions resulting in warnings		24%	15% to 25%	24%
Number of diversions (successfully completed)		5,532	5,000 to 7,000	5,182

Output 6.2 – Execution of Court Summonses, Warrants and Orders

This output covers the delivery of services that have been authorised by the issue of a notice, an instruction, an order or a 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 notices (not including those generated under the Transport Act 1962).

Performance Measures		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
6.2.1	Number of Court documents executed	69,089	75,000 to 80,000	58,878 ^[21]

Notes

[21] Results are demand driven.

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 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
6.3.1	Number of escapes from Police custody	8	Nil	8
6.3.2	Number of deaths of persons in Police custody	Nil	Nil	1

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of prisoners held		142,640	170,000 to 175,000	134,469
Number of Electronic Monitoring (EM) bail applications assessed		1,805	1,600 to 2,000	421 ^[22]
Number of Electronically Monitored bailees		543	600 to 700	231 ^[22]

[22] On 1 October 2013 the Department of Corrections and Police began jointly managing Electronically Monitored (EM) Bail under a shared service model. Under the new structure Corrections has taken over the assessment of EM Bail applications and monitoring of EM Bailees – two services that were previously provided by Police. The number of reported 'EM Bail applications assessed' and 'EM Bailees monitored' by Police reflects this change, and is therefore a partial-year's result.

Output Expense Statement

Case Resolution and Support to Judicial Process for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	122,509	125,857	120,990	125,857
Revenue Department	216	979	404	404
Revenue Other	735	531	654	654
Total Revenue	123,460	127,367	122,048	126,915
Expenses				
Criminal Case Resolution	48,805	51,645	49,726	53,929
Execution of Court Summonses, Warrants and Orders	17,676	16,856	16,931	15,812
Custody and Escort Services	56,972	56,912	55,391	57,174
Total Expenses	123,453	125,413	122,048	126,915
Net Surplus (Deficit)	7	1,954	-	-

Output expense seven – Road Safety Programme

Output expense description

This output expense covers:

- the delivery of services outlined in the Road Policing Programme directed towards the achievement of road safety outcomes, and 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 towards the achievement of the Safer Journeys outcomes and Road Policing Strategy actions.

Outputs purchased within this expense:

- 7.1 Reduce the Impact of High Risk Drivers
- 7.2 Increase Safety of Young Drivers
- 7.3 Increase Safety of Motorcycling
- 7.4 Reduce Impact of Alcohol/Drug Impaired Driving
- 7.5 Reduce the Impact of Speed
- 7.6 Increase the use of Restraints
- 7.7 Improve Safety of Heavy Motor Vehicle Fleet
- 7.8 Crash Attendance and Reporting
- 7.9 Enforcement of Road and Roadside Rules
- 7.10 Improve Safety of Light Vehicle Fleet
- 7.11 Improve Safe Walking and Cycling
- 7.12 Reduce Impact of Fatigue and Distraction
- 7.13 Improve Safety of Older Road Users
- 7.14 Traffic Management

As outlined in the 2012/13 Annual Report, changes have been made to New Zealand Police Output Expense Seven expense statement (increasing outputs from 4 to 14), as a result of the introduction of a new road safety strategy through to 2020, 'Safer Journeys'. The strategy itself consists of 12 areas of activity. The increase in outputs expenses reported align to these specified areas of activity, as well as two areas of activity that is also funded through the Road Policing Programme. Both the financial and non-financial portions of Output Expense Seven have therefore been presented in the 14-output structure in the 2013/14 Annual Report.

Performance Measures – Reduce the Impact of High Risk Drivers		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
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Quantity

7.1.1	Number of enforcement actions taken against high risk drivers per 10,000 population ^[23] ^[24]	New measure for 2013/14	680 to 720 ^[25]	774
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[23] This measure reports the total high risk driver and dangerous and careless driving offences per 10,000 population.

[24] "Enforcement actions" include traffic infringements (i.e. those offences with a prescribed fee – commonly known as a ticket) and traffic offence proceedings (i.e. those offences that may result in prosecution, referral to Youth-Aid, warnings, and other resolutions).

[25] Performance standards for 2013/14 have been updated to reflect annual totals. This differs from the information reported in the Information Supporting the Estimates which included expected quarterly totals.

Performance Measures – Increase Safety of Young Drivers		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
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Quantity

7.2.1	Number of secondary school road safety sessions delivered by School Community Officers	8,863	7,000	9,554
7.2.2	Youth related Graduated Drivers Licensing (GDL) Systems offences detected per 10,000 population	New measure for 2013/14	1,200 to 1,500 ^[25]	1,449

Performance Measures – Increase Safety of Motorcycling		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
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Quantity

7.3.1	Number of enforcement actions taken against motorcyclists relating to bike not to standard (warrant of fitness) per 10,000 population	New measure for 2013/14	3.5 to 4.5 ^[24]	4.4
7.3.2	Motorcycle related Graduated Drivers Licensing (GDL) Systems offences detected per 10,000 population	New measure for 2013/14	2 to 4 ^[25]	4
7.3.3	Motorcycle related speed offences detected per 10,000 population	New measure for 2013/14	8 to 14 ^[25]	11

Performance Measures – Reduce Impact of Alcohol/ Drug Impaired Driving		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
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Quantity

7.4.1	Number of breath tests conducted	2,903,250	2,700,000	3,029,072
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Quality

7.4.2	Total alcohol and drug driving offences detected per 10,000 population	New measure for 2013/14	64 to 66 ^[25]	52
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Performance Measures – Reduce the Impact of Speed		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.5.1	Number of enforcement actions by officers for speed per 10,000 population	New measure for 2013/14	590 to 635 ^[24]	648

Performance Measures – Increase the use of Restraints		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.6.1	Number of enforcement actions for vehicle occupants for not wearing restraints per 10,000 population	New measure for 2013/14	120 to 135 ^[24]	140

Performance Measures – Improve Safety of Heavy Motor Vehicle Fleet		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.7.1	Number of (officer issued) enforcement actions taken for heavy motor vehicles exceeding the speed limit per 10,000 population	New measure for 2013/14	20 to 30 ^[24]	18
Quality				
7.7.2	Percentage of all commercial vehicle combinations stopped by Commercial Vehicle Investigation Unit (CVIU) staff, and for which vehicle inspection reports are completed	100%	100%	100%
Timeliness				
7.7.3	Percentage of roadside inspection reports for all heavy motor vehicle roadside inspections (levels 3, 5 and 6) that are entered into the NZTA Road Inspection database within 20 working days	100%	100%	81%

Performance Measures – Crash Attendance and Reporting		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Timeliness				
7.8.1	Percentage of all Traffic Crash Reports correctly completed and received by the NZTA within 10 weeks of the crash or within seven days of completion of file (whichever happens first)	94%	95%	93%

Contextual information		Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of crashes reported to the NZTA by severity:				
Fatal crashes		269	250 to 350	259
Serious injury crashes		1,800	1,500 to 2,000	1,675
Minor injury crashes		7,500	7,000 to 8,000	7,475

Performance Measures – Enforcement of Road and Roadside Rules		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.9.1	Number of enforcement actions in relation to intersection behaviour and lane compliance per 10,000 population	New measure for 2013/14	125 to 145 ^[24]	152
Performance Measures – Improve Safety of Light Vehicle Fleet		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.10.1	Number of enforcement actions in relation to light vehicle fleet standard requirements (warrant/certificate of fitness) per 10,000 population	New measure for 2013/14	270 to 295 ^[24]	319
Performance Measures – Improve Safe Walking and Cycling		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.11.1	Number of primary school road safety sessions delivered by School Community Officers	50,220	43,000	48,862
7.11.2	Number of enforcement actions in relation to cycle helmet non-compliance per 10,000 population	New measure for 2013/14	20 to 30 ^[24]	25
Performance Measures – Reduce Impact of Fatigue and Distraction		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.12.1	Number of enforcement actions for mobile-phone non-compliance per 10,000 population	New measure for 2013/14	30 to 35 ^[24]	41
7.12.2	Number of enforcement actions for breaches of work-time and log-book rules	New measure for 2013/14	2,000 to 3,000 ^[24]	2,445
Performance Measures – Improve Safety of Older Road Users		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Quantity				
7.13.1	Number of enforcement actions on road users 75 years and over because of driver behaviour per 10,000 population	New measure for 2013/14	150 to 250 ^{[25] [24]}	221
Performance Measures – Traffic Management		Outturn 2012/13	Performance Standard 2013/14	Outturn 2013/14
Timeliness				
7.14.1	Median response time to emergency traffic events in urban policing areas	7 minutes 38 seconds	8 to 9 minutes	7 minutes 37 seconds
7.14.2	Median response time to emergency traffic events in rural policing areas	10 minutes 22 seconds	12 to 14 minutes	11 minutes 27 seconds

Contextual information	Outturn 2012/13	Estimated outturn 2013/14	Outturn 2013/14
Number of emergency (Priority 1) traffic events dispatched	28,439	20,000 to 30,000	30,228
Number of traffic incidents, blockages and breakdowns attended	86,367	100,000 to 120,000	89,568
Total number of traffic events dispatched	159,370	130,000 to 150,000	195,169
Percentage of all vehicles stopped in breach of road user charges (RUC) rules (by Commercial Vehicle Investigation Unit (CVIU) staff)	3%	4% to 6%	3%

Output Expense Statement

Road Safety Programme for the year ended 30 June 2014	2012/13 Actual \$000	2013/14 Actual \$000	2013/14 Main Estimates \$000	2013/14 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	286,667	308,667	306,667	308,667
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	286,667	308,667	306,667	308,667
Expenses				
High Risk Drivers	85,194	93,149	90,490	91,080
Young Drivers	–	–	–	–
Motorcycling	–	–	–	–
Alcohol/Drug Impaired	47,041	49,246	50,612	50,938
Speed	68,318	74,278	74,506	74,994
Restraint	12,990	13,220	13,717	13,807
Heavy Vehicle Fleet	8,101	9,502	9,177	9,238
Crash Attendance & Reporting	54,485	56,480	56,246	56,611
Roads & Roadsides	1,123	1,208	1,267	1,275
Light Vehicle Fleet	–	–	–	–
Walking & Cycling	1,397	1,440	1,429	1,439
Fatigue & Distraction	2,236	2,369	2,467	2,483
Older Road Users	–	–	–	–
Traffic Management	5,778	7,346	6,756	6,802
Total Expenses	286,663	308,238	306,667	308,667
Net Surplus (Deficit)	4	429	–	–

7 – FINANCIAL STATEMENTS

7.1 Financial Statements for the year ended 30 June 2014

Statement of Accounting Policies

Statutory Authority

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

Reporting period

The reporting period for these financial statements is the year ended 30 June 2014.

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.

Accounting Policies and Measurement System

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

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:

Long Service Leave and Sick Leave

Note 14 provides an analysis of the exposure and assumptions in relation to estimates and uncertainties surrounding long service leave and sick leave.

Property, Plant and Equipment

Critical judgements in determining the remaining life of buildings, land and plant have been made by Police. Any property revaluations are undertaken by a certified valuer.

Budget Figures

The Budget figures are those included in The Estimates of Appropriation 2013/14 and Information Supporting the Estimates 2013/14. In addition, the financial statements also present updated budget information from the Supplementary Estimates and the fiscally neutral transfers under Section 26A of the Public Finance Act.

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 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 recognised in profit or loss in the period it is earned.

Rental Income

Rental income is recognised in profit or loss 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 profit or loss.

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 associated expenditure is incurred.

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.

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 with a duration of 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 and Equipment

Items of plant and equipment are shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

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.

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 profit or loss for the asset class, the gain is credited to profit or loss. 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 profit or loss.

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.

Land and 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 has been determined by Police and certified 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. Additions between revaluations are initially recorded at cost.

Other Property, Plant and Equipment – 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.

Disposals

Realised gains and losses arising from disposal of property, plant and equipment are recognised in profit or loss in the period in which the transaction occurs.

Non-Current 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.

Non-current assets held for sale are not depreciated or amortised while they are classified as held for sale.

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	1–10%
Plant and Equipment, Computer Equipment and Communication Assets	8–25%
Vessels	6–25%
Furniture/fittings	10%
Motor vehicles	8–17%

The useful life and estimated residual value of motor vehicles are classified into three separate classes, sedans and station wagons, light commercial, and heavy vehicles. The weighted average depreciation rate across these classes is 13.2% (2013: 13.2%).

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives, whichever is the shorter.

Employee Entitlements

Employee entitlements to salaries and wages, annual leave, long service leave and other similar benefits are recognised in profit or loss 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 estimated future cash outflows.

Termination Benefits

Termination benefits are recognised in profit or loss 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.

Foreign Currency

Transactions in foreign currencies are translated at the foreign exchange rate at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of these transactions are recognised in profit or loss.

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 profit or loss.

Financial Instruments

Police is party to financial instruments as part of its normal operations. Financial instruments used by Police consist of cash and cash equivalents, accounts receivable, accounts payable and foreign currency forward contracts. Police enters into foreign currency forward contracts to mitigate exposure to foreign exchange movements. In accordance with Police's Foreign Exchange policy, it does not hold or issue derivative financial instruments for trading purposes. Police has not adopted hedge accounting.

Financial assets and financial liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through profit or loss in which case the transaction costs are recognised in profit or loss.

Other financial liabilities are subsequently measured at amortised cost using the effective interest rate method. 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 profit or loss as is any gain or loss when the liability is released.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by Police, are recognised as an intangible asset. Direct costs include the software development, employee costs and an appropriate portion of relevant overheads. Staff training costs are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in profit or loss.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired and developed computer software 4–5 years (20%–25%).

Impairment of Non-Financial Assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. An intangible asset that is not yet available for use at the balance sheet date is tested for impairment annually.

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in profit or loss.

For assets not carried at a revalued amount, the total impairment loss is recognised in profit or loss.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in profit or loss, a reversal of the impairment loss is also recognised in profit or loss.

For assets not carried at a revalued amount the reversal of an impairment loss is recognised in profit or loss.

Cost Allocation

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.

Taxation

Police is exempt from the payment of income tax in terms of the Income Tax Act 2007. 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 (IRD) at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate. The net amount of GST paid to, or received from the IRD including GST relating to investing and financing activities is classified as an operating cash flow in the cash flow statement.

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 represent unperformed obligations.

Finance Leases

Finance leases transfer to Police as lessee, substantially all the risks and rewards incidental to the ownership of the 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 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.

Accident Compensation Corporation (ACC) Partnership Programme

Police belongs to the ACC Partnership Programme whereby Police accepts the management and financial responsibility of work related illnesses and accidents of employees. Under the Programme Police is liable for all its claims costs for a period of four years. At the end of the four year period, Police pays a premium to ACC for the value of residual claims, and the liability for ongoing claims from that point passes to ACC.

The liability for the ACC Partnership Programme is measured at the present value of expected future payments to be made in respect of the employee injuries and claims up to the reporting date using actuarial techniques. Consideration is given to expected future wage and salary levels and experience of employee claims and injuries. Expected future payments are discounted using market yields at the reporting date on government bonds with terms to maturity that match, as closely to possible, the estimated future cash outflows.

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

The Minister of Commerce has approved a new Accounting Standards Framework (incorporating a Tier Strategy) developed by the External Reporting Board (XRB). Under this Accounting Standards Framework, Police is classified a Tier 1 reporting entity and it will be required to apply full Public Benefit Entity Accounting Standards. These standards have been developed by the XRB based on current international Public Sector Accounting Standards (IPSAS). The adoption date for the new standards for public sector entities is 1 July 2014. This means Police will transition to the new standards in preparing its 30 June 2015 financial statements.

Based on the initial review of the standards, Police does not expect the adoption of IPSAS to materially affect the statements and the accounting policies.

STATEMENT OF APPROPRIATIONS

for the Year Ended 30 June 2014

	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Changes during the year 2013/14 \$000	Supp. Estimates 2013/14 \$000	Sec. 26A Changes 2013/14 \$000	Appro. Voted 2013/14 \$000
Appropriations for Departmental Output Expenses							
Policy Advice and Ministerial Servicing	3,257	3,307	3,154	19	3,173	158	3,331
General Crime Prevention Services	152,466	155,012	152,568	4,158	156,726	–	156,726
Specific Crime Prevention Services and Maintenance of Public Order	150,804	146,962	144,307	3,201	147,508	–	147,508
Police Primary Response Management	392,593	385,036	387,768	4,442	392,210	(1,000)	391,210
Investigations	371,922	367,209	371,357	4,159	375,516	(3,158)	372,358
Case Resolution and Support to Judicial Process	123,453	125,413	122,048	2,867	124,915	2,000	126,915
Road Safety Programme	286,663	308,238	306,667	–	306,667	2,000	308,667
Total Appropriations for Departmental Output Expenses	1,481,158	1,491,177	1,487,869	18,846	1,506,715	–	1,506,715
Appropriation for Departmental Other Expenses							
Compensation for Confiscated Firearms	–	–	10	–	10	–	10
Total Departmental Appropriation for Other Expenses	–	–	10	–	10	–	10
Appropriation for Capital Contribution from the Crown	1,954	–	–	–	–	–	–
Appropriation for Capital Withdrawal by the Crown	–	(22,989)	–	(8,370)	(8,370)	–	(8,370)
Appropriation for Non-Departmental Other Expense Flows							
United Nations Drug Control Programme	100	100	100	–	100	–	100
Total Non-Departmental Appropriations for Other Expenses	100	100	100	–	100	–	100
Appropriations for Non-Departmental Revenue Flows							
Non-Tax Revenue:							
Infringement Fees	89,078	86,608	70,900	–	70,900	–	70,900
Sale of Unclaimed Property	262	153	400	–	400	–	400
Crown Revenue	100	100	100	–	100	–	100
Forfeit to Crown	88	105	–	–	–	–	–
Investment Income	18	18	–	–	–	–	–
Total Appropriations for Non-Departmental Revenue	89,546	86,984	71,400	–	71,400	–	71,400

The accompanying notes form part of the financial statements.

