



Annual Report

2016/2017

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This Annual Report satisfies our statutory requirements under section 45 of the Public Finance Act 1989 and section 101 of the Policing Act 2008.



The cover photo was chosen in recognition of both 75 Years of Women in Policing and the Police Dog Section.

Senior Constable Sue Burridge and Hades are from the Wellington Police District Dog Section. Sue joined Police in 1999 and has been a dog handler in Wellington since 2005. Sue is our longest serving female dog handler, and for ten years, was our only female dog handler until Constable Elyse Lewis of Northland qualified in 2015.

The cover photo was taken by Constable Jane Dunn from Wellington Police Forensic Imaging. Jane joined Police in 2006, working initially as a frontline officer in Hawke's Bay before transferring to Wellington District, where she has been for the past four years.



Commissioner's Foreword

New Zealand Police has had a productive year in 2016/17. One full of achievements that we can all be proud of.

We accomplished record breaking drug busts through several major operations and disrupted organised crime activity with \$301 million worth of assets restrained, \$168 million worth of assets forfeited, and \$1.58 billion worth of crime disruption.

Completion of the 47 Police-specific recommendations resulting from the Commission of Inquiry into Police Conduct, signed off ten years of reforms. We have built a healthy, diverse and inclusive culture that puts victims at the heart of everything we do. I am confident the lessons learned, and improvements initiated, will continue to endure.

We celebrated diversity amongst ourselves and within our communities by setting an ambitious goal to have our workforce reflect the gender and ethnic mix of the communities we serve. We acknowledged 75 years of women in Police by profiling our female officers, bringing them into the homes of kiwis with the reality television show 'Women in Blue', celebrating with a nationwide torch relay and other memorable events around the country.

Police assisted with emergency responses to some of the most severe natural disasters including the Kaikoura earthquake, Christchurch fires and the Bay of Plenty floods. Although these types of events cause significant damage and upheaval, it is encouraging to see how readily Police and the community work together.

We continue to build on the success of our *Prevention First* national operating model by taking every opportunity to prevent harm. We have more frontline staff in more people's homes than any other organisation, and often in the homes of those that are struggling the most. *Prevention First* provides us with a prime opportunity to address the influences that drive social dysfunction and the demand for services.

The *Safer Communities* investment announced by the Prime Minister in February 2017, will help to prepare us for the future by introducing 880 new constabulary officers and 245 employees. This investment will see more resources being able to prevent crime and victimisation, target and catch offenders, and deliver a more responsive police service.

To support the organisation to deliver on key outcomes and build a sustainable policing model, we have introduced the next phase of our transformation programme, called *The Safest Country: Policing 2021*. This programme will maximise opportunities to deliver effective policing services and address challenges such as the rates of violent crime, the over-representation of Māori in the criminal justice system, and increasingly sophisticated offending.

The Police High Performance Framework is a key part of our transformation programme. The framework helps our people to understand the importance of their roles and how what they do on a daily basis contributes to *Our Business*. It empowers our people to make the right calls themselves; to deliver the right outcome in each situation. The framework is one of the biggest commitments we are making to our people and ensures everyone in our organisation has the tools and the ability to be the best they possibly can be to make a positive difference.

Lastly, and most importantly, I want to thank our staff for their efforts. Their hard work is how we have achieved so much this year and their commitment to *Our Business* is what will help us do even better over the next 12 months to achieve our mission to be the safest country.



Mike Bush MNZM
Commissioner of Police

2016/17 Summary



POLICE RESPONDED TO **1,136,636** EVENTS



869,170 CALLS TO 111 ANSWERED



POLICE CONDUCTED **732,539** VEHICLE STOPS



97% OF PRIORITY VETTING REQUESTS PROCESSED ON TIME



POLICE RESPONDED TO **2,743** SEARCH AND RESCUE EVENTS



14,909 NON-CRIMINAL INVESTIGATIONS RELATING TO PERSONS WITH SUSPECTED MENTAL ILLNESS



POLICE CONDUCTED **2,126,280** BREATH TESTS



1 in 5 CONSTABULARY STAFF ARE WOMEN



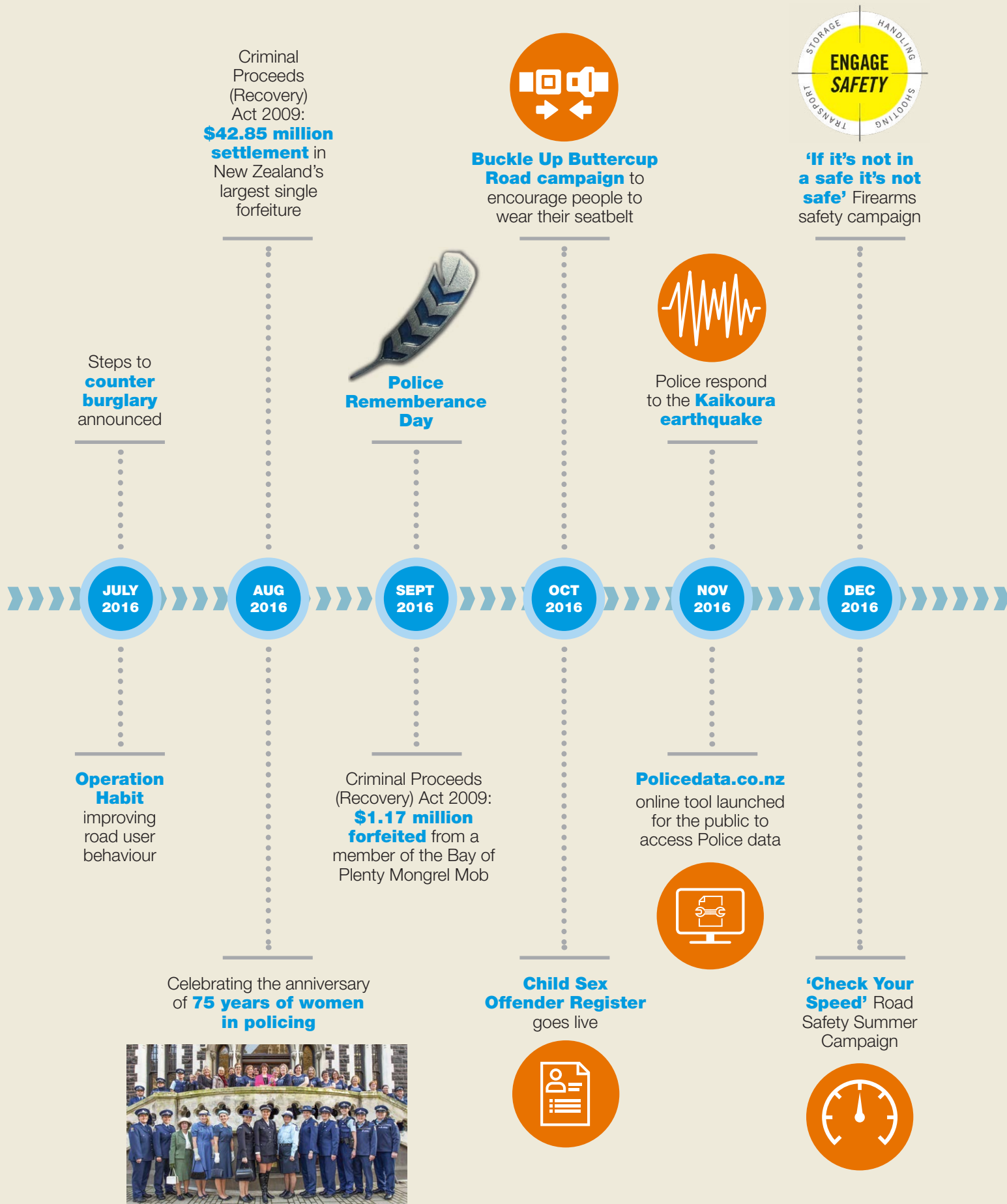
POLICE COMPLETED ALL **47** RECOMMENDATIONS OF THE COMMISSION OF INQUIRY SIGNING OFF 10 YEARS OF REFORMS



\$301 million WORTH OF ASSETS RESTRAINED

\$168 million WORTH OF ASSETS FORFEITED

\$1.58 billion WORTH OF CRIME DISRUPTED





Police respond to the **Christchurch Fires**



Police respond to the **Bay of Plenty Floods**

International operation **rescuing 31 children** from child exploitation



Wastewater pilot results released

10 Police videos were launched to encourage victims of sexual assault to come forward

JAN 2017

FEB 2017

MAR 2017

APR 2017

MAY 2017

JUN 2017

Guilty verdicts handed to seven people involved in the drug ring at the centre of **Operation Sylvester**

Commencement of a multi-agency and international **detector dog breeding programme** in New Zealand

Safer Communities Investment package was announced by the Prime Minister



Commission of Inquiry 'A decade of change' was released



The Lions Rugby Tour



1. Our Business and Our Future

Our Business has been refreshed to ensure it reflects the opportunities, expectations, and targets presented by the *Safer Communities* investment.



Our Business

Our Business is our strategic guide to Police's purpose, mission, strategies and goals, and aligns Police staff to our key strategies. It represents our direction, what we stand for and how we go about delivering our services.

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

Our Values

Everything Police does is about ensuring people will be safe and feel safe. To enable us to deliver on this commitment we are guided by our core values. These values inform the way we work, operate and make decisions. Our values reflect what is important to us and the communities we serve.

Our values are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy and Valuing Diversity.



The Safest Country: Policing 2021

On 2 February 2017, the Prime Minister announced an additional \$388 million for Police for an extra 880 constabulary staff and 245 other Police employees over the four years 2017/18 – 2020/21. This is part of the \$503 million *Safer Communities* investment in the wider justice sector.

The additional funding for Police has created an opportunity to integrate our transformation activities into a unified programme. This is known as *The Safest Country: Policing 2021*.

Work for the programme falls into five workstreams – Safer Whanau; Iwi and Community Partnerships; Police Commitment to Social Investment; Service Delivery and Modernising Our Business; and the Police High Performance Framework.

While opening up new areas of work, it will build on programmes such as the family harm pilot Whāngaia Ngā Pa Harakeke and Iwi Justice Panels.

Police's commitment to social investment is an evolution from evidence-based policing. Our social investment approach uses evidence and data to ensure what we do delivers the best outcomes for our communities.

The Service Delivery and Modernising Our Business workstream will improve the customer service experience so that when the public contact Police, they connect to who they need and when they need it. The Police High Performance Framework continues to build on work done to support the transformation of the business.



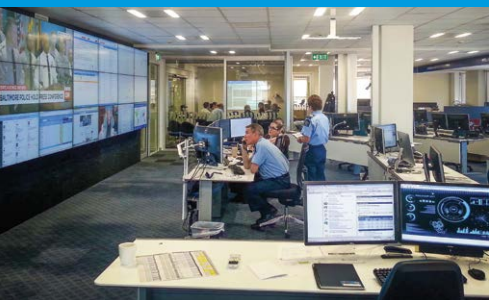


2. The Year in Review

This section outlines what we achieved in the year against our priorities we set out in the 2016/17 Four Year Plan. These images demonstrate some of the activities we did to build trust and confidence in our communities and make New Zealanders be safe and feel safe.

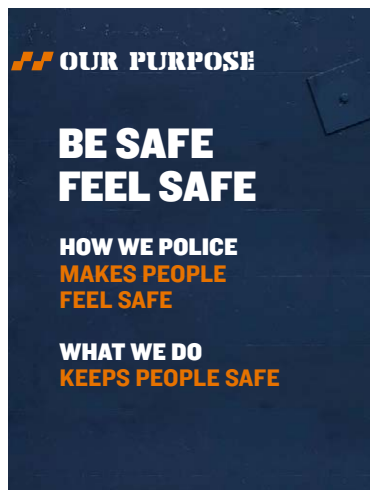
This section of the Annual Report outlines:

- why our outcomes and impacts are important
- what activities we carried out in 2016/17 to make a positive difference to our outcomes
- how we performed against the measures set for each outcome and impact.



Outcome 1:

Be Safe – Our mission to be the safest country



Be Safe, Feel Safe is Police's purpose statement, which reflects our responsibility to make people feel safe and to keep people safe. Our Mission to be the safest country¹ means that Police needs to identify and plan for challenges and opportunities in our operating environment and continue to work with our partners. This will support Police to ensure that areas in which we already excel, remain world class.

Police is the cornerstone of the Government's community safety relationship. We interact with the public more widely, more frequently, and often more personally, than any other organisation. The complex policing environment that we face requires our people to have the necessary skills and attributes to meet this challenge. To keep our communities safe over the last year, Police continued to focus on reducing crime and victimisation, social harm, and serious and fatal crash injuries.

Police remain committed to improving the effectiveness of road safety enforcement by increasing frontline visibility, being 'more street than station' and by making use of speed cameras in high risk locations.

In order to keep our communities safe, we also need to keep our own people safe and well. Our health and safety management system supports all parts of the organisation. Our Wellness and Safety strategy focuses on developing a greater awareness and understanding of the wide range of risks and challenges we face daily, and taking appropriate action to build resilience to manage, minimise, or eliminate risks.



In Northland, through the place-based initiative Te Tai Tokerau, Police has identified 2,520 children associated with incidents of family harm and are working with partner agencies to provide intervention and services.

Eastern District has identified driver licensing as a repetitive element contributing to social harm within its communities. In response to this, the District has developed a range of licensing initiatives with local partners. The licensing schemes are seen as a significant intervention opportunity in families experiencing family violence.

¹ New Zealand is ranked second in the world on the 2017 Global Peace Index, published by the Institute for Economics and Peace.

Impact 1: Protected communities and preventing harm

Everything we do at New Zealand Police is about ensuring people are safe and feel safe.

/// OUR MOTTO

**SAFER
COMMUNITIES
TOGETHER**

Everyone has the right to be safe and feel safe as they go about their business and everyday lives. Police play a vital role in ensuring people are protected in their communities and remain safe from harm. Police does this by working with other agencies,

iwi, and the communities we serve to identify the underlying causes of offending and victimisation, and develop appropriate interventions.

By committing to undertake a social investment approach to how we do things, we are doing our part to improve outcomes for all New Zealanders. Police apply this approach by targeting the highest risk, identifying the most vulnerable people and pursuing prevention opportunities, and as a result, providing an even better policing service to all New Zealanders.

The Government has made some progress on reducing assaults of children since this was established as a Better Public Services Result area in 2012. The Government has now renamed the Result Area as Safer kids: Reduce assaults and abuse of children. A much more ambitious target has been set of reducing the number of children experiencing a substantiated incidence of physical or sexual abuse by 20% by 2021.

The new Ministry for Vulnerable Children, Oranga Tamariki, will lead the work on these reforms, but it will need the cooperation and support from the Ministries of Health, Education and Social Development, as well as Police and the Department of Corrections.

The *Safer Communities* investment, presents a great opportunity for Police to continue its work to make New Zealand the safest country. Police will be able to deliver a more responsive police service by recruiting an additional 880 constabulary officers and 245 employees over the next four years.

This additional investment allows Police to increase their focus in the areas of:

- Frontline response and investigation
- Disrupting organised crime, gangs and methamphetamine use
- Child protection, and reduction of family violence and sexual assault
- Rural policing
- Ethnic communities
- Service delivery and accessibility.

The *Safer Communities* investment will help to ensure our communities remain protected.

1.1 Reducing risks for victims, risks from offenders and risks at places

Police is committed to building on the successes of our *Prevention First* operating model through a social investment approach to address offending, harm and complex social problems supported by evidence, data and technology.

Police are uniquely placed to help government agencies implement the social investment approach by playing a facilitator and connector role. By working with people who are most at risk, police generate and obtain information and intelligence that, when shared, can improve decision making by agencies, and ensure social services reach those people that need them the most.

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

To assess the success of our *Prevention First* mindset ‘To take every opportunity to prevent harm’, we continue to evaluate the effectiveness of our initiatives and measure our performance against our targets as detailed in *Our Business*.

The *Safer Communities* investment provides us with the opportunity to be a better police service than ever before. This investment will help us to deliver our core policing while coming up with innovative ways to tackle crime and reduce victimisation from new and emerging areas.

As part of the *Safer Communities* investment, Police will receive an additional 500 frontline officers which will be used to improve the capacity to attend incidents earlier. Shorter response times can minimise victimisation by interrupting crimes as they occur.

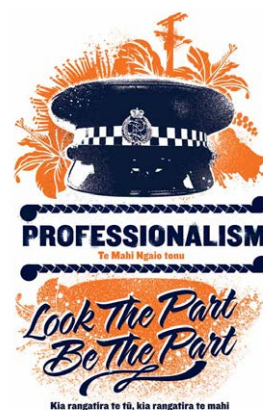
More officers in their communities, responding to, and preventing crime from happening, improves the overall quality of service Police provides and makes New Zealanders be safe and feel safe.

Resolution of crime

Police has a focus on improving the resolution of crime. Police work closely with other agencies and organisations to understand the drivers behind why crime occurs, and is always looking for opportunities and new ideas to help prevent people from becoming victims of crime.

Prevention First places emphasis on the immediate and longer-term benefits of placing prevention at the front, and victims at the centre, of how we operate. This requires officers to focus on the underlying causes of crime by looking beyond single incidents; use police discretion to look for alternate resolutions for youth and low-level offending; and use quality intelligence and evidence-based practices to enable a problem-solving approach to target and reduce crime, thereby reducing social harm.

Prevention First now places greater emphasis on directing our resources to tasks that are shown to make a positive difference, supporting our aspiration to be a truly evidence-enabled police service.



“They are doing the best they can. They go out of their way for the safety of the community.”

Police now has a target to attend 98% of all dwelling burglaries within 48 hours of the event occurring.

Over the past year Police has continued to put significant effort into areas that impact on victims in our vulnerable communities such as burglary and aggravated robbery. We have made a number of improvements to the service we provide when dealing with victims of these types of crimes.

To provide reassurance around the effort and prioritisation given to burglary victims, in August 2016 we introduced a new policy which set the expectation of full attendance at dwelling burglaries. We then took it one step further by ensuring our people attend dwelling burglaries within 48 hours of the crime taking place. For the month of June 2017, Tamaki Makaurau (the three Auckland Districts), Waikato, Bay of Plenty, Eastern, and Wellington Districts all achieved at least 90% attendance within 48 hours of the burglary taking place.

Other tools Police are using to combat burglary include world-leading technology to map crime hotspots and using smartphone technology to share information about offenders in real time. This includes improving information collected about offences, especially information on stolen items and criminal tactics, to increase the accuracy of linking offenders to crimes.



In May 2017, Police in partnership with Crimestoppers, launched a month long campaign 'There's nothing good about stolen goods' to target those who profit from aggravated robbery by trading stolen shop and dairy goods, such as cigarettes and alcohol.

Police also formed a special taskforce made up of 20 officers working across Auckland, to combat this type of crime. This team was additional to the frontline and crime team staff working within each of the three Auckland districts.

In addition, Operation Dukan, which has been active across Tamaki Makaurau, aims to reduce robbery victimisation (and re-victimisation) through increased Police engagement and prevention advice. Police have visited more than 1,000 small businesses in Auckland to provide crime prevention advice and support. This included inviting owners to crime safety seminars. The initiative builds on several years of work with business owners and their workers, particularly from Auckland's South and East Asian communities, to make their premises less attractive to criminals. Due to the success of this initiative, Police plan to roll this operation out nationally.

What we did

Child Sex Offender Register

The Child Sex Offender Register was launched on 14 October 2016. This gives Police another tool to help protect some of the most vulnerable members of our communities. The register's purpose is to give Police and the Department of Corrections information to effectively monitor a released offender's risk of reoffending. The information can be used to prompt preventative action that can be taken. Police is also extending a new case management approach in all districts. With support from specialist staff, Police can identify changes that could trigger escalation in the risk of reoffending. Case managers will work with the individuals to help them manage those risk factors. This proactive, preventative approach is a key difference that sets New Zealand apart from other countries that operate similar registers.

\$1.8 million was made available for robbery prevention at dairies, superettes and small businesses.

With the recent introduction of a Child Sex Offender Register for New Zealand, Police has another tool available for prevention work to help keep our children safe.

Higher priority to dwelling burglary

Dwelling burglary has a huge impact on individuals, families and the community. Police have raised the priority of dwelling burglary (house break-ins) ensuring extra support is available from our Intelligence groups and ongoing district and national level operations to focus on burglary and youth offending. All house break-ins will be attended by police staff, meaning either constabulary or scene of crime officers will attend a burglary within 48 hours of the event occurring.

First quarter of wastewater results released

The baseline results for the first three rounds of testing in the Wastewater Pilot programme were released in March 2017. The programme began in December 2016 and aims to provide a better picture of the prevalence of drug use in New Zealand communities. This programme is the first time authorities have access to quantitative data that allows for a more accurate picture of drug use in those communities where the testing is conducted. As more data is collected, the Wastewater programme will also show if an area sees changes in drug use patterns as well as the introduction of a drug in an area where it has previously tested negative. As at June 2017, the focus of the programme is to establish a baseline of what consumption looks like among the population covered by the two testing sites in Christchurch and Auckland.

The Wastewater Pilot information will help government access data that allows for a more accurate picture of drug use in communities.

Youth Offending

Youth offending has reduced significantly over the past 10 years, however a significant proportion of current youth offending is of a serious nature. This offending often involves children and young people that come from backgrounds of significant disadvantage where alcohol, drugs, violence, gangs and the lack of involvement with pro-social role models feature. A large percentage of this group are Māori (63%) with an increasing percentage of those with Pacific ethnicity.

Despite an overall downturn in youth offending, from 1 July 2016, data shows a slight upward trend of serious offences such as robbery and violence over the last year. An example of this is the current offending trend of aggravated robbery, where social networking is used by youth offenders to encourage and challenge each other to commit offences, boast about it and cause alarm to communities.

To aid Police in dealing with youth offending, an internal Youth Justice Plan was developed over the 2016/17 year. The Police Youth Justice Plan provides a toolkit of tactics that Police Districts can use to make a positive difference. It aligns with the cross-Government Youth Crime Action Plan that aims to reduce youth crime and help those who offend to turn their lives around.

The Police Youth Justice Plan is one of two key initiatives that has improved our response to victims. The Plan highlights 'youth as victims' and recognises the early intervention opportunities for young victims, particularly in the family violence space. The second initiative is the involvement of victims of youth crime in the family group conference and court process so youth offenders learn the impact that their offence has on the victim.

To deal effectively with serious youth offenders and determine the likelihood of re-offending, Police developed the youth offending risk screening tool – a 14 item questionnaire that provides information which helps to decide the best way to intervene with individual young offenders. This enables plans to be formulated around dynamic risk factors that can be changed. The intention in the future is to use this tool for all youth offenders to achieve the best long term outcomes.

As part of the Safer Communities investment, Police Youth Aid has received additional resources to support the raising of the Youth Justice age to include 17 year olds.

Through the Youth Crime Action Plan, Police work with Government agencies more closely and partner with Māori, communities, parents, schools and others to tackle youth crime and the factors that lead to offending.

How we did

Measure		2012/13	2013/14	2014/15	2015/16	2016/17
Better Public Services (BPS) Results	Total crime rate per 10,000 population (BPS 7) ²	863	818	818	844	865 ³
	Youth crime rate per 10,000 population (BPS 7) ²	254	210	198	214	221 ³
	Violent crime rate per 10,000 population (BPS 7) ²	100	96	98	105	112 ³
	Number of children experiencing physical abuse (BPS 4) ²	New measure for 2015/16			2,953	not applicable ⁴
	Percentage of re-offending (BPS 8) ²	New measure for 2015/16			28%	29% ³
Key indicator	Total victimisations recorded per 10,000 population against i. people ii. property	New measure for 2016/17				i. 128 ii. 446
Key indicator	Number of repeat victimisations recorded per 10,000 population against i. people ii. property	New measure for 2016/17				i. 29 ii. 74
Key indicator	Percentage of repeat calls for service to the location of crimes where police have attended crimes in the previous 12 months	New measure for 2014/15		23%	23%	23%
Number of victimisations for serious assault resulting in injury per 10,000 population		New measure for 2015/16			19.6	20
Percentage of breaches of Police Safety Orders		New measure for 2013/14	6%	8%	9%	8%
Number of escapes from Police custody		8	8	10	6	6
Number of deaths and serious injuries in Police custody		New measure for 2015/16			19	17 ⁵

² Source: <http://www.ssc.govt.nz/better-public-services>

³ March 2017 results are the latest results available on the BPS measures from the Ministry of Justice.