STATEMENT OF COMPREHENSIVE INCOME

for the Year Ended 30 June 2014

	Note	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Supp. Estimates 2013/14 \$000
Revenue					
Crown		1,461,694	1,488,182	1,470,496	1,488,182
Other Revenue	2	21,644	22,504	17,373	18,533
Interest		1	–	–	–
Total Revenue		1,483,339	1,510,686	1,487,869	1,506,715
Expenditure					
Personnel	3	1,068,234	1,061,432	1,055,443	1,056,012
Operating	4	272,533	282,950	294,331	306,758
Depreciation and amortisation expenses	6	75,258	82,473	84,494	79,683
Capital Charge	7	65,133	64,322	53,423	64,262
Total Operating Expenses		1,481,158	1,491,177	1,487,691	1,506,715
Surplus (Deficit) from Outputs		2,181	19,509	178	–
Other Comprehensive Income		–	–	–	746
Total Comprehensive income		2,181	19,509	178	746

Explanations of significant variances between Main and Supplementary Estimates are detailed in note 1.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2014

	Notional Capital \$000	Revalua- tion Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2013	534,924	281,187	816,111	815,449	816,111
Net Surplus (Deficit) for the year	19,509	–	19,509	178	–
Other Comprehensive Income	–	–	–	–	746
Transfer of Revaluation Reserve to Taxpayers' Funds on disposal of assets	12,225	(12,225)	–	–	–
Total comprehensive income for the year	31,734	(12,225)	19,509	178	746
Transactions with owners in their capacity as owners					
Provision for repayment of surplus to Crown	(19,509)	–	(19,509)	(178)	–
Capital Contribution	–	–	–	–	–
Capital withdrawal	(22,989)	–	(22,989)	–	(14,375)
Total transactions with owners in their capacity as owners	(42,498)	–	(42,498)	(178)	(14,375)
Total Taxpayers' Funds as at 30 June 2014	524,160	268,962	793,122	815,449	802,482

The accompanying notes form part of the financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2013

	Notional Capital \$000	Revalua- tion Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 01 July 2012	532,306	281,851	814,157	878,184	814,158
Net Surplus (Deficit) for the year	2,181	–	2,181	–	3,414
Other Comprehensive Income	–	–	–	–	(663)
Transfer of Revaluation Reserve to Taxpayers' funds on disposal of assets	664	(664)	–	–	–
Total comprehensive income for the year	2,845	(664)	2,181	–	2,751
Transactions with owners in their capacity as owners					
Provision for reayment of surplus to Crown	(2,181)	–	(2,181)	–	(3,414)
Capital Contribution	1,954	–	1,954	1,954	1,954
Capital Withdrawal	–	–	–	–	–
Total transacations with owners in their capacity as owners	(227)	–	(227)	1,954	(1,460)
Total Taxpayers' Funds as at 30 June 2013	534,924	281,187	816,111	880,138	815,449

The accompanying notes form part of the financial statements.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2014

	Note	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Supp. Estimates 2013/14 \$000
Assets					
<i>Current Assets</i>					
Cash		7,619	64,827	30,000	30,000
Accounts Receivable	9	301,130	267,146	260,482	250,640
Prepayments		6,496	5,952	9,611	7,076
Inventories		61	48	51	54
Total Current Assets		315,306	337,973	300,144	287,770
<i>Non-Current Assets</i>					
Property, Plant and Equipment	10	872,229	820,201	903,548	888,872
Intangibles	11	29,537	39,962	32,917	28,151
Total non-current assets		901,766	860,163	936,465	917,023
Total assets		1,217,072	1,198,136	1,236,609	1,204,793
Liabilities					
<i>Current Liabilities</i>					
Creditors and Payables	12	38,303	19,769	43,685	43,957
Accrued Expenses	13	68,818	64,716	69,658	69,658
Employee Entitlements	14	135,550	147,227	168,518	135,669
Provision for repayment of Surplus to the Crown		2,181	19,509	178	–
Total Current Liabilities		244,852	251,221	282,039	249,284
<i>Non-Current Liabilities</i>					
Employee Entitlements	14	156,109	153,793	139,121	153,027
Total non-current liabilities		156,109	153,793	139,121	153,027
Total Liabilities		400,961	405,014	421,160	402,311
Net Assets		816,111	793,122	815,449	802,482
Taxpayers' Funds					
General Funds		534,924	524,160	534,260	522,457
Property, Plant and Equipment Revaluation Reserves		281,187	268,962	281,189	280,025
Total Taxpayers' Funds		816,111	793,122	815,449	802,482

The accompanying notes form part of the financial statements.

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2014

	Note	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Supp. Estimates 2013/14 \$000
Cash Flows from Operating Activities					
<i>Cash provided from:</i>					
Supply of Outputs to:					
– Crown		1,440,989	1,526,473	1,468,750	1,546,668
– Others		23,694	21,107	17,762	18,541
		1,464,683	1,547,580	1,486,512	1,565,209
<i>Cash was applied to:</i>					
Produce Outputs:					
– Personnel		(1,057,979)	(1,048,798)	(1,034,911)	(1,053,937)
– Operating		(267,484)	(307,163)	(299,824)	(305,455)
– Capital Charge		(65,133)	(64,322)	(53,423)	(64,262)
		(1,390,596)	(1,420,283)	(1,388,158)	(1,423,654)
Net Cash Flows from Operating Activities	15	74,087	127,297	98,354	141,555
Cash Flows from Investing Activities					
<i>Cash provided from:</i>					
Interest Income		1	–	–	–
Sale of Non-Current Assets		5,667	12,758	2,760	2,556
Sale of Intangibles		36	–	–	–
<i>Cash was applied to:</i>					
Purchase of property, plant & equipment		(98,201)	(48,908)	(84,158)	(97,637)
Purchase of Intangible assets		(7,434)	(25,569)	(13,542)	(13,542)
Net Cash Flows from Investing Activities		(99,931)	(61,719)	(94,940)	(108,623)
Cash Flows from Financing Activities					
<i>Cash provided from:</i>					
Capital Contribution		1,954	–	–	–
<i>Cash was applied to:</i>					
Capital withdrawal		–	(8,370)	–	(8,370)
Repayment of Surplus to the Crown		(3,564)	–	(3,414)	(2,181)
Net Cash Flows from Financing Activities		(1,610)	(8,370)	(3,414)	(10,551)
Net Increase (Decrease) in Cash Held		(27,454)	57,208	–	22,381
Add Opening Cash		35,073	7,619	30,000	7,619
Closing Cash as at 30 June		7,619	64,827	30,000	30,000
Cash Balance Consists of					
Cash at Bank		6,517	63,793	29,785	20,000
Petty Cash		833	821	110	9,650
Overseas Posts		269	213	105	350
Total Cash		7,619	64,827	30,000	30,000

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2013: nil).

The accompanying notes form part of the financial statements.

UNAPPROPRIATED EXPENDITURE

Police did not have any unappropriated expenditure in 2014 (2013: \$nil).

Police sought fiscally neutral transfers between outputs expense appropriations for 2013/14 within Vote: Police under Section 26A of the Public Finance Act. These transfers were effected by way of an Order in Council made in May 2014. Expenses and Capital Expenditure Interim Authority under Imprest Supply approved under the Act.

Net Assets

Section 22 of the Public Finance Act requires that the net asset holding of a department must not exceed the most recent projected balance of net assets for that department as set out in an Appropriation Act, except where Ministers agree a surplus may be retained or where assets or liabilities have been remeasured. Police have not breached this requirement during the year (2013: \$nil).

STATEMENT OF TRUST MONIES

for the Year Ended 30 June 2014

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	70	1	(1)	70
Reparation	8	1	(1)	8
Money in Custody	10,896	7,769	(4,732)	13,933
Found Money	95	200	(158)	137
Forfeited Money payable to Crown	–	1,542	(1,040)	502
Total	11,069	9,513	(5,932)	14,650

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.

Forfeited Money payable to Crown is money that is payable to Crown following decisions from court.

The accompanying notes form part of the financial statements.

STATEMENT OF CONTINGENT LIABILITIES AND CONTINGENT ASSETS

as at 30 June 2014

	Actual 2012/13 \$000	Actual 2013/14 \$000
Legal proceedings and disputes	801	2,669
Personal grievances	72	72
Total	873	2,741

Legal proceedings

Legal proceedings represent claims lodged with the Crown Law office, but which have 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.

Contingent Assets

Police has no contingent assets at 30 June 2014 (2013: \$nil).

The accompanying notes form part of the financial statements.

STATEMENT OF COMMITMENTS

as at 30 June 2014

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 not been paid for nor recognised as a liability at the balance sheet date.

Non-Cancellable Operating Lease Commitments

Police leases property, plant and equipment in the normal course of its business. The majority of these leases are for premises, computer equipment and photocopiers, which have a non-cancellable leasing period ranging from 1 to 32 years.

	Actual 2012/13 \$000	Actual 2013/14 \$000
Capital Commitments		
Works		
Less Than One Year	11,610	2,776
Total Works	11,610	2,776
Plant & Equipment		
Less Than One Year	2,545	125
Total Plant & equipment	2,545	125
Motor Vehicles		
Less Than One Year	4,807	–
Total Motor Vehicles	4,807	–
Total Capital Commitments	18,962	2,901
Operating		
Accommodation Leases		
Less Than One Year	13,721	13,505
One to Two Years	12,372	12,173
Two to Five Years	25,056	20,342
Greater Than Five Years	2,608	52,561
Other Non-Cancellable Leases		
Less Than One Year	35,855	33,440
One to Two Years	22,951	19,094
Two to Five Years	42,321	43,869
Greater Than Five Years	49,656	42,905
Total Leases	204,540	237,889
Total Commitments	223,502	240,790

The accompanying notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the Year Ended 30 June 2014

1. Budget Composition

	Main Estimates \$000	Sup- plementary Estimates Changes \$000	Budget Total \$000
Revenue			
Crown	1,470,496	17,686	1,488,182
Other	17,373	1,160	18,533
Total Revenue	1,487,869	18,846	1,506,715
Expenditure			
Personnel	1,055,443	569	1,056,012
Operating	294,331	12,427	306,758
Depreciation and amortisation expenses	84,494	(4,811)	79,683
Capital Charge	53,423	10,839	64,262
Total Output Operating Expenses	1,487,691	19,024	1,506,715
Net Surplus (Deficit)	178	(178)	–

Explanations for major variances from the Main Estimates were outlined in the Supplementary Estimates. These were:

Crown Revenue

- one-off increase of \$10 million from the Justice Sector funding to uplift operational capability
- a one-off capital to operating swap of \$8.37 million for the transition costs of Enterprise services and essential initiatives of the Communication and Information Technology Delivery Plan
- new funding to enhance law enforcement in order to break the methamphetamine supply chain and expand alcohol and drug treatment under Criminal Proceeds (Recovery) Act 2009. The initiatives are: \$1 million for South China Project, \$0.2 million for roll out of cash search dog training programme and \$0.6 million for recovery of legal costs for civil recovery actions
- new funding of \$0.691 million for the implementation work on Child Harm Prevention Orders funded through drawdown from the Vulnerable Children's contingency fund
- new funding of \$0.1 million for proceeds of Crime for the Alcohol and other Drug Treatment court
- a decrease of \$1.656 million for the transition of Electronic Monitored (EM) Bail to Vote Corrections, and
- a decrease of \$0.949 million for the transfer of the body removal responsibilities to Vote courts.

Other Revenue

- increase of \$1.16 million for the increase in the firearms licences revenue.

2. Other Revenue

	Actual 2012/13 \$000	Actual 2013/14 \$000
Arms Licences	1,953	3,104
Chargeable Police Services	3,907	4,074
Department of Corrections Remand Prisoners	117	673
Overseas Deployments	9,728	8,855
Pacific Island Chiefs of Police Secretariat Support	673	690
Pacific Peoples Domestic Violence Programme	1,183	1,281
Property Rentals	1,230	1,696
State Sector Retirement Superannuation Scheme: SSC Contribution	85	–
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	553	347
Revenue from Deed of Settlement	750	–
Other	1,465	1,784
Total Other Revenue	21,644	22,504

3. Personnel

	Actual 2012/13 \$000	Actual 2013/14 \$000
Accident Compensation Costs	6,753	4,502
Fringe Benefit Tax	1,561	1,888
Salaries/Wages	909,560	925,677
Staff Insurance	1,868	1,868
Staff Recruitment	379	559
Staff Transport Assistance	594	1,534
Superannuation	108,205	108,579
Training	2,155	2,045
Transfer/Removal Expenses	1,648	1,974
Increase/(Decrease) in Employee Entitlements	27,647	12,392
Other	7,864	414
Total Personnel	1,068,234	1,061,432

4. Operating	Actual 2012/13 \$000	Actual 2013/14 \$000
Audit fees	300	314
Bad Debts Expense	14	33
Changes in Doubtful Debts Provision	(101)	627
Clothing, Equipment and Consumables	17,577	19,756
Communications	19,716	24,628
Computer Charges	31,052	36,144
Computer Leasing Expenses	3,584	3,617
Equipment Rental	1,515	1,851
ESR Forensic Science Services	22,056	21,424
Foreign Exchange Rate (Gain)/Loss	(25)	29
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	654	1,899
Other Operating Expenses	13,319	6,207
Physical Asset Write-offs	701	3,681
Printing	8,692	8,003
Professional Services	35,244	43,190
Professional Services – Non Government Organisations	2,834	2,644
Legal Expenses	2,760	4,423
Property Rentals	23,115	19,250
Property Utilities, Rates and Maintenance	34,625	30,370
Third Party Expenses	3,189	3,036
Travel	15,217	15,391
Vehicle/Aircraft/Launch Rentals	5,064	5,036
Vehicle Expenses	31,431	31,397
Total Operating	272,533	282,950

5. (Gain)/Loss on Sale of Non-Current Assets	Actual 2012/13 \$000	Actual 2013/14 \$000
Disposal of Land and Buildings	341	2,162
Sale of Motor Vehicles and Lauches	205	(263)
Sale of Plant & Equipment	108	–
(Gain)/Loss on Sale of Non-Current Assets	654	1,899

6. Depreciation & Amortisation of Intangibles	Actual 2012/13 \$000	Actual 2013/14 \$000
Buildings	22,492	29,968
Plant and Equipment, Computer Equipment and Communication Assets	22,507	19,532
Vessels	563	546
Furniture and Fittings	947	1,057
Motor Vehicles	15,155	16,539
Amortisation of Intangibles	13,594	14,831
Total Depreciation	75,258	82,473

7. Capital Charge

Police pays a capital charge to the Crown on its taxpayers' funds as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2014 was 8.0% (2013: 8.0%).

8. Other Expenses

Police did not incur any expenditure on Compensation for Confiscated Firearms during this year (2013: \$nil).

9. Accounts Receivable	Actual 2012/13 \$000	Actual 2013/14 \$000
Trade Debtors	1,086	2,337
Sundry Debtors	3,069	8,933
Less: Provision for Doubtful Debts	(728)	(1,355)
Net Debtors	3,427	9,915
Debtor Crown	297,703	257,231
Total Accounts Receivable	301,130	267,146

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

As at the end of June, all overdue receivables have been assessed for impairment and appropriate provision applied, as detailed below:

	2012/13			2013/14		
	Gross \$000	Impairment \$000	Net \$000	Gross \$000	Impairment \$000	Net \$000
Current to 180 days	3,427	–	3,427	9,915	–	9,915
Over 180 days	728	728	–	1,355	1,355	–
Total	4,155	728	3,427	11,270	1,355	9,915

Movements in the provision for doubtful debts are as follows:

	Actual 2012/13 \$000	Actual 2013/14 \$000
Balance at 1 July	829	728
Additional provisions made during the year	(87)	660
Debts written off during the period	(14)	(33)
	728	1,355

10. Property, Plant & Equipment

As at 30 June 2014:

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equip., Computer & Comm. Assets	Motor Vehicles	Vessels	Capital work in Progress	TOTAL
Opening Balance	167,538	581,199	22,939	295,854	136,015	7,725	72,782	1,284,052
Additions	16	24,288	59	2,631	19,996	36	20,811	67,837
Disposal and Transfers	(17,928)	(31,420)	(1,264)	4,987	(14,719)	–	(65,997)	(126,341)
Closing Balance	149,626	574,067	21,734	303,472	141,292	7,761	27,596	1,225,548
Accumulated depreciation:								
Opening Balance	–	85,357	16,454	232,873	74,229	2,910	–	411,823
Depreciation for the year	–	29,968	1,057	19,532	16,539	546	–	67,642
Disposals and Transfers	–	(59,971)	(1,283)	(766)	(12,098)	–	–	(74,118)
Closing Balance	–	55,354	16,228	251,639	78,670	3,456	–	405,347
Closing Book Value	149,626	518,713	5,506	51,833	62,622	4,305	27,596	820,201

As at 30 June 2013:

Cost \$000	Land	Buildings	Furniture & Fittings	Plant, Equip., Computer & Comm. Assets	Motor Vehicles	Vessels	Capital work in Progress	TOTAL
Opening Balance	168,221	538,256	21,668	288,717	134,064	7,654	51,701	1,210,281
Additions	–	26,208	1,301	4,460	17,182	71	51,491	100,713
Disposal and Transfers	(683)	16,735	(30)	2,677	(15,231)	–	(30,410)	(26,942)
Closing Balance	167,538	581,199	22,939	295,854	136,015	7,725	72,782	1,284,052
Accumulated Depreciation								
Opening Balance	–	63,269	15,537	213,445	70,858	2,348	–	365,457
Depreciation for the year	–	22,493	947	22,507	15,154	562	–	61,663
Disposals and Transfers	–	(405)	(30)	(3,079)	(11,783)	–	–	(15,297)
Closing Balance	–	85,357	16,454	232,873	74,229	2,910	–	411,823
Closing Book Value	167,538	495,842	6,485	62,981	61,786	4,815	72,782	872,229

Land and buildings were revalued at fair value as at 30 June 2012 by Police and this valuation was independently certified by Ceri Bain, a registered valuer on behalf of Beca Valuation Ltd.

The total amount of Property, Plant and Equipment in the course of construction is \$ 27.596 million (2013: \$72.782 million). The net carrying amount of Office Equipment held under finance lease is \$nil (2013: \$nil).

No impairment losses have been recognised in 2014 (2013: \$nil).

Restrictions to Titles of Non-Current Assets

As at 30 June 2014 Land that Police has in possession and use, but for which legal title is not completely established, amounted to \$5.558 million (2013: \$10.412 million). The value of improvements on the land was included in the 2013 amount, however, has been excluded in 2014 since restricted title refers purely to the land.

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.

11. Intangible Assets – Acquired Software	Actual 2012/13 \$000	Actual 2013/14 \$000
Cost		
Opening Balance	121,574	126,887
Additions	4,759	5,528
Disposals & transfers	554	18,221
Balance at 30 June	126,887	150,636
Accumulated amortisation and impairment losses		
Opening Balance	87,789	97,350
Amortisation during the year	13,594	14,831
Disposals & transfers	(4,033)	(1,507)
Balance at 30 June	97,350	110,674
Book Value	29,537	39,962

New Zealand Police develops and maintains internally generated software which are classified as assets under construction and capitalised at the in-service date. Acquired software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

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

12. Creditors & Payables	Actual 2012/13 \$000	Actual 2013/14 \$000
Trade Creditors & Payables	16,560	9,746
PAYE Payable	10,012	1
GST Payable	11,574	9,883
Unclaimed Salaries and Wages	157	139
Total Accounts Payable	38,303	19,769

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

13. Other Accrued Expenses	Actual 2012/13 \$000	Actual 2013/14 \$000
Sponsorship Reserve	331	112
Accident Compensation and Accredited Employer Programme provisions*	11,100	10,704
Other Accrued Expenses	30,172	22,630
Payroll Accruals	27,215	31,270
Total Other Accrued Expenses	68,818	64,716

* Police self-insures for ACC purposes. An assessment of ongoing costs relating to outstanding claims has been made by New Zealand Police as at 30 June 2014, resulting in a provision for work-related accidents of \$2.977 million (2013: \$2.865 million). These costs are included in the provisions above.

14. Employee Entitlements	Actual 2012/13 \$000	Actual 2013/14 \$000
Current Liabilities		
Annual Leave	104,789	115,427
Long Service Leave	15,504	14,601
Sick Leave	531	588
Shift Leave	12,436	14,736
Other Employee Entitlements*	2,290	1,875
Total Current Portion	135,550	147,227
Non-Current Liabilities		
Long Service leave	153,082	150,559
Sick Leave	3,027	3,234
Total Non-Current Portion	156,109	153,793
Total Employee Entitlements	291,659	301,020

* 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. Provision for personnel contract settlements as at 30 June 2014 is \$1.875 million (2013 \$2.290 million).

An independent actuarial valuation was undertaken by Aon Consulting New Zealand Ltd as at 30 June 2014 to estimate the present value of long service leave liabilities.

The present value of 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 are 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 New Zealand Government bonds with terms of maturity that match closely to the estimated future cash outflows have been considered in determining the discount rate. 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 \$8.78 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$7.95 million.

15. Reconciliation of Net Surplus to Net Cash Flow from Operating Activities	Actual 2012/13 \$000	Actual 2013/14 \$000
Net Surplus (Deficit)	2,181	19,509
Add (less) Non-Cash items		
Depreciation and amortisation expense	75,258	82,473
Fixed Asset Write Offs	701	3,681
Total non-cash items	75,959	86,154
Add (Less) Items classified as Investing Activities		
(Gain)/Loss on disposal of property, Plant and Equipment	654	1,899
Interest Income	(1)	–
Net investing activities	653	1,899
Add (Less) Movements in Working Capital Items:		
Inc/(Dec) in Accounts Payable	(961)	(17,884)
(Inc)/Dec in Accounts Receivable	1,788	(6,488)
Inc/(Dec) in Employee Entitlements	3,587	9,361
(Inc)/Dec in Debtor Crown	(20,705)	38,291
(Inc)/Dec in Inventories	(10)	13
(Inc)/Dec in Prepayments	413	544
Inc/(Dec) in Other Accrued Expenses	11,182	(4,102)
Net Working Capital Movements	(4,706)	19,735
Net Cash Flows from Operating Activities	74,087	127,297

16. 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.

17. Key Management Personnel Compensation	Actual 2012/13 \$000	Actual 2013/14 \$000
Salaries and other short term employee benefits	7,620	3,607
Other long-term benefits	1,864	802
Termination benefits	826	335
Total Compensation	10,310	4,744

Key management personnel in 2012/13 included members of the Police Executive Committee which comprises the Commissioner, Deputy Commissioners, Assistant Commissioners, District Commanders and General Managers.

Key Management personnel in 2013/14 comprises the Commissioner, Deputy Commissioners and the Deputy Chief Executives.

18. Financial risks

Police's activities expose it to a variety of financial risks, including market risk, credit risk and liquidity risk. Police have a 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.

Police's foreign exchange management policy requires management of currency risk arising from future transactions and recognised liabilities by entering into foreign exchange forward contracts to hedge the entire foreign currency risk exposure. This 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 Police, causing Police to incur a loss.

Police 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 Police does not have significant concentrations of credit risk.

Police'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 Police will encounter difficulty raising liquid funds to meet commitments as they fall due.

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

The following table reflects all contractual payments resulting from recognised financial liabilities as of 30 June 2014. For the other obligations the respective undiscounted cash flows for the respective upcoming fiscal years are presented. The timing of cash flows for liabilities is based on the contractual terms of the underlying contract. However, where the counterparty has a choice of when the amount is paid, the liability is allocated to the earliest period in which Police can be required to pay. When Police is committed to make amounts available in installments, each installment is allocated to the earliest period in which Police is required to pay.

	Less than 6 Months \$000	Between 6 Months to 1 Year \$000	Between 1 year and 5 Years \$000	Over 5 Years \$000	Total \$000
2014					
Creditors and Payables	18,949	27	793	–	19,769
2013					
Creditors and Payables	34,439	237	3,460	167	38,303

19. 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 2013 \$000	Actual 2014 \$000
Loans and Receivables		
Cash and Cash Equivalents	7,619	64,827
Accounts Receivable (Note 9)	301,130	267,146
Total Loans and Receivables	308,749	331,973
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 12)	38,303	19,769
Total Financial Liabilities	38,303	19,769

20. Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2013: \$nil).

NON-DEPARTMENTAL STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with NZ IFRS and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

These non-departmental balances are consolidated into the Crown Financial Statements. 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 2014.

Non-departmental accounting policies are consistent with departmental accounting policies.

SCHEDULE OF REVENUE AND EXPENSES

for the year ended 30 June 2014

	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Supplementary Estimates 2013/14 \$000
Revenue				
<i>Non-Tax revenue:</i>				
Infringement Fees	89,078	86,608	70,900	70,900
Sale of Unclaimed Property	262	153	400	400
Crown Revenue	100	100	100	100
Forfeit to Crown	88	105	–	–
Investment Income	18	18	–	–
Total Non-Departmental Revenue	89,546	86,984	71,400	71,400
Expenses				
United Nations drug Control Programme	100	100	100	100
Total Non-Departmental Expenses	100	100	100	100
Net Surplus	89,446	86,884	71,300	71,300

SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2014

	Actual 2012/13 \$000	Actual 2013/14 \$000	Main Estimates 2013/14 \$000	Supplementary Estimates 2013/14 \$000
Current Assets				
Cash	2,090	3,579	247	1,500
Accounts Receivable	17,258	15,741	–	–
Total Non-Departmental Assets	19,348	19,320	247	1,500
Accounts Payable	2,549	184	–	–
Funds held on behalf of Crown	16,799	19,136	247	1,500
Total Non-Departmental Liabilities	19,348	19,320	247	1,500

AUDIT REPORT



Chartered Accountants

TO THE READERS OF NEW ZEALAND POLICE'S FINANCIAL STATEMENTS AND NON-FINANCIAL PERFORMANCE INFORMATION AND SCHEDULES OF NON-DEPARTMENTAL ACTIVITIES FOR THE YEAR ENDED 30 JUNE 2014

The Auditor-General is the auditor of New Zealand Police (the Department). The Auditor-General has appointed me, Marcus Henry, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements, and the non-financial performance information and the schedules of non-departmental activities of the Department on her behalf.

We have audited:

- the financial statements of the Department on pages 51 to 76, that comprise the statement of financial position, statement of contingent liabilities and contingent assets and statement of commitments as at 30 June 2014, the statement of appropriations, statement of comprehensive income, statement of movements in taxpayers funds, statement of cash flows and statement of trust monies for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the non-financial performance information of the Department that comprises the statement of service performance on pages 27 to 50 and the report about outcomes on pages 6 to 21; and
- the schedules of non-departmental activities of the Department on pages 77 to 78 that comprise the schedule of assets and liabilities as at 30 June 2014, the schedule of revenue and expenses for the year ended on that date and the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of the Department on pages 51 to 76:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect the Department's:
 - financial position as at 30 June 2014;
 - financial performance and cash flows for the year ended on that date;
 - expenses and capital expenditure incurred against each appropriation administered by the Department and each class of outputs included in each output expense appropriation for the year ended 30 June 2014; and
 - capital expenditure for the year ended 30 June 2014; and
- the non-financial performance information of the Department on pages 6 to 21 and 27 to 50:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects the Department's service performance and outcomes for the year ended 30 June 2014, including for each class of outputs:
 - its service performance compared with the forecasts in the statement of forecast service performance at the start of the financial year; and

- its actual revenue and output expenses compared with the forecasts in the statement of forecast service performance at the start of the financial year; and
- the schedules of non-departmental activities of the Department on pages 77 to 78 fairly reflect, in accordance with the Treasury Instructions:
 - the assets, liabilities, contingencies, commitments and trust monies as at 30 June 2014 managed by the Department on behalf of the Crown; and
 - the revenues, expenses, expenditure and capital expenditure against appropriations for the year ended on that date managed by the Department on behalf of the Crown.

Our audit was completed on 30 September 2014. This 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 our responsibilities, and we explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements, and the non-financial performance information and the schedules of non-departmental activities are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers overall understanding of the financial statements, and the non-financial performance information and the schedules of non-departmental activities. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements, and the non-financial performance information and the schedules of non-departmental activities. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements, and the non-financial performance information and the schedules of non-departmental activities, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Department's preparation of the financial statements, and the non-financial performance information and the schedules of non-departmental activities that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Commissioner;
- the appropriateness of the reported non-financial performance information within the Department's framework for reporting performance;
- the adequacy of all disclosures in the financial statements, and the non-financial performance information and the schedules of non-departmental activities; and
- the overall presentation of the financial statements, and the non-financial performance information and the schedules of non-departmental activities.



We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements, and the non-financial performance information and the schedules of non-departmental activities. Also we did not evaluate the security and controls over the electronic publication of the financial statements, and the non-financial performance information and the schedules of non-departmental activities.

We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Commissioner

The Commissioner is responsible for preparing:

- financial statements and non-financial performance information that:
 - comply with generally accepted accounting practice in New Zealand;
 - fairly reflect the Department's financial position, financial performance, cash flows, expenses and capital expenditure incurred against each appropriation and its unappropriated expenses and capital expenditure; and
 - fairly reflect its service performance and outcomes; and
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that fairly reflect those activities managed by the Department on behalf of the Crown.

The Commissioner is also responsible for such internal control as is determined is necessary to enable the preparation of financial statements and non-financial performance information and schedules of non-departmental activities that are free from material misstatement, whether due to fraud or error. The Commissioner is also responsible for the publication of the financial statements, and non-financial performance information and schedules of non-departmental activities, whether in printed or electronic form.

The Commissioner's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and the non-financial performance information and the schedules of non-departmental activities and reporting that opinion to you based on our audit. Our 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 External Reporting Board.

Other than the audit, we have no relationship with or interests in the Department.

Marcus Henry
Ernst & Young
On behalf of the Auditor-General
Wellington, New Zealand



8 – PROSPECTIVE FINANCIAL STATEMENTS

8.1 Prospective Financial Statements for the year ending 30 June 2015

Statement of Accounting Policies

Prospective financial statements have been prepared in accordance with the following accounting policies under New Zealand Public Benefit Entity (PBE) Standards which have taken effect from 1 July 2014.

New Zealand Police (Police) has not identified any significant impacts to accounting policies as a result of transitioning to new PBE standards. Further detailed assessment work will be undertaken to finalise this.

Reporting Entity

These prospective financial statements are for a public sector entity operating as New Zealand Police. The financial statements encompass the reporting entity as specified in the relevant legislation.

Statutory Authority

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

Reporting period

These prospective financial statements are for the year ending 30 June 2015.

Forecast Figures

The prospective financial statement figures are those submitted to Treasury for purposes of consolidation into the Budget Economic and Fiscal Update (BEFU) and signed off on 31 March 2014. The BEFU forecast has not been audited. Any material changes post signoff, including adjustments to the actual balances as at 30 June 2014, have been explained as a note to financial statements.

Statement of Compliance

These financial statements have been prepared on a going concern basis and in accordance with New Zealand generally accepted accounting practice. They comply with Tier 1 Public Benefit Entity Standards and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

Accounting Policies and Measurement System

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.

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 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 recognised in surplus or deficit in the period it is earned.

Rental Income

Rental income is recognised in surplus or deficit 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 surplus or deficit.

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 associated expenditure is incurred.

Valuation of Current Assets

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with an original maturity of no more than three months.

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 with a duration of 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.

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

Property, Plant and Equipment

Items of plant and equipment are shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

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.

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 surplus or deficit for the asset class, the gain is credited to surplus or deficit. 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 surplus or deficit.

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.

Land and 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 has been determined by Police and certified 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. Additions between revaluations are initially recorded at cost.

Other Property, Plant and Equipment – 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.

Disposals

Realised gains and losses arising from disposal of property, plant and equipment are recognised in surplus or deficit in the period in which the transaction occurs.

Non-Current 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.

Non-current assets held for sale are not depreciated or amortised while they are classified as held for sale.

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	1–10%
Plant and Equipment, Computer Equipment and Communication Assets	8–25%
Vessels	6–25%
Furniture/fittings	10%
Motor vehicles	8–17%

The useful life and estimated residual value of motor vehicles are classified into three separate classes, sedans and station wagons, light commercial, and heavy vehicles. The weighted average depreciation rate across these classes is 13.2% (2013: 13.2%).

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives, whichever is the shorter.

Employee Entitlements

Employee entitlements to salaries and wages, annual leave, long service leave and other similar benefits are recognised in surplus or deficit 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 estimated future cash outflows.

Termination Benefits

Termination benefits are recognised in surplus or deficit 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.

Foreign Currency

Transactions in foreign currencies are translated at the foreign exchange rate at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of these transactions are recognised in surplus or deficit.

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 surplus or deficit.

Financial Instruments

Police is party to financial instruments as part of its normal operations. Financial instruments used by Police consist of cash and cash equivalents, accounts receivable, accounts payable and foreign currency forward contracts. Police enters into foreign currency forward contracts to mitigate exposure to foreign exchange movements. In accordance with Police's Foreign Exchange policy, it does not hold or issue derivative financial instruments for trading purposes. Police has not adopted hedge accounting.

Financial assets and financial liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in surplus or deficit.

Financial assets designated at fair value through surplus or deficit are recorded at fair value with any realised and unrealised gains or losses recognised in surplus or deficit. Gains or losses reported in surplus or deficit include any interest component.

Other financial liabilities are subsequently measured at amortised cost using the effective interest rate method. 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 surplus or deficit 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

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by Police, are recognised as an intangible asset.

Direct costs include the software development, employee costs and an appropriate portion of relevant overheads. Staff training costs are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired and developed computer software 4–5 years (20%–25%).