⁴ March 2017 results are the latest results available on the BPS measures from the Ministry for Vulnerable Children, Oranga Tamariki. The March 2017 nine-month outturn was 2,312, compared to 2,246 for the nine-months to March 2016.

⁵ There were no deaths in Police custody during 2016/17.

1.2 Improved road user behaviour

Police has a focus on improving road user behavior and increasing safety on our roads. In 2016 Police developed the Road Policing Action Plan to approach road safety from a whole-of-Police perspective.

We changed our approach to recognise that some road safety risks have origins in other drivers of crime such as organised crime, family violence, alcohol and youth, and require a broader problem-solving approach to change.

Our *Safer Journeys* strategy, and the *Safer Journeys* Road Policing Action Plan contributes to our mission by:

- increasing the efficiency and effectiveness of the Police workforce by ensuring all staff are undertaking the right activities at the right times to help prevent road trauma
- lifting productivity by automating some activities and using technology to streamline processes, which frees up staff to focus on other high-priority road policing activities
- continuously improving our understanding of the road policing environment, leading to enhanced effectiveness and accountability
- consolidating our work to support the 'Safe System' approach in road policing.

By being highly visible and active in our communities, we are helping to prevent people from committing crimes that cause serious injury or death on our roads. Each Police district works to understand its road policing activity in order to develop initiatives that have positive impacts on road user behaviour.



Police will also need to continue to work together with our partners to use their skills and knowledge to inform our approaches to improving road user behaviour and reduce road trauma.

What we did

The Innovation in Intelligence Award

During the year, Police won the New Zealand Institute of Intelligence Annual Community award for innovation in intelligence. This award recognises an agency, team or person responsible for noteworthy innovation in one or more of the fields of collection, analysis or reporting. This award recognised that Police is using communications data and turning it into actionable intelligence that can be used by all districts to help make our roads safer. Police intelligence products have been developed nationally to recommend prevention and enforcement tactics to address high risk drivers who repeatedly come to police attention.

Taking a whole-of-Police approach to changing lifecycles of high risk drivers forms part of a long-term *Prevention First* strategy to reducing crime and victimisation.

By using an intelligence-based deployment model we are ensuring our staff are in the right place at the right time.

Operation Habit

Getting people into the habit of buckling up and putting their mobile phone away is the focus of a Police operation aimed at preventing further serious injuries and deaths on our roads. During Operation Habit, which ran throughout New Zealand from 25 July 2016 to 7 August 2016, motorists were reminded of the very real risk of driver distractions. Drivers were reminded that distractions can come in many forms, including changing the car stereo, unrestrained pets, arguing children, eating and drinking, and applying make-up. A particular concern however, is talking, texting and checking emails on a mobile phone while on the move. Anything that diverts a driver's attention for more than a few seconds can significantly increase the likelihood of a crash or near-crash.

Buckle Up Buttercup

With a sharp increase in the number of people killed in crashes not wearing seatbelts, Police made use of the Labour Day long weekend in October 2016 to launch the 'Buckle up Buttercup' campaign to encourage everyone to wear their seatbelt.

Typically, each year around 60 people killed in crashes did not wear seatbelts. As of 12 October 2016, 71 people were killed while not wearing a seatbelt. Sadly, the wearing of a seatbelt for some is not a habit and as a consequence far too many people are being needlessly killed and injured in crashes. By wearing a seatbelt, the chance of surviving a crash increases by up to 50%. Police had a highly visible and active presence on the road during Labour Day Weekend, focusing on high risk driving behaviour using a number of enforcement activities.

Drink-drive blitz tests more than 8,000 drivers in Hamilton city

In December 2016, police from Tauranga and Rotorua converged on Hamilton in a 'tri-city' police operation, setting up 24 checkpoints around the city. In the two nights, 8,305 motorists were stopped and breath tested. Of them, 47 were processed for drink driving. As well as the drink drivers, police stopped 11 drivers who were driving without a current driver's licence.

Another 13 drivers had licences suspended for having in excess of 100 demerit points; police impounded 11 cars and issued 275 infringements for drivers breaching their graduated licence conditions, or for having vehicle safety issues. Anyone with a reading of 250 to 400 micrograms of alcohol per litre (µg/L) of breath was issued a \$200 fine and 50 demerit points, while those over 400µg/L were summonsed to appear in court.

During the 'Buckle Up Buttercup' campaign, a highly visible police presence on the road network encouraged safe road use, including drink-drive checkpoints, visible speed enforcement and a strong focus on those failing to wear a seatbelt.

OnDuty™ Road Policing Electronic Paperwork

Road Policing launched their suite of electronic paperwork via the OnDuty™ iPhone application in June 2016 which has been well-received and well used by officers. The introduction of this new OnDuty™ feature has seen significant savings in time and the overall quality of each roadside interaction has increased since the adoption of the electronic solution. OnDuty™ has seen a reduction in the time an officer spends completing a standard driver and vehicle query, and completing a subsequent infringement notice on the iPhone.

We have also seen efficiency gains with the use of electronic Traffic Crash Reports (TCR). TCRs are now sent to the New Zealand Transport Agency (NZTA) faster than the old paper version, in some cases within hours, as opposed to weeks. Since 29 June 2016, 31,490 TCRs that were completed on officer's iPhones, have been received by NZTA. Over the same time period 669,205 Infringement Notices, have been issued from Police iPhones.

Overall, this new way of working enables Police to spend more time in our communities engaging in road safety conversations, promoting positive driving behaviours and participating in other prevention based activities.

OnDuty™ is designed to be a smarter, faster and easier way of working that will give frontline staff more time and the capability to be 'more street than station'.

How we did

Measure ⁶	2012	2013	2014	2015	2016
Percentage of road users travelling over the 50 km/h speed limit	53%	56%	52%	46%	Not applicable ⁷
Percentage of road users travelling over the 100 km/h speed limit	25%	25%	22%	23%	Not applicable ⁷
Median breath alcohol level for adults caught exceeding the limit (in micrograms per litre (µg/L)) ⁸	New measure for 2015/16			650	650



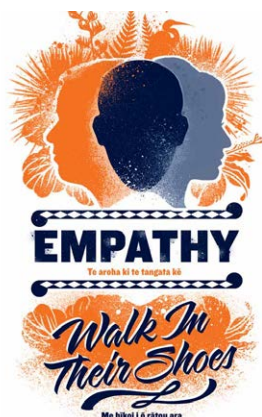
⁶ Results are reported for the calendar year 1 January – 31 December only.

⁷ No survey was completed by Ministry of Transport in 2016.

⁸ The outturn excludes the infringement-level offending of 250–400µg/L and reports the offence-level breath alcohol levels above 400µg/L.

Impact 2: Minimising the harm for victims

The Integrated Safety Response (ISR) pilots in Christchurch and Waikato are a game-changer for responding to family harm in New Zealand.



“They’ve handled some delicate issues with a degree of sensitivity and professionalism, by taking a more measured approach”

Police work hard to minimise the harm for victims by improving the services Police provides to individuals and communities once they have become a victim of crime, road trauma or harm.

One of the ways Police helps to reduce harm is by having an increased focus on family harm and the damage it causes communities. As part of the *Safest Country: Policing 2021* transformation programme, the Safer Whānau work stream aims to reduce the harm associated with family violence and sexual violence, and target the most vulnerable and disadvantaged communities by working in partnership with iwi, partner agencies, non-government organisations, and the community.

Working more effectively with partners is the key to making the real difference. Many reviews have found the current approach to resolving family harm needs to change; the current system is fragmented, and there is no single agency or person who can solve what is now an intergenerational issue.

The Integrated Safety Response to Family Violence (ISR) which comprises two pilot sites in Christchurch and Waikato, provides an opportunity to establish a national model that is robust, adaptable and makes a real difference to victims and families. The aim of this multi-agency model is to know the elements of family harm better than ever before – and to improve tasking and coordination⁹ of response. It begins with improving safety management as soon as possible after family harm has been reported to Police or referred from the Department of Corrections in the case of high-risk prison releases.

OUR PARTNERSHIPS

WORKING TOGETHER TO
ACHIEVE COLLECTIVE
IMPACT WITH

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

The approach sees Police, Oranga Tamariki, the Department of Corrections, Ministry of Health, specialist family violence non-government organisations (NGOs) and kaupapa Māori services working as a team to support victims in order to reduce the risk of further violence, and to better manage offenders.

More than 31,000 people have been supported through the ISR pilots in Christchurch and Waikato since ‘go-live’ in 2016. The pilots are helping to improve the safety of family violence victims and stop family violence escalating by ensuring agencies and NGOs identify risks and intervene earlier. The government has invested \$22.4 million

to extend the pilots a further two years to enable support to thousands more families and to also get a better picture of the nature of family violence in New Zealand so more informed decisions can be made about how to reduce the harm caused.

To complement the new multi-agency approach being piloted in ISR and also as part of transforming policing, Police is also piloting a new family harm deployment model, Whāngaia Nga Pa Harakeke, to better respond to family harm and identify opportunities to prevent reoffending and re-victimisation. These pilots are being

⁹ Tasking and Coordination is the process by which critical command information, including intelligence, is turned into operational activity.

undertaken in Counties Manukau, Eastern, and Northland Districts in partnership with iwi, community, and partners.

In addition, Police is building technology solutions that will free up more time to allow officers to focus on providing an excellent service experience to victims and their families.

Police is also committed to reducing repeat offending, victimisation, and fatal crashes among Māori. Our *Turning of the Tide* strategy commits Police to work together with Māori to achieve four common goals to:

- decrease by 10% the proportion of first-time youth and adult offenders who are Māori
- decrease by 20% the proportion of repeat youth and adult victims and offenders who are Māori
- decrease by 25% Police apprehensions (non-traffic) of Māori that are resolved by prosecution
- decrease by 20% Māori crash fatalities (without increasing the proportion of Māori injured in serious crashes).

While the final results of The *Turning of the Tide* strategy goals have not been fully realised, there is evidence that the upward trend in Māori first time youth and adult offenders is beginning to stabilise.

Turning of the Tide initiatives such as Iwi Panels and Iwi Partnerships, have progressed well over the last 12 months and continued focus on these partnerships will make it easier for Māori and Police to work together. It is pleasing to report that as part of the *Safer Communities* Investment announced in February 2017 by the Prime Minister, 66 additional police staff will be available to bring a social investment approach to reduce family harm to whanau.

As part of the return on social investment, Police along with our Justice Sector partners, have agreed to set and monitor a number of sector targets. As part of highlighting and affirming the aspirations of *Turning of the Tide*, Police will contribute (along with other Justice Sector partners) to a 25% reduction in Māori reoffending, by June 2025. This outcome is ambitious, and will drive the work delivered by the Māori Justice Outcomes Strategy, which is currently under development and being led by Police.

The Māori Justice Outcomes Strategy will focus on a number of initiatives including:

- youth mentoring services as part of the Marae-based innovation approach at Nga Hau e Whau and Oho Ake
- Māori Wardens providing support to at-risk youth, prevention and reassurance patrols at high risk times and patrols
- connecting offenders to iwi/community panels
- working with high frequency offenders (e.g. through Kotahitanga)
- supporting women prisoners and their children.

Police are committed to work together with our partners to improve outcomes for Māori and reduce the overrepresentation of Māori in crime and crash statistics.

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



Measure	2011/12 Baseline	2012/13	2013/14	2014/15	2015/16	2016/17	June 2018 Targets
Percentage of first-time ¹⁰ youth offenders who are Māori	44%	46%	46%	47%	46%	44%	39.8%
Percentage of first-time ¹⁰ adult offenders who are Māori	28%	26%	26%	24%	23%	22%	25.4%
Percentage of repeat youth victims who are Māori	Not applicable ¹¹						
Percentage of repeat adult victims who are Māori	Not applicable ¹¹						
Percentage of repeat ¹² youth offenders who are Māori	57%	59%	60%	61%	63%	63%	45.8%
Percentage of repeat ¹² adult offenders who are Māori	44%	44%	45%	45%	46%	47%	34.9%
Number of Police (non-traffic) apprehensions of Māori youth resolved by prosecution	3,549	3,224	2,514	2,412	2,745	2,795	2,662
Number of Police (non-traffic) apprehensions of Māori adult resolved by prosecution	40,193	36,347	32,263	33,959	35,460	37,079	30,145
Percentage of serious crash casualties that are Māori	19%	16%	16%	16%	17%	17%	15.2%

¹⁰ A first-time offender is a person who has been proceeded against by Police for the first time since 1 July 2009. The first proceeding may cover one or more offences.

¹¹ Victim data has been insufficiently recorded with ethnicity information to allow for outturns to be calculated for this measure.

¹² A repeat offender is a person who has been proceeded against by Police at least twice since 1 July 2009. The second or subsequent proceeding may cover one or more offences, but the person is counted as a repeat offender only once.

2.1 Minimising harm

Police has a focus on our response activities and the impact they have on victims. Police make it a priority to put prevention at the forefront of our response activities, and to put the needs of victims at the heart of everything we do. We also look at the impact of policing services on decreasing harm to victims in our communities and on our roads.

When people need Police to respond to a situation, they expect us to be there quickly to deal with matters and provide an appropriate response. We provide a swift response now but we are always looking for ways we can improve our services. As part of the *Safer Communities* investment we set ourselves a performance target of one minute earlier median response times in urban and rural areas. The earlier response time can minimise victimisation by interrupting crimes in progress, and reduce potential harm from mental health incidents and family harm call-outs.

We also invest in our people, by ensuring they are trained effectively to deal with any situation they are faced with. That training extends to our Communications Centres' staff, so they are able to respond to the needs of the caller more effectively and determine the best course of action. This is another response area where we want to do better, so we are committing to reaching a performance target of 90% of 111 emergency calls answered within 10 seconds (by June 2018), in order to connect the public to our services faster.

Response is not just about dealing with the immediate incident that may be occurring or has occurred, it is about looking at the overall situation and assessing the underlying causes so we can work with the victim and their families to connect them with other services they may need.

We are continually working with other agencies to provide a holistic approach, to improve our services, to reach more people who need us, and to deliver better long term social outcomes for New Zealanders.

Police are also a key agency in the Government's response to building trust and confidence in communities affected by natural disasters because of our nation-wide 24-hour presence, and our communications network that is designed to respond to emergencies. Police were engaged in a wide range of operations and exercises, both within New Zealand and off shore during the year. This includes our response in the Kaikoura earthquake and Christchurch fires that affected a significant number of communities.

Our future plans to provide an even more responsive police service, supported by our increased focus on prevention activities, will continue to minimise harm and provide a service New Zealanders have come to expect and deserve.

Victims of crime and crash are the focus of Police attention from the initial call for service, right through to case resolution.



"They were fast to respond and seemed concerned, attentive and thorough"

The entire public sector under the ministerial oversight group on family harm and sexual harm is coming together in a much more coordinated way to address the drivers of crime.

What we did

OnDuty™ Family Harm Solution

OnDuty™ addresses a number of key initiatives to handle Family Harm incidents in an effective and efficient manner. The solution:

- provides mobile and desktop solutions and develop a new risk tool so officers can focus on quality investigations and the safety of adult and child victims of domestic violence
- enables officers to understand the episodic nature of family harm through new tools to make better informed decisions at family harm investigations and therefore improve outcomes for families
- enables Police to supply and receive information from other agencies to assist, manage and resolve cases.

The efficiency gains from the solution not only relate to simplifying and improving processes in reporting Family Harm, but it will also enable frontline officers to reinvest their 'paperwork' time into conducting a quality investigation at a Family Harm incident. This will enable better outcomes at initial attendance reporting, better outcomes for victims of family violence due to prompt referrals to Safety Assessment Teams and creating reporting to partner agencies. This in turn will improve the trust and confidence in Police with the ease and simplicity of improved processes in reporting family violence.

Family Violence Victim Video Interview on Scene

A proof-of-concept was introduced in Palmerston North in 2016 to test the technology and investigate how the current legislation and regulations would support the intention of Police to use recorded interviews as the victim's evidence in chief, in Judge Alone trials involving allegations of family harm. The proof-of-concept was not able to demonstrate that the recording of victim videos led to earlier guilty pleas in Family Violence cases because the legislation hampered use of video as evidence. This enabled Police to approach the Ministry of Justice to make changes to the evidence regulations. These changes were supported by the Minister of Justice. Following on from this, in June 2017, Counties Manukau initiated a pilot to test the new evidence regulations and demonstrate that the recording of victim videos will lead to earlier guilty pleas in Family Violence cases.

Mental health

Police has been working to develop an evidence based overview of mental health demand on their services. District reporting has been implemented to maintain national oversight of the demand and response picture and use of the mental health demand reduction tools. These include:

- the development of Memorandum of Understanding and Service Level Agreements with local District Health Boards (DHBs) to accept and treat people with mental health distress who are taken by police to hospital
- governance arrangements between the Police District and DHB representatives and regular meetings to ensure issues are addressed
- interagency meetings with those involved in mental health care and Police Districts on a regular basis to ensure that action points are addressed promptly

The OnDuty™ Family Harm solution is expected to release additional frontline officer time and provide better outcomes for victims.

The new Family Violence Victim Video Interview on Scene approach will change how Police respond at family harm investigations by making an already difficult situation less stressful, while keeping with internationally recommended practice.



"I was treated with respect and kindness"

- Independent Police Conduct Authority workshops held in Districts with DHBs and Police representatives. These workshops are aimed at promoting better interagency responsiveness to those in mental health crisis
- mental health and suicide risk reporting where daily Police briefings are shared with senior management staff
- frequent mental health cases are discussed at interagency meetings to ensure there is an active and appropriate management plan for the person concerned and that each agency is doing their part to maintain and provide support
- the use of District Command Centre Issues Registers is used to log and track district incidents to reduce long term themes, issues and concerns
- intelligence products that cover summaries of suicide and attempted suicide, the local demand picture and analysis of trends.

A draft process for online reporting of Missing Persons from Mental Health facilities has been agreed between Police and the Ministry of Health for implementation in the next financial year.

Police districts are actively engaging with their respective DHBs to identify further ways they can provide a collaborative response to mental health. The challenge for Police is to find solutions that work for their communities within the constraints of their operational environment.

Police is now represented on the Ministry of Health Suicide Prevention Interagency Committee working and steering groups. These groups contributed to the development of the draft Suicide Prevention Strategy. The Police national suicide demand and response profile is increasing faster than the mental health profile. In a 12 month intelligence analysis of those who had committed suicide, 50% were identified as having had contact with Police as either a victim, offender or complainant.

Kaikoura Earthquake Response

On 14 November 2016 Kaikoura was struck by a major 7.8 magnitude earthquake that generated widespread damage causing the deaths of two people, as well as badly affecting a significant number of Kaikoura residents and international tourists. Within minutes of the event a full response was put in place with police staff operating at a local, district and national level. As was the case during the Christchurch earthquake response, local Kaikoura staff were supplemented by staff and resources from around the country. This approach demonstrated the ability of Police to provide multiple shifts with specialist staff, and deliver a visible police response with a strong focus on community priorities and issues.

In the aftermath of the Kaikoura earthquake, our highly visible presence kept the Kaikoura community safe and feeling safe.

Christchurch Fires

On 13 February 2017 a scrub fire ignited near Early Valley Road, Landsdowne, Christchurch. The fire grew significantly on 10 different fronts, burning approximately 2,075 hectares with a 30 kilometre perimeter. The fire affected both rural and urban land blocks along the Port Hills of Christchurch. A Civil Defence Emergency was declared on 15 February 2017. Over this time at least 400 homes were officially evacuated, with cordons set up. At district level Police provided staff to affected areas as cordon and reassurance patrols. These activities were in addition to the liaison at Canterbury Group Civil Defence Emergency Coordination Centre and National Crisis Management Centre.

Our response to the Christchurch fires, was to prevent any further loss of life and to minimise the loss of property as much as possible.

How we did

Measure		2012/13	2013/14	2014/15	2015/16	2016/17
Key indicator	Number of repeat calls for service to the location of emergencies where Police have attended emergencies in the previous 12 months	New measure for 2016/17				52,252

Measure ¹³		2012	2013	2014	2015	2016
Key indicator	Number of fatalities and serious injuries ¹⁴ per 10,000 vehicles	New measure for 2015/16			7	7.7
	Number of fatal and serious injury crashes per 10,000 population	4.5	4.2	4.4	4.6	5.1
	Number of hospitalisations ¹⁵ from road crashes per 10,000 population	6.2	6.3	5.9	6.2	6.4
	Number of young drivers (15–24 years old) killed or seriously injured in crashes	New measure for 2015/16			368	444
	Number of pedestrians killed or seriously injured ¹⁴ per 10,000 population	0.77	0.74	0.72	0.75	0.66
	Number of cyclists killed or seriously injured ¹⁴ per 10,000 population	0.27	0.30	0.28	0.23	0.23

¹³ Results are reported for the calendar year 1 January – 31 December only.

¹⁴ Serious injuries are defined as those injuries that result in the person being hospitalised for more than one day.

¹⁵ Number of hospitalisations (for more than one day) resulting from road crashes per 10,000 population. Includes those who die in hospital, i.e. not all who die in road crashes.

2.2 Identifying offenders and the causes of deaths and other incidents; and hold offenders to account

Police has a focus to ensure we can effectively hold offenders to account. We encourage the public to report crime and help us identify offenders. We also recognise that taking appropriate measures to address offending and its causes will have a significant impact on reducing harm in our communities.

We actively target those people we know are linked to gang activity, drug supply and organised crime. We know that these groups in New Zealand are involved in, and profit from a wide range of criminal activities. They operate nationally and internationally and have a significant involvement in illicit markets. By focussing on investigation of organised criminal offending we continue to prevent and disrupt these crime types.

Through our contribution to the Government's Gang and Methamphetamine Action Plans we are restraining criminals' assets and breaking their supply chain. We have taskforces focussed on asset recovery from organised crime and as part of the *Safer Communities* investment, we have set ourselves a target of \$400 million of cash and assets restrained from gangs and organised crime over the next four years. We will also be increasing our organised crime taskforces, by 80 additional officers targeting gangs, drugs, and organised crime.

Dealing quickly and appropriately with offenders will always be core police business. *Prevention First* also asks us to take every opportunity to prevent harm. We do this by supporting offenders who want to make a positive change, and enabling those whose offending is more serious to get access to support services they need to stop offending.

We must hold offenders to account. For low level offending, Alternative Resolutions, such as pre-charge warnings are available to frontline staff to be used at their discretion to keep low-level offences and first-time offenders (particularly young people) out of the justice system. This approach has been shown to provide a better outcome for reducing reoffending while ensuring crime is addressed and victims have redress.

For those more serious offences, where a prosecution is necessitated and is in the public interest, Police manages the majority of cases that proceed through the formal justice system. This work is critically important to ensuring that offenders are held to account, and that victims and the wider New Zealand public are kept safe. The prosecution process also enables offenders to connect to specialist programmes and services that seek to address the drivers of their offending.

 **OUR GOALS**

- ▶ **PREVENT CRIME AND VICTIMISATION**
- ▶ **TARGET AND CATCH OFFENDERS**
- ▶ **DELIVER A MORE RESPONSIVE POLICE SERVICE**

Police are also introducing Tactical Crime Teams. These teams will improve the likelihood that serious and prolific community offenders will be apprehended rapidly and dealt with appropriately. Additional Youth Aid Officers will also help at-risk youth change their path away from offending.

We will continue to deliver effective interventions to prevent reoffending, and work to identify ongoing opportunities to reduce the flow of offenders through the justice sector pipeline.

Through its organised crime capability, Police are using innovative ways to tackle offending.

Iwi and Community Justice Panels are an effective alternative resolution that contribute to reducing the number of prosecutions for low-level offending.

What we did

Drugs, guns and cash seized from the Head Hunters gang

In December 2016, Police in the Bay of Plenty executed a number of search warrants in the conclusion of a year-long investigation targeting the Head Hunters motorcycle gang. Search warrants were executed in Tauranga and Opotiki, and police arrested four people. The investigation targeted a small group involved in dealing in significant amounts of methamphetamine in the Bay of Plenty. All those in the group were either patched members of the Head Hunters or are associated with the gang. As part of the ongoing investigation Police seized \$128,000 in cash, \$506,000 worth of methamphetamine, four firearms (including a loaded pistol) and located a house, which had been converted into a cannabis growing operation.

Operation Azteca

Operation Azteca was a joint Police National Organised Crime Group and New Zealand Customs Service operation into the importation of cocaine into Auckland. The operation concluded in July 2016 and resulted in the seizure of 35kg of cocaine, with a street value of \$14 million, and the arrest of three people for importation and possession for supply.



Operation Cossack

In October 2016, around 17 kilograms of methamphetamine, with a street value of \$17 million, was seized following a joint investigation by Counties Manukau Police and New Zealand Customs Service. Operation Cossack was a seven-month joint operation into the alleged importing of methamphetamine by a member of the Thailand Chapter of the Bandidos Motor Cycle Gang. Along with the drugs, approximately \$150,000 of recently purchased jewellery and \$200,000 cash was also recovered. Three people were arrested and charged with importing methamphetamine, supplying methamphetamine, and money laundering. The drugs recovered were destined for the New Zealand market. Operation Cossack illustrates the success of joint operations with partner agencies.

Operation Sam

Operation Sam, the 2016/17 national cannabis and crime operation, was conducted throughout most Police Districts in New Zealand. This involved the aerial detection and destruction of cannabis plantations with warrants executed

Police will continue to target those who want to profit from the significant harm caused by drugs, gang and organised crime activity.

We want to be the safest country, so we intend to hold criminals to account and reduce the harm they cause.

on addresses involved in drug manufacture and distribution. The results included: 92,256 cannabis plants destroyed, 550 offenders identified, 138 firearms seized, \$210,571 worth of stolen property recovered, five clandestine labs located, \$460,829 cash seized, and 37 indoor cannabis cultivations located and dismantled.

Operation Rosella

During August 2016, the Waitematā District Tactical Crime Team (TCT) commenced an undercover operation targeting offenders known to be supplying methamphetamine throughout the Waitematā District. Five main target offenders were arrested and charged with several drug and ammunition offences. All have since been prosecuted.

Combining Police's *Prevention First* operating model and taking the Government's Methamphetamine Action Plan interventions of Supply Control and Demand Reduction into consideration, the TCT developed an initiative to help those who were buying from the target offenders. The TCT staff identified customers who were buying methamphetamine from the targets and received a Police computer-generated text message strongly urging the person to seek help if they had a methamphetamine addiction. The text message provided contact details for the drug helpline, and an option to speak with a police officer. Twenty people responded to Police as a result of that text message, with five of those happy to meet face to face with an officer. This was a good example of prevention instead of prosecution, in an effort to influence demand of methamphetamine in the Waitematā District and a means of providing users with pathways into drug rehabilitation.

Not only are police committed to stopping the supply of methamphetamine, we are also looking at ways to reduce the impact it has on the community.

Operation Reverse

Operation Reverse was an extensive multi-agency investigation (domestic and international) that enabled a significant and unusual seizure in March 2017. A joint New Zealand Customs Service and Police operation seized 160 litres of T-boc (liquid) methamphetamine and resulted in four arrests. T-boc is a masking agent that would yield 120 kilograms of methamphetamine once the 160 litres was converted. The syndicate had imported a clandestine laboratory to extract the methamphetamine from the liquid. This high level investigation prevented \$148 million in social harm based on calculations from the Drug Harm Index 2016.

NZ Police international investigation rescues 31 children from exploitation

In June 2017, Police's Online Child Exploitation Across New Zealand (OCEANZ) team received international recognition for one of the biggest and most successful cases in their history. On 8 September 2015, the United States Homeland Security Immigration Customs Enforcement contacted NZ Police about an international investigation with links to Christchurch. OCEANZ, together with Canterbury District's Child Protection Team, worked on the NZ component, identifying a number of domestic and international offenders. In total, 31 children were rescued from exploitation.

The offenders received significant sentences, some of which were longer than 20 years, and one US-based offender received a sentence of 30 years. There are still a number of active investigations around the world and we expect the number of children rescued and offenders prosecuted to grow. This investigation not only saved children from abuse, it also strengthened our relationships and credibility with overseas agencies.

Operation Cable

Operation Cable related to a number of bomb-threat calls to New Zealand schools in 2016. Similar calls were made to schools, hospitals, police stations and airports in the US, Canada, Australia and the UK, resulting in the evacuation of schools and airports. The UK Southwest Terrorist Division and the Australian Federal Police's Operation Gommero were investigating these calls for several months. The calls were made using an anonymous web-based phone service that was paid for by bitcoins. The traditional policing approach to investigate these calls had not made progress overseas. Using new techniques, the NZ Police's High Tech Crime Group successfully traced these calls and identified the source IP address within one day of commencing the investigation. This resulted in Israeli Police arresting an 18 year old male who was responsible for the calls. NZ Police were commended by our overseas counterparts for having led the way in this investigation.

Police Prosecution Service

The Police Prosecution Service (PPS) formally prosecutes cases through the District Courts. In 2016, PPS managed more than 100,000 criminal cases on behalf of Police, including those relating to some of the most serious offenders Police deal with. In doing so, PPS made key contributions to Police and Justice sector goals for example: by holding offenders to account, ensuring public safety, helping to channel individuals into specialist therapeutic programmes and services that can address the drivers of their offending, facilitating and enabling restorative processes, and by working positively with victims.

Reporting of sexual assault

In May 2017, a new series of Police videos were launched to encourage victims of sexual assault to come forward, while addressing myths surrounding the reporting process. The ten videos¹⁶, produced by Police, take a step-by-step look at what happens when a victim reports a sexual assault to Police. Police hopes that these videos will help people come forward by showing them what happens throughout the process and reassuring them about what they can expect. The videos also highlight the partnership between Police and support agencies, which helps ensure victims get the support they need.

Care and protection age change

The recent change to the care and protection age is part of major reforms to the care and protection and youth justice systems in New Zealand. The reforms aim to deliver better outcomes for the children and families who interact with them. There are a number of other significant changes underway in this sector; the change of the care and protection age and the establishment of the new Ministry for Vulnerable Children, Oranga Tamariki (formerly Child, Youth and Family), on 1 April 2017 are the first of these changes.

This means 17 year olds are now included in the established care and protection processes that were previously only available for those 16 years old and under. Police and Oranga Tamariki now work together to share information on any 17 year olds that are received into Police custody.

Police launched ten new videos relating to sexual assault. It is hoped they will be a useful ongoing resource and reach those who can benefit most.

¹⁶ Source: <http://www.police.govt.nz/advice/sexual-assault/video-resources>

Other processes which apply to adults now also apply to 17 year olds. For example – cases of abuse involving a 17 year old will now be managed by Child Protection Teams. If a 17 year old is a victim of, or a witness to, family violence, Police can now make a report of concern to Oranga Tamariki and there is now a requirement to highlight the need for heightened awareness of the vulnerability of a 17 year old before the criminal justice system and consideration of appropriate treatment of them.

How we did

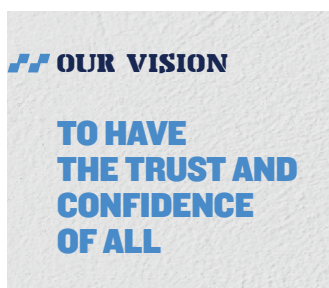
Measure		2012/13	2013/14	2014/15	2015/16	2016/17
Key indicator	Percentage of homicide, sexual assault and serious assault investigations finalised within 12 months	New measure for 2016/17				57%
Key indicator	Percentage of charges laid by Police that result in conviction	New measure for 2015/16			72%	73% ¹⁷
Youth offenders who reoffend where the initial proceeding decision was:		New measure for 2015/16			i. 951 ¹⁸ ii. 2,493 ¹⁸ iii. 295 ¹⁸ iv. 1,831 ¹⁸	i. 371 ii. 2,195 iii. 142 iv. 1,540
Victim Support offices' satisfaction with Police services		100%	77%	67%	76%	82%

¹⁷ This outturn is the result of 2016/17 data to 31 December 2016. Source: Ministry of Justice.

¹⁸ These results were incorrectly reported as 413, 943, 187, and 1,145 respectively, in the 2015/16 Annual Report.

Outcome 2:

Feel safe – Our vision to have the trust and confidence of all



Public trust and confidence is the basis of policing by consent. Without the trust and confidence of communities, Police could not fulfil its functions – victims and witnesses would not come forward, people would not pass on information, enforcing the law would be more difficult, and justice would be denied.

In May 2017, 25 staff from Waitematā District embarked on a 10-session beginner's course in Te Reo. As part of the course they also visited the Whare Tupuna (carved meeting house) to learn some of its culture.

Police works hard to have the trust and confidence of the communities we serve. We have established feedback mechanisms to understand what is important to New Zealanders. This ensures that when someone is not happy with police services, they can raise their concerns and know their concerns will be properly investigated.

Police continues to build trust and confidence through our interaction with the public by:

- delivering positive service experiences
- managing expectations among new migrants and ethnic communities
- reducing and preventing road related trauma and
- responding to events with significant media interest.

At present, trust and confidence in Police remains high and stable, with 77% of respondents saying they have high or very high trust and confidence in Police. Research indicates that an increase in trust and confidence can lead to an increase in crime being reported. In order to achieve our ambitious target of 90% of New Zealanders having trust and confidence in Police, we will leverage the contribution of our five *Safest Country: Policing 2021* workstreams:

- Service Delivery and Modernising Our Business: Improve customer service metrics and thereby increase trust and confidence
- Iwi and Community Partnerships: Increase Māori trust and confidence through more targeted service provision to Māori
- Police Commitment to Social Investment: We fully understand the drivers of trust and confidence
- Safer Whanau: Provide a better response to all family harm and sexual harm incidents to have the trust and confidence of victims
- Police High Performance Framework: Ensures delivery of *Our Business* in order that we have the trust and confidence of all.

A new deployment model has been implemented across the three Auckland districts. They no longer operate within borders. All three districts now work better together and deploy their collective capability across all of Auckland to create better outcomes for their community.

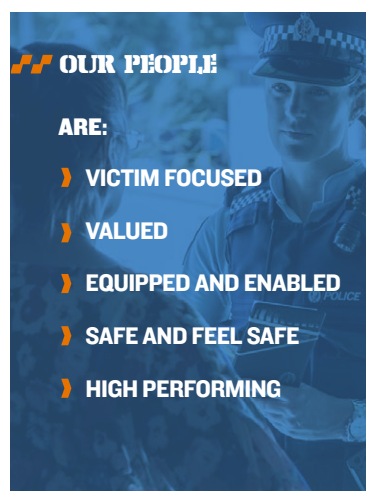
Impact 3: More valued policing services

Police provide a 24/7 service to the public so we are always available to assist people who fear for their safety. In addition to responding to emergencies, preventing crime, and investigating and resolving crime, we have a range of ways in which the public can interact with us.

This is changing over time as community expectations change and technology offer new ways of working. Police has invested heavily in mobile technology and has also deployed a total of five mobile police stations to take our services to communities rather than expecting them to come to us.

We are constantly reviewing how we best provide services to communities. Since 2011, Police has been embarking on a transformational journey to change its strategic focus and operating model to a prevention focus. This approach is underpinned by a culture of continuous improvement. Police is continually assessing the optimal model for its service delivery across all demand and geographical locations as well as the deployment levels to prevention, response, investigation and support services.

Police's transformation programme, *The Safest Country: Policing 2021* has a specific workstream dedicated to service delivery and modernising our business. Our aim is to improve the way Police delivers services, and the ways we interact with the public both in person and remotely. We are focused on ensuring we are there when people need us, and having staff with the right skills and ability to provide a professional service.



Our initiatives include extending operating hours for the Eagle helicopter, and developing online crime reporting and providing a single non-emergency number to provide 24/7 non-emergency access to Police services.

Modernising our business and improving service delivery is underpinned by the Police High Performance Framework, which builds on work done to support the transformation of our business, giving leaders at every level the tools to drive a shift in Police culture by focusing on setting direction, defining purpose, and enabling our people to deliver the best possible outcomes.

Police is always looking to ensure the public gets the best possible value from its allocated budget and that our communities are provided with an effective policing service.

We are determined to be the highest-performing police service for the people we serve. To do that, we've engaged in a programme called the Police High Performance Framework, which underpins Our Business.

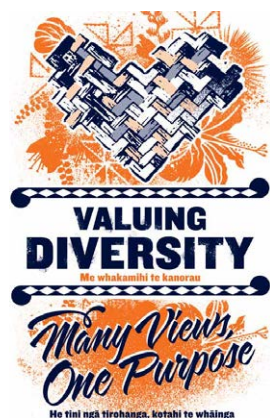
3.1 Trust and confidence in Police

Providing responsive 24/7 access to Police is key to maintaining trust and confidence of the New Zealand public.

Our vision is to have the trust and confidence of all. Trust and confidence in Police together with citizen satisfaction, contributes to the public's view of Police as a legitimate authority and indicates their willingness to work in partnership with us.

The make-up of trust and confidence is complex. It relates to the perceptions of all members of the public regardless of whether they have any service experiences of Police. People's perceptions of the police come from a mix of personal experience of police services and the way they perceive Police through a wide range of influences such as upbringing, personal values, experiences of family and friends, and the way Police are portrayed in the media.

Trust and confidence in Police is relatively high at 77% but we know we can do better and over the course of the year we have looked at opportunities to drive improvement. Research undertaken in 2015 identified eight drivers of trust and confidence which we have grouped into three key areas: how we act, how we communicate, and how we engage. These key areas form the basis of a newly developed organisational Trust and Confidence Action Plan to enable positive change in how we interact with the public at every level.



"The Police are more aware of the different ways of engaging with the different ethnic groups in the community"



What we did

Reporting on the Commission of Inquiry

The Commission of Inquiry (COI)¹⁹ provided the catalyst for significant reform of Police. A far-reaching programme of change was launched that touched almost every aspect of policing – policy, training and investigative techniques through to staff performance, management and leadership; and the need for a more diverse and inclusive culture that, in turn, would better serve sexual assault victims. Ten years on, Police has changed significantly, having implemented all 47 Police specific COI recommendations. We will continue to make ongoing advances in all the focal areas of the Inquiry.

¹⁹ In February 2004, the then Prime Minister announced the establishment of a formal Commission of Inquiry to carry out an arms-length investigation into the way New Zealand Police had dealt with serious allegations of sexual assault by a small number of police officers and their associates. Led by Dame Margaret Bazley, the COI drilled into many aspects of policing, spanning the quarter-century from 1979 to 2004. The Commission's report was publicly released on 3 April 2007.

Connecting people to services

Earlier this year, a single woman with five children was forbidden to drive only to be stopped again by Police a few weeks later. She explained she had never held a driver's licence and that she never needed to until recently.

The officer referred the woman to the Te Ara Tika learner licence programme that was developed by Police in partnership with iwi, Māori service providers and other agencies. Following completion of the programme, the woman sat and passed the driver's licence test and now has a learner licence. The woman was ecstatic and couldn't wait to get her restricted licence so she could take her children on a tour of New Zealand.

This is a great example of how our staff recognise opportunities to prevent re-offending and increase people's perceptions of trust and confidence.

Te Urewera Search and Rescue

In July 2016, a woman and four children, missing for two days in Te Urewera, were found safe and well. Search teams had been combing the area for the group since they were reported missing. Police acknowledged the efforts of all of the search teams, including Land Search and Rescue volunteers, the people of Tuhoe, and the NZ Defence Force, who supported the Police Search and Rescue operation to find them.

Police Search and Rescue Teams work tirelessly to achieve a positive outcome and build trust and confidence in our communities.

75 years of women in Policing

This year marked 75 years since the first ten women entered training in June 1941 and launched a new era of policing in New Zealand. There have been many changes to Police over the past 75 years and we are proud of the women who have been part of that growth and have forged the way for other women in the organisation. Throughout the year, we celebrated the achievements and diversity of women in Police through a number of events throughout the country.

Women now account for around one in five constabulary staff and work across the full range of policing activities. Women also hold a range of key leadership roles within Police, including on the Police Executive, as Assistant Commissioners and District Commanders, and as the head of major operations and work groups.

Women in Police come from a variety of backgrounds and cultures enabling us to relate to the communities we serve.



"They are trying to recruit Māori too. I think that's a good thing, trying to connect and understand the culture"

How we did

Measure		2012/13	2013/14	2014/15	2015/16	2016/17
Key indicator	Percentage of people who expressed full or quite a lot of trust and confidence in Police	79%	78%	78%	77%	77%
Key indicator	Percentage of people who expressed full or quite a lot of trust and confidence in Police among: i. Māori ii. Youth iii. Victims	New measure for 2015/16			i. 65% ii. 76% iii. 71%	i. 67% ii. 74% iii. 73%
Number of complaints upheld against Police		144	190	283	357	583 ²⁰

²⁰ The definition of 'upheld complaints' has been expanded to include lower-level complaints where there was a 'conciliated outcome' and the Police member's actions or behaviour breached Police policy. In prior years, only higher level conciliated outcomes were included. Revision of prior year outturns has not been undertaken as this would involve a significant file review and back-capture process.

3.2 Satisfaction with Police Services

Our police officers are committed to their work and genuinely want to engage with their communities to serve them as best as they can. Our staff set high expectations for themselves in doing so, and feel they can always do a better job in ensuring the public has and maintains the trust and confidence in Police.

The philosophy behind Police's main operating model, *Prevention First* goes to the heart of what influences trust and confidence. *Prevention First* allows police to be guardians in the community, engaging with victims to prevent re-victimisation, being more visible on the street and working with vulnerable neighborhoods.

We use service delivery standards for all points of contact with the public and provide mandatory service excellence training for all constabulary staff to ensure the public feel satisfied when they come in to contact with Police.

Our staff are in the unique position of being viewed as a 'leader' regardless of rank and title and that's why it's important that all of our staff walk-the-talk and align themselves with our values in everything they do. This ethos supported by the Police High Performance Framework ensures staff understand and honour our purpose to make people feel safe and keep them safe.

Police want to deliver positive service experiences for everyone they interact with.

What we did

Living Police Values

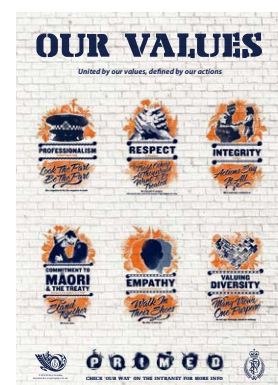
When two Community Constables observed a 19-year-old male interfering with a parked vehicle, they arrested the young man and took him back to the station for processing. Rather than just processing him and moving on to the next job, they took the time to engage with the young man and learn a bit more about him. As a result, they learnt that the man's mother had recently moved – abandoning him, while his father had died when he was just a baby.

In addition, they learnt that the young man was suffering from a painful medical condition. The police doctor diagnosed his medical condition for the first time and prescribed a range of medications. When the young man could not afford to pay for the prescription, Police elected to cover the cost.

The young man was referred to a local youth and community centre where he received the "full wrap-around" service. Repeatedly during his time at the centre, the young man remarked that nobody had ever helped him like this before.

This could easily have been just another low-level offence, legitimately dealt with quickly by attending staff. Instead, the two community constables chose to put significant time and effort into understanding the root causes of the young man's problems and take practical steps to prevent future offending. This incident is a perfect example of "prevention in action" that simultaneously demonstrates Police's values of empathy, respect, professionalism, and commitment to Māori and the Treaty.

A positive service experience can increase a person's trust and confidence in Police.



Our Commitment of Service is the promise we have made to the public about the standard of service they can expect from us.

Victim focus, empathy and professionalism produce results

A dog handler attended the address of a burglary from which it was believed the offender had left in a vehicle. There were elements to the burglary and dog track combined, that led the handler to believe that the offender knew the victim. As a result, the handler not only returned to the victim's address to give security advice on the night, but also went back again at a later date to provide further reassurance to the victim. As a result of the dog handler's personal approach and two visits to reassure the victim to give crime prevention and security advice, the victim nominated a suspect. The dog handler followed up with an investigation and, as a result, located and arrested the nominated suspect, who subsequently confessed.

This was a great result by the dog handler of gaining the confidence of a victim by focusing on their needs and subsequently locating an offender.



Social Media – Building Trust and Confidence

Police has looked for other ways we can interact with members of the public and our social media presence continues to be a popular mode of communication with an extremely wide reach. We have harnessed the power of social media and now connect with on average, over one million people per week via our numerous social media platforms. Social media has proven to be an excellent tool with an increasingly interactive audience and we have had good successes in identifying and locating criminals, reuniting stolen property and circulating public safety messages.

Policedata.nz Tool

In November 2016, Police released a new user-friendly online tool available for the public to access Police crime data.

Policedata.nz is an interactive tool that provides the public with easy access to a range of information about victim, offender, and crime trends. This also makes it easy for researchers, government agencies, media, and other interested parties to access, analyse, and understand data that Police gathers about crime. Policedata.nz provides standardised, user-friendly interactive reports and is an exciting step for Police.

Policedata.nz makes it easier for people to explore, access, and analyse data that Police holds about crime in ways not possible before. It also reflects Police's commitment to transparency and accessibility of information about their communities.

How we did

Measure		2012/13	2013/14	2014/15	2015/16	2016/17
Key indicator	Percentage of overall satisfaction with service delivery among victims of crime	New measure for 2016/17				78%
Key indicator	Overall satisfaction with service delivery among members of the public who had contact with Police	83%	84%	82%	84%	82%
	Percentage of people reporting a positive service experience among: i. Māori ii. Youth iii. Victims iv. Total	New measure for 2015/16			i. 78% ii. 84% iii. 78% iv. 82%	i. 79% ii. 78% iii. 78% iv. 81%
	Percentage of satisfaction with service delivery from Police Communications Centres	85%	87%	84%	82%	83%
	District Court judges' satisfaction with the performance of Police prosecutors	79%	78%	77%	83%	86%
BPS Result	Rate of infringements paid online (BPS 10)	New measure for 2015/16			59%	70% ²¹

21 Police contribution to BPS Result 10.

3. Statement of Responsibility

As the Commissioner of Police, I am responsible for the preparation of the New Zealand Police financial statements, statements of expenses and capital expenditure, and for the judgements expressed in them.

I have in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

I am responsible for the provision of accurate end-of-year performance information on each appropriation administered by New Zealand Police in accordance with sections 19A to 19C of the Public Finance Act 1989, and which is provided in this Annual Report.

In my opinion, the financial statements fairly reflect the financial position and operations of the New Zealand Police for the year ended 30 June 2017, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2018.