Impairment of Non-Financial Assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. An intangible asset that is not yet available for use at the balance sheet date is tested for impairment annually.

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in surplus or deficit, a reversal of the impairment loss is also recognised in surplus or deficit.

For assets not carried at a revalued amount the reversal of an impairment loss is recognised in surplus or deficit.

Taxation

Police is exempt from the payment of income tax in terms of the Income Tax Act 2007. 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 (IRD) at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate. The net amount of GST paid

to, or received from the IRD including GST relating to investing and financing activities is classified as an operating cash flow in the cash flow statement.

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 represent unperformed obligations.

Finance Leases

Finance leases transfer to Police as lessee, substantially all the risks and rewards incidental to the ownership of the 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 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.

Accident Compensation Corporation (ACC) Partnership Programme

Police belongs to the ACC Partnership Programme whereby Police accepts the management and financial responsibility of work related illnesses and accidents of employees. Under the Programme Police is liable for all its claims costs for a period of four years. At the end of the four year period, Police pays a premium to ACC for the value of residual claims, and the liability for ongoing claims from that point passes to ACC.

The liability for the ACC Partnership Programme is measured at the present value of expected future payments to be made in respect of the employee injuries and claims up to the reporting date using actuarial techniques. Consideration is given to expected future wage and salary levels and experience of employee claims and injuries. Expected future payments are discounted using market yields at the reporting date on New Zealand Government Bonds with terms to maturity that match, as closely to possible, the estimated future cash outflows.

STATEMENT OF COMPREHENSIVE INCOME

for the Year Ending 30 June 2015

	Note	Forecast 2014/15 \$000
Revenue		
Crown		1,490,672
Other Revenue		14,783
Interest		–
Total Revenue	1	1,505,455
Expenditure		
Personnel		1,086,877
Operating		276,978
Depreciation and amortisation expenses		77,976
Capital Charge		63,624
Total Operating Expenses		1,505,455
Surplus (Deficit) from Outputs		–
Other comprehensive revenue or expenses		–
Total comprehensive revenue and expense		–

STATEMENT OF FINANCIAL POSITION

as at 30 June 2015

	Note	Forecast 2014/15 \$000
Assets		
<i>Current Assets</i>		
Cash		30,000
Accounts Receivable		261,750
Prepayments		5,952
Inventories		48
Total Current Assets		297,750
<i>Non-Current Assets</i>		
Property, Plant and Equipment		836,319
Intangibles		37,769
Total non-current assets		874,087
Total assets		1,171,838
Liabilities		
<i>Current Liabilities</i>		
Creditors and Payables		23,841
Accrued Expenses		33,456
Employee Entitlements		168,392
Total Current Liabilities		225,689
<i>Non-Current Liabilities</i>		
Employee Entitlements		153,027
Total Non-Current liabilities		153,027
Total Liabilities		378,716
Net Assets		793,122
Taxpayers' Funds		
General Funds	2	512,454
Property, Plant and Equipment Revaluation Reserves		280,668
Total Taxpayers' Funds		793,122

STATEMENT OF CASH FLOWS

for the Year Ending 30 June 2015

	Forecast 2014/15 \$000
Cash Flows from Operating Activities	
<i>Cash provided from:</i>	
Supply of Outputs to:	
– Crown	1,496,068
– Others	14,783
	1,510,851
<i>Cash was applied to:</i>	
Produce Outputs:	
– Personnel	(1,097,849)
– Operating	(273,933)
– Capital Charge	(63,624)
	(1,435,406)
Net Cash Flows from Operating Activities	75,445
Cash Flows from Investing Activities	
<i>Cash provided from:</i>	
Sale of Non-Current Assets	5,233
<i>Cash was applied to:</i>	
Purchase of property, plant & equipment	(82,455)
Purchase of Intangible assets	(13,542)
Net Cash Flows from Investing Activities	(90,764)
Cash Flows from Financing Activities	
<i>Cash was applied to:</i>	
Repayment of Surplus to the Crown	(19,508)
Net Cash Flows from Financing Activities	(19,508)
Net Increase (Decrease) in Cash Held	(34,827)
Add Opening Cash	64,827
Closing Cash as at 30 June	30,000
Cash Balance Consists of	
Cash at Bank	20,000
Petty Cash	9,650
Overseas Posts	350
Total Cash	30,000

NOTES TO PROSPECTIVE FINANCIAL STATEMENTS

1. Total Revenue

The table below summarises the key changes in revenue since the BEFU forecast was submitted:

	\$000
2013/14 Appropriation (BEFU)	1,506,715
Increase/(Decrease) in funding:	
One off retention of underspend in 2013/14 for Road Safety Program	(10,000)
Justice Sector Funding in 2013/14 to uplift Operational Capability	(10,000)
Impact of one-off Capital to Operating Swap in 2013/14	(8,370)
Justice Sector Fund for Finance & HR restructures	(6,500)
Reduction in Solomons deployments funding	(3,750)
Reduction in funding for Criminal Procedure Implementation Act 2011	(1,947)
Transition of Electronic Monitoring Bail to Vote Corrections	(1,544)
One-off funding in 2013/14 for Criminal Proceeds (Recovery) Act 2009 for the Cash Search Dog Training programme	(1,000)
Funding transfer from 2012/13 for Criminal Procedure Implementation (Reform and Modernisation) Bill	1,242
Minor adjustments across several initiatives	(143)
2014/15 Appropriation (BEFU)	1,464,703
Justice Sector Funding in 2014/15	40,752
Total Revenue	1,505,455

The appropriation by output class is included in the table below:

Output Class	2014/15 BEFU \$000	2014/15 JSF \$000	Total \$000
General Crime Prevention Services	153,190	5,331	158,521
Specific Crime Prevention Services and Maintenance of Public Order	140,593	4,767	145,360
Police Primary Response Management	385,442	14,507	399,949
Investigations	368,059	11,687	379,746
Case Resolution and Support to Judicial Process	117,617	4,357	121,974
Road Safety Programme	296,667	–	296,667
Policy Advice and Ministerial Services MCOA	3,135	103	3,238
Total Revenue	1,464,703	40,752	1,505,455

2. General Funds

The taxpayer's fund reduced by approximately \$9 million from the BEFU forecast which was mainly driven by further repayment of capital through transfer of land and buildings to Land Information New Zealand.

CAPITAL FUNDS

Police has been appropriated \$96 million in 2014/15 for purchase or development of assets. It is intended to achieve the maintenance and upgrade of the Police's infrastructure to ensure efficient and effective delivery of performance. The table below provides the allocation of funding by asset class.

Asset Class	\$000
Property, Plant and Equipment	54,458
Intangibles	13,542
Other including Motor Vehicles	28,000
Total Capital Appropriation	96,000

NON-DEPARTMENTAL

Police has been appropriated \$100,000 in 2014/15 for a contribution to the United Nations Drug Control Programme.

Police also expect to collect \$70.9 million of revenue on behalf of the Crown during the year, largely arising from traffic infringement fees. These monies are collected on an agency basis for the Crown and have no relationship to departmental appropriations.

APPENDIX 1: HOW WE CONNECT WITH OTHERS

As mentioned in the main report, the New Zealand Police has four priorities for the year to simplify and condense multiple objectives, priorities, and goals from a wide range of sources including: the Government, Prime Minister, Minister of Police, joint-Ministerial programmes, other agencies, and sector work. This appendix summarises Government's main objectives, and how Police connects and contributes to goals with others.

Supporting Government priorities

New Zealand Police continue to play our part on helping achieve the Government's four top priorities for its current term:

1. Responsibly managing the Government's finances

We are managing within current funding levels. What we have achieved in 2013/14 is identified in the Financial Statements section, page 51 of this Annual Report.

2. Building a more competitive and productive economy

We are maintaining the rule of law, preventing corruption, fraud, organised crime and money laundering, and keeping New Zealand's road network safe and flowing freely. What we have achieved in 2013/14 is identified in (How are we measuring up?), page 7 of this Annual Report.

3. Delivering better public services within tight financial constraints

We are delivering key results for New Zealand – less crime, improved road safety, protected communities and more valued services – through more targeted, mobile and flexible services. What we have achieved in 2013/14 is identified in How are we measuring up? and How we deliver sections of this Annual Report, pages 7 and 22.

4. Rebuilding Christchurch

We are maintaining safety in Christchurch as it is rebuilt. What we have achieved in 2013/14 is identified in *How are we measuring up?* and *How we deliver* sections of this Annual Report, pages 7 and 25.

Delivering on Prime Minister's priorities

New Zealand Police also make important contributions to priorities launched by the Prime Minister – *Tackling Methamphetamine: An Action Plan* (2009) and *Strengthening New Zealand's Resistance to Organised Crime, an All-of-Government Response* (2011).

Tackling Methamphetamine

The overall goal of this Action Plan is a significant reduction in methamphetamine use, which will lead to a reduction in the harm that it causes. Results have been achieved through the reduction of supply (controlling precursors and breaking supply chains), and reduction in demand for methamphetamine (enhanced support for families and communities to resist the drug, and helping users into treatment and supporting communities to help users into treatment).

In 2013/14, we have continued to enhance national intelligence; target high-risk manufacturers and suppliers; tailored interventions to prevent and combat manufacture and supply; supported communities to reduce and prevent methamphetamine use; and used the Search and Surveillance Act 2012 to break supply chains. Further information on our use of this is provided in the Information Required by Statute section of this Annual Report, page 126.

Since the project began in 2009, the estimated number of 16–64 year-old New Zealanders using “P” has dropped from 2.2% to 0.9% – this is close to the global average for prevalence of use of amphetamine type substances (0.7% according to the 2012 United Nations World Drug Report). A key component of the Action Plan has been to provide better access to help and support which has resulted in an increase in the number of people seeking treatment. The number of Police detainees who have reported participating in alcohol and drug treatment increased from 499 in 2009 to 1,026 in 2013.

Organised Crime

The first phase of the Anti-Money Laundering and Countering Financing of Terrorism Act 2009 came into full effect in June 2013. A process is now in place to allocate monies forfeited under the Criminal Proceeds (Recovery) Act 2009 to fund expansion of alcohol and other drug treatment. During 2013/14, we also supported the development of the Organised Crime and Anti-Corruption Legislation Bill which is likely to be enacted during 2014/15.

National Drug Policy

The National Drug Policy (NDP) is New Zealand's high level policy framework for co-ordinated and consistent action by government and the sector in relation to alcohol, tobacco, illegal and other drugs. The overarching goal of the NDP is to minimise the harm from drug use. Police have a specific focus on the supply control pillar of this framework but also contributes to a wide range of preventative activities under the demand reduction and problem limitation pillars. Police are contributing to the development of the refreshed NDP through membership on the cross-agency working group set up for this project.

Where we support others to achieve joint goals

Across a wider Government context, we are required to contribute and deliver on multiple results and goals. The range of functions New Zealand Police carries out contributes to a number of sectors in New Zealand. Key contributions are shown in Figure 6 below – of note, these functions do not directly link to any one sector, but instead fan out across various sectors.

Figure 6: Key Police contributions to various sectors³



Justice – reducing crime

New Zealand Police work with justice sector agencies (and, at times, social sector agencies) to enforce the law and prevent crime.

The Commissioner is a member of the Justice Sector Leadership Board. The permanent members of the Board are the chief executives of New Zealand Police, Ministry of Justice and Department of Corrections⁴. The Board is responsible for driving performance across the justice system; coordinating the major sector-related change programmes underway; and collectively planning to modernise and improve services across the sector, reduce costs, and further enhance public safety. The board has met regularly throughout 2013/14 and has developed a coordinated response to the Government's Better Public Services goals.

³ Funding for some of the Police contributions is provided through the New Zealand Land Transport Fund for road policing, and the New Zealand Aid Programme for international deployments.

⁴ Membership of the Board is augmented by chief executives of the Serious Fraud Office, Crown Law Office, and the Ministry of Social Development (Child, Youth and Family) when appropriate.

New Zealand Police have a vital justice sector role. Our contributions include crime prevention, first response, and resolving crime. The Government has set goals through to 2017 to: reduce total crime by 15%, violent crime by 20%, youth crime by 25%, and reoffending by 25%. Our results are identified in *Reporting on our operations: less crime*, page 7 of this Annual Report.

Police continue to be actively involved in joint sector initiatives such as participating in the Hutt Valley initiative, the Joining Forces project and other shared services projects. In 2013/14, Police contributed to a joint Four-Year Plan and also coordinated information on capital asset management planning with other justice sector agencies.



Transport – improving road safety

New Zealand Police work with other transport sector agencies to reduce harm from road trauma. The Government's road safety strategy to 2020, Safer Journeys, seeks to improve safety by working across all elements of the road system – roads, speed, vehicles and road use. The strategy's vision is a safe road system increasingly free of death and serious injury.

The Police Road Policing Programme, and its contribution to Safer Journeys, is targeted to support achievement of these sector goals through activities that will protect the community and target high-risk road users.

We make an essential contribution to the outcomes of the transport sector through prevention of road crash-related harm, law enforcement, and first response to road crashes. The key measure of our progress to reduce the harm of road crashes is the number of hospitalisations (for more than one day) resulting from road crashes per capita. Our results are identified in *Reporting on our operations: improved road safety*, page 11 of this Annual Report.



Social – targeting family violence, youth offending and keeping vulnerable people safe

New Zealand Police work alongside other social sector agencies to target family violence and child abuse, reduce youth offending, and keep vulnerable people safe. The chief executives of the Ministry of Social Development, Ministry of Health, Ministry of Education, Ministry of Justice, Police, Ministry of Business, Innovation, and Employment, and Te Puni Kōkiri are jointly accountable for achieving results for vulnerable children through the Joint Venture Board and Vulnerable Children's Board.

Government has set several goals for the social sector through to 2017, including reducing the numbers of children experiencing physical abuse by 5%. This is an ambitious, but not unachievable, goal. More information on this target can be found on the State Services Commission website at <http://www.ssc.govt.nz/bps-supporting-vulnerable-children>.

Our results are identified in *Reporting on our operations: protected communities*, on page 14 of this Annual Report.



Foreign Affairs – international deployment

New Zealand Police has continued contributing to overseas assistance programmes in support of New Zealand's Foreign Policy objectives. This includes the deployment of staff to the Regional Assistance Mission to the Solomon Islands (RAMSI) and community policing programmes in Timor Leste, Bougainville, Tonga and seven Pacific Islands countries under the Partnerships in the Pacific Policing Programme. A community constable is also deployed to Pitcairn Island under an arrangement with the British Government.

Support to New Zealand's law enforcement interest has been provided through the NZP Liaison Officer network posts in Canberra, Sydney, Jakarta, Bangkok, Beijing, Washington, London and Apia. We have also provided inter-agency support to major international events this year including the Sochi Winter Olympic Games, the Glasgow Commonwealth Games and the annual Gallipoli commemorations. We deployed 50 Samoan speaking staff in addition to over 90 specialist Police Officers to support the Samoan Police for the Small Island Developing States (SIDS) conference held in Samoa during September 2014. This was the biggest United Nations Conference Samoa has hosted whereby issues facing small island nations were discussed.



Economic Development – keeping New Zealand free of corruption, and ease of doing business

New Zealand Police works with agencies and the private sector to ensure that New Zealand is a safe place for businesses to operate, free of corruption and crime. The new Anti-Money Laundering and Countering Financing of Terrorism Act regime was introduced in 2013/14 to prevent illicit capital moving through the financial sector through government supervision of financial institutions and reporting of suspicious transactions to the Police Financial Intelligence Unit.

During 2013/14 we supported the development of the Companies Amendment Act 2014 and the Limited Partnerships Amendment Act 2014 which will reduce the vulnerability of New Zealand legal structures to criminal abuse, particularly use of New Zealand shell companies overseas. We also supported the development of the Organised Crime and Anti-Corruption Legislation Bill. The Bill is likely to be enacted during 2014/15, and will further strengthen New Zealand's response to organised and financial crime as well as allowing ratification of the UN Convention Against Corruption.



Border Security – reducing domestic crime and combating transnational organised crime

We work with domestic and international agencies and policing jurisdictions to reduce the impact of transnational organised crime (including trafficking of drugs), counter-terrorism, and disarmament. In 2013/14, we continued to progress options for trans-Tasman criminal information sharing across all jurisdictions (now expected to 'go live' in 2015).



Emergency Management – responding to civil and other emergencies, search and rescue efforts

New Zealand Police work with emergency agencies to respond to New Zealand communities in times of need. We also respond to civil emergencies in other countries. We make important contributions to search and rescue efforts, and work closely with fire and ambulance services on a daily basis to ensure immediate responses to emergency events is made and coordinated.

Key search and rescue efforts in 2013/14 included our efforts in June in the Pitcairn Islands to co-ordinate the transport of an injured man 200km away for medical care; Officers responded in the eye of the August storms in Northland rescuing the public in flood stricken communities. In June 2013, Police dog Ike, his handler and partner searched for and rescued a 22-year-old male after he fell 120 metres down a cliff near Makara Beach, suffering severe injuries.



National security – ensuring public safety and maintaining institutions and values

New Zealand Police work with law enforcement, border, regulatory and government agencies to protect the national security of New Zealand. We lead work that provides for, and mitigates risks to, the safety of citizens and communities (all hazards and threats, whether natural or man-made), and make important contributions to prevent activities aimed at undermining or overturning government institutions, principles and values that underpin New Zealand society.