Signed by:



Mike Bush

Commissioner of Police
29 September 2017



4. Performance Information Supporting the Appropriation

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of formal policy briefings to the Minister	180	190 to 250	222 ²²
Number of additional policy advice items for the Minister	307	50 to 100	336 ²²
Number of second opinion advice items and contributions to policy advice led by other agencies	998	1,100 to 1,500	734 ²²
Total cost per hour of producing outputs	\$112	\$90 to \$120	\$116
Quality			
The satisfaction of the Minister of Police with the policy advice service, as per the common satisfaction survey	80%	80%	64%
Technical quality of policy advice papers assessed by a survey with a methodological robustness of 90%	7.2	Better than 2015/16	7.3 ²³
Timeliness			
Policy advice is provided in a timely manner, in accordance with the work programme that is agreed with the Minister	70%	At least 95%	70%

22 Results are demand driven.

23 An independent review was conducted by NZIER, where a rating of over 7.5 (on a scale of 1–10) was to be considered very good.

Police achieved a rating of 7.3 for 2016/17 on the following scale:

Mark	Interpretation
5	Poor
6	Borderline: does the job but with risks
7	Adequate
8	Good: goes beyond the task at hand somewhat
9+	Excellent

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of briefings for the Minister	307	250 to 350	302 ²⁴
Quality			
Percentage of items of Ministerial correspondence accepted for use without error	100%	More than 95%	93%
Timeliness			
Percentage of draft responses to parliamentary questions provided within specified timeframes	95%	100%	93%
Percentage of items of Ministerial correspondence provided within the timeframes specified	95%	90%	92%
Contextual information: estimated demand			
Number of items of Ministerial correspondence referred to Police for draft reply	75	150 to 250	134
Number of draft responses provided by Police to parliamentary questions	755	350 to 550	762
Number of Official information Act requests for Minister	41	20 to 30	69

Output Expense Statement

Policy Advice and Ministerial Servicing Multi-Category Appropriation for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	4,150	4,875	4,220	4,875
Revenue Department	4	1	1	1
Revenue Other	22	23	12	12
Total Revenue	4,176	4,899	4,233	4,888
Expenses				
Policy Advice	3,332	3,960	3,321	3,982
Ministerial Servicing	755	938	912	906
Total Expenses	4,087	4,898	4,233	4,888
Net Surplus (Deficit)	89	1	-	-

²⁴ Results are demand driven.

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of foot patrols	135,515	100,000 to 120,000	109,633
Number of victim intervention plans actioned and 'gold response' initiated ²⁵	3,005	2,300 to 2,500	2,951
Number of occurrences where the risk of further harm is assessed (in instances where a family relationship exists)	114,237	100,000 to 115,000	119,351

²⁵ A Gold Response is the highest level of Police response to a victim, when there is the greatest risk of repeat victimisation. Key to a gold response is the development and implementation of a Victim Intervention Plan.

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of youth cases (including child cases) managed through Police youth services	11,296	11,000 to 12,000	9,864
Percentage of schools receiving crime prevention advice and support:			
Primary schools	79%	70% to 90%	63% ²⁶
Percentage of schools receiving crime prevention advice and support:			
Secondary schools	83%	70% to 90%	66% ²⁶

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Timeliness			
Percentage of vetting requests processed within agreed timeframes: Priority	97%	100%	97%
Percentage of vetting requests processed within agreed timeframes: General	64%	90%	74% ²⁷

²⁶ Outturns are slightly lower than standard as the database used to record this information was discontinued in April 2017. The outturn consists of nine months of data, whereas it is estimated that if a full year of data were available, the 2016/17 outturn would be similar to that of 2015/16.

²⁷ Demand for vetting requests has increased which has had an effect on general processing timeframes. Resources are focussed on priority vetting services.

	Outturn 2015/16	Outturn 2016/17
Number of vetting requests received: Priority	49,562	50,982
Number of vetting requests received: General	499,784	546,641
Number of vetting requests received: Total	549,346	597,623

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of firearms licences revoked	517	400 to 600	505 ²⁸
Timeliness			
Median number of days to follow-up with expired firearms licence holders to ensure appropriate disposal or removal of firearms	27	60 days	36

Output 2.5 – Lost and Found Property

This output includes recording lost property reports and receiving, storing and disposing of unclaimed found property.

Performance Measures	Outturn 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of calls to the Crime Reporting Line answered pertaining to lost property	29,666	26,000 to 29,000	30,093

²⁸ This measure is a demand driven response by Police preventing a person who is no longer deemed fit-and-proper from holding a firearms licence.

Output Expense Statement

General Crime Prevention Services for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	160,401	163,421	165,826	163,421
Revenue Department	163	50	161	161
Revenue Other	6,422	6,355	6,128	6,589
Total Revenue	166,986	169,826	172,115	170,171
Expenses				
Community Responsiveness	97,445	101,582	102,028	102,202
Youth Services	50,197	49,752	51,149	49,267
Vetting Services	3,762	3,840	4,079	3,929
Firearms Licensing	11,502	11,876	11,393	11,434
Lost and Found Property	3,358	3,372	3,466	3,339
Total Expenses	166,264	170,422	172,115	170,171
Net Surplus (Deficit)	722	(596)	–	–

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 and providing secretariat support to the Pacific Island Chiefs of Police.

Sector or departmental outcome links

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

Outputs purchased within this expense

Output 3.1 – Directed Patrols

This output covers the proactive strategies that seek to reduce specific crime issues targeted in the Government Crime Reduction Strategy and includes the delivery of foot and mobile patrol activities. Services provided under this output will be managed through Risk Targeted Patrol Plans, which 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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of bail checks	330,632	300,000 to 325,000	325,241
Number of vehicle stops	627,569	590,000 to 640,000	732,539
Number of licensed premises checks	54,296	40,000 to 60,000	40,911
Quality			
Percentage of licensed premises checks at risk times and locations ²⁹	22%	20% to 25%	22%
Number of Controlled Purchase Operations (CPO) conducted at licensed premises	1,263	2,000 to 4,000	1,302

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of public events attended for crowd control	964	750 to 800	953 ³⁰

²⁹ 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).

³⁰ Result is demand driven.

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of staff deployed offshore annually	81	90 to 100	120 ³¹
Number of overseas liaison posts maintained	10	9	9
Quality			
Percentage of capacity building programmes delivered to standards ³²	100%	100%	100%

Output Expense Statement

Specific Crime Prevention Services and Maintenance of Public Order for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	147,135	147,596	151,625	147,596
Revenue Department	11,918	10,532	11,871	13,263
Revenue Other	1,009	1,096	576	576
Total Revenue	160,062	159,224	164,072	161,435
Expenses				
Directed Patrols	119,782	123,633	121,650	117,053
Maintenance of Order	17,706	18,196	18,146	19,231
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	22,049	20,137	24,276	25,151
Total Expenses	159,537	161,966	164,072	161,435
Net Surplus (Deficit)	525	(2,742)	–	–

31 Police deployed a slightly higher than normal number of individuals this year (120) due to a transition in the Solomon Islands from a Regional Assistance Mission to a bilateral support programme which resulted in an overlap of advisors in the last month of 2016/17.

32 Assessed by external parties who engage Police to provide capacity building services.

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
- 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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of 111 calls answered	843,121	780,000 to 800,000	869,170
Number of general calls answered	703,586	650,000 to 700,000	705,487
Number of calls to the Crime Reporting Line answered	378,728	350,000 to 400,000	391,050
Timeliness			
Percentage of 111 calls answered within 10 seconds of being presented (to the Communications Centres)	85%	90%	84%
Percentage of general calls answered within 30 seconds of being presented (to the Communications Centres)	78%	80%	76%
Percentage of Crime Reporting Line calls answered within 30 seconds of being presented (to the Communications Centres)	58%	70%	65%

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of emergency events responded to	149,491	140,000 to 170,000	149,831
Number of non-emergency events responded to	778,305	660,000 to 760,000	698,066
Number of Search and Rescue events attended: Land	1,089	700 to 900	1,104 ³³
Number of Search and Rescue events attended: Water	1,566	1,300 to 1,500	1,639 ³³
Number of Police Safety Orders issued	14,802	13,000 to 15,000	16,326 ³³
Number of Armed Offender Squad deployments	959	800 to 1,000	862 ³³
Timeliness			
Median response time to emergency events: Urban policing areas	7 minutes 53 seconds	8 minutes to 9 minutes	7 minutes 46 seconds
Median response time to emergency events: Rural policing areas (including the Greater Auckland Motorway system)	13 minutes 7 seconds	12 minutes to 14 minutes	13 minutes 6 seconds

³³ Results are demand driven.

Output Expense Statement

Police Primary Response Management for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	386,112	391,365	395,304	391,365
Revenue Department	381	113	707	707
Revenue Other	1,980	2,163	2,683	2,683
Total Revenue	388,473	393,641	398,694	394,755
Expenses				
Communications Centres	43,604	44,691	44,504	44,059
Police Response to Incidents and Emergencies	345,859	351,533	354,190	350,696
Total Expenses	389,463	396,224	398,694	394,755
Net Surplus (Deficit)	(990)	(2,583)	–	–

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Crime against the person	24,573		23,731
Number of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Property crime	28,866		24,498
Number of multi-agency operations commenced by Organised and Financial Crime Agency New Zealand (OFCANZ)	12	10 to 12	9
Percentage of victimisations where investigation is finalised because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Crime against the person	42% ³⁴		39%
Percentage of victimisations where investigation is finalised because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Property crime	13% ³⁴		12%
Timeliness			
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Crime against the person	43%		33%
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':		Better than or equal to 2015/16	
Property crime	13%		8%
Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	90%	90%	90%

³⁴ This is a new measure for 2016/17, however the outturn for 2015/16 has been retrospectively calculated to provide context.

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of non-criminal investigations relating to: Incidents where a family relationship exists	75,991	75,000 to 90,000	78,634 ³⁵
Number of non-criminal investigations relating to: Reports of missing persons	19,193	17,000 to 19,000	20,483 ³⁵
Number of non-criminal investigations relating to: Persons with suspected mental illness	13,888	14,000 to 20,000	14,909 ³⁵
Number of non-criminal investigations relating to: Reports of sudden death	5,858	6,000 to 8,000	5,867 ³⁵

Output Expense Statement

Investigations for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	394,959	404,226	399,450	404,226
Revenue Department	389	115	546	546
Revenue Other	2,021	2,199	2,090	2,090
Total Revenue	397,369	406,540	402,086	406,862
Expenses				
Criminal Investigations	373,091	383,410	377,078	381,737
Other Investigations	24,474	24,735	25,008	25,125
Total Expenses	397,565	408,145	402,086	406,862
Net Surplus (Deficit)	(196)	(1,605)	–	–

³⁵ Results are demand driven.

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 Coronal Inquests.

Performance Measures	Outturn 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of cases prosecuted	100,743	90,000 to 100,000	102,541 ³⁶
Number of diversions successfully completed	4,011	3,000 to 5,000	4,589 ³⁶
Quality			
Percentage of cases resolved by prosecution that are withdrawn/ dismissed at defended hearing (judge alone trial) due to Police providing insufficient evidence	8%	6%	8%
Timeliness			
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%

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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of documents executed (i.e. delivered)	59,509	70,000 to 80,000	58,380 ³⁷

³⁶ Results are demand driven.

³⁷ Result is 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 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of prisoners escorted and/or held in custody	161,768	140,000 to 170,000	171,014

Output Expense Statement

Case Resolution and Support to Judicial Process for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	134,087	137,409	131,971	137,409
Revenue Department	540	275	404	404
Revenue Other	687	725	654	654
Total Revenue	135,314	138,409	133,029	138,467
Expenses				
Criminal Case Resolution	56,735	57,907	53,002	57,913
Execution of Court Summonses, Warrant and Orders	14,621	14,880	15,083	15,182
Custody and Escort Services	63,176	66,163	64,944	65,371
Total Expenses	134,532	138,950	133,029	138,467
Net Surplus (Deficit)	782	(541)	–	–

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

Output 7.1 – Reduce the Impact of High Risk Behaviours

- reduce the impact of high risk drivers
- increase safety of young drivers
- increase safety of motorcycling
- reduce impact of alcohol/drug impaired driving
- reduce the impact of speed
- increase the use of restraints
- improve safety of heavy motor vehicle fleet
- enforcement of road and roadside rules
- improve safety of light vehicle fleet
- improve safe walking and cycling
- reduce impact of fatigue and distraction
- improve safety of older road users

Performance Measures	Outturn 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of officer issued enforcement actions ³⁸ undertaken for:			
'High risk' driving offences per 10,000 population ³⁹	812.9	775 to 825	752 ⁴⁰
Motorcyclists relating to bike not to standard (warrant of fitness) per 10,000 population	3.7	3.5 to 4.5	3.6 ⁴⁰
Speed per 10,000 population	626.7	590 to 635	591.2 ⁴⁰
Vehicle occupants for not wearing restraints per 10,000 population	108.5	100 to 125	100.3 ⁴⁰
Intersection behaviour and lane compliance per 10,000 population	158.4	130 to 170	136.1 ⁴⁰
Mobile-phone non-compliance per 10,000 population	62.7	40 to 60	58.1 ⁴⁰
Breaches of work-time and log-book rules	3,378	2,000 to 3,000	3,635 ⁴⁰
Heavy motor vehicles exceeding the speed limit per 10,000 population	14.5	15 to 25	12.2 ⁴⁰
Cycle helmet non-compliance per 10,000 population	12.1	10 to 20	9.3 ⁴⁰
Light vehicle fleet standard requirements (warrant certificate of fitness) per 10,000 population	321.1	320 to 360	322.8 ⁴⁰
Alcohol and drug offences per 10,000 population		New measure for 2016/17	54.9 ⁴⁰
Number of school road safety sessions delivered: Secondary	6,976	7,000	4,168 ⁴¹
Number of school road safety sessions delivered: Primary	38,499	43,000	31,899 ⁴¹
Number of breath tests conducted	1,473,187	2,000,000 to 2,400,000	2,126,280 ⁴²
Timeliness			
Percentage of roadside inspection reports for all heavy motor vehicle roadside inspections (levels 3, 5 and 6) that are entered into the New Zealand Transport Agency (NZTA) Road Inspection database within 20 working days	99%	100%	99%

38 "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).

39 This measure reports the total high risk driver and dangerous and careless driving offences per 10,000 population and excludes alcohol related offences.

40 Offences detected are impacted by driver behaviour and a strategic focus by Police on reducing harm caused by various driver behaviours (for example, the increase in enforcement actions taken for mobile-phone non-compliance can be attributed to a number of factors including a strategic focus on reducing harm caused by distractions while driving).

41 Outturns are slightly lower than standard as the database used to record this information was discontinued in April 2017. The outturn consists of nine months of data, whereas it is estimated that if a full year of data were available, the 2016/17 outturn would be similar to that of 2015/16.

42 Breath Alcohol Test counts are electronically recorded on the 'Sniffer' testing devices when a breath test is conducted. Test volumes are downloaded and reported when they are returned to Dräger (the manufacturer of the devices) for calibration. A change in calibration cycle (from six-monthly to 12-monthly) during the 2015/16 year contributed to the variance between the 2015/16 and 2016/17 outturns.

Output 7.2 – Crash Attendance and Reporting

Performance Measures	Outturn 2015/16	Performance Standard 2016/17	Outturn 2016/17
Timeliness			
Percentage of all Traffic Crash Reports correctly completed and received by the NZTA within 10 weeks of the crash or within 7 days of completion of file (whichever happens first)	93%	95%	97%

Output 7.3 – Traffic Management

Performance Measures	Outturn 2015/16	Performance Standard 2016/17	Outturn 2016/17
Quantity			
Number of emergency traffic events responded to	49,306	28,000 to 38,000	48,185 ⁴³
Total number of traffic events responded to	298,655	190,000 to 230,000	288,739 ⁴³
Timeliness			
Median response time to emergency traffic events: Urban policing areas	9 minutes 3 seconds	8 minutes to 9 minutes	8 minutes 21 seconds
Median response time to emergency traffic events: Rural policing areas (includes the Greater Auckland Motorway system)	14 minutes 2 seconds	12 minutes to 14 minutes	13 minutes 50 seconds

⁴³ Result is demand driven. In line with increasing calls for service.

Output Expense Statement

Road Safety Programme for the year ended 30 June 2017	2015/16 Actual \$000	2016/17 Actual \$000	2016/17 Main Estimates \$000	2016/17 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	315,169	333,503	323,024	333,503
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	315,169	333,503	323,024	333,503
Expenses				
High Risk Drivers	94,215	96,418	43,004	45,526
Alcohol and Drug-Impaired Driving	52,170	53,878	72,005	76,229
Speed	73,517	75,844	80,005	76,229
Restraints	14,675	14,935	14,001	14,822
Heavy Vehicle Fleet	9,845	9,537	–	–
Crash Attendance and Reporting	57,784	59,358	43,003	45,526
Dangerous and Careless Driving	–	–	26,002	27,527
Commercial Vehicle Operator	–	–	34,003	35,997
Roads and Roadsides	1,201	1,225	–	–
Walking and Cycling	1,519	1,593	–	–
Fatigue and Distraction	2,479	2,471	–	–
Traffic Management	7,285	6,987	11,001	11,646
Total Expenses	314,690	322,246	323,024	333,503
Net Surplus (Deficit)	479	11,257	–	–

5. Financial Statements

Financial Statements for the Year Ended 30 June 2017

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

for the Year Ending 30 June 2017

	Note	Actual 2015/16 \$000	Actual 2016/17 \$000	Main Estimates 2016/17 \$000	Supp. Estimates 2016/17 \$000
Revenue					
Crown		1,542,013	1,582,395	1,571,420	1,582,395
Other Revenue	2	25,579	23,647	25,833	27,686
Total Revenue		1,567,592	1,606,042	1,597,253	1,610,081
Expenditure					
Personnel	3	1,134,845	1,168,503	1,203,824	1,148,019
Operating	4	285,047	298,274	241,305	324,963
Depreciation and Amortisation Expenses	6	81,000	83,626	83,665	84,058
Capital Charge	7	65,453	52,448	68,459	53,041
Total Operating Expenses		1,566,345	1,602,851	1,597,253	1,610,081
Surplus (Deficit) from Outputs		1,247	3,191	–	–
(Impairment)/Revaluation of Land and Buildings		(15,366)	675	–	–
Other Comprehensive Income		(15,366)	675	–	–
Total Comprehensive Income		(14,119)	3,866	–	–

The accompanying notes form part of the financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2017

	General Funds \$000	Revaluation Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2016	514,738	300,862	815,600	830,966	815,600
Net Surplus (Deficit) for the Year	3,191	–	3,191	–	–
Other Comprehensive Income	–	675	675	–	–
Transfer of Revaluation Reserve to General Funds on Disposal of Assets	1,157	(1,157)	–	–	–
Total Comprehensive Income for the Year	4,348	(482)	3,866	–	–
Transactions with owners in their capacity as owners					
Provision for Repayment of Surplus to Crown	(3,191)	–	(3,191)	–	–
Capital Withdrawal	(2,565)	–	(2,565)	–	–
Capital Contribution	2,789	–	2,789	–	2,789
Total Transactions with Owners in Their Capacity as Owners	(2,967)	–	(2,967)	–	2,789
Total Taxpayers' Funds as at 30 June 2017	516,119	300,380	816,499	830,966	818,389

The accompanying notes form part of the financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2016

	General Funds \$000	Revaluation Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2015	512,921	316,228	829,149	781,109	829,149
Net Surplus (Deficit) for the Year	1,247	–	1,247	–	–
Other Comprehensive Income	–	(15,366)	(15,366)	–	–
Total Comprehensive Income for the Year	1,247	(15,366)	(14,119)	–	–
Transactions with owners in their capacity as owners					
Provision for Repayment of Surplus to Crown	(1,247)	–	(1,247)	–	–
Capital Contribution	1,817	–	1,817	–	1,817
Total Transactions with Owners in Their Capacity as Owners	570	–	570	–	1,817
Total Taxpayers' Funds as at 30 June 2016	514,738	300,862	815,600	781,109	830,966

The accompanying notes form part of the financial statements.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2017

	Note	Actual 2015/16 \$000	Actual 2016/17 \$000	Main Estimates 2016/17 \$000	Supp. Estimates 2016/17 \$000
Assets					
<i>Current Assets</i>					
Cash		41,319	19,812	30,000	30,000
Accounts Receivable	8	300,451	345,635	320,352	308,638
Prepayments		6,666	11,658	10,463	7,478
Total Current Assets		348,436	377,105	360,815	346,116
<i>Non-Current Assets</i>					
Property, Plant and Equipment	9	772,553	749,216	854,356	821,148
Intangibles	10	53,784	75,109	30,255	49,888
Capital work-in-progress	11	35,290	23,976	–	–
Total Non-Current Assets		861,627	848,301	884,611	871,036
Total Assets		1,210,063	1,225,406	1,245,426	1,217,152
Liabilities					
<i>Current Liabilities</i>					
Creditors and Payables	12	29,227	31,269	29,220	29,226
Accrued Expenses	13	39,897	40,579	39,459	40,610
Employee Entitlements	14	157,947	166,872	182,781	163,678
Provision for Repayment of Surplus to the Crown		1,247	3,191	–	–
Total Current Liabilities		228,318	241,911	251,460	233,514
<i>Non-Current Liabilities</i>					
Employee Entitlements	14	166,145	166,996	163,000	165,249
Total Non-Current Liabilities		166,145	166,996	163,000	165,249
Total Liabilities		394,463	408,907	414,460	398,763
Net Assets		815,600	816,499	830,966	818,389
Taxpayers' Funds					
General Funds		514,738	516,119	514,738	517,527
Property, Plant and Equipment Revaluation Reserves		300,862	300,380	316,228	300,862
Total Taxpayers' Funds		815,600	816,499	830,966	818,389

The accompanying notes form part of the financial statements.

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2017

	Note	Actual 2015/16 \$000	Actual 2016/17 \$000	Main Estimates 2016/17 \$000	Supp. Estimates 2016/17 \$000
Cash Flows from Operating Activities					
Cash provided from:					
<i>Supply of Outputs to:</i>					
– Crown		1,530,419	1,539,150	1,567,986	1,571,316
– Others		26,834	19,979	26,765	28,063
		1,557,253	1,559,129	1,594,751	1,599,379
Cash was applied to:					
<i>Produce Outputs:</i>					
– Personnel		(1,120,520)	(1,142,232)	(1,192,134)	(1,139,555)
– Operating		(292,638)	(311,996)	(242,830)	(325,748)
– Capital Charge		(65,453)	(52,448)	(68,459)	(53,041)
		(1,478,611)	(1,506,676)	(1,503,423)	(1,518,344)
Net Cash Flows from Operating Activities	15	78,642	52,453	91,328	81,035
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		16,316	3,561	2,800	2,563
Cash was applied to:					
Purchase of Property, Plant and Equipment		(37,368)	(38,606)	(78,785)	(82,363)
Purchase of Intangible Assets		(39,059)	(40,662)	(15,343)	(15,343)
Net Cash Flows from Investing Activities		(60,111)	(75,707)	(91,328)	(95,143)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		1,817	2,789	–	2,789
Cash was applied to:					
Payment of Surplus to Crown		(2,342)	(1,042)	–	–
Net Cash Flows from Financing Activities		(525)	1,747	–	2,789
Net Increase (Decrease) in Cash Held		18,006	(21,507)	–	(11,319)
Add Opening Cash		23,313	41,319	30,000	41,319
Closing Cash as at 30 June		41,319	19,812	30,000	30,000
Cash Balance Consists of					
Cash at Bank		40,209	18,718	28,830	28,830
Petty Cash		767	763	820	820
Overseas Posts		343	331	350	350
Total Cash		41,319	19,812	30,000	30,000

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2016: nil).

The accompanying notes form part of the financial statements.

STATEMENT OF TRUST MONIES

for the Year Ended 30 June 2017

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	5	–	–	5
Reparation	–	23	(22)	1
Money in Custody	11,930	10,478	(11,076)	11,332
Found Money	135	470	(429)	176
Forfeited Money Payable to Crown	553	2,241	(2,756)	38
Total	12,623	13,212	(14,283)	11,552

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 money 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 the Crown following court decisions.

The accompanying notes form part of the financial statements.

STATEMENT OF CONTINGENT LIABILITIES AND CONTINGENT ASSETS

as at 30 June 2017

	Actual 2015/16 \$000	Actual 2016/17 \$000
Legal Proceedings and Disputes	1,126	1,752
Personal Grievances	40	47
Total	1,166	1,799

Legal Proceedings and Disputes

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

Personal Grievances

Personal Grievances represent amounts claimed by employees of Police for various reasons.

Contingent Assets

Police has no contingent assets at 30 June 2017 (2016: nil).

Other Contingencies

New Zealand Police is currently involved in mediation to resolve a dispute with a service provider. New Zealand Police has not provided for any income or costs that may be received or payable as a result of the conclusion of the mediation on the basis that:

- New Zealand Police is confident it has fulfilled its obligations under the contract; and
- any such amounts are unable to be determined with sufficient reliability.

The accompanying notes form part of the financial statements.

STATEMENT OF COMMITMENTS

as at 30 June 2017

Capital Commitments

Capital commitments are the aggregate amounts 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 20 years.

	Actual 2015/16 \$000	Actual 2016/17 \$000
Capital Commitments		
Works		
Less Than One Year	2,788	6,086
Total Works	2,788	6,086
Plant, Equipment and Intangible assets		
Less Than One Year	15,402	3,812
Total Plant, Equipment and Intangible assets	15,402	3,812
Motor Vehicles		
Less Than One Year	5,658	–
Total Motor Vehicles	5,658	–
Total Capital Commitments	23,848	9,898
Operating		
Accommodation Leases		
Less Than One Year	12,220	17,915
One to Two Years	7,066	18,267
Two to Five Years	14,294	50,792
Greater Than Five Years	13,623	145,190
Other Non-Cancellable Leases		
Less Than One Year	7,958	3,891
One to Two Years	7,126	3,812
Two to Five Years	11,791	2,124
Greater Than Five Years	37	1,227
Total Leases	74,115	243,218
Total Commitments	97,963	253,116

The accompanying notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the Year Ended 30 June 2017

Note 1: Statement of Accounting Policies

Reporting Entity

Police reports as a Government Department as defined by section 2 of the Public Finance Act 1989, and is domiciled and operates in New Zealand. The relevant legislation governing Police's operations includes the Policing Act 2008 and the Public Finance Act 1989. Police's ultimate parent is the New Zealand Crown.

Police's primary objective is to provide services to the New Zealand public, including keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participating in policing activities outside New Zealand, and emergency management. Police does not operate to make a financial return.

Accordingly, Police has designated itself as a Public Benefit Entity (PBE) for financial reporting purposes.

The reporting period for these financial statements is the year ended 30 June 2017.

Basis of Preparation

The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently throughout the period.

Statement of Compliance

The financial statements of Police have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with the Tier 1 PBE accounting standards and Treasury instructions.

Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Standards Issued and Not Yet Effective and Not Early Adopted

Standards and amendments, issued but not yet effective that have not been early adopted, and which are relevant to Police are:

Financial instruments

In January 2017, the External Reporting Board issued *PBE IFRS 9 Financial Instruments*. This replaces *PBE IPSAS 29 Financial Instruments: Recognition and Measurement*. *PBE IFRS 9* is effective for annual periods beginning on or after 1 January 2021, with earlier application permitted. The main changes under this standard are:

- new financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost.
- a new impairment model for financial assets based on expected losses, which may result in the earlier recognition of impairment losses.
- revised hedge accounting requirements to better reflect the management of risks.

The timing for adopting *PBE IFRS 9* will be guided by the Treasury's decision on when the Financial Statements of Government will adopt *PBE IFRS 9*. Police has not yet assessed the effects of the new standard.

Impairment of Revalued Assets

In April 2017, the External Reporting Board (XRB) issued *Impairment of Revalued Assets*, which amended the scope of *PBE IPSAS 21 Impairment of Non-Cash Generating Assets* and *PBE IPSAS 26 Impairment of Cash Generating Assets*. The amendment now clearly scopes in revalued property, plant, and equipment into the impairment accounting standards. Previously only property, plant, and equipment measured at cost were scoped into the impairment accounting standards.

Under the amendment, a revalued asset can be impaired without having to revalue the entire class of asset to which the asset belongs. This will be effective for annual periods beginning on or after 1 January 2019, with earlier application permitted. The timing for adopting this amendment will be guided by the Treasury's decision on when the Financial Statements of Government will adopt the amendment. Police has not yet assessed the effects of the new standard.

Statement of Significant Accounting Policies

Revenue

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Crown Revenue

Police is primarily funded from the Crown. This revenue is restricted in its use for the purpose of Police meeting the objectives specified in its founding legislation and the scope of the relevant appropriations each year. Police consider that there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the Estimates of Appropriations.

The Crown Revenue is considered to be non-exchange.

Other Revenue

Revenue earned through the provision of services to third parties on commercial terms are considered exchange transactions. Revenue from these services is recognised when earned and is reported in the financial period to which it relates.

Leases

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of the asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

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.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Receivables

Accounts receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less impairment changes.

A receivable is considered impaired when there is evidence that Police will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected. The Police receivables are considered to be non-exchange.

Non-Current Assets Held for Sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are recorded at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit. Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

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

Property, Plant and Equipment

Property, plant and equipment consists of the following asset classes: land, buildings, furniture and fittings, plant, equipment and communication assets, motor vehicles and vessels.

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and accumulated impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations

Land and buildings are revalued at least every five years or whenever the carrying amount differs materially to fair value. Land and buildings revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expenses and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenses but recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised in other comprehensive revenue and expenses.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Police and the cost of the item can be measured reliably.

Capital work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

Depreciation

Depreciation is charged on a straight-line basis on all property, plant and equipment other than land, 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. The useful lives and associated depreciation rates for classes of property, plant and equipment are as follows:

Class of Asset	Depreciation rate
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 categories, sedans and station wagons, light commercial and heavy vehicles. The weighted average depreciation rate across these categories is 11.5% (2016: 11.1%).

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

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

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 that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development employee costs and an appropriate portion of relevant overheads.

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 useful life and associated amortisation rate of a major class of intangible assets being “Acquired and developed computer software” has been estimated at 5 years (20%).

Impairment of Property, Plant and Equipment and Intangible Assets

Police does not hold any cash generating assets. Assets are considered cash-generating where their primary objective is to generate a separately identifiable commercial return.

Non-Cash Generating Assets

Property, plant and equipment and intangible assets held at cost or valuation 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 service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the asset and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The impairment loss is recognised in the surplus or deficit.

Any reversal of an impairment loss is recognised in the surplus or deficit.

Employee Entitlements

Short-Term Employee Entitlements

Employee benefits that are due to be settled within 12 months are reported at the amount expected to be paid.

These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-Term Employee Entitlements

Employee benefits that are due to be settled beyond 12 months after the end of period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on the:

- likely future entitlements accruing to staff, based on years of services, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- present value of the estimated future cash flows.

Termination Benefits

Termination benefits are recognised in the 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.

Presentation of Employee Entitlements

Sick leave, annual leave, and vested long service leave are classified as current liabilities. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as current liabilities. All other employee entitlements are classified as a non-current liability.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an increase in the appropriate item of expenditure in surplus or deficit.

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.

Contingencies

Contingent liabilities and contingent assets are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements (unquantifiable liability). Contingent liabilities, including unquantifiable liabilities, are disclosed if the possibility that they will crystallise is not remote. Contingent liabilities are recorded in the Statement of Contingent Liabilities at the point at which the contingency is evident.

Contingent assets are disclosed if it is probable that the benefits will be realised.

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 either pays ACC for the ongoing management and costs of residual claim or pays a premium to ACC for the estimated value of residual claims, and the liability for ongoing claims from that point passes to ACC.

The liability for the expected future payments to be made in respect of the employee injuries and claims up to the reporting date is measured at the present value 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.

Equity

Equity is the Crown's net investment in Police and is measured as the difference between total assets and total liabilities and is classified as taxpayers' funds.

Revaluation reserves relate to land and buildings being revalued to fair value.

Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST except for accounts receivable and accounts payable, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

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.

Income tax

Police is exempt from the payment of income tax in terms of the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

2016/17 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2017.

The budget figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE accounting standards.

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.

Critical Accounting Estimates and Assumptions

In preparing these financial statements, Police has made estimates and assumptions that concern the future. These estimates and assumptions may differ to the subsequent actual results. The estimates and assumptions are based on historical experience and various other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The estimates and assumptions are reviewed on an ongoing basis. 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 in the relevant notes as indicated below:

Fair Value of Land and Buildings (Note 9)

Useful Lives and Residual Values of Property, Plant and Equipment

The predicted useful lives and estimated residual values of property, plant and equipment are reviewed at each balance date.

Long Service Leave and Sick Leave (Note 14)

Note 2: Other Revenue

	Actual 2015/16 \$000	Actual 2016/17 \$000
Arms Licences	5,575	5,407
Chargeable Police Services	4,039	3,812
Department of Corrections Remand Prisoners	408	237
Overseas Deployments	10,333	9,498
Pacific Island Chiefs of Police Secretariat Support	779	713
Pacific Peoples Domestic Violence Programme	846	465
Property Rentals	1,538	1,623
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	490	163
Other	1,571	1,729
Total Other Revenue	25,579	23,647

Note 3: Personnel

	Actual 2015/16 \$000	Actual 2016/17 \$000
Accident Compensation Costs	1,874	499
Fringe Benefit Tax	1,677	1,992
Salaries/Wages	973,210	998,258
Staff Insurance	1,872	1,866
Superannuation	112,610	119,067
Training	2,707	3,131
Transfer/Removal Expenses	2,130	2,232
Increase in Employee Entitlements	37,552	39,840
Other	1,213	1,618
Total Personnel	1,134,845	1,168,503

Note 4: Operating

	Actual 2015/16 \$000	Actual 2016/17 \$000
Audit Fees	326	333
Other Fees Paid to Auditor*	86	3
Bad Debts Expense	31	2
Changes in Doubtful Debts Provision	320	1,185
Clothing, Equipment and Consumables	24,410	19,048
Communications	23,455	25,305
Computer Charges/Leasing Expenses	51,760	59,700
Equipment Rental	2,414	2,457
ESR Forensic Science Services	23,343	24,092
Foreign Exchange Rate (Gain)/Loss	(88)	(64)
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	(932)	1,028
Other Operating Expenses	8,315	7,420
Physical Asset Write-Offs	36	140
Printing	6,700	6,418
Professional Services	35,847	38,472
Professional Services – Non Government Organisations	2,704	3,022
Legal Expenses	4,532	6,114
Property Rentals	18,979	19,208
Property Utilities, Rates and Maintenance	30,396	31,075
Third Party Expenses	3,543	4,030
Travel	16,320	15,513
Vehicle/Aircraft/Launch Rentals	5,403	5,244
Vehicle Expenses	27,147	28,529
Total Operating	285,047	298,274

* Other Fees Paid to Auditors in 2016/17 related to work undertaken by EY on a remuneration benchmarking survey (2016: \$29,000 for remuneration benchmarking survey and \$57,000 for review of a specific initiative).

Note 5: (Gain)/Loss on Sale of Non-Current Assets

	Actual 2015/16 \$000	Actual 2016/17 \$000
Disposal of Land and Buildings	(2,399)	3
Sale of Motor Vehicles and Launches	1,467	1,025
(Gain)/Loss on Sale of Non-Current Assets	(932)	1,028

Note 6: Depreciation and Amortisation Expenses

	Actual 2015/16 \$000	Actual 2016/17 \$000
Buildings	29,042	28,475
Plant and Equipment, Computer Equipment and Communication Assets	16,565	17,497
Vessels	543	546
Furniture and Fittings	1,022	1,026
Motor Vehicles	16,035	16,745
Amortisation of Intangibles	17,793	19,337
Total Depreciation	81,000	83,626

Note 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 was 7% for the period 1 July 2016 to 31 December 2016 and 6% for the period 1 January 2017 to 30 June 2017 (2016: 8.0%).

Note 8: Accounts Receivable

	Actual 2015/16 \$000	Actual 2016/17 \$000
Trade Debtors	2,958	5,013
Sundry Debtors	3,537	4,810
Less: Provision for Doubtful Debts	(966)	(2,151)
Net Debtors	5,529	7,672
Debtor Crown	294,922	337,963
Total Accounts Receivable	300,451	345,635

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

Movements in the provision for doubtful debts are as follows:

	Actual 2015/16 \$000	Actual 2016/17 \$000
Balance at 1 July	(647)	(966)
Additional Provisions Made During the Year	(350)	(1,187)
Debts Written Off During the Period	31	2
Total provision for doubtful debts	(966)	(2,151)

Note 9: Property, Plant and Equipment

As at 30 June 2017

Cost: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	151,698	530,024	19,525	332,573	146,201	7,822	1,187,843
Additions	–	6,786	465	5,957	23,732	149	37,089
Revaluation	1,160	(738)	–	–	–	–	422
Disposal and Transfers	(1,939)	1,884	(119)	(1,317)	(20,704)	–	(22,195)
Closing Balance	150,919	537,956	19,871	337,213	149,229	7,971	1,203,159

Accumulated Depreciation: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	–	42,486	15,421	280,269	72,647	4,467	415,290
Depreciation for the Year	–	28,475	1,026	17,497	16,745	546	64,289
Reversal of Depreciation relating to Revaluation	–	(256)	–	–	–	–	(256)
Disposals and Transfers	–	(901)	(181)	(8,241)	(16,057)	–	(25,380)
Closing Balance	–	69,804	16,266	289,525	73,335	5,013	453,943
Closing Book Value	150,919	468,152	3,605	47,688	75,894	2,958	749,216

As at 30 June 2016

Cost: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	160,524	544,071	21,947	322,947	144,111	7,726	1,201,326
Additions	5	1,026	276	9,572	23,058	96	34,033
Impairment	–	(15,366)	–	–	–	–	(15,366)
Disposal and Transfers	(8,831)	293	(2,698)	54	(20,968)	–	(32,150)
Closing Balance	151,698	530,024	19,525	332,573	146,201	7,822	1,187,843

Accumulated Depreciation: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	–	13,444	17,153	267,502	72,634	3,924	374,657
Depreciation for the Year	–	29,042	1,022	16,565	16,035	543	63,207
Disposals and Transfers	–	–	(2,754)	(3,798)	(16,022)	–	(22,574)
Closing Balance	–	42,486	15,421	280,269	72,647	4,467	415,290
Closing Book Value	151,698	487,538	4,104	52,304	73,554	3,355	772,553

Valuation

Land and buildings are revalued at least every five years or whenever the carrying amount differs materially to fair value.

Land and buildings were revalued at fair value as at 30 June 2015 by Police and this valuation was independently reviewed by Paul Butchers, a registered valuer on behalf of Bayleys Valuations Ltd.

Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the “unencumbered” land value for land where there is a designation against land, or the use of land is restricted because of reserve or endowments status. These adjustments are intended to reflect the negative effect on the value of the land because Police has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

Buildings

Buildings (e.g. residential houses) are also valued at fair value using market-based evidence. Specialised buildings (e.g. stations) are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings.

Restrictions to Titles of Non-Current Assets

As at 30 June 2017, there are no land that Police has in possession and use, but for which legal title is not completely established (2016: \$35,000). In most cases titles were established by Gazette Notice, which formally vested 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.

Note 10: Intangible Assets

	Actual 2015/16 \$000	Actual 2016/17 \$000
Cost		
Opening Balance	164,150	197,453
Additions	18,290	17,420
(Disposals) and Transfers in/(out)	15,013	18,707
Balance at 30 June	197,453	233,580
Accumulated Amortisation and Impairment Losses		
Opening Balance	125,876	143,669
Amortisation During the Year	17,793	19,337
Disposals & transfers	–	(4,535)
Balance at 30 June	143,669	158,471
Book Value	53,784	75,109

New Zealand Police develops and maintains internally generated software which are classified as capital work-in-progress (see Note 11) and capitalised as intangible assets 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.

Note 11: Capital work-in-progress

The total capital work-in-progress as at 30 June 2017 was \$23.976 million (2016: \$35.290 million). This included \$7.259 million for Intangibles Assets (2016: \$27.502 million) and \$16.717 million for Property, Plant and Equipment (2016: \$7.788 million).

Note 12: Creditors and Payables

	Actual 2015/16 \$000	Actual 2016/17 \$000
Creditors and Payables	13,961	21,676
GST Payable	15,124	9,456
Unclaimed Salaries and Wages	142	137
Total Accounts Payable	29,227	31,269

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

Note 13: Accrued Expenses

	Actual 2015/16 \$000	Actual 2016/17 \$000
Sponsorship Reserve	249	218
Accident Compensation and Accredited Employer Programme Provisions*	5,995	6,037
Other Accrued Expenses	29,523	26,231
Payroll Accruals	4,130	8,093
Total Accrued Expenses	39,897	40,579

* Police self-insures for ACC purposes. An independent actuarial valuation was undertaken by Davies Financial and Actuarial Ltd of ongoing costs relating to outstanding claims that have been made by New Zealand Police as at 30 June 2017, resulting in a provision for work-related accidents of \$4.843 million (2016: \$3.564 million). These costs are included in the provisions above.

Note 14: Employee Entitlements

	Actual 2015/16 \$000	Actual 2016/17 \$000
Current Liabilities		
Annual Leave	119,332	123,053
Long Service Leave	14,610	15,001
Sick Leave	1,150	1,663
Shift Leave	15,330	18,328
Other Employee Entitlements*	7,525	8,827
Total Current Portion	157,947	166,872
Non-Current Liabilities		
Long Service Leave	160,186	160,321
Sick Leave	5,959	6,675
Total Non-Current Portion	166,145	166,996
Total Employee Entitlements	324,092	333,868

* Employee entitlements that have arisen with a likelihood of settlement have been provided for, along with personnel settlements payable under collective contract provisions that remained unpaid at 30 June.

An independent actuarial valuation was undertaken by Aon Consulting New Zealand Ltd, as at 30 June 2017 to estimate the present value of long service leave and sick 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 long service leave liability would increase by \$9.670 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$8.760 million.

If the discount rates were to increase by 1% from the estimate with all other factors held constant the carrying amount of the long service leave liability would decrease by \$9.110 million. If the discount rate were to decrease by 1%, the liability would increase by \$10.270 million.

Note 15: Reconciliation of Net Surplus to Net Cash Flow from Operating Activities

	Actual 2015/16 \$000	Actual 2016/17 \$000
Net Surplus (Deficit)	1,247	3,191
<i>Add (less) Non-Cash items</i>		
Depreciation and Amortisation Expense	81,000	83,626
Physical Asset Write-Offs	36	140
Total Non-Cash Items	81,036	83,766
<i>Add (Less) Items classified as Investing Activities</i>		
(Gain)/Loss on Disposal of Property, Plant and Equipment	(932)	1,028
Net Investing Activities	(932)	1,028
<i>Add (Less) Movements in Working Capital Items:</i>		
Inc/(Dec) in Accounts Payable	2,911	4,186
(Inc)/Dec in Accounts Receivable	1,495	(2,143)
Inc/(Dec) in Employee Entitlements	(1,942)	9,776
(Inc)/Dec in Debtor Crown	(11,218)	(43,041)
(Inc)/Dec in Inventories	59	–
(Inc)/Dec in Prepayments	2,271	(4,992)
Inc/(Dec) in Other Accrued Expenses	3,715	682
Net Working Capital Movements	(2,709)	(35,532)
Net Cash Flows from Operating Activities	78,642	52,453

Note 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.

Note 17: Key Management Personnel Compensation

	Actual 2015/16 \$000	Actual 2016/17 \$000
Salaries and other short-term employee benefits	2,968	2,921
Post-employment and other long-term employee benefits	467	378
Total Compensation	3,435	3,299
Number of Full Time Equivalents	9	9

Key Management personnel comprises the Commissioner, Deputy Commissioners and Deputy Chief Executives. For those employees doing long-term acting in Deputy Chief Executive roles, only earnings for the period that they were acting are included.

Note 18: Financial Risks

Police's activities expose it to a variety of financial risks, including market risk, credit risk and liquidity risk. Police has 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 to access 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 2017. 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 payments in instalments, each instalment 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
2017					
Creditors and Payables (Note 12)	14,541	3,247	3,706	182	21,676
2016					
Creditors and Payables (Note 12)	12,577	899	420	65	13,961

Note 19: Categories of Financial Instruments

The carrying amounts of financial assets and financial liabilities in each of the PBE IPSAS 29 categories are as follows:

	Actual 2015/16 \$000	Actual 2016/17 \$000
Loans and Receivables		
Cash and Cash Equivalents	41,319	19,812
Accounts Receivable (Note 8)	300,451	345,635
Total Loans and Receivables	341,770	365,447
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 12)	13,961	21,676
Total Financial Liabilities	13,961	21,676

Note 20: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2016/17 increased by \$12.828 million to \$1,610.081 million.

This increase mainly comprised of new funding for:

- 2015–18 Road Policing Programme – cost scope variation \$10 million
- Justice Sector Fund initiatives \$4.925 million
- Drug Proceeds of Crime Funding initiatives \$3.672 million
- Confirmation of in-principle expense transfers \$1.927 million
- Next Generation Radio Network – development of business case \$1.470 million
- Timor-Leste Community Policing Support Programme \$1.392 million
- Prevention First Strategy \$1.190 million

These increases were partly offset by the resulting decrease in appropriations due to the reductions in capital charge rate in 2016/17 \$12.209 million.

Explanation by output class for variances from the Main Estimates were outlined in the Supplementary Estimates. Refer to “The Supplementary Estimates of Appropriations for the year ending 30 June 2017” for an explanation of budget changes by output class between the 2016/17 Main Estimates and 2016/17 Supplementary Estimates for Vote Police (B.7 – Pages 517 to 529).

Note 21: Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2016: nil).

NON-DEPARTMENTAL SCHEDULES

STATEMENT OF COMPLIANCE

The non-departmental schedules have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with the Tier 1 PBE accounting standards, Treasury instructions and Treasury circulars.

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 2017.

Statement of Significant Accounting Policies

Revenue

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Revenue from Non-Exchange Transactions

Infringement Fees

Revenue from infringement fees is recognised when the infringement notice is issued. Revenue is measured at fair value. Fair value is determined using a model that uses past experience to forecast the expected collectability of infringement fees.

Crown Revenue

This revenue is restricted in its use and is for the contribution to the United Nations Drug Control Programme, within the scope of this appropriation. Police consider that there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

Cash

Cash includes cash on hand and funds on deposit with banks.

Receivables

Accounts receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less impairment changes.

A receivable is considered impaired when there is objective evidence that Police will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected.

The Police receivables are considered to be non-exchange.

SCHEDULE OF NON-DEPARTMENTAL REVENUE AND EXPENSES

for the Year Ended 30 June 2017

	Actual 2015/16 \$000	Actual 2016/17 \$000	Main Estimates 2016/17 \$000	Supplementary Estimates 2016/17 \$000
Revenue				
<i>Non-Tax Revenue:</i>				
Infringement Fees	80,077	75,451	85,900	76,600
Sale of Unclaimed Property	154	212	400	400
Crown Revenue	100	100	100	100
Other Revenue	51	128	–	–
Total Non-Departmental Revenue	80,382	75,891	86,400	77,100
Expenses				
United Nations Drug Control Programme	100	100	100	100
Total Non-Departmental Expenses	100	100	100	100
Net Surplus	80,282	75,791	86,300	77,000

The accompanying notes form part of the financial statements.