In 2013/14 we have worked with other government agencies to ensure that the right intelligence, investigative and operational systems, and capabilities are in place to ensure that we have a comprehensive understanding of national security threats – along with plans to mitigate and reduce them.



APPENDIX 2: PREVENTION FIRST ACHIEVEMENTS

An overview of Prevention First – supported by Policing Excellence

The New Zealand Police national operating strategy, **Prevention First**, is continuing to drive a shift in the way that we operate to deliver results for New Zealand, so that prevention is at the forefront of all that we do. At the same time, we are geared to respond to emergency and non-emergency events as required.

Prevention First has driven change in results through four key components:

- deployment to beat demand – a structured and disciplined framework for using resources in an informed and well-directed manner
- understanding and responding to the drivers of crime, addressing the underlying causes of offending and victimisation – families, youth, alcohol, and organised crime and drugs
- better recognising the needs of victims – improving the overall quality of the service to victims, especially those at the highest risk of victimisation
- changing the organisational mindset – internal leadership to take control of the criminal environment.

A supporting suite of initiatives were introduced between 2010/11 and 2012/13. In summary, extensive change was made to the *Police Model*, to introduce an appropriate response to low level offending, introduce a new Victims Focus framework, and improve rostering of staff for deployment; a new *Crime Reporting line* was established to provide a more efficient channel for the public to report crime; new *Mobility* and technology was introduced to support frontline staff as they work; an improved *Case Management* process was established to progress investigation of incidents and events; and greater use of *Alternative Resolutions* has occurred.

Are we on track to deliver results?

During 2013/14, activity has focused on embedding these changes and the results below illustrate that we have achieved what we set out to do.

Table 9: Progress on top line indicators since 2008/09

Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Recorded crime	442,540	441,960	416,324	394,522	365,185	353,564
Cumulative percentage change since 2008/09	–	-0.1	-5.9	-10.9	-17.5	-20.1
Recorded prosecutions*	167,298	158,693	136,026	121,578	108,205	98,279
Cumulative percentage change since 2008/09	–	-5.1	-18.7	-27.3	-35.3	-41.3
Percentage of Vote Police appropriation spent on prevention (%)	14.5	14.4	13.8	20.4	20.5	20.3
Cumulative percentage change since 2008/09	–	-0.1	-0.7	+5.9	+6.0	+5.8

* This reflects the number of apprehensions resolved by prosecution.

APPENDIX 3: COMMISSION OF INQUIRY PROGRESS REPORT, 2013/14

Commissioner of Police comment

I am pleased to present this latest annual snapshot of New Zealand Police's progress in managing the changes called for in the 2007 Commission of Inquiry into Police Conduct (COI). In a new development, it is being included in Police's *Annual Report* to provide greater visibility and improved transparency.

It complements ongoing quarterly monitoring, where we produce reports for a group of senior Ministers (<http://www.police.govt.nz/about-us/publications/corporate/commission-of-inquiry>), and should be read alongside the wider collection of COI-related material on the Police website (see <http://www.police.govt.nz/about-us/nz-police/commission-inquiry>).

As well as offering a view of our progress to date, for the first time this report provides a sense of how we are tracking to the end of the compulsory 10-year monitoring period in 2017. That forward projection is encouraging, but will require continued focus and eneiue to achieve.

As Commissioner, I am giving increased emphasis to COI delivery during my tenure, and I expect all Police staff to carry through on the letter and spirit of the COI in the way we conduct our day-to-day policing work.

As a demonstration of how far we've come, two new values of *Empathy* and *Valuing Diversity* are also being added to our existing core values of Professionalism, Respect, Integrity and Commitment to Māori and the Treaty of Waitangi. I'm confident our level of understanding and the skill to apply this enhanced value set will be evident as future assessments are made.

I look forward to reporting on further progress in next year's *Annual Report*.



Mike Bush MNZM
Commissioner
New Zealand Police

State Services Commission comment

The State Services Commission (SSC) has reviewed this report and the underlying evidence Police has provided to support its self-assessment. We consider that the report presented is consistent with that underlying evidence, and focuses on the priorities we agreed in the 2011/12 report.

In last year's report we asked Police to focus this year's report on how it is tracking towards the 2017 targets. Progress continues to be encouraging and a few targets have already been achieved. In many cases, however, Police is in the early stages of implementing reforms, and the ratings reflect that stage of progress.

Last year we identified several key issues and these are discussed in the following pages. Actions have been identified to address the key issues relating to engagement. Police has also commissioned some valuable work on issues affecting women's advancement that will inform its strategy going forward.

Areas of particular interest for SSC in the coming year will be:

- How Police ensures the good work being done with new recruits/promotions and in some Districts is extended across the Police workforce as a whole (focus area 1, especially 1.1.4, 1.2.4 and 1.2.5)
- How Police clarifies required competencies and career paths to ensure that "merit based" progression takes account of the skills and attributes Police need for the future, and does not inadvertently discriminate against women and non-Pakeha ethnic groups (focus area 2.2)
- How Police addresses the challenge of ensuring that conduct problems are reported and acted upon by colleagues (focus area 4).

SSC endorses the priority Commissioner Bush is giving to including the COI recommendations in the culture that supports Policing Excellence. We look forward to seeing further progress in next year's review.



Doug Craig
Deputy Commissioner
State Services Commission

Background and overview

In 2004, a Commission of Inquiry was established to investigate serious allegations involving a small number of Police staff and their associates. The Commission's final report was published in April 2007 (<http://www.parliament.nz/resource/0000055162>); and its recommendations were fully accepted.

Much has changed since 2007. Significant progress has been made in finding and embedding solutions to the COI's recommendations, and Police is on track to deliver the required cultural and others changes identified by Dame Margaret Bazley. The operational context in which such changes are being managed is covered in detail in Sections 2, 3 and 4 of this Annual Report.

This report is the sixth annual review of progress in managing the change process associated with the COI, and the second to be carried out as a self-assessment by Police against a set of measures and targets baselined in 2011/12. The first self-assessment report was published last year as a standalone document (<http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf>). We have agreed with SSC that for this and future years, including a more concise analysis as an appendix to Police's Annual Report would bring the COI work to a wider audience.

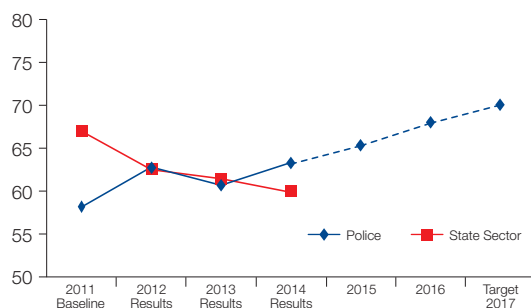
More generally, this snapshot is part of a series of ongoing reviews, surveys and reports that point to the changes made since 2007; and Police's willingness and desire to continue to evolve. It draws heavily on Police's 2014 Workplace Survey, details of which can be accessed online at: <http://www.police.govt.nz/about-us/publication/new-zealand-police-workplace-survey-results-2014>. Encouragingly, progress is being made across all key areas, with some significant results being achieved in the treatment of women and ethnic minorities in the workplace – although this remains an area that needs continuing attention and focus to fully embed the recommendations.

Last year, we highlighted nine priority initiatives for the year ahead. Progress has been made in all of them, but in particular women's development issues have benefited (and remain an ongoing focus); and performance management and leadership have been enhanced, with a new leadership model and performance management system partly introduced. We continue to work with our Workplace Survey partner (IBM) to review strategies and progress, and an engagement level development programme has been established for Districts which are trailing the pack.

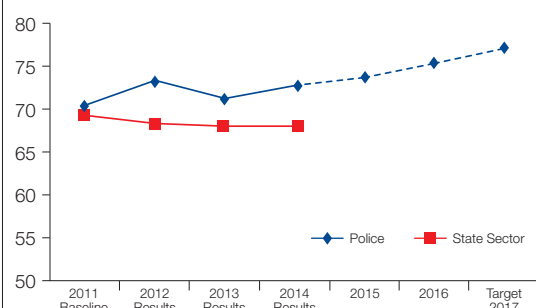
Furthermore, we also identified some opportunities to pursue, and have been able to progress or implement several. Renewed vigour is being applied to some Districts which would benefit from additional support to bring them on par with others. Career pathways for women, and the appointments process in general, is currently under scrutiny. Analysis and planning around ethics and behaviour has also been boosted, zeroing in on how best to address this component of the COI. The intention is to improve internal support networks and build a more robust integrity system, ultimately delivering a self-reinforcing process that drives ethical behaviour beyond 2017. Steady gains have been made in the area of staff perceptions relating to reporting inappropriate workplace behaviour, although still more needs to be done to meet the state sector benchmark.

As part of the COI measurement programme, Police committed to complete a longitudinal study with recruits entering Police in 2012 and 2013 with the purpose of tracking employees' perceptions of COI-related behaviours. This study informed many of the measures in last year's progress report, but will not be reported again until 2016, in line with the overall study design.

1.1 Vision & Purpose and Communication & Cooperation (Section Score)



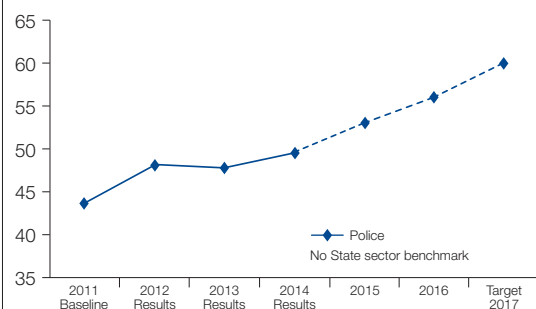
1.2 Engagement Index (Overall Score)



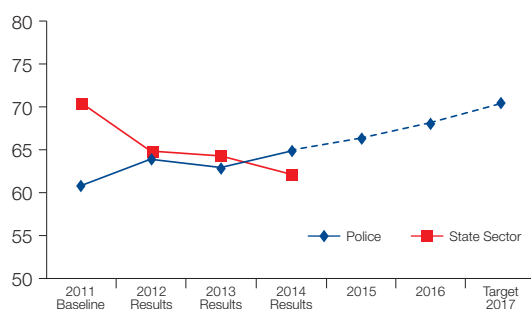
2 Women's composition

Proportion of women by rank	2011	2013	2014	2017 target
Commissioned Officer	8.1%	9.3%	10.7%	10%
Senior Sergeant	10.7%	9.2%	10.8%	12%
Sergeant	10.7%	11.9%	11.4%	15%
Constable	20.1%	20.4%	21.7%	23%

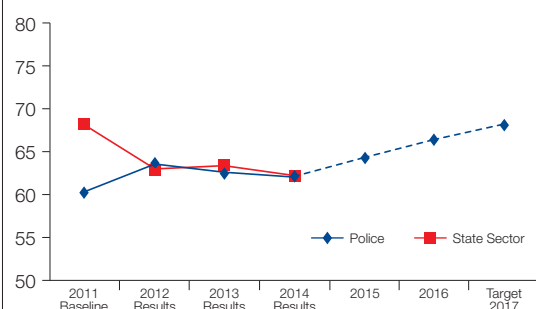
2.1 People here are appointed to positions based on merit



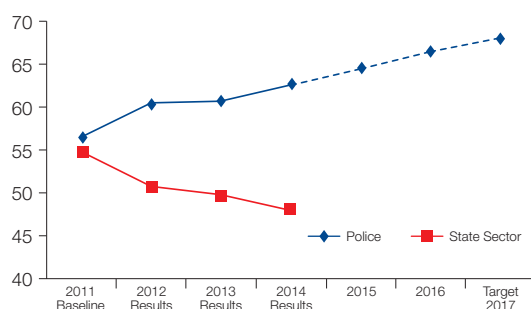
2.2 I understand how my performance is measured



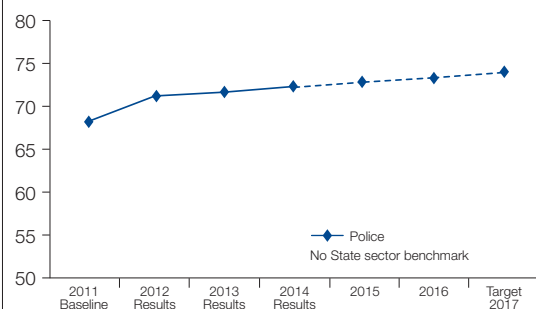
2.3 My performance is fairly assessed



3 Poor performance is dealt with effectively in my work group



4 Respect and Integrity (Section Score)



Summary dashboards

The fourth SSC review in 2011/12 (<http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2011-12.pdf>) identified priority areas for the COI, and set performance baselines for future reporting. The measures review progress in the following areas, based on Workplace Survey scores:

- Leadership and change
- Human resources (HR) strategy and capability to support integrated change
- Performance management
- Lifting trust and confidence in complaints investigation.

The dashboards provide the current state of Police against the baseline measures and anticipated target states for each of the key indicators for the four focus areas. This high level view should be considered in conjunction with the narrative which follows.

Focus area 1: Leadership and change

This focus area looks at how Police uses Workplace Survey results as the vehicle to re-present COI findings in the present-day context, drive improvements in staff engagement, and increase the visibility of Police's Executive team with the frontline.

Most indicators for this focus area are on track to achieve the 2017 goals. Highlights this year have been:

- A statistically significant increase in the Workplace Survey Vision and Purpose and Communication and Cooperating categories, now scoring markedly higher than the State Sector benchmark (1.1.3)
- A steady and statistically significant improvement in the overall 2014 Engagement Index (1.2.3)

The main elements where Police is at risk of not achieving the 2017 goals are:

- Narrowing the difference between Districts for Vision and Purpose category scores, as well as overall Engagement (1.1.4 and 1.2.4) – while the average has risen, the range between the highest and lowest scoring Districts has also widened
- Continuing issues with Police as a workplace in relation to some engagement drivers, notably access to training opportunities, on-the-job stress, and concerns about inclusiveness [encouragement to try new things, interest in employee views and opinions, and being involved in decisions affecting one's job] (1.2.1).

Consistency across Districts

Despite an increase in the overall score, the range of District scores for Vision and Purpose has increased (now 51.4% to 70.4%). The five Districts with the lowest scores in this category have committed to complete a detailed action plan in the first half of 2014/15. The plans focus on identifying and reinforcing a common purpose statement; recognising effort, performance and achievement by staff; better communication of the District operating strategy; development and implementation of a recognition framework, incorporating performance and recognition conversations; and development of a communications 'toolbox'. Similarly, while Police's overall 2014 Workplace Survey engagement score has continued to improve, the gap between the highest (77.8%) and lowest (61.6%) scoring Districts widened to a 16.2% difference last year; up from 11.9% in 2013. Lifting engagement scores in less-well-performing Districts remains a priority, and work to boost staff engagement across the board also continues. Three main streams of work (centring on common purpose, training needs analysis, and a rotating Non-Commissioned Officer [NCO] shadowing programme with other Districts) have been proposed.

Training opportunities

The training opportunities required to maintain Police operational readiness is something that is always being assessed. The level of training opportunities currently on offer is seen as appropriate, and the decision to devolve responsibility to Districts to determine which staff receive what levels of tactical training will reduce any uncertainty that may have existed in the past. There is a wider point about how best to communicate available training opportunities to staff, and this an issue Police will continue to advance.

Stress

Police has a range of existing solutions for addressing stress in the workplace, including an Employee Assistance Programme, referral for psychological assessment under the Trauma Policy, and a Sick Leave Bank for additional sick leave for approved individuals who have used up their approved allocation. The Early Intervention System introduced in 2013 will further assist in reducing workplace stress by identifying and offering assistance to individuals who exhibit signs of stress.

Inclusiveness

Police is developing a diversity and inclusion strategy, which is expected to help address shortfalls from the State Sector benchmark on three of the 13 engagement driver questions. Police is also a funding partner of Diverse NZ Inc, which gives the organisation access to industry best practice knowledge and resources in the area of diversity and inclusion.

Focus area 2: HR strategy and capability to support integrated change

This focus area is aimed at enhancing the career progression of women within Police, and more generally building and developing talent within the organisation.

Most indicators for this focus area are on track to meet the 2017 goals. Highlights this year include:

- A rise in the overall proportion of women in Police, with encouraging increases in female Sergeants, Senior Sergeants and Commissioned Officers. Women Senior Sergeants and Inspectors now match or exceed their rank representation in some key gateway roles that typically lead to senior management, including OC station, sub-area supervisors, Areas Commanders and Crime Managers (2.1.1)
- Significant investment in women across all leadership development programmes (2.1.4).

Less positively, at the current rate of progress, elements where there is risk of Police not achieving the 2017 goals are:

- Women employees viewing their career and development opportunities within Police at least as favourably as male staff (2.1.2)
- Perceptions of fair performance assessment and merit-based appointments (2.2.1).

Career progression of women

Police continues to pursue initiatives designed to boost the gender balance of the organisation. For constabulary staff, while the percentage of female recruits dropped in 2013/14, Police expect to achieve a minimum 40% in women in recruit wings during 2014/15. In terms of retention, the attrition rate for women (5.6%) remains higher than the rate for men (4.8%), with the percentage point gap equating to around 14 more female constabulary staff leaving during the last year. Better understanding the reasons why constabulary women chose to leave Police is critical to closing this

gap, and initiatives underway – such as offering and actively encouraging formal exit interviews – may suggest issues to be addressed.