SCHEDULE OF NON-DEPARTMENTAL ASSETS AND LIABILITIES

as at 30 June 2017

	Actual 2015/16 \$000	Actual 2016/17 \$000	Main Estimates 2016/17 \$000	Supplementary Estimates 2016/17 \$000
Current Assets				
Cash	12,436	683	9,072	12,336
Accounts Receivable	17,435	16,423	15,565	17,355
Total Non-Departmental Assets	29,871	17,106	24,637	29,691
Accounts Payable	181	183	6	1
Funds Held on Behalf of the Crown	29,690	16,923	24,631	29,690
Total Non-Departmental Liabilities	29,871	17,106	24,637	29,691

SCHEDULE OF NON-DEPARTMENTAL COMMITMENTS

as at 30 June 2017

Police, on behalf of the Crown has no non-departmental commitments as at 30 June 2017 (2016: nil).

SCHEDULE OF NON-DEPARTMENTAL CONTINGENT ASSETS AND LIABILITIES

as at 30 June 2017

Contingent Liabilities

Police, on behalf of the Crown has no non-departmental contingent liabilities as at 30 June 2017 (2016: nil).

Contingent Assets

Police, on behalf of the Crown has no non-departmental contingent assets as at 30 June 2017 (2016: nil).

The accompanying notes form part of the financial statements.

STATEMENT OF BUDGETED AND ACTUAL EXPENSES AND CAPITAL EXPENDITURE INCURRED AGAINST APPROPRIATIONS

for the Year Ended 30 June 2017

	Actual 2015/16 \$000	Actual 2016/17 \$000	Supp. Estimates 2016/17 \$000	Sec. 26A Changes 2016/17 \$000	Appropriation Voted 2016/17 \$000	Location of end-of-year performance information*
Appropriations for Departmental Output Expenses						
General Crime Prevention Services	166,264	170,422	170,571	(400)	170,171	1
Specific Crime Prevention Services and Maintenance of Public Order	159,537	161,966	162,935	(1,500)	161,435	1
Police Primary Response Management	389,463	396,224	399,155	(4,400)	394,755	1
Investigations	397,565	408,145	401,662	5,200	406,862	1
Case Resolution and Support to Judicial Process	134,532	138,950	137,367	1,100	138,467	1
Road Safety Programme	314,690	322,246	333,503	–	333,503	1
Total Appropriations for Departmental Output Expenses	1,562,051	1,597,953	1,605,193	–	1,605,193	
Appropriation for Departmental Other Expenses						
Compensation for Confiscated Firearms	–	–	10	–	10	N/A
Total Appropriation for Departmental Other Expenses	–	–	10	–	10	
Appropriation for Departmental Capital Expenditure						
New Zealand Police Capital Expenditure – Permanent Legislative Authority under 24(1) of the PFA	52,323	76,930	96,028	–	96,028	2
Total Appropriation for Departmental Capital Expenditure	52,323	76,930	96,028	–	96,028	
Appropriation for Non-Departmental Other Expenses						
United Nations Drug Control Programme	100	100	100	–	100	3
Total Non-Departmental Appropriations for Other Expenses	100	100	100	–	100	

The accompanying notes form part of the financial statements.

	Actual 2015/16 \$000	Actual 2016/17 \$000	Supp. Estimates 2016/17 \$000	Sec. 26A Changes 2016/17 \$000	Appropriation Voted 2016/17 \$000	Location of end-of-year performance information*
Appropriation for Multi-Category Expenses and Capital Expenditure						
Policy Advice and Ministerial Services MCA						
<i>Departmental Output Expenses:</i>						
Policy Advice	3,332	3,960	3,982	–	3,982	1
Ministerial Services	755	938	906	–	906	1
Total Appropriation for Multi-Category Expenses and Capital Expenditure	4,087	4,898	4,888	–	4,888	
Total Annual and Permanent Appropriations	1,618,561	1,679,881	1,706,219	–	1,706,219	

* The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by New Zealand Police, as detailed below:

1. New Zealand Police's Annual Report
2. 2016/17 Asset Management and Annual Asset Performance Reporting – *Investing for New Zealand*.
3. No reporting due to an exemption obtained under section 15D of the PFA.

The accompanying notes form part of the financial statements.

STATEMENT OF EXPENSES AND CAPITAL EXPENDITURE INCURRED WITHOUT, OR IN EXCESS OF, APPROPRIATION OR OTHER AUTHORITY

for the Year Ended 30 June 2017

In terms of Section 26 of the Public Finance Act 1989, the following expenses were incurred in excess of the appropriation for the year ended 30 June 2017 (2016: nil)

Appropriation	Actual (\$000)	Total Appropriation (\$000)	Unappropriated expenditure (\$000)
2017 Departmental Output Expenses			
Case Resolution and Support to Judicial Process	138,950	138,467	(483)
General Crime Prevention Services	170,422	170,171	(251)
Investigations	408,145	406,862	(1,283)
Police Primary Response Management	396,224	394,755	(1,469)
Specific Crime Prevention Services and Maintenance of Public Order	161,966	161,435	(531)
Multi-Category Expense and Capital Expenditure			
Policy Advice and Ministerial Servicing MCA	4,898	4,888	(10)
Total	1,280,605	1,276,578	(4,027)
2016			
No unappropriated expenses			

Expenditure approved under Section 26B of the Public Finance Act

As part of the 2016/17 audit, New Zealand Police became aware of employee leave liability provisions being understated due to the use of incorrect superannuation rates in calculating these liabilities at year end.

New Zealand Police have subsequently recognised this expense in the 2016/17 financial year, which has led to unappropriated expenditure totalling \$4.027 million (0.25%) being incurred in six of the seven departmental appropriations in Vote Police.

This unappropriated expenditure has been approved by the Minister of Finance under Section 26B of the Public Finance Act.

Overall, Vote Police is underspent in 2016/17 by \$7.230 million (0.45%).

The accompanying notes form part of the financial statements.

6. Independent Auditor's Report



CHARTERED
ACCOUNTANTS

TO THE READERS OF NEW ZEALAND POLICE'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

The Auditor-General is the auditor of New Zealand Police (Police). The Auditor-General has appointed me, Grant Taylor, using the staff and resources of Ernst & Young, to carry out, on his behalf, the audit of:

- the financial statements of Police on pages 66 to 70 and 72 to 92, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2017, the statement of comprehensive revenue and expenses, statement of movements in taxpayers' funds, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by Police for the year ended 30 June 2017 on pages 10 to 39 and 41 to 65; and
- the statement of budgeted and actual expenses and capital expenditure incurred against appropriation and statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority of Police for the year ended 30 June 2017 on pages 96 to 98; and
- the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 71 and 94 to 95 that comprise:
 - the schedules of assets and liabilities; commitments; and contingent assets and liabilities as at 30 June 2017;
 - the schedules of revenue and expenses; for the year ended 30 June 2017;
 - the statement of trust monies for the year ended 30 June 2017; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of Police on pages 66 to 70 and 72 to 92:
 - present fairly, in all material respects:

- its financial position as at 30 June 2017; and
- its financial performance and cash flows for the year ended on that date; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the performance information of Police on pages 10 to 39 and 41 to 65:
 - presents fairly, in all material respects, for the year ended 30 June 2017:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
 - complies with generally accepted accounting practice in New Zealand.
- the statements of expenses and capital expenditure and statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority of Police on pages 96 to 98 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 71 and 94 to 95 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the assets and liabilities; commitments; and contingent assets and liabilities as at 30 June 2017;
 - revenue and expenses for the year ended 30 June 2017; and
 - the statement of trust monies for the year ended 30 June 2017.

Our audit was completed on 29 September 2017. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Commissioner of Police and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Commissioner of Police for the information to be audited

The Commissioner of Police is responsible on behalf of Police for preparing:

- financial statements that present fairly Police's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.

- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of Police, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by Police on behalf of the Crown.

The Commissioner of Police is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Commissioner of Police is responsible on behalf of Police for assessing Police's ability to continue as a going concern. The Commissioner of Police is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of Police, or there is no realistic alternative but to do so.

The Commissioner of Police's responsibilities arise from the Public Finance Act 1989 and the Policing Act 2008.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to Police's Budget and Economic Fiscal Update and Supplementary Estimates of Appropriation.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit 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 Police's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner of Police.
- We evaluate the appropriateness of the reported performance information within Police's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Commissioner of Police and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Police's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Police to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Commissioner of Police regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Commissioner of Police is responsible for the other information. The other information comprises the information included on pages 3 to 7 and 103 to 147, but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of Police in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): *Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in Police.



Grant Taylor

Ernst & Young

On behalf of the Auditor-General

Wellington, New Zealand

7. Forecast Financial Statements

for the Year Ended 30 June 2018

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2018 (the Forecast is 2017 Budget and Economic and Fiscal Update (BEFU 2017) out-year 1 figures). These figures reflect Police's purpose and activities and are based on a number of assumptions on what may occur during the 2017/18 financial year. Forecast events and circumstances may not occur as expected.

The forecast figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE accounting standards. The aim is to increase transparency by providing the reader with further context of this year's results by showing next year's forecast for comparison. They are to be used in the future for reporting historical general purpose financial statements.

The forecast financial statements were approved for issue by the Commissioner of Police on 6 April 2017. The Commissioner of Police is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

The main assumptions, which were adopted as at 6 April 2017 were as follows:

- Police activities and output expectations will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs and remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances and are Police's best estimate of future costs that will be incurred.

Estimated year-end information for 2016/17 was used as the opening position for the 2017/18 forecasts. The actual financial results achieved for 30 June 2018 are likely to vary from the forecast information presented, and the variations may be material. Factors that could lead to material differences between the forecast financial statements and the 2017/18 actual financial statements include changes to the baseline forecast through new initiatives, Cabinet decisions and technical adjustments.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

for the Year Ending 30 June 2018

	Note	Forecast 2017/18 \$000
Revenue		
Crown		1,631,437
Other Revenue		26,299
Total Revenue	1	1,657,736
Expenditure		
Personnel		1,179,304
Operating		334,325
Depreciation and Amortisation Expenses		95,004
Capital Charge		49,103
Total Operating Expenses		1,657,736
Surplus (Deficit) from Outputs		-
Other Comprehensive Income		-
Total Comprehensive Income		-

STATEMENT OF FINANCIAL POSITION

as at 30 June 2018

	Forecast 2017/18 \$000
Assets	
<i>Current Assets</i>	
Cash	30,000
Accounts Receivable	300,901
Prepayments	7,478
Total Current Assets	338,379
Non-Current Assets	
Property, Plant and Equipment	839,697
Intangibles	42,601
Total Non-Current Assets	882,298
Total Assets	1,220,677
Liabilities	
<i>Current Liabilities</i>	
Creditors and Payables	29,192
Accrued Expenses	40,671
Employee Entitlements	168,778
Total Current Liabilities	238,641
Non-Current Liabilities	
Employee Entitlements	155,849
Total Non-Current Liabilities	155,849
Total Liabilities	394,490
Net Assets	826,187
Taxpayers' Funds	
General Funds	525,325
Property, Plant and Equipment Revaluation Reserves	300,862
Total Taxpayers' Funds	826,187

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2018

	Forecast 2017/18 \$000
Cash Flows from Operating Activities	
<i>Cash provided from:</i>	
Supply of Outputs to:	
– Crown	1,630,335
– Others	26,065
	1,656,400
<i>Cash was applied to:</i>	
Produce Outputs:	
– Personnel	(1,183,346)
– Operating	(333,281)
– Capital Charge	(49,103)
	(1,565,730)
Net Cash Flows from Operating Activities	90,670
Cash Flows from Investing Activities	
<i>Cash provided from:</i>	
Sale of Non-Current Assets	2,563
<i>Cash was applied to:</i>	
Purchase of Property, Plant and Equipment	(87,489)
Purchase of Intangible Assets	(13,542)
Net Cash Flows from Investing Activities	(98,468)
Cash Flows from Financing Activities	
<i>Cash provided from:</i>	
Capital Contribution	7,798
Net Cash Flows from Investing Activities	7,798
Net Increase (Decrease) in Cash Held	–
Add Opening Cash	30,000
Closing Cash as at 30 June	30,000
Cash Balance Consists of:	
Cash at Bank	28,830
Petty Cash	820
Overseas Posts	350
Total Cash	30,000

NOTE 1 TO FORECAST FINANCIAL STATEMENTS

Total Revenue

The table below summarises the key changes in revenue between the financial years 2016/17 and 2017/18:

	\$000
2016/17 Supplementary Estimates Appropriation	1,610,081
Increase/(Decrease) in Funding:	
New funding in 2017/18 for Safe, Confident and Resilient Communities: Investment in Policing	45,459
Higher funding in 2017/18 for Employment Costs	23,700
New funding in 2017/18 for Police Vetting Service: Cost Recovery	3,980
Higher funding in 2017/18 for CJESP – Operating Costs	3,375
2015–18 Road Policing Programme – cost scope variation	(10,000)
Completion of the deployment missions and adjustment of funding from Ministry of Foreign Affairs and Trade	(5,367)
Reductions in Capital Charge rate	(4,110)
Various expense transfers to 2016/17	(3,595)
Time limited funding for various Justice Sector Fund initiatives	(3,608)
Time limited funding for various Drug Proceeds of Crime Funding initiatives	(2,968)
Other initiatives	789
Increase/(Decrease) in Funding:	47,655
2017/18 Main Estimates Appropriation – Total Revenue	1,657,736

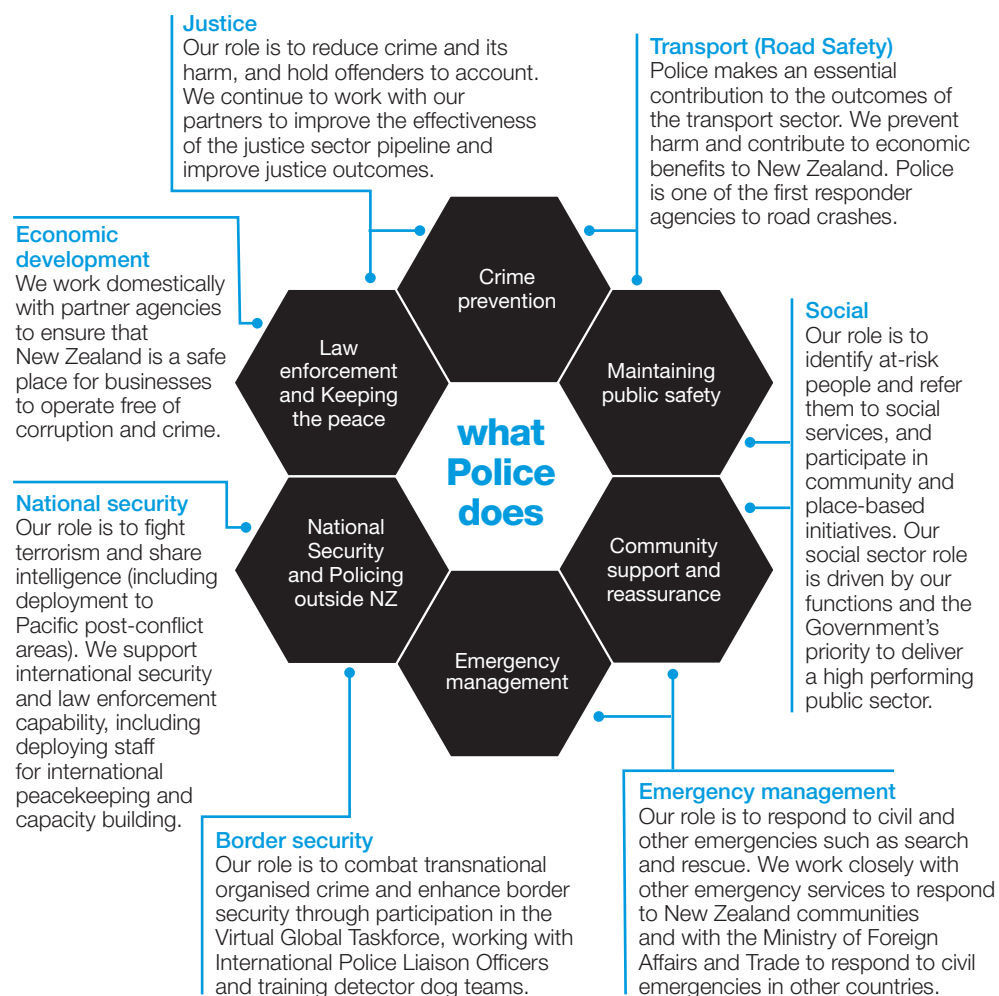
The appropriation by output class is included in the table below:

Departmental Output Class	\$000
General Crime Prevention Services	182,247
Specific Crime Prevention Services and Maintenance of Public Order	165,959
Police Primary Response Management	427,834
Investigations	418,972
Case Resolution and Support to Judicial Process	136,657
Road Safety Programme	321,807
Policy Advice and Ministerial Servicing MCA	4,260
2017/18 Appropriation (BEFU) – Total Revenue	1,657,736

Appendix 1: How We Worked With Others

Policing is at the heart of the justice, social and transport sectors and working together with our partners is particularly important to tackle deep seated challenges that affect these sectors and impact on New Zealanders lives. We offer key points of intervention and opportunities to minimise harm across these and other sectors, as shown in the diagram below.

Figure 1: What Police does



Examples of how we have worked with others

We work closely with other agencies to ensure New Zealanders can be safe and feel safe. We continue working effectively across government, with Iwi and communities, particularly within the following work programmes and groups:

- Vulnerable Children's Board
- Family Violence and Sexual Violence
- Mental Health
- State Sector Employment Relations
- Whole of Government Radio Network
- Whole of Government Action Plan on Gangs and the New Zealand Gang Strategy 2017–2022
- Cyber Security Strategy and Action Plan
- Plan of Action to Prevent People Trafficking
- Emergency Services Coordination Group
- National Security
- Interpol Ministerial Group
- National Road Safety Committee
- Investment approach to Justice
- Māori Justice Outcomes
- Social Investment approach.

Justice sector

Police is a core agency within the Justice sector and we will continue to work with our partners to address opportunities that will improve the effectiveness of the Justice sector and improve justice outcomes for New Zealanders. Specific initiatives in 2016/17 included collaborating with the Department of Corrections to support the enactment of the Child Protection (Child Sex Offender Government Agency Registration) Act 2016, which came into force on 14 October 2016 and enabled the Commissioner of Police to establish a Child Sex Offender Register.

Police and the Department of Corrections also supported the passage of the Drug and Alcohol Testing of Community-based Offenders and Bailees Legislation Bill. This bill enables both agencies to require bailees and community-based offenders, when subject to conditions prohibiting the use of drugs and alcohol, to undergo drug or alcohol testing. The Acts that resulted from this Bill came into force on 16 May 2017.

Police also provided advice to the Law and Order Committee's Inquiry into issues relating to the illegal possession of firearms in New Zealand. The Committee's report was tabled on 7 April 2017.

In June 2014, Cabinet approved a Police-led, Whole-of-Government Action Plan on adult gangs and transnational crime groups to improve information about gangs and reduce their harm. A Ministerial Oversight Group on Gangs, chaired by the Minister of Police, provides oversight of the development and implementation of the Action Plan.

Following on from the Action Plan, the New Zealand Gang Strategy 2017–2022 was developed. This provides the strategic direction for the next tranche of initiatives to reduce the harm that gangs cause.

Police will continue to make use of this information as an important tool to reduce serious criminal offending and drug crime. The combined efforts of law enforcement agencies has also seen the average age of methamphetamine users increase and use rates remain below one percent.

In May 2016, we announced plans (www.beehive.govt.nz/speech/social-investment-criminal-justice-system) to apply the Social Investment approach to the Justice System to better target our resources to reduce the incidence of offending and victimisation in our society.

Social sector

Our partnership relationships are extending more and more into the social sector. These relationships are driven not only by Police's functions but also by the Government's priority to deliver a high performing public sector. Our work with social sector agencies enables us and our partners to:

- identify vulnerable or high-risk groups
- invest up-front to support people most at risk of poor outcomes later on in life
- get greater input from outside the public sector in analysis, innovation and service provision
- work with local organisations to commission services within communities
- establish new citizen-centred services that cut across existing departmental service channels
- interact with each household through a single trusted relationship.

Police is a strong supporter of the Social Investment approach that is being adopted across the Justice and Social sectors. This involves government investment aimed at improving the lives of New Zealanders by applying rigorous and evidence-based investment practices to social services. Much of the focus is on early investment to achieve better long-term results for people and helping them to become more independent.

This will reduce the number of New Zealanders relying on social services and the costs for taxpayers in the long term.

Transport sector

Police works closely with our partners to achieve key outcomes in the Transport sector. Through our partnerships with the New Zealand Transport Agency (NZTA) and the Ministry of Transport, we have supported initiatives that will reduce road trauma and build economic growth and productivity. Police continues to build and maintain relationships with our maritime and aviation partners, providing advice and support where and when required.

The development and implementation of the Land Transport Amendment Act 2017 has been a major project for Police and our Transport Sector partners. The Act introduces a number of changes, including stronger penalties for those who choose

to flee Police, the introduction of a mandatory alcohol interlock sentence, significant changes to the regulatory framework for small passenger services, and a number of other miscellaneous amendments.

In partnership with NZTA, local government and the tourism industry, Police has continued to support the Visiting Drivers Project which aims to improve road safety for, and of, visiting drivers, while maintaining New Zealand's reputation as an attractive and safe tourist destination.

Police looks forward to continuing to work with our transport partners to progress transport sector outcomes.

Emergency management and Economic development sectors

We work closely with the Ministry of Civil Defence and Emergency Management and other emergency services to respond to New Zealand communities and with the Ministry of Foreign Affairs and Trade to respond to civil emergencies in other countries. We coordinate land-based 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.

We work domestically with the Serious Fraud Office, Ministry of Business, Innovation and Employment, National Cyber Policy Office in the Department of the Prime Minister and Cabinet and others to ensure that New Zealand is a safe place for businesses to operate free of corruption and crime.

Border security

Police and our border sector agencies work to ensure threats are identified as early as possible and managed as far from the physical border as possible. Intervention occurs at multiple points from offshore through to arrival and departure in New Zealand as well as post border.

Customs, Immigration and Police overseas positions are core to enabling the required access to information from both traditional and non-traditional partners, to facilitate pre-border screening processes, and to support operational activity, including offshore, to prevent risk to New Zealand.

We employ an intelligence-led approach to identify and manage risk at the earliest opportunity and domestic and international data and intelligence is a core enabler to moving border offshore and preventing harm to New Zealand communities and the economy.

Better Public Services

We are committed to delivering better public services in collaboration with other agencies. Police is a key agency for the achievement of Result Area 7 targets (reducing total crime, reducing violent crime, and reducing youth crime) and has a significant role to play in other result areas including Result Area 4: reducing assaults on children, Result Area 8: reducing reoffending, and Result Area 10: New Zealanders can complete their transactions with government easily in a digital environment.

In Result Area 7, we and our partner agencies have made good progress during 2011–2016 towards reducing total crime by 20% by 2018. The next three years will present a challenge, as there has recently been a slight increase in the total crime rate. The violent crime reduction target will be even more challenging – in large part because of the strong focus that we will place on addressing family violence, which is likely to result in increased reporting rates in the short term.

Result 9: Better for Business

Better for Business is a partnership of government agencies working to make it easier and more efficient for business customers to deal with government. By reducing effort and improving services we can help New Zealand businesses have a competitive edge in local and global economies.

The New Zealand Business Number (NZBN) is a key initiative for Result 9. Under Result 9, government agencies are expected to reduce business costs from dealing with government by 25 per cent by 2020, through a year-on-year reduction in effort required to work with agencies. Under section 43 of the Public Finance Act 1989, Police is required to report on progress implementing the requirements of the NZBN.