Proportionally, women are well represented in promotions to Superintendent and Inspector, albeit female promotions to Senior Sergeant and Sergeant are below those of men. Looking ahead, Police will act on the most recently-commissioned report on diversity; addressing barriers to progression along with wider engagement issues. The appointments process will be one of the first areas to come under scrutiny, with the Flexible Employment Option (FEO) policy being identified as a critical intervention.

Development programmes and networking support

Since 2006, 45% of Police staff attending leadership courses have been women. Police also continues to deliver further opportunities for female staff through a range of leadership development programmes. In 2014/15, the content and structure of Police's two women's development programmes (Connect and Aspire) will be refreshed, for example drawing on insights from the Women's Advisory Network. These programmes will continue to serve female Constables and Sergeants, as well as their general Police employee equivalents.

A women's Commissioned Officers forum was held in December 2013, which focussed on mentoring, supporting development and progression of women in Police, and networking. The forum will be run annually, overseen by the recently established Women's Advisory Network Governance Group (WAN-GG), launched by the Commissioner in April 2014. Paula Rebstock was appointed chair of the WAN-GG, and Dr Jo Cribb, Chief Executive of the Ministry of Women's Affairs, is an external member. In addition, a new position (Strategic Advisor – Women's Development) has been created to lead the implementation of the Women's Advisory Network across Districts and Service Centres.

Talent Management

While general understanding of how performance is measured in Police is trending positively, Police is continuing to work on the fairness of performance assessment and merit-based promotions. It is anticipated the new performance management framework will help here, as will a programme of work underway to examine the appointments process. Of note, required competencies and career paths will be put under the microscope, to ensure merit-based progression takes account of the skills and attributes Police needs for the future, and does not inadvertently discriminate against women and minority ethnic groups. The results of this work are expected to begin flowing through in late 2014/early 2015.

Other elements of Police's approach to talent management continue to work well. Notably, Police maintains a network of Development Boards at national, regional and District/Service Centre levels. The boards offer governance and direction around investment in individuals. They are comprised of senior leaders from within the organisation, as well as external representation to ensure diversity of perspectives and input.

Focus area 3: Performance management

This focus area concentrates on the active management of poor performance at all levels within Police.

While several elements remain under action, as a whole this focus area is on track to achieve the 2017 goals. Highlights from the last 12 months have included:

- High levels of staff agreement, at all levels, that performance management is constructive and necessary for career development, and continuing improvements in relation to the regularity of performance feedback (3.1.2)
- A steady improvement in perceptions of the effective management of poor performance within teams (3.1.4).

Building managerial capability

Police's performance management system is continuing to evolve to make it a more effective means of influencing behaviour. Of note, a new performance management approach at Inspector level will be in place by the end of 2014. The process is closely aligned to the Leadership Development Model (LDM), which defines the expectations of leaders at various levels of the organisation against each of Police's core competencies. Within the competency of "Building Talent and Managing Performance", the expectations of leaders as coaches is clearly set. Tools and resources to assist leaders in developing their coaching capability will be designed and deployed as part of an LDM integration plan.

Coaching

Embedding coaching as a managerial skill/competency remains a challenge, but an essential component of the career progression framework (CPF) that governs promotion to rank. The CPF applies an organisational filter on prospective candidates for promotion – particularly Sergeant to Senior Sergeant – and will complement and improve the level of individual performance management in frontline Police managers.

Performance appraisals

Performance appraisal and management systems are to be totally aligned by 2016, with the introduction of an electronic performance appraisal system incorporated in a new HR Information Management System. The focus is to improve the effectiveness of the appraisal system overall; remedying the 'form heavy' nature of the present system, and creating a culture in which supervisors and staff offer feedback on performance much more routinely.

Focus area 4: Lifting trust and confidence in complaint investigations

This focus area looks at the outcomes of the Police disciplinary process, particularly as they relate to key aspects of integrity, such as managing risks associated with development of inappropriate relationships.

Assuming the same rate of progress since 2011, it is projected Police will achieve the 2017 objectives for three of the six elements of this focus area. Moreover, Police expects scores for all six questions to increase markedly with the 2015 introduction of a suite of new ethics reporting solutions, which are currently being developed. On this basis, we are confident all six key targets should be met by 2017.

Highlights from this focus area in 2013/14 included:

- Encouraging early signs of reductions in the amount of time taken for employment-based disciplinary proceedings to run their course (4.1.3)
- Continuing increases in positive responses to Workplace Survey Respect and Integrity questions, which almost without exception score significantly higher than the State Sector benchmark (4.1.5).

Some of the elements of this focus area where concerns remain are:

- Data collection challenges, which up until now have prevented the generation of meaningful statistics on the volumes of internal misconduct reporting (4.1.4)
- Lower-than-benchmark levels of awareness by Police staff about the Protected Disclosures Act (4.1.6).

Raising the profile of the Police Professional Conduct function

Activities to highlight the part Police Professional Conduct (PPC) plays in keeping staff safe, as well as safeguarding Police's overall reputation, include:

- PPC Managers are part of each District's visibility roster that brings them onto the frontline at peak times. The intention is to make PPC Inspectors more visible and accessible to all staff.
- A new PPC Intranet page is being developed
- A pamphlet is being developed to reiterate PPC's goal and highlight high risk conduct areas.

To ensure national consistency and employee confidence in the integrity of PPC processes, all completed PPC investigation files are reviewed to ensure they comply with policy, and the underlying investigation meets standards of good practice. Files are also peer reviewed at Police National Headquarters by the central PPC team to help ensure nationally-consistent outcomes.

Disciplinary speed and outcomes

Leveraging off the February 2013 streamlining of the disciplinary process for serious misconduct matters, further improvements are being made to the disciplinary process in 2014. The planned enhancements aim to improve efficiency and promote flexibility. This work should be completed by December 2014.

Understanding barriers to reporting on integrity matters

Research has been done since 2013 to better understand non-reporting of misconduct and what might work best to counter reluctance to report. Police is developing a range of options, and implementation of preferred solutions will occur in 2015. Police staff generally have a more positive view than staff in the wider state services regarding the processes around reporting of breaches:

- 63% of Police staff agree Police has clear and effective processes to encourage staff to report suspected wrongdoing (cf. 54% total state services staff)
- 86% of Police staff indicate they are clear what kinds of behaviour they can report (cf. 74% overall)
- 59% are confident appropriate action will be taken if wrongdoing is reported (cf. 52% overall).

Forward plan

Police has boosted its analysis and planning around ethics and behaviour in recent years, zeroing in on how best to address this component of the COI. A proposal for multiple interventions focused on prevention, training and reporting is now being actively considered. When final decisions are made and implemented, they will improve internal support networks and build a more robust integrity system, ultimately delivering a self-reinforcing process that drives ethical behaviour beyond 2017.

Focus area 1: Leadership and change

Key:

* = baseline measure

■ On track: If score trend continues at current rate, Police will meet or exceed 2017 COI target.

■ Under action: Actions in place to achieve 2017 COI target.

■ At risk: If current trends continue, Police may not achieve 2017 COI target.

	2017 objective	Status/Result
Vision and purpose Indicators		
1.1.1 Change management momentum and coherence	A unified and dynamic communications and change management plan will have been implemented, connecting all COI-related change, Policing Excellence initiatives and key strategic initiatives	■ On track Implemented
1.1.2 Relating the Vision and Purpose to the frontline	Frontline staff will report that they understand the operational implication of the Vision and Purpose and how it relates to them day to day	■ On track 82%
1.1.3 Vision and Purpose engagement compared with the State Sector *	Police will score at least 70% and be above State Sector Benchmark in the Vision and Purpose and Communication and Cooperation category.	■ On track 63.2%
1.1.4 Consistency across districts *	There will be higher average and narrower range of scores in the distribution of staff engaged with the Vision and Purpose across districts and workgroups	■ On track Average 61.8%
		■ Under action Range 19%
Staff engagement Indicators		
1.2.1 Police as a workplace	Targets achieved in Nine agreed Engagement Driver targets as well as seven additional drivers added in 2013/13	■ On track ■ Under action required for 2/16 engagement drivers
1.2.2 Rewarding the right behaviours	Regular mechanisms will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these externally and internally.	■ Under action
1.2.3 Workplace engagement compared with the State Sector *	The Engagement Index target for Police will be at least 77% and will be above the State Sector Benchmark.	■ Under action 72.8%
1.2.4 Workplace engagement district wide comparison *	All districts will have an engagement index above 70%.	■ Under action for relevant districts 7 x districts >70%; 2 x districts <70% and ↑; 3 x districts <70%
1.2.5 Workplace engagement Sergeant and Constable comparison	There will be a greater positive shift in engagement for Sergeants and Constables. The engagement index targets will be 80% for Sergeants and 75% for Constables.	■ At risk Sergeants – 74.0% Constables – 69.7%

Data sources: Police Workplace Survey 2014; SSC Integrity and Conduct Survey 2014; Police Sergeant and Inspector promotion exam results for 2013; Internal Police HR data and statistics; Longitudinal Study [which next reports in 2016].

	2017 objective	Status/Result
Leadership (visibility at the frontline) Indicators		
1.3.1 Police leadership as role models	Police leaders will be excellent role models and will inspire their staff.	■ On track
1.3.2 Engagement of Police leadership with the frontline	Senior leaders will be visible for staff and people will feel more connected to Police as an organisation.	■ On track 64.7%
1.3.3 Police leadership as models of the right behaviours	Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff.	■ On track 83.2%

Focus area 2: Human resources strategy and capability to support integrated change

	2017 objective	Status
Career progression of women indicators		
2.1.1 Gender composition of Police's ranks *	<ul style="list-style-type: none"> The proportion of women at senior ranks in Police will more closely reflect the proportion of women across the entire organisation 	■ Under action 10.7% vs 18.5%
	<ul style="list-style-type: none"> Annual recruitment for Constabulary women will be above 30% of total Constabulary recruitment. 	■ Under action 25.3%
	<ul style="list-style-type: none"> Women's attrition rates will remain similar to or lower than those of men. 	■ Under action 5.6% (F) vs 4.8% (M)
	<ul style="list-style-type: none"> Women's promotion rates will match those of men. 	Inspector and above: ■ On track Sergeant/senior sergeant: ■ Under action
	<ul style="list-style-type: none"> Women will make up at least 10% of total Commissioned Officers. 	■ Achieved (10.7%)
	<ul style="list-style-type: none"> Much higher representation of women in senior operational positions. 	■ On track
2.1.2 Engagement profile of men and women	Women's engagement profile will be equal or higher than that of men, reflecting women feeling more positive about their career and development opportunities within Police.	■ Achieved 1.9% higher than men's (74.1% and 72.2% respectively).
	Scores for women are on par or higher than those for men regarding their career and development opportunities within Police.	■ At risk 56.5% (F) vs 61.1% (M)
2.1.3 The drivers of women's advancement	<p>100% of women leaving Police at non-Commissioned Officer level and above will be offered and actively encouraged to have formal exit interviews</p> <p>The incentives to advance women in Police will be understood and strategies will be in place to mitigate or remove barriers to the advancement of women. Women at Sergeant or Senior Sergeant levels will have clear career paths towards senior operational roles.</p>	<p>■ On track</p> <p>■ Under action</p>

	2017 objective	Status
Career progression of women indicators		
2.1.4 Development of women staff	100% of woman at Senior Sergeant level and above will be offered and actively encouraged to have an Individual Development Plan (IDP) and an individual mentor (internal or external) relevant to their career aspirations.	■ Under action
	Development interventions and IDPs for the advancement of women into senior positions will be in place and regularly reviewed.	■ Under action 47.8% have IDP
2.1.5 Communication of women's career pathways	Women staff will be supported through IDPs and mentors to gain the right exposure to the right operational experience in order to progress. Support programmes for women will be based on best practice talent management approaches and will be informed by leadership development programmes for women and other minority groups from other jurisdictions.	■ Under action ■ Achieved
Talent management Indicators		
2.2.1 The merit of promotions and advancements *	Police will score at least 70.3% and be above the State Sector Benchmark on understanding how performance is measured.	■ On track 64.9%
	Police will score at least 68.2% and be above the State Sector Benchmark for the question that assesses perception of performance being fairly assessed.	■ Under action 62.1%
	Police will score at least 60% and will show continuous improvement relative to the 2011 score for the question that people are appointed to positions based on merit.	■ Under action 49.6%
	Technical requirements for senior positions will not exclude diverse professional career experiences	■ On track
2.2.2 Composition of Police's skill base — Constabulary and non-Constabulary staff	There will be a wide range of career pathways and programmes for the development of Constabulary staff. The diversity of the workforce's skill base will be better captured and utilised	■ Under action
2.2.3 The identification and management of talent	Integrated career structures will enable movement between different roles. There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework.	■ Under action
2.2.4 Alignment of talent management and HR strategies	A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders. The workforce management plan will be regarded as best practice in State Sector terms.	■ Under action

Focus area 3: Performance management

	2017 objective	Status
Performance Management Indicators		
3.1.1 Consistency of performance management practices	There will be consistent performance management practices across the districts and workgroups.	<p>■ Under action</p> <p>94% performance appraisals complete</p>
3.1.2 Role of performance management in career development	<p>Performance management will be seen in a positive developmental context. Staff at all levels will view performance management as constructive and necessary for their career path and development. Managers will see performance management as a core part of their role.</p> <p>There will be a focus on relationships and constructive and regular performance conversations between managers and their staff at all levels.</p> <p>Poor performance in Districts will be identified and dealt with as it happens.</p> <p>Police will score at least 70% for the question 'I get regular feedback on my performance from my supervisor (formal/informal) in the Workplace Survey.</p> <p>The CLC survey will show Police performing on par with the benchmarks</p>	<p>■ On track</p> <p>70.9% agree</p> <p>The next longitudinal and CLC survey data will be available in 2016</p>
3.1.3 Effective coaching	Coaching will be established as a 'critical leadership behaviour'. Leader's demonstration of this behaviour will be measured through the Performance Development process.	<p>■ Under action</p> <p>Revised performance development system in place Sept 14</p>
3.1.4 Dealing with poor performance *	Police will at least score consistently better year-on-year than the State Sector Benchmark measure that 'poor performance is dealt with effectively in work groups'.	<p>■ On track 62.5%</p>
3.1.5 the disciplinary process and early warnings data	The desired future state is for Early Intervention (EI) to be an accepted and understood system in Police and that interventions change behaviour effectively.	<p>■ Under action</p> <p>Work in progress. EI system in enhancement phase.</p>
3.1.6 Escalation of performance issues	<p>Police managers will be clear about the areas in which they will assert management prerogative with respect to performance management</p> <p>Police will be seen as a good employer and good faith manager</p> <p>The CLC survey will show Police performing on par with the benchmarks</p>	<p>■ Under action</p> <p>The next longitudinal and CLC survey data will be available in 2016</p>

Focus area 4: Lifting trust and confidence in complaint investigations

	2017 objective	Status
Disciplinary speed and outcomes Indicators		
4.1.1 Reputation of and respect for the Professional Standards/ Conduct functions	<p>The reputation of the Police Professional Standards functions (now Police Professional Conduct) within and outside Police will be positive, and the group will be viewed as a guardian and guide on integrity and appropriate conduct.</p> <p>A period of work in the Professional Standards workgroup will be seen as desirable and a stepping stone to senior positions.</p>	■ Under action
4.1.2 Consistency across management of employment based criminal or disciplinary processes	<p>Reviews of the complaints process will show greater consistency between districts.</p> <p>Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes.</p> <p>Consistent use of decision frameworks for complaints and their escalation.</p>	■ Under action
4.1.3 Time taken for employment based disciplinary processes	The average elapsed time for all employment-based disciplinary processes will be reduced.	■ On track 33% improvement to average time taken (based on the few cases progressed thus far through the streamlined process).
4.1.4 Respect and Integrity in the Workplace *	There will be an increase in reports of sexual misconduct in the short-term followed by a downward trend in the long term.	■ Under action Data issues still being worked through.
4.1.5 Understanding of the barriers to reporting on matters of integrity *	There will be greater understanding of what the barriers are to the reporting on matters of integrity, such as inappropriate relationships, and explicit actions to resolve these will be in place.	■ On track Data issues still being worked through.
	Exceed the State Sector Benchmark for the question on the mechanisms for reporting breaches of integrity and conduct anonymously or confidentially; and	■ Achieved 63% (state sector 54%)
	In the SSC Integrity and Conduct Survey Police will achieve 75% and/or remain the leading agency in the state sector for the question, 'are you confident that you know where to get good advice about integrity and conduct'	■ Achieved 76%
4.1.6 Effectiveness of protected disclosures policy	<p>The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Reporting) Policy will be operating effectively and this will result in an increase in reports of misconduct in the short- term which will reduce over time.</p> <p>For the awareness of the Protected Disclosures Act in the SSC Integrity and Conduct Survey Police's score will be above its 2011 score and will exceed the State Sector Benchmark.</p>	<p>■ Under action Project due to be implemented Sept 15.</p> <p>10% vs state sector 13%</p>

Level of Agreement Scores and Weighted Mean scores⁵

↑ = performance trend – likely to meet 2017 COI target

↓ = performance trend – unlikely to meet 2017 COI target

The 16 Engagement Drivers

- 1.5: NZ Police provides adequate training for the work I do
- 1.6: The work I do makes good use of my knowledge and skills
- 1.7: My job gives me a sense of personal achievement
- 2.2: I am encouraged to try new ways of doing things
- 2.4: There are career development opportunities for me in NZ Police
- 3.2: The level of work-related stress I experience in my job is acceptable
- 7.5: I feel my contribution is valued in NZ Police
- 8.2: Communication in my District or my Service Centre is open and honest
- 8.4: There is a sense of 'common purpose' in NZ Police
- 8.5: NZ Police is interested in the views and opinions of its staff
- 8.7: I feel a sense of belonging to my District or my Service Centre
- 8.8: NZ Police cares about the well-being of its staff
- 8.9: NZ Police is an enjoyable place to work
- 8.10: I feel I am working for an effective organisation
- 9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- 9.4: I am sufficiently involved in decisions that affect the way I do my job

Performance

- 1.3: I understand how my performance is measured
- 1.4: My performance is fairly assessed
- 4.7: People are held accountable for their performance in my team
- 4.8: Poor performance is dealt with effectively in my team
- 6.5: I get regular feedback on my performance from my supervisor (formal/informal)
- 7.2: People here are appointed to positions based on merit

Respect and Integrity

- 5.1: Staff in my team respect employee diversity
- 5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)
- 5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately

Respect & Integrity (Section Score)

Rewarding the Right Behaviours at NZ Police

- 4.1: People in my team conduct themselves in accordance with the values expected by NZ Police
- 6.1: My supervisor behaves in a way that is consistent with the values of NZ Police
- 6.5: I get regular feedback on my performance from my supervisor (formal/informal)
- 7.1: NZ Police has appropriate ways of recognising outstanding achievement
- 7.3: We celebrate success in NZ Police

Vision and Purpose + Communication and Cooperation

- 8.1: NZ Police has a clear vision of where it's going and how it's going to get there
- 8.3: I feel informed about NZ Police and its activities
- 8.6: Teams within NZ Police work well together
- 8.11: I intend to continue working at NZ Police for at least the next 12 months

Vision and Purpose + Communication and Cooperation (Section score)

⁵ A change was made to the scoring method in 2013 Police workplace survey and has been continued in this report. Details of how the two scores are calculated are described in detail in last year's report (<http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf>).

	Level of Agreement Scores				Weighted Mean Scores				Trend vs Police Target	Trend vs State Sector Benchmark
	Police scores			SS Bench-mark	Police scores			SS Bench-mark		
	2011	2013	2014	2014	2011	2013	2014	2014		
Engagement Index	69.9	71.1	73.3	69.3	70.5	71.3	72.8	68.1		
	45.7	49.7	44.8	NA	54.8	57.4	54.5	NA	↓	■
	72.1	75.3	75	59.9	68.9	70.9	71.8	64.8	↑	↑
	79.1	79.7	78.3	74.9	76.1	76.7	75.5	72.8	■	↑
	47.1	53.9	51.2	58.5	57.8	61.8	60.1	61.4	↓	↑
	NA	53.3	53.4	36.6	NA	59.2	59.6	53.9	↑	↑
	51.7	56	54.9	59	58.3	61.3	60.1	60.1	↓	↓
	40	48	51	60.4	54.5	58.4	60	58.1	↑	↑
	38.7	43.2	46.3	46.3	52	54.8	57.3	52.7	↑	■
	48.6	53.5	58.2	54.9	58.1	60.6	63.1	58.6	↑	↑
	28.3	34.8	39.9	54.9	45.3	48.8	52.5	53.8	↑	↑
	56.3	57.9	60.3	65.1	61.7	62.8	64.7	63.2	↑	↑
	39.8	40.1	50.9	64.3	51.9	52.4	58.1	58.5	↑	↑
	67.7	66.8	72.4	NA	68.3	68	71.3	NA	↑	■
	53	59.6	64.2	NA	59.7	63.4	66.5	NA	↑	■
	NA	52.9	55.1	55.9	NA	60.5	61.8	59.9	↑	↑
	48.1	52.5	51.3	62.4	56.8	59.4	58.6	60.3	↓	↓
	54.9	58.5	61.1	60.4	60.8	62.8	64.9	62.1		
	51.2	55.8	54.6	61.9	60.3	62.6	62.1	62.2		
	65.8	69.2	66.9	NA	66.4	68.8	68.4	NA		
	45.6	52.6	54.4	29.2	56.5	60.7	62.5	47.9		
	59.5	67.4	68.8	60.8	64.2	69.7	70.9	66		
	27.4	32.9	34.5	NA	43.7	47.7	49.6	NA		
	75.9	82.9	83.4	NA	73.3	77.1	78.4	NA		
	77.6	81.4	79.7	NA	73.4	75.9	75.6	NA		
	64.7	70.2	70.4	NA	65.9	69.8	70.1	NA		
	62.4	68.4	69.1	NA	64.8	68.9	69.4	NA		
	57.8	64.2	64.4	NA	63	66.9	67.3	NA		
	67.7	73.4	73.4	NA	68.1	71.7	72.2	NA		
	83.8	86.8	86.2	NA	78.6	81	79.8	NA		
	78.8	81.6	87.4	78.7	76.3	79.3	83.2	75.7		
	59.5	67.4	68.8	60.8	64.2	69.7	70.9	66		
	37.8	48.1	46.3	NA	52.9	58.5	57.8	NA		
	39.7	50.8	47	57.6	54.1	60.1	58.4	57.5		
	48.3	65.8	62.3	63.7	60	67.7	65.9	66.6		
	45.2	54.2	56.5	59.9	57.1	61.1	62.8	61.8		
	36.8	44.9	54.3	47.6	51.9	56.3	61.1	55.4		
	86.5	83.1	85.2	71.9	85.3	82.8	83.5	82.1		
	47.6	53.1	57.1	57.4	58.2	60.8	63.2	59.8		

APPENDIX 4: PERFORMANCE IMPROVEMENT FRAMEWORK SNAPSHOT

As part of the central agency Performance Improvement Framework (PIF) review process, a review of New Zealand Police systems was completed in 2012. The review provided a largely positive report card, but several areas for improvement were identified, including the need to:

- Embed strong financial and performance management systems throughout Police.
- Lift productivity across the board to free up taxpayer resources for reallocation to more preventative activities.
- Align Police culture, values and behaviours with the Police strategy.
- Strengthen people management.
- Implement knowledge management systems.
- Strengthen Police Strategic partnerships.
- Achieve savings to enable Police to live within baseline.
- Implement supporting information technology (IT) systems, eg, the mobility project and the victim identification register, to enable the availability of further improved preventative activities.

In late 2012 Police developed a PIF improvement action plan, to address the issues identified in the original review. In the follow-up review published in February 2014, the reviewers considered this work and determined that New Zealand Police was on track to fulfil its Four-year Excellence Horizon, with the majority of planned work or activity already well underway. One additional area for focus was noted in relation to updating agency level risks – this was largely because few agencies are exposed to the high level of inherent risk faced by Police.

Further information on progress to date and findings from the 2013 PIF follow-up review is available at: <http://www.police.govt.nz/about-us/publication/performance-improvement-framework-follow-review>

APPENDIX 5: PROFILE OF OUR PEOPLE

Human resources strategy and capability

All employees: by gender

Table 10: Employees by gender, as at June 2009 – 2014

	As at 30 June 2013			As at 30 June 2014		
Gender	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,585	1,890	3,475	1,676	1,930	3,606
Male	7,197	1,001	8,198	7,387	1,039	8,426
Total	8,782	2,891	11,673	9,063	2,969	12,032
Percentage female (%)	18.0%	65.4%	29.4%	18.5%	65.0%	30.0%

	As at 30 June 2011			As at 30 June 2012		
Gender	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,562	1,983	3,545	1,584	1,937	3,521
Male	7,294	1,145	8,439	7,356	1,102	8,458
Total	8,856	3,128	11,984	8,940	3,039	11,979
Percentage female (%)	17.6%	63.4%	29.6%	17.7%	63.7%	29.4%

	As at 30 June 2009			As at 30 June 2010		
Gender	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,512	1,969	3,481	1,525	1,959	3,484
Male	7,262	1,133	8,395	7,265	1,143	8,408
Total	8,774	3,102	11,876	8,790	3,102	11,892
Percentage female (%)	17.2%	63.5%	29.3%	17.3%	63.2%	29.3%

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

Table 11: Employees by Age Group, as at June 2013 – 2014

Age	As at 30 June 2013			As at 30 June 2014		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
0 to 24	266	128	394	383	160	543
25 to 34	1,749	419	2,168	1,873	422	2,295
35 to 44	3,351	693	4,044	3,150	658	3,808
45 to 54	2,688	914	3,602	2,816	926	3,742
55 to 64	689	603	1,292	799	625	1,424
65+	39	134	173	42	178	220
Total	8,782	2,891	11,673	9,063	2,969	12,032

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

Employees – sworn staff only: by rank and gender

Table 12: Constabulary employees by rank and gender as at June 2009 – 2014

	As at 30 June 2013				As at 30 June 2014			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	1	–	1	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	38	2	40	5.0%	39	3	42	7.1%
Inspector	231	26	257	10.3%	228	29	257	11.5%
Senior sergeant	411	41	452	9.2%	414	50	464	10.7%
Sergeant	1,256	173	1,429	12.1%	1,302	164	1,466	11.2%
Constable	5,194	1,322	6,516	20.3%	5,228	1,354	6,582	20.6%
Recruits	59	21	80	26.3%	169	76	245	31.0%
Total	7,197	1,585	8,782	18.1%	7,387	1,676	9,063	18.5%

	As at 30 June 2011				As at 30 June 2012			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	3	–	3	–	5	–	5	–
Superintendent	40	2	42	4.8%	43	1	44	2.3%
Inspector	247	23	270	8.6%	229	21	250	8.4%
Senior sergeant	372	42	414	10.2%	395	47	442	10.6%
Sergeant	1,259	146	1,405	10.4%	1,276	162	1,438	11.3%
Constable	5,211	1,289	6,500	19.8%	5,337	1,335	6,672	20.0%
Matron	–	1	1	100%	–	–	–	–
Recruits	159	59	218	27.1%	68	18	86	20.9%
Total	7,294	1,562	8,856	17.6%	7,356	1,584	8,940	17.7%

	As at 30 June 2009				As at 30 June 2010			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	1	–	1	–	2	–	2	–
Assistant commissioner	5	–	5	–	4	–	4	–
Superintendent	45	3	48	6.3%	39	3	42	7.1%
Inspector	231	16	247	6.5%	240	18	258	7.0%
Senior sergeant	395	40	405	9.9%	385	41	426	9.6%
Sergeant	1,195	130	1,325	9.8%	1,238	135	1,373	9.8%
Constable	5,291	1,298	6,589	19.7%	5,287	1,312	6,599	19.9%
Matron	–	–	–	–	–	–	–	–
Recruits	98	25	123	20.3%	69	16	85	18.8%
Total	7,262	1,512	8,774	17.2%	7,265	1,525	8,790	17.3%

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time member.
- Numbers do not include employees on leave without pay.
- Due to the consolidation of numbers some minor rounding variations can occur between employees' numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.
- Authorised Officers and Temporary Sworn staff are included in the "Constable" line of data.

All employees: by ethnicity

Table 13: Ethnicity profile of New Zealand Police as at June 2009 – 2013

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June					
		2008/09 (%)	2009/10 (%)	2010/11 (%)	2011/12 (%)	2012/13 (%)	2013/14 (%)
New Zealand European/Pākehā	69.6	72.4	72.6	72.3	72.4	71.8	70.9
Māori	14.9	11.1	11.0	11.0	10.9	11.0	11.2
Pacific peoples	7.4	4.6	4.8	4.9	4.9	5.0	5.1
Asian peoples	11.8	2.1	2.1	2.3	2.3	2.5	2.7
European	6.0	16.8	16.4	16.2	15.9	15.6	17.6
Other ethnic groups	1.2	0.5	0.5	0.5	0.5	0.7	0.5

Notes

- Employees are given the option of recording multiple ethnic groups. If an employee has chosen to do this they are counted in each group selected, so the percentages in this table will add to more than 100 percent.
- Figures are given on a full time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time member.
- Numbers do not include employees on leave without pay.
- Population statistics are from 2013 Census and include all 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.

All employees: turnover and terminations

Table 14: Numbers of turnover and terminations as at June 2009 – 2014

	As at 30 June					
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Constabulary turnover rate	3.0%	2.6%	3.4%	3.6%	5.3%	4.5%
Constabulary terminations	260	225	303	319	474	398
Other Employees turnover rate	8.8%	8.3%	9.4%	9.9%	9.8%	8.4%
Other Employees terminations	276	260	299	309	291	254

- This excluded planned terminations

Table 15: Numbers of turnover and terminations by gender as at June 2009 – 2014

	As at 30 June					
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Constabulary – Female turnover rate	3.3%	2.1%	4.0%	4.3%	5.5%	5.4%
Constabulary – Female terminations	51	33	64	70	92	91
Constabulary – Male turnover rate	3.0%	2.7%	3.3%	3.5%	5.3%	4.3%
Constabulary – Male terminations	209	192	239	250	382	307
Other Employees – Female turnover rate	8.8%	8.0%	9.2%	9.6%	9.3%	9.5%
Other Employees – Female terminations	176	161	187	191	180	185
Other Employees – Male turnover rate	8.8%	8.9%	9.7%	10.4%	10.6%	6.3%
Other Employees – Male terminations	100	99	112	117	111	69

- This excluded planned terminations

Total employee numbers

Table 16: Staff numbers (headcount, including provision for leave without pay), 2012 – 2014

	30 June 2012				30 June 2013				30 June 2014			
	Constabulary		Other Employee		Constabulary		Other Employee		Constabulary		Other Employee	
District or other location	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Northland	319	14	50	4	317	11	46	5	322	14	47	8
Waitematā	734	31	123	18	693	33	97	17	723	32	111	15
Auckland	775	33	163	12	820	35	141	14	794	35	145	15
Counties Manukau	1,088	29	191	7	989	44	164	9	1,012	55	176	11
Waikato	601	20	98	12	583	21	83	10	606	23	89	12
Bay of Plenty	637	25	112	10	662	21	87	2	662	24	98	2
Central	673	34	99	17	663	30	93	16	672	26	95	19
Eastern	426	14	71	6	424	19	61	7	411	20	63	9
Wellington	786	24	148	21	767	25	118	24	787	27	126	21
Tasman	320	14	47	13	323	14	38	8	320	17	38	13
Canterbury	914	47	122	19	839	71	97	19	851	68	102	18
Southern	565	13	84	16	547	17	66	16	551	16	70	15
Police National Headquarters	82	2	249	16	108	4	367	26	99	1	402	31
Financial Crime Group	21	2	26	–	25	1	27	2	27	1	27	1
Licensing & Vetting	2	–	15	1	1	–	17	1	1	–	3	–
National Prosecutions	167	8	140	24	182	2	138	26	186	3	102	17
National Communications	82	–	395	80	89	3	449	75	81	1	461	97
National Intelligence Centre	17	–	46	–	10	1	39	2	15	1	48	1
Police Infringement Bureau	11	–	76	5	4	–	86	5	5	–	90	5
Commercial Vehicle Invest Unit	81	–	21	2	89	–	12	1	100	–	6	2
Crime	207	7	139	9	127	2	126	7	132	–	114	9
ICT Service Centre	4	–	234	15	2	–	233	14	1	–	226	17
Training Service Centre	127	4	103	13	133	2	174	8	139	2	343	7
Legal	4	–	16	1	3	–	17	2	3	1	15	–
Tactical Groups	71	1	3	2	108	1	1	2	108	–	1	2
International Service Group	50	–	8	1	34	–	12	–	47	–	13	2
Org Financial Crime Agency NZ	32	–	17	–	62	2	26	1	65	3	24	–
Total	8,796	322	2,796	324	8,604	359	2,815	319	8,720	370	3,035	349

Table 17: Staff numbers (headcount, excluding provision for leave without pay), 2009 – 2011

District or other location	30 June 2009				30 June 2010				30 June 2011			
	Constabulary		Other Employee		Constabulary		Other Employee		Constabulary		Other Employee	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Northland	318	13	54	4	321	14	49	9	306	16	48	7
Waitematā	735	25	128	19	706	32	121	19	693	30	126	23
Auckland City	731	22	155	13	693	24	151	18	670	25	157	14
Counties Manukau	794	26	181	16	985	30	180	16	1,045	28	173	15
Waikato	601	23	95	11	584	20	90	10	566	29	97	14
Bay Of Plenty	614	27	104	10	606	24	102	11	589	23	106	12
Central	673	27	95	18	654	29	95	19	646	31	97	17
Eastern	416	13	59	10	395	12	58	10	403	15	62	9
Wellington	822	22	151	28	788	24	142	25	762	25	146	28
Tasman	316	10	47	15	300	15	49	14	306	13	51	15
Canterbury	844	42	107	28	841	48	106	25	849	55	110	22
Southern	577	16	73	26	559	23	70	24	537	16	75	22
PNHQ/Service Centres	1,144	29	1,438	203	1,144	26	1,474	208	1,018	25	1,471	195
Total	8,585	295	2,687	401	8,576	321	2,687	408	8,390	331	2,719	393