Since its last Annual Report 2015/16, Police has continued to engage with the Ministry of Business, Innovation, and Employment on NZBN implementation. It has undertaken an initial high-level assessment and a further in-depth assessment of the impact of the NZBN requirements on Police systems and processes. The latter assessment, which includes an indicative implementation roadmap, advocates a phased implementation, with the first phase focusing on implementing Requirement 1 (Identify a NZBN entity by using an NZBN) by 31 December 2018. The second phase will address implementation of the other requirements relating to providing the NZBN registrar with new and updated primary business data for NZBN entities. These latter requirements are due for implementation by 31 December 2020. A decision on the recommendations set out in the in-depth assessment is expected soon.

In the June 2017 implementation progress report issued by the NZBN Registrar, Police has been rated favourably in the top group of agencies both for overall agency implementation progress and for progress in assessing systems and processes.

Appendix 2: Commission of Inquiry Change Management Report, 2016/17

Deputy Commissioner's comment

As noted earlier in this *Annual Report*, 3 April 2017 was a significant milestone for New Zealand Police, as it marked 10 years to the day since the public release of Dame Margaret Bazley's 300+ page report on the Commission of Inquiry into Police Conduct (COI).

That 10-year anniversary offered an opportunity to take stock and look at changes over the past decade. We did so by publishing a high-level overview of our response to the Police-specific recommendations in the COI report, entitled *A decade of change, 2007–2017*. We also published a more detailed companion document, called *At a glance*, which provided commentary on each of those 47 recommendations. Both reports were published on Police's website, where they are accessible along with a range of supporting resources and background information on the journey Police has travelled since Dame Margaret's report was released in April 2007.

Although the mandated 10 year monitoring period drew to a close in April 2017, Police doesn't view that date as an end point; we are committed to continuously improving our policing services, and embedding the comprehensive changes we have made. As a sign of our ongoing commitment to do better, and to be open about what further progress Police could achieve, we therefore welcome the opportunity to draw together this summary information on the full 2016/17 year of our COI change management programme.



Audrey Sonerson
Deputy Commissioner of Police
Executive Lead on Police's COI response

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 baselines for future reporting. The measures allowed for progress to be tracked in key areas:

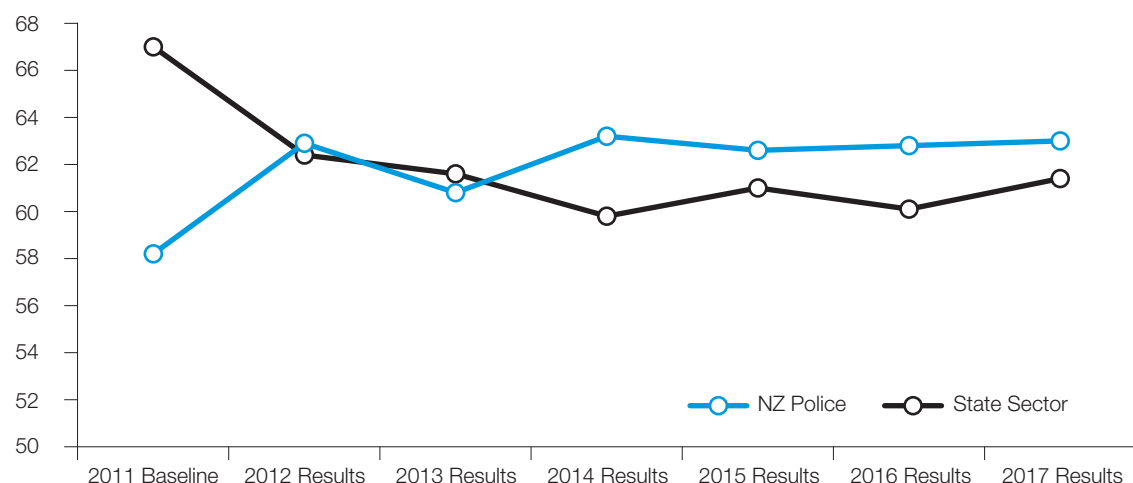
- leadership and change
- human resources strategy and capability to support integrated change
- performance management
- lifting trust and confidence in complaints investigation.

The dashboards on the following pages plot Police's progress from 2011 to 2017 and, where relevant, measure it against that of the State Sector as a whole.

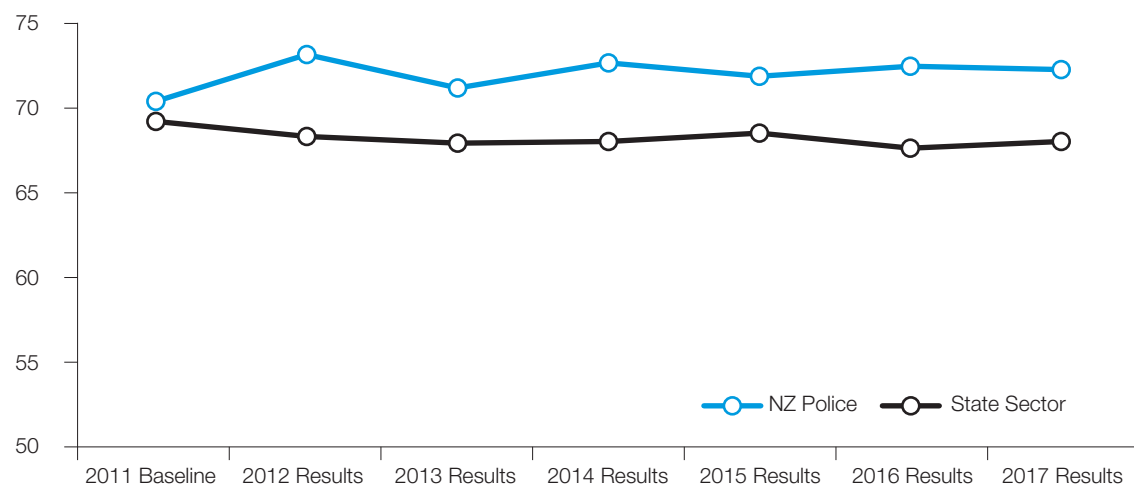
As in previous years, these point-in-time snapshots draws extensively on the findings of Police's Workplace Survey. Comprehensive results from the 2017 survey can be accessed online at: <http://www.police.govt.nz/about-us/publication/new-zealand-police-workplace-survey-results-2017>, and COI-specific data are set out in the table at the end of this appendix.

For those wishing to see more detail on the COI in general, a range of COI-related material is accessible from Police's website (go to <http://www.police.govt.nz/about-us/nz-police/commission-inquiry>).

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



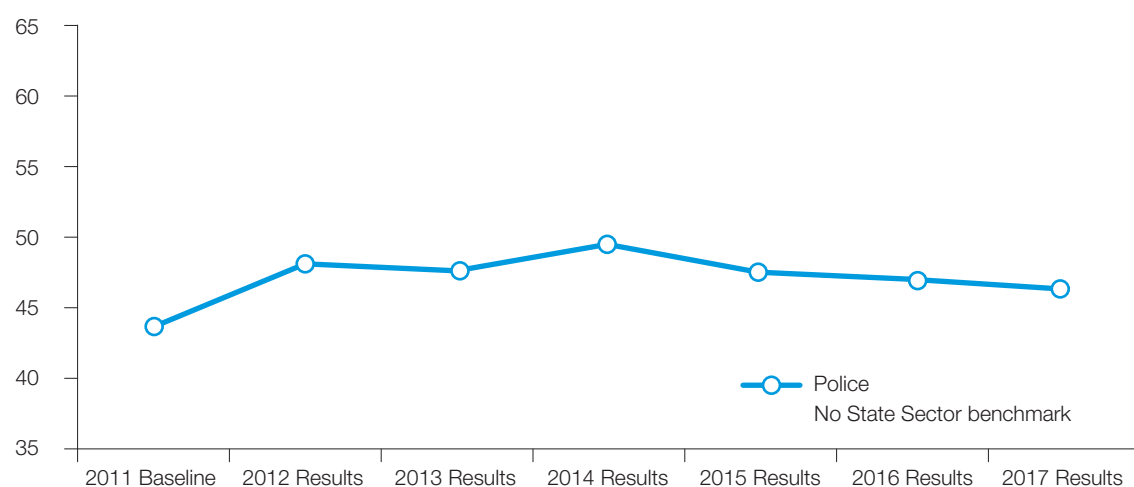
1.2 Workplace Survey overall employee Engagement Index score



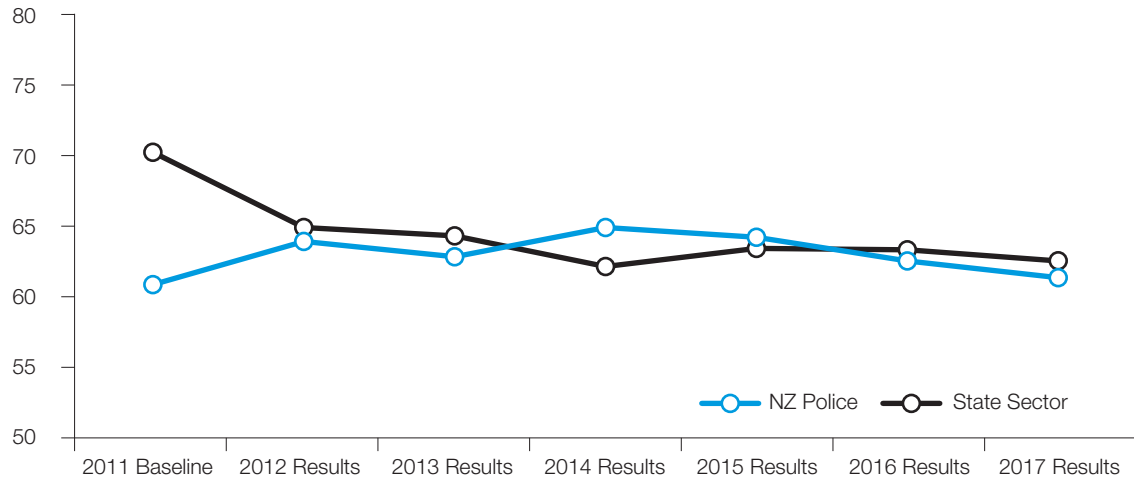
2. Women's composition of the constabulary workforce

Percentage of women by rank	2012	2013	2014	2015	2016	2017
Commissioned officer	8.1%	9.3%	10.7%	11.4%	13.3%	12.5%
Senior Sergeant	10.7%	9.2%	10.8%	11.2%	11.3%	13.0%
Sergeant	10.7%	11.9%	11.4%	11.2%	11.5%	12.0%
Constable	20.1%	20.4%	21.7%	21.3%	21.5%	22.0%

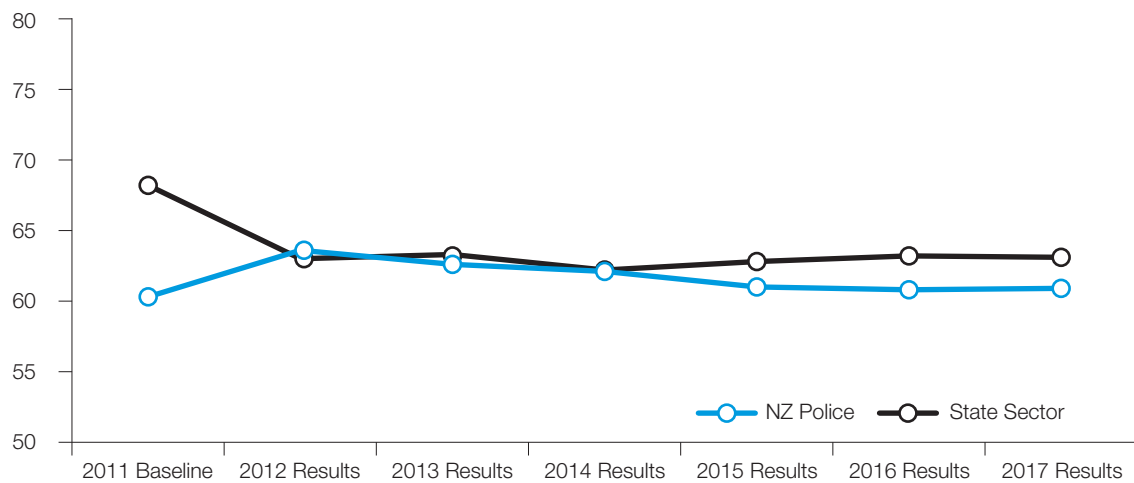
2.1 Positive responses to the Workplace Survey statement 'People here are appointed to positions based on merit'



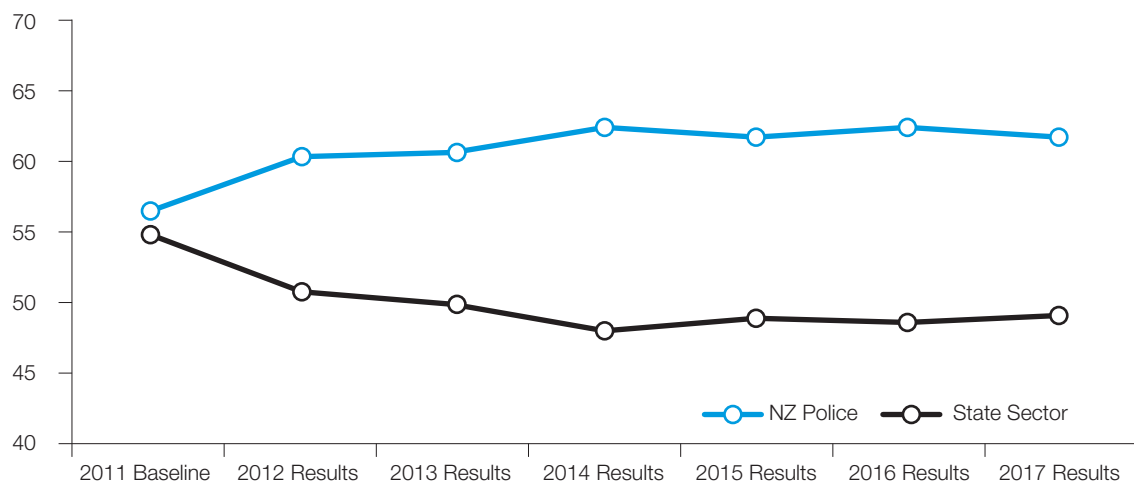
2.2 Positive responses to the Workplace Survey statement 'I understand how my performance is measured'



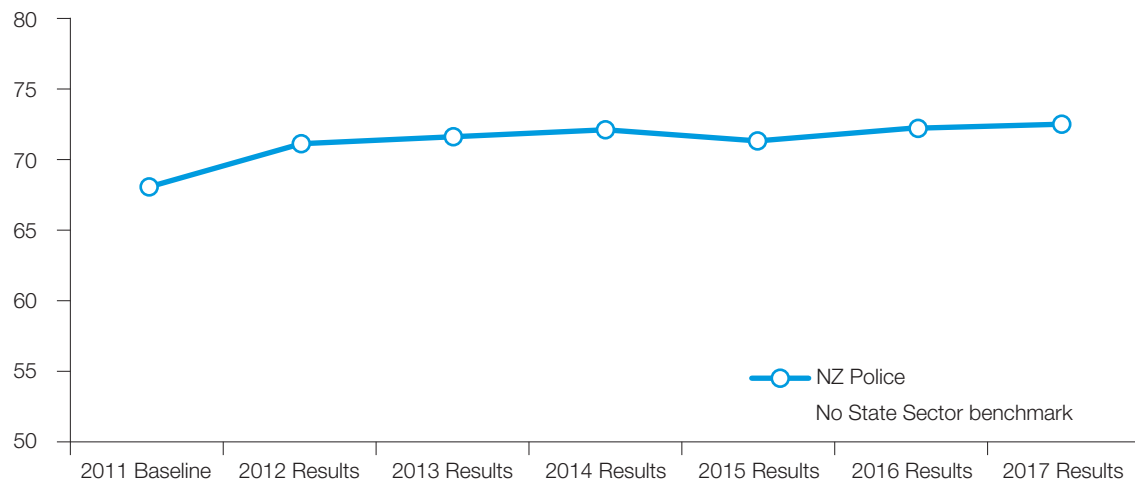
2.3 Positive responses to the Workplace Survey statement 'My performance is fairly assessed'



3. Positive responses to the Workplace Survey statement 'Poor performance is dealt with effectively in my work group'



4. Workplace Survey section score for Respect and Integrity questions



	Weighed Mean Scores		
	Stretch target set for 2017	Police 2017	State Sector Benchmark 2017
Engagement Index	77	72.4	68.1

The 16 Engagement Drivers

NZ Police is an enjoyable place to work	70	71.1	69.6
My job gives me a sense of personal achievement	Remain in the top quartile	74.1	72.4
I feel a sense of belonging to my District or my Service Centre	70	65.6	65.7
I feel I am working for an effective organisation	65	64.1	–
The work I do makes good use of my knowledge and skills	70	70.7	65.3
I am encouraged to try new ways of doing things	60	59.1	62.8
The level of work-related stress I experience in my job is acceptable	65	53.9	58.9
There are career development opportunities for me in NZ Police	65	59.3	56.8
NZ Police provides adequate training for the work I do	60	54.0	–
I feel my contribution is valued in NZ Police	NA	57.6	58.6
NZ Police is interested in the views and opinions of its staff	NA	51.1	55.3
NZ Police cares about the well-being of its staff	NA	57.9	63.7
There is a sense of 'common purpose' in NZ Police	NA	63.7	59.7
Communication in my District or my Service Centre is open and honest	NA	57.3	54.0
I am sufficiently involved in decisions that affect the way I do my job	NA	56.6	60.7
Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	NA	56.1	56.0

	Weighed Mean Scores		
	Stretch target set for 2017	Police 2017	State Sector Benchmark 2017
Performance			
I understand how my performance is measured	70.3	61.3	62.6
My performance is fairly assessed	68.2	60.9	63.1
People are held accountable for their performance in my team	NA	67.1	–
Poor performance is dealt with effectively in my team	Above State Sector Benchmark	61.8	49.0
I get regular feedback on my performance from my supervisor (formal/informal)	NA	67.8	64.8
People here are appointed to positions based on merit	60	46.4	–
Respect and Integrity			
Staff in my team respect employee diversity	NA	80.6	–
I know who to contact to report instances of workplace harassment, bullying or discrimination	NA	79.2	–
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	NA	69.1	–
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)	NA	68.4	–
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	NA	65.6	–
Respect & Integrity (Section Score)	Year-on-year increase	72.6	–
Rewarding the Right Behaviours at NZ Police			
People in my team conduct themselves in accordance with the values expected by NZ Police	NA	79.7	–
My supervisor behaves in a way that is consistent with the values of NZ Police	NA	81.3	77.9
NZ Police has appropriate ways of recognising outstanding achievement	NA	55.0	–
We celebrate success in NZ Police	NA	58.6	59.9
Vision and Purpose + Communication and Cooperation			
NZ Police has a clear vision of where it's going and how it's going to get there	NA	65.5	64.9
I feel informed about NZ Police and its activities	NA	62.1	61.9
Teams within NZ Police work well together	NA	60.9	58.2
I intend to continue working at NZ Police for at least the next 12 months	NA	82.8	–
Vision and Purpose + Communication and Cooperation (Section Score)	70	63.0	61.4

Appendix 3: Diversity and Inclusion

Police are committed to the shared vision for diversity and inclusion as set out in the Government's Better Public Services BPS 2.0 (BPS2).

Our commitment means we reflect, understand and value the diversity of the communities we serve, use best practice to identify what works and drive change across the system to create an inclusive culture across Police, while also meeting the expectations of the diverse communities and people.

New Zealand communities are changing and we need to evolve to meet the needs of all parts of our communities. Effective policing with diverse communities creates an environment where everyone is safe and free to fully participate in New Zealand society.

Diversity and Strategic Intentions

To achieve our mission to be the safest country, we need to have the trust and confidence of the New Zealand public and the communities we serve. This includes recognising the needs of ethnic communities and working closely with them to ensure Police are capable of responding to those needs and emerging issues. Ethnic diversity is seen as a regular part of policing.

Police Districts have established Ethnic Liaison Officer roles to build and maintain relationships with their local communities and its leaders, support small business owners, and ensure the issues facing ethnic communities are well understood at all levels of Police. These staff are crucial to strengthening the connections between Police and our ethnic communities.

As part of the *Safer Communities* investment Police will receive an additional 20 ethnic liaison officers to support Chinese, Indian and other ethnic communities to go about their lives and business activities safely and with confidence. These staff will be important to continue to prevent family violence in all cultures where such behaviour may be normalised, and work alongside communities with a national security focus.

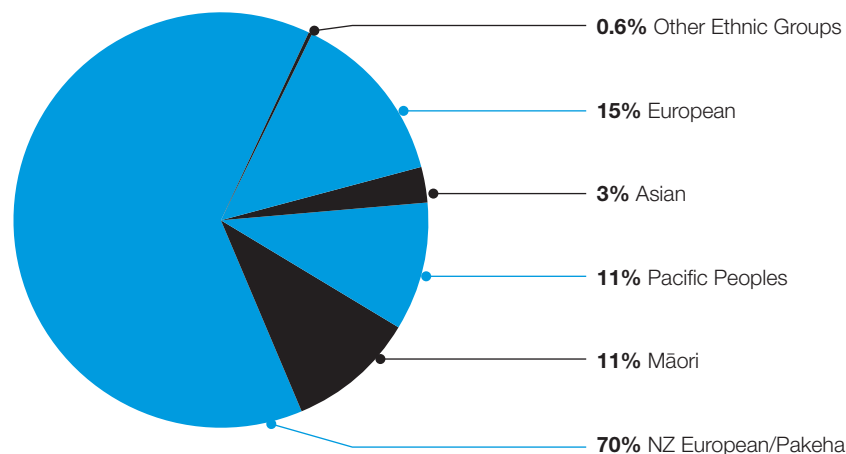
Police's desired diversity profile

Police has set ambitious goals of ensuring its profile is representative of the population. As a low attrition organisation it will take some time for our workforce to reflect the gender and ethnic mix of the New Zealand population. We recognise that is important to make positive movement towards our goals.

Police has a goal of 50% of recruits on all wings being female, and is committed to increasing the number of women at all ranks. This is being achieved by increasing the number of women entering Police, and ensuring that they, and existing staff, are retained and developed to their full potential. Progress to date shows women now account for around one in five constabulary staff and work across the full range of policing activities. Women also hold a range of key leadership roles within Police, including on the Police Executive, as District Commanders, and as the head of major operations and work groups.

Police also strives to represent the communities it serves. In keeping with this objective, Police has workforce goals that include having the same proportion of Māori constabulary staff as there are Māori in the general population by 2020. In order to achieve this, Police has a target of Māori making up 25% of recruit wings. We also have an ongoing recruitment target of 7% to 9% Pacific and 11% to 15% Asian.

Current Ethnic profile



Addressing gender and ethnic pay gaps

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

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

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

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

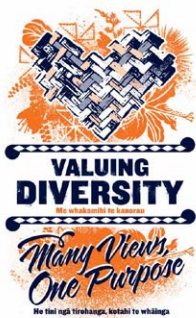
Success in increasing female numbers at the starting pay level may have a counter-intuitive result of increasing the raw gender pay gap in the short term. However, Police is equally committed to ensuring that retention and development opportunities are equally taken up by all groups of employees. This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

Increasing work flexibility

Police is committed to attracting and retaining skilled and valued employees by accommodating, wherever possible, reasonable flexible working arrangements that help employees achieve work-life balance, while continuing to deliver the highest standards of service delivery expected by New Zealanders. Police has developed a number of initiatives in this area including flexible parental leave arrangements and opening a multi-faith prayer room at the Royal New Zealand Police College.

Lifting cultural competency

Lifting cultural competency means having the right people with the right skills for the job, supported by smart systems. Frontline policing is a difficult job that becomes even harder when communication or cultural awareness is a barrier or where people come from places with negative experiences of policing. Having the right people means: recruiting staff from ethnic communities so they are represented throughout Police; investing in professional development of intercultural communication, diversity awareness and empathy; and creating an organisational culture that values talents and skills from its ethnic officers and communities.