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay. Corporate Service Centre reflects employees on final retirement leave; changes to Police policy mean this will no longer be used.
- The Auckland Metropolitan Crime and Operations Support Unit was disestablished in 2011/12. Its functions and employees were transferred to Auckland City and the crime team.
- Due to the consolidation of numbers some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Remuneration

Table 18: Remuneration of Staff by salary band 2013/14

Total remuneration band	Total personnel	Overseas ^[a]	Left New Zealand Police ^[b]	Started during year ^[c]	Remuneration authority ^[d]
\$0 – \$9,999	351	–	96	249	–
\$10,000 – \$19,999	382	–	109	260	–
\$20,000 – \$29,999	304	1	106	118	–
\$30,000 – \$39,999	378	–	72	168	–
\$40,000 – \$49,999	655	–	74	134	–
\$50,000 – \$59,999	1,073	2	76	83	–
\$60,000 – \$69,999	1,814	1	48	14	–
\$70,000 – \$79,999	1,959	1	37	9	–
\$80,000 – \$89,999	1,563	2	33	8	–
\$90,000 – \$99,999	1,552	4	21	8	–
\$100,000 – \$109,999	1,089	6	21	3	–
\$110,000 – \$119,999	870	3	14	–	–

Total remuneration band	Total personnel	Overseas ^[a]	Left New Zealand Police ^[b]	Started during year ^[c]	Remuneration authority ^[d]
\$120,000 – \$129,999	519	10	18	2	–
\$130,000 – \$139,999	246	6	4	–	–
\$140,000 – \$149,999	160	11	11	1	–
\$150,000 – \$159,999	62	4	9	1	–
\$160,000 – \$169,999	41	3	7	–	–
\$170,000 – \$179,999	15	3	1	–	–
\$180,000 – \$189,999	15	4	2	–	–
\$190,000 – \$199,999	16	1	7	–	–
\$200,000 – \$209,999	4	1	–	–	–
\$210,000 – \$219,999	10	3	4	–	–
\$220,000 – \$229,999	3	–	1	–	–
\$230,000 – \$239,999	9	–	5	–	–
\$240,000 – \$249,999	8	2	2	–	–
\$250,000 – \$259,999	3	1	–	–	–
\$260,000 – \$269,999	7	1	2	–	–
\$270,000 – \$279,999	4	1	2	–	–
\$290,000 – \$299,999	3	–	2	–	–
\$300,000 – \$309,999	1	–	–	–	–
\$310,000 – \$319,999	1	–	–	–	–
\$320,000 – \$329,999	3	–	3	–	–
\$330,000 – \$339,999	1	1	–	–	–
\$380,000 – \$389,999	2	–	2	–	–
\$420,000 – \$429,999	1	–	–	–	–
\$510,000 – \$519,999	1	–	–	–	1
\$560,000 – \$569,999	1	–	1	–	–
\$500,000 – \$509,999	1	–	–	–	1
\$1,020,000 – \$1,029,999	1	–	1	–	1
Total	13,128	72	791	1,058	3

Notes

The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2013/14 not the full-time remuneration at any point of the year.

[a] Employees who received additional allowances relating to their overseas postings.

[b] Employees who left New Zealand Police during 2013/14 and many have been paid contractual entitlements.

[c] Employees who began working for New Zealand Police during 2013/14 and have not yet received a full year's remuneration.

[d] Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year.

Table 19: Remuneration of Staff by salary band and age group 2013/14

Total remuneration band	0–24	25–34	35–44	45–54	55–64	65+
\$0 – \$9,999	81	133	80	36	7	14
\$10,000 – \$19,999	82	136	93	42	21	8
\$20,000 – \$29,999	44	87	94	46	22	11
\$30,000 – \$39,999	44	123	111	63	25	12
\$40,000 – \$49,999	56	173	187	129	81	29
\$50,000 – \$59,999	86	260	288	248	138	53
\$60,000 – \$69,999	133	722	472	286	150	51
\$70,000 – \$79,999	10	615	835	372	108	19
\$80,000 – \$89,999	1	217	711	474	140	20
\$90,000 – \$99,999	–	50	604	641	240	17
\$100,000 – \$109,999	–	15	373	538	151	12
\$110,000 – \$119,999	–	7	201	476	171	15
\$120,000 – \$129,999	–	4	100	305	102	8
\$130,000 – \$139,999	–	1	37	149	56	3
\$140,000 – \$149,999	–	1	22	90	45	2
\$150,000 – \$159,999	–	–	7	31	22	2
\$160,000 – \$169,999	–	–	1	24	15	1
\$170,000 – \$179,999	–	–	–	9	6	–
\$180,000 – \$189,999	–	–	1	6	8	–
\$190,000 – \$199,999	–	–	–	5	9	2
\$200,000 – \$209,999	–	–	1	1	2	–
\$210,000 – \$219,999	–	–	2	3	4	1
\$220,000 – \$229,999	–	–	–	1	2	–
\$230,000 – \$239,999	–	–	2	4	3	–
\$240,000 – \$249,999	–	–	–	2	6	–
\$250,000 – \$259,999	–	–	–	1	2	–
\$260,000 – \$269,999	–	–	–	3	3	1
\$270,000 – \$279,999	–	–	–	2	1	1
\$290,000 – \$299,999	–	–	–	2	1	–
\$300,000 – \$309,999	–	–	–	–	1	–
\$310,000 – \$319,999	–	–	–	1	–	–
\$320,000 – \$329,999	–	–	–	–	2	1
\$330,000 – \$339,999	–	–	–	–	1	–
\$380,000 – \$389,999	–	–	–	–	2	–
\$420,000 – \$429,999	–	–	–	1	–	–
\$510,000 – \$519,999	–	–	–	1	–	–
\$560,000 – \$569,999	–	–	–	1	–	–
\$500,000 – \$509,999	–	–	–	1	–	–
\$1,020,000 – \$1,029,999	–	–	–	–	1	–
Total	537	2,544	4,222	3,994	1,548	283

Notes

The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2013/14 not the full-time remuneration at any point of the year.

Table 20: Average length of service 2008/09 to 2013/14

Role	30/06/2009	30/06/2010	30/06/2011	30/06/2012	30/06/2013	30/06/2014
Constabulary	11.9	12.4	12.8	13.0	13.4	13.39
Other Employees	8.0	8.4	8.9	9.4	9.4	9.53

The average length of service (in years) for Police employees as at the end of each financial year.

Table 21: Average length of service 2008/09 to 2013/14 by Gender

Gender	As at 30 June 2013		As at 30 June 2014	
	Constabulary	Other Employees	Constabulary	Other Employees
Female	10.42	10.42	10.32	9.89
Male	14.19	14.19	14.13	8.85

The average length of service (in years) for Police employees by gender as at the end of each financial year.

Table 22: Average length of service 2008/09 to 2013/14 by Age

Age Range	As at 30 June 2013		As at 30 June 2014	
	Constabulary	Other Employees	Constabulary	Other Employees
0-24	2.13	1.42	1.37	1.29
25-34	5.11	3.96	4.83	3.86
35-44	10.95	7.52	10.95	7.37
45-54	18.97	10.34	18.76	10.55
55-64	29.58	14.81	29.06	14.67
65+	32.50	15.54	34.68	15.34

The average length of service (in years) for Police employees by age as at the end of each financial year.

APPENDIX 6: INFORMATION REQUIRED BY STATUTE

Surveillance Device Warrants

In accordance with the provisions of section 172 of the Search and Surveillance Act 2012, the information in Table 23 is provided.

Table 23: Surveillance Device Warrants (under the Search and Surveillance Act 2012)

Section 172 (Surveillance Device Warrants)		2012/13	2013/14
Number of applications made		104	117
Number of applications granted		104	117
Number of applications refused		Nil	Nil
Number of warrants granted for use of interception device		84	107
Number of warrants granted for use of visual surveillance device		70	71
Number of warrants granted for use of tracking device		58	95
Number of warrants that authorised entry onto private premises		59	62
Number of interception devices used	No more than 24 hours	14	7
	1–3 days	35	32
	3–7 days	41	53
	7–21 days	118	134
	21–60 days	389	312
Number of visual surveillance devices used	No more than 24 hours	69	1
	1–3 days	10	11
	3–7 days	11	7
	7–21 days	13	11
	21–60 days	96	48
Number of tracking devices used	No more than 24 hours	4	4
	1–3 days	10	18
	3–7 days	8	22
	7–21 days	21	62
	21–60 days	109	115
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities under the authority of the surveillance device warrant		227	300
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		Nil	Nil

Warrantless Surveillance Device Powers Exercised

In accordance with the provisions of section 170 of the Search and Surveillance Act 2012, the information in Table 24 is provided.

Table 24: Warrantless Surveillance Device Powers (under the Search and Surveillance Act 2012)

Section 170(1) Warrantless Powers		2012/13	2013/14
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		32	37
Number of interception devices used	No more than 24 hours	13	22
	24–48 hours	33	54
Number of visual surveillance devices used	No more than 24 hours	5	2
	24–48 hours	3	1
Number of tracking devices used	No more than 24 hours	7	4
	24–48 hours	17	8
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless surveillance power		39	22
Number of reported breaches where a surveillance device used was not authorised under the warrantless emergency and urgency powers (provide details of breaches if any)		Nil	Nil

Warrantless Search Powers Exercised

In accordance with section 170 of the Search and Surveillance Act 2012, the information in Table 25 is provided. This is a new requirement for reporting on warrantless entry or search powers exercised under Part 2 or 3 of the Act effective 1 October 2012.

Table 25: Warrantless Entry or Search Powers Exercised (under Part 2 or 3 of the Search and Surveillance Act 2012)

Section 170(1) Warrantless Powers	1 October 2012 to 30 June 2013	2013/14
Number of occasions warrantless search powers were exercised	6,167	6,674
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search power	3,324	3,770

Declaratory Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 26 is provided.

Table 26: Declaratory Orders (under the Search and Surveillance Act 2012)

Section 172 Declaratory Orders		2012/13	2013/14
Number of applications for declaratory orders		Nil	Nil
Number of declaratory orders made		Nil	Nil
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	Nil	Nil
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	n/a	n/a
	technique	n/a	n/a
	procedure	n/a	n/a
	activity	n/a	n/a
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities covered by a declaratory order		Nil	Nil

Examination Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 27 is provided. This is a new requirement for reporting on examination orders effective 1 October 2012.

Table 27: Examination Orders (under the Search and Surveillance Act 2012)

Section 170 Examination Orders	1 October 2012 to 30 June 2013	2013/14
Number of applications made	Nil	Nil
Number of applications granted	Nil	Nil
Number of applications refused	Nil	Nil
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by an examination conducted under an examination order	Nil	Nil

Bodily Samples

In accordance with section 76 of the Criminal Investigations (Bodily Samples) Act 1995, the information in Table 28 is provided.

Table 28: Bodily Samples (under the Criminal Investigations (Bodily Samples) Act 1995)

Bodily Samples		2012/13	2013/14
(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	1	–
(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	958	623
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	43	50
	juvenile compulsion orders	–	2
(c)	The number of applications referred to in paragraph (b) that were:		
	suspect compulsion orders – granted	36	43
	suspect compulsion orders – refused	1*	1*
	juvenile compulsion orders – granted	–	2
	juvenile compulsion orders – refused	–	–
	(*) 6 discontinued/withdrawn		
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	5	–
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	59	62
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	1	3
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	984	841
(ce)	The number of:		
	(i) databank compulsion notice hearings requested and	(i) 51	(i) 56
	(ii) Part 3 orders made	(ii) 43	(ii) 48
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	(iii) 1*	(iii) 1*
	(*) 7 discontinued/withdrawn		
(d)	The number of:		
	(i) occasions on which a DNA profile obtained under Part 2 procedure has been used as evidence against a person in trial; and	Information not captured nationally	Information 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 of:		
	(i) occasions on which a DNA profile obtained under a Part 3 procedure has been used in support of an application for a suspect compulsion order under Part 2	(i) 28	(i) 49
	(ii) suspect compulsion orders granted in respect of those applications	(ii) 28	(ii) 49

Bodily Samples		2012/13	2013/14
(e)	The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a fingerprick or buccal sample pursuant to a compulsion order or databank compulsion notice:	1	1
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	–	3
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	12,050	9,648
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	11,071	8,834
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	1,007	1,087
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken.	50	62
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	5	3
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	4,829	1,508
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the		
	period under review; and	143,486	152,044
	number of bodily samples obtained by consent	98,477	99,789
	number of bodily samples obtained pursuant to a compulsion order	165	206
	number of bodily samples obtained pursuant to a databank compulsion notice	24,296	25,231
	number of Part 2B bodily samples obtained	20,548	26,618
(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 a Part 2 procedure	413	379
(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 Part 3 procedure	324	1,952

(2) The information required by subsection (1) (eb) to (eg) must be provided together with a breakdown of those totals according to the ethnicity of the persons from whom the samples were taken, and the number of young persons from whom samples were taken, so far as that information is known by the Police.

		Ethnicity	2011/12	2012/13	2013/14	Young persons 2011/12	Young persons 2012/13	Young persons 2013/14
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	266	245	226			
		European	6,071	5,078	3975			
		Indian	386	351	302			
		Latin American	31	19	20			
		Māori	5,795	4,767	3805			
		Middle Eastern	95	62	54			
		Native African	71	60	48			
		Pacific Islander	1,726	1,368	1125			
		Other	70	57	63			
		Unknown	49	43	30			
		Total				757	558	332
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	257	269	212			
		European	5,562	4,672	3655			
		Indian	360	330	282			
		Latin American	30	18	19			
		Māori	5,155	4,737	3460			
		Middle Eastern	89	57	52			
		Native African	69	54	44			
		Pacific Islander	1,575	1,247	1023			
		Other	63	54	59			
		Unknown	47	39	28			
		Total				1,306	558	293
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1)(a)	Asian	6	3	8			
		European	370	257	276			13
		Indian	8	5	11			
		Latin American	2	0	0			
		Māori	788	581	608			110
		Middle Eastern	3	4	3			
		Native African	7	0	3			
		Pacific Islander	186	153	176			49
		Other	1	0	2			2
		Unknown	126	0	0			
		Total				134	125	174

		Ethnicity	2011/12	2012/13	2013/14	Young persons 2011/12	Young persons 2012/13	Young persons 2013/14
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken	Asian	2	–	3			
		European	28	14	21			1
		Indian	2	–	2			
		Latin American	1	–	–			
		Māori	41	26	29			5
		Middle Eastern	–	–	1			
		Native African	1	–	1			
		Pacific Islander	6	9	4			2
		Other	–	–	1			1
		Unknown	–	–	–			
		Total				8	8	9
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	European	8	2	3			
		Māori	7	4	–			
		Native African	–	–	–			
		Pacific Islander	1	–	–			
		Total				–	–	–
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review (*) ESR systems no longer allow for this information to be identified	Ethnicity information not captured	n/a	4,829	1,508	334	n/a*	n/a*

LIST OF TABLES

Table 1:	Performance trends: Less harm from crime and anti-social behaviour indicators, 2008/09 to 2013/14
Table 2:	Performance trends: Less demand on the criminal justice system indicators, 2008/09 to 2013/14
Table 3:	Performance trends: Less harm from crashes indicators, 2008/09 to 2013/14
Table 4:	Performance trends: New Zealand is seen as a safe and secure place in which to live, visit and conduct business indicators, 2008/09 to 2013/14
Table 5:	Performance trends: Vulnerable people are protected and safe indicators, 2008/09 to 2013/14
Table 6:	Performance trends: Confidence in Police is maintained and fear of crime and crashes is reduced indicators, 2008/09 to 2013/14
Table 7:	Performance trends: The public, especially victims of crime, express satisfaction with Police service indicators, 2008/09 to 2013/14
Table 8:	Assessing mix of skills, experience, and tools for delivery
Table 9:	Progress on top line indicators since 2008/09
Table 10:	Employees by gender (by FTEs), as at June 2009 – 2014
Table 11:	Employees by age group, as at June 2013-2014
Table 12:	Constabulary employees by rank and gender as at June 2009 – 2014
Table 13:	Ethnicity profile of New Zealand Police as at June 2009 – 2014
Table 14:	Numbers of turnover and terminations as at June 2009 – 2014
Table 15:	Numbers of turnover and terminations by gender, 2009-2014
Table 16:	Staff numbers (headcount, including provision for leave without pay), 2012 and 2014
Table 17:	Staff numbers (headcount, excluding provision for leave without pay), 2009 – 2011
Table 18:	Remuneration of Staff by salary band 2013/14
Table 19:	Remuneration of staff by salary band and age group 2013/14
Table 20:	Average length of service 2008/09 to 2013/14
Table 21:	Average length of service by gender 2008/09 to 2013/14
Table 22:	Average length of service by age 2008/09 to 2013/14
Table 23:	Surveillance Device Warrants (under the Search and Surveillance Act 2012)
Table 24:	Warrantless Surveillance Device Powers (under the Search and Surveillance Act 2012)
Table 25:	Warrantless Entry or Search Powers Exercised (under Part 2 or 3 of the Search and Surveillance Act 2012)
Table 26:	Declaratory Orders (under the Search and Surveillance Act 2012)
Table 27:	Examination Orders (under the Search and Surveillance Act 2012)
Table 28:	Bodily Samples (under the Criminal Investigations (Bodily Samples) Act 1995)