Incorporating diversity and inclusion into HR policies and practices

We consider cultural understanding to be a big part of how we do things. This is demonstrated by including 'valuing diversity' as one of Police's core values and asking our staff to recognise the value that different perspectives and experiences bring to making us better at what we do. This way of thinking will lead to better problem-solving and results.

Addressing cultural unconscious bias

Police also understand the potential for unconscious bias when it comes to the use of discretion and decision-making. For this reason, we have made the identification and management of unconscious bias a priority. The first step in managing these bias is having all staff identify that they have them. People can then challenge their biases to understand how they influence their decisions and behaviours. To achieve this Police is incorporating unconscious bias in its training for appointments. This is also a key selection point for promotions within the organisation.

Building inclusive leadership capability

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

Since 2013 Police has been working to improve the process of identifying and selecting future leaders to ensure that the best people are in people leadership positions. This line of work is the Career Progression Framework and entails shifting from a qualification course that tended to reinforce the nature of the leader as technical expert to a development programme focused on building broader management and leadership skills.

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

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

Ethnic Strategy

Police's ethnic strategy launched in 2015, aims to help Police improve the ways in which we work with New Zealand's ethnic communities and continue to attract and recruit new people with a wide range of knowledge and skills. There are three key objectives to ensure ethnic diversity is a consideration across all levels of Police and within everything Police does. The key objectives are:

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

Implementing this strategy directly contributes to the objectives of *Prevention First, The Safest Country: Policing 2021* and the *Safer Journeys* Road Policing programme.

Appendix 4: Profile of Our People

All employees: by gender

Table 1: Employees by gender, 2010–2017:

Gender	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,693	2,033	27	3,753	1,729	2,038	37	3,805
Male	7,206	998	78	8,282	7,108	1,024	84	8,217
Total	8,899	3,031	105	12,034	8,838	3,063	121	12,022
Percentage female (%)	19.0%	67.0%	25.7%	31.1%	19.6%	66.6%	31.0%	31.6%

Gender	As at 30 June 2014				As at 30 June 2015			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,600	1,930	76	3,606	1,682	1,950	39	3,671
Male	7,218	1,038	169	8,426	7,241	982	86	8,309
Total	8,818	2,969	245	12,032	8,923	2,932	125	11,980
Percentage female (%)	18.1%	65.0%	31.0%	29.9%	18.8%	66.5%	31.2%	30.6%

Gender	As at 30 June 2012				As at 30 June 2013			
	Constabulary (incl. Recruits)	Non-constabulary	–	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,584	1,937	–	3,521	1,565	1,890	21	3,476
Male	7,356	1,102	–	8,458	7,139	1,001	58	8,198
Total	8,940	3,039	–	11,979	8,703	2,891	79	11,674
Percentage female (%)	17.7%	63.7%	–	29.4%	17.9%	65.3%	26.5%	29.7%

Gender	As at 30 June 2010				As at 30 June 2011			
	Constabulary (incl. Recruits)	Non-constabulary	–	Total	Constabulary (incl. Recruits)	Non-constabulary	–	Total
Female	1,525	1,959	–	3,484	1,562	1,983	–	3,545
Male	7,265	1,143	–	8,408	7,294	1,145	–	8,439
Total	8,790	3,102	–	11,892	8,856	3,128	–	11,984
Percentage female (%)	17.3%	63.2%	–	29.3%	17.6%	63.4%	–	29.6%

Notes to Table 1:

- 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 or parental leave.
- Prior to the 2012/13 financial year, recruits were included in constabulary figures.
- 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.

All employees: by age

Table 2: Employees by Age Group, 2013–2017

Age	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	313	221	38	572	342	242	45	629
25 to 34	1,863	491	51	2,405	1,975	541	60	2,576
35 to 44	2,775	578	12	3,365	2,666	582	15	3,263
45 to 54	2,885	885	4	3,775	2,795	855	1	3,651
55 to 64	1,003	665	–	1,669	1,016	670	–	1,686
65+	60	189	–	248	44	172	–	216
Total	8,899	3,031	105	12,034	8,838	3,063	121	12,022

Age	As at 30 June 2014				As at 30 June 2015			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	284	160	99	543	338	177	50	565
25 to 34	1,759	422	114	2,295	1,840	457	54	2,351
35 to 44	3,126	658	24	3,808	2,953	594	19	3,566
45 to 54	2,808	926	8	3,742	2,837	905	2	3,744
55 to 64	799	625	–	1,424	910	613	–	1,523
65+	43	177	–	220	46	185	–	231
Total	8,818	2,969	245	12,032	8,923	2,932	125	11,980

Age	As at 30 June 2013			
	Constabulary (incl. Recruits)	Non-constabulary	–	Total
0 to 24	266	128	–	394
25 to 34	1,749	419	–	2,168
35 to 44	3,350	693	–	4,044
45 to 54	2,687	914	–	3,601
55 to 64	689	602	–	1,291
65+	39	133	–	173
Total	8,782	2,891	–	11,673

Notes to Table 2:

- 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 and parental leave.
- Prior to the 2013/14 financial year, recruits were 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 3: Constabulary employees by rank and gender, 2010–2017

	As at 30 June 2016				As at 30 June 2017			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	2	–	2	0.0%
Assistant commissioner	5	–	5	–	8	1	9	11.1%
Superintendent	32	7	39	17.9%	30	5	35	14.3%
Inspector	242	35	277	12.6%	253	36	289	12.5%
Senior sergeant	420	54	473	11.3%	422	63	485	13.0%
Sergeant	1,273	166	1,438	11.5%	1,271	174	1,445	12.0%
Constable	5,231	1,432	6,662	21.5%	5,078	1,434	6,512	22.0%
Recruits	78	27	105	25.7%	124	53	177	29.9%
Total	7,284	1,720	9,004	19.1%	7,188	1,766	8,955	19.7%

	As at 30 June 2014				As at 30 June 2015			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	1	–	1	–	3	–	3	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	39	3	42	7.1%	36	6	42	14.3%
Inspector	228	29	257	11.5%	235	30	265	11.3%
Senior sergeant	414	50	464	10.7%	412	52	464	11.1%
Sergeant	1,302	164	1,466	11.2%	1,290	163	1,453	11.2%
Constable	5,228	1,354	6,582	20.6%	5,258	1,431	6,690	21.4%
Recruits	169	76	245	31.0%	86	39	125	31.2%
Total	7,387	1,676	9,063	18.5%	7,327	1,721	9,048	19.0%

	As at 30 June 2012				As at 30 June 2013			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	43	1	44	2.3%	38	2	40	5.0%
Inspector	229	21	250	8.4%	231	26	257	10.3%
Senior sergeant	395	47	442	10.6%	411	41	452	9.2%
Sergeant	1,276	162	1,438	11.3%	1,256	173	1,429	12.1%
Constable	5,337	1,335	6,672	20.0%	5,194	1,322	6,516	20.3%
Matron	–	–	–	–	–	–	–	–
Recruits	68	18	86	20.9%	59	21	80	26.3%
Total	7,356	1,584	8,940	17.7%	7,197	1,585	8,782	18.1%

	As at 30 June 2010				As at 30 June 2011			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	4	–	4	–	3	–	3	–
Superintendent	39	3	42	7.1%	40	2	42	4.8%
Inspector	240	18	258	7.0%	247	23	270	8.6%
Senior sergeant	385	41	426	9.6%	372	42	414	10.2%
Sergeant	1,238	135	1,373	9.8%	1,259	146	1,405	10.4%
Constable	5,287	1,312	6,599	19.9%	5,211	1,289	6,500	19.8%
Matron	–	–	–	–	–	1	1	100.0%
Recruits	69	16	85	18.8%	159	59	218	27.1%
Total	7,265	1,525	8,790	17.3%	7,294	1,562	8,856	17.6%

Notes to Table 3:

- 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 and parental leave.
- 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.
- Authorised Officers and Temporary Sworn staff are included in the "Constable" line of data.
- Secondments out of Police have been excluded from the data.
- Police has one female non-constabulary employee who holds the position of Deputy Commissioner: Resource Management, however she is excluded from this table as she does not hold any constabulary powers pursuant to the Policing Act 2008.

All employees: by ethnicity

Table 4: Ethnicity profile of Police, 2010–2017

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June							
		2010 (%)	2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)
New Zealand European/Pākehā	69.6	72.6	72.3	72.4	71.8	70.9	70.4	70.3	69.4
Māori	14.9	11.0	11.0	10.9	11.0	11.2	11.3	11.3	11.4
Pacific peoples	7.4	4.8	4.9	4.9	5.0	5.1	5.4	5.5	5.7
Asian peoples	11.8	2.1	2.3	2.3	2.5	2.7	2.8	3.0	3.8
European	6.0	16.4	16.2	15.9	15.6	17.6	15.1	14.7	14.8
Other ethnic groups	1.2	0.5	0.5	0.5	0.7	0.5	0.6	0.6	0.6

Notes to Table 4:

- 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%.
- 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 and parental leave.
- 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 5: Turnover and terminations, 2010–2017:

	As at 30 June							
	2010	2011	2012	2013	2014	2015	2016	2017
Constabulary turnover rate	2.6%	3.4%	3.6%	5.3%	4.5%	4.1%	4.2%	5.3%
Constabulary terminations	225	303	319	474	398	364	375	472
Non-constabulary turnover rate	8.3%	9.4%	9.9%	9.8%	8.4%	9.9%	9.1%	10.4%
Non-constabulary terminations	260	299	309	291	254	303	276	331

Notes to Table 5:

- This excluded planned terminations.

Table 6: Turnover and terminations by gender, 2010–2017:

	As at 30 June							
	2010	2011	2012	2013	2014	2015	2016	2017
Constabulary – Female turnover rate	2.1%	4.0%	4.3%	5.5%	5.4%	4.4%	4.6%	5.2%
Constabulary – Female terminations	33	64	70	92	91	76	81	94
Constabulary – Male turnover rate	2.7%	3.3%	3.5%	5.3%	4.3%	4.0%	4.1%	5.3%
Constabulary – Male terminations	192	239	250	382	307	288	294	378
Non-constabulary – Female turnover rate	8.0%	9.2%	9.6%	9.3%	9.5%	10.0%	7.7%	10.9%
Non-constabulary – Female terminations	161	187	191	180	185	199	154	232
Non-constabulary – Male turnover rate	8.9%	9.7%	10.4%	10.6%	6.3%	9.3%	11.5%	9.6%
Non-constabulary – Male terminations	99	112	117	111	69	104	122	99

Notes to Table 6:

- This excluded planned terminations.

Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay), 2012–2017

Organisational Group	As at 30 June 2017			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Northland District	335	15	49	3
Waitematā District	702	38	104	11
Auckland City District	770	37	151	11
Counties Manukau District	1,035	45	163	7
Waikato District	599	32	70	13
Bay of Plenty District	646	24	83	7
Central District	660	26	93	16
Eastern District	426	22	52	7
Wellington District	762	35	118	8
Tasman District	321	20	35	14
Canterbury District	831	72	104	17
Southern District	545	19	71	16
Commissioner	3		2	
Corporate	1		1	
District Operations	4		3	1
Enterprise Portfolio Management Office			7	1
Executive and Ministerial Services	3		22	1
Finance			48	3
Information and Technology	2		239	21

	As at 30 June 2017			
	Constabulary		Non-constabulary	
Infrastructure	2		21	
International and National Security	159	2	145	19
Legal	3		14	3
Mobility	2		9	1
Māori, Pacific, and Ethnic Services	9		2	
National Operations	6		5	
Organisational Security Group	2		8	1
People	8	1	197	15
Performance and Insight			9	
Policing Excellence	1		9	
Policy	3		15	3
Prevention	36		68	4
Professional Conduct	19	1	6	
Public Affairs			35	2
Research and Evaluation	1		3	1
Resource Management			1	1
Response and Operations	369	4	618	141
Risk and Assurance	3		6	2
Royal New Zealand Police College	258	2	107	7
Road Policing	104	1	108	8
Serious and Organised Crime	175	3	68	5
Strategic Integration			5	
Strategy	3		6	
Total	8,808	399	2,880	370

Organisational Group	As at 30 June 2012				As at 30 June 2013			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland District	319	14	50	4	317	11	46	5
Waitematā District	734	31	123	18	693	33	97	17
Auckland District	775	33	163	12	820	35	141	14
Counties Manukau District	1,088	29	191	7	989	44	164	9
Waikato District	601	20	98	12	583	21	83	10
Bay of Plenty District	637	25	112	10	662	21	87	2
Central District	673	34	99	17	663	30	93	16
Eastern District	426	14	71	6	424	19	61	7
Wellington District	786	24	148	21	767	25	118	24
Tasman District	320	14	47	13	323	14	38	8
Canterbury District	914	47	122	19	839	71	97	19
Southern District	565	13	84	16	547	17	66	16
Police National Headquarters	82	2	249	16	108	4	367	26
Financial Crime Group	21	2	26	–	25	1	27	2
Licensing & Vetting	2	–	15	1	1	–	17	1
National Prosecutions	167	8	140	24	182	2	138	26
National Communications	82	–	395	80	89	3	449	75
National Intelligence Centre	17	–	46	–	10	1	39	2
Police Infringement Bureau	11	–	76	5	4	–	86	5
Commercial Vehicle Investigation Unit	81	–	21	2	89	–	12	1
Crime	207	7	139	9	127	2	126	7
Information & Communication Technology Service Centre	4	–	234	15	2	–	233	14
Training Service Centre	127	4	103	13	133	2	174	8
Legal	4	–	16	1	3	–	17	2
Tactical Groups	71	1	3	2	108	1	1	2
International Service Group	50	–	8	1	34	–	12	–
Organised & Financial Crime Agency, New Zealand	32	–	17	–	62	2	26	1
Total	8,796	322	2,796	324	8,604	359	2,815	319

As at 30 June 2014				As at 30 June 2015				As at 30 June 2016			
Constabulary		Non-constabulary		Constabulary		Non-constabulary		Constabulary		Non-constabulary	
Full	Part	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
322	14	47	8	326	16	52	3	324	16	53	3
723	32	111	15	717	33	109	11	716	35	112	11
794	35	145	15	776	35	145	13	808	37	154	16
1,012	55	176	11	1,017	58	167	12	1,019	55	175	10
606	23	89	12	606	24	76	13	603	30	72	12
662	24	98	2	658	28	91	5	662	25	88	6
672	26	95	19	678	25	90	17	672	21	96	17
411	20	63	9	412	23	54	4	415	21	54	5
787	27	126	21	775	34	116	15	806	34	119	10
320	17	38	13	316	20	39	8	306	17	42	11
851	68	102	18	846	62	96	17	841	64	97	14
551	16	70	15	559	17	71	14	550	17	74	14
99	1	402	31	116	1	406	33	130	1	459	43
27	1	27	1	33	1	31	1	34	1	34	3
1	–	3	–	–	–	–	–	–	–	–	–
186	3	102	17	182	4	96	19	186	3	92	23
81	1	461	97	81	–	488	108	76	–	495	108
15	1	48	1	10	–	47	3	11	–	52	2
5	–	90	5	4	–	95	4	3	–	88	4
100	–	6	2	106	–	6	3	103	1	6	3
132	–	114	9	132	1	137	16	142	1	134	18
1	–	226	17	2	–	211	17	3	–	206	15
139	2	343	7	204	2	215	8	142	3	200	5
3	1	15	–	3	1	15	2	2	–	16	2
108	–	1	2	105	–	2	2	106	–	1	2
47	–	13	2	57	–	20	1	51	–	18	1
65	3	24	–	73	3	21	–	74	3	23	1
8,720	370	3,035	349	8,794	388	2,896	349	8,785	385	2,960	359

Table 8: Staff Numbers (headcount, including provision for leave without pay), 2010–2011

Organisational Group	As at 30 June 2010				As at 30 June 2011			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Northland District	321	14	49	9	306	16	48	7
Waitematā District	706	32	121	19	693	30	126	23
Auckland City District	693	24	151	18	670	25	157	14
Counties Manukau District	985	30	180	16	1,045	28	173	15
Waikato District	584	20	90	10	566	29	97	14
Bay of Plenty District	606	24	102	11	589	23	106	12
Central District	654	29	95	19	646	31	97	17
Eastern District	395	12	58	10	403	15	62	9
Wellington District	788	24	142	25	762	25	146	28
Tasman District	300	15	49	14	306	13	51	15
Canterbury District	841	48	106	25	849	55	110	22
Southern District	559	23	70	24	537	16	75	22
Police National Headquarters and Service Centres	1,144	26	1,474	208	1,018	25	1,471	195
Total	8,576	321	2,687	408	8,390	331	2,719	393

Notes to Tables 7 and 8:

- Headcounts are categorised as per the new HRMIS system for the 2016/17 financial year.
- Numbers are inclusive of employees on leave without pay and parental leave.
- 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 9: Remuneration of staff by salary band, 2015/16 and 2016/17:

Total remuneration band	2015/16					2016/17				
	Total personnel	Overseas [a]	Left Police [b]	Started during year [c]	Remuneration Authority [d]	Total personnel	Overseas [a]	Left Police [b]	Started during year [c]	Remuneration Authority [d]
\$0-\$9,999	314		90	206		316		129	168	
\$10,000-\$19,999	261		83	157		246	1	102	131	
\$20,000-\$29,999	304		84	156		330		116	142	
\$30,000-\$39,999	363	1	81	159		327		80	138	
\$40,000-\$49,999	412		77	56		470		96	105	
\$50,000-\$59,999	936	1	63	41		960		84	115	
\$60,000-\$69,999	1,254		51	18		1317	1	60	42	
\$70,000-\$79,999	1,716	1	34	17		1936		55	12	
\$80,000-\$89,999	1,547		33	8		1594	1	45	15	
\$90,000-\$99,999	1,533	2	34	5		1606	1	38	8	
\$100,000-\$109,999	1,360	4	29	4		1352	5	36	6	
\$110,000-\$119,999	1,030	4	19	1		1005	7	22	5	
\$120,000-\$129,999	886	9	14	4		814	6	18		
\$130,000-\$139,999	577	3	14			483	6	14	3	
\$140,000-\$149,999	336	6	10	1		266	8	14		
\$150,000-\$159,999	157	5	8			141	12	8		
\$160,000-\$169,999	88	10	6			82	5	3		
\$170,000-\$179,999	43	6	9			42	5	6		
\$180,000-\$189,999	25	5	5			23	3	3	1	
\$190,000-\$199,999	16	5	4			18	4	6		
\$200,000-\$209,999	19	6	5			7	1	2		
\$210,000-\$219,999	8	2	1			11	3	3		
\$220,000-\$229,999	6	3	1			11	4	2	1	
\$230,000-\$239,999	7		3			1				
\$240,000-\$249,999	2					2				
\$250,000-\$259,999	3	1				1				
\$260,000-\$269,999	3	1				6	1			
\$270,000-\$279,999	6	1				3	1			
\$280,000-\$289,999	2					3				
\$290,000-\$299,999	1	1				3	1			
\$300,000-\$309,999	3	1				3		1		
\$310,000-\$319,999	1					1		1		
\$320,000-\$329,999										
\$330,000-\$339,999						2	1			
\$340,000-\$349,999	6	1	1			2				

Total remuneration band	2015/16					2016/17				
	Total personnel	Overseas [a]	Left Police [b]	Started during year [c]	Remuneration Authority [d]	Total personnel	Overseas [a]	Left Police [b]	Started during year [c]	Remuneration Authority [d]
\$350,000–\$359,999						1		1		
\$360,000–\$369,999	2		2							
\$370,000–\$379,999						1		1		
\$380,000–\$389,999						1		1		
\$430,000–\$439,999	1		1							
\$460,000–\$469,999	1		1							
\$500,000–\$509,999					1	1				1
\$510,000–\$519,999	1		1							
\$520,000–\$529,999	1									
\$690,000–\$699,999						1				1
\$700,000–\$709,999										
\$710,000–\$719,999	1				1					
\$860,000–\$869,999	1	1	1							
Total	13,233	80	765	833	2	13,389	77	947	892	2

Notes to Table 9:

- 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 2015/16 and 2016/17 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 Police during 2015/16 and 2016/17 and may have been paid contractual entitlements.
 - [c] Employees who began working for Police during 2015/16 and 2016/17 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.
- Due to the dates that pay days fell during the 2015/16 year, Police had 27 pays rather than the normal 26. This will, in general, result in the remuneration levels included in this table being 4% higher than otherwise and care should be taken when comparing numbers across years.

Table 10: Remuneration of staff by salary band and age group, 2015/16 and 2016/17:

Total remuneration band	Age at 30 June 2016						Age at 30 June 2017					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$0-\$9,999	73	112	72	34	18	5	57	137	71	37	7	7
\$10,000-\$19,999	57	95	56	31	15	7	40	95	57	31	13	10
\$20,000-\$29,999	65	112	60	43	14	10	43	111	90	42	31	13
\$30,000-\$39,999	62	122	94	46	21	18	48	106	79	54	22	18
\$40,000-\$49,999	51	108	99	90	43	21	48	141	110	95	51	25
\$50,000-\$59,999	82	259	214	204	130	47	114	263	189	208	140	46
\$60,000-\$69,999	136	430	261	219	154	54	122	458	254	258	171	54
\$70,000-\$79,999	96	724	497	240	125	34	106	871	532	259	128	40
\$80,000-\$89,999	6	432	632	363	93	21	6	405	671	380	110	22
\$90,000-\$99,999	1	194	616	494	196	32		175	569	575	259	28
\$100,000-\$109,999		64	439	575	263	19		73	414	588	250	27
\$110,000-\$119,999		21	328	494	169	18	1	14	256	490	224	20
\$120,000-\$129,999		6	197	461	210	12		8	149	436	208	13
\$130,000-\$139,999		3	101	331	131	11		3	65	275	132	8
\$140,000-\$149,999		2	47	194	89	4		1	29	159	72	5
\$150,000-\$159,999		1	10	90	54	2			9	82	45	5
\$160,000-\$169,999			8	51	28	1			5	43	33	1
\$170,000-\$179,999			4	21	16	2			4	16	19	3
\$180,000-\$189,999			2	11	12					11	12	
\$190,000-\$199,999			1	4	11				1	7	7	3
\$200,000-\$209,999			2	8	7	2				4	3	
\$210,000-\$219,999				7	1					6	3	2
\$220,000-\$229,999				1	5				1	4	6	
\$230,000-\$239,999				4	3						1	
\$240,000-\$249,999				1	1					1	1	
\$250,000-\$259,999				1	2					1		
\$260,000-\$269,999			1	2						2	3	1
\$270,000-\$279,999			1	2	3					1	2	
\$280,000-\$289,999				2					1	2		
\$290,000-\$299,999				1						3		
\$300,000-\$309,999				3					1		2	
\$310,000-\$319,999				1								1
\$320,000-\$329,999												
\$330,000-\$339,999										1	1	
\$340,000-\$349,999				1	4	1					2	
\$350,000-\$359,999											1	
\$360,000-\$369,999					2							
\$370,000-\$379,999											1	
\$380,000-\$389,999											1	

Total remuneration band	Age at 30 June 2016						Age at 30 June 2017					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$430,000-\$439,999					1							
\$460,000-\$469,999					1							
\$500,000-\$509,999										1		
\$510,000-\$519,999					1							
\$520,000-\$529,999				1								
\$690,000-\$699,999											1	
\$700,000-\$709,999												
\$710,000-\$719,999					1							
\$860,000-\$869,999					1							
Total	629	2,685	3,742	4,031	1,825	321	585	2,861	3,557	4,072	1,962	352

Notes to Table 10:

- Values for the 2015/16 financial year have been updated as the data provided previously had a minor calculation issue affecting the age bracket for a number of employees.
- The table includes: all employees including part-time employees, employees who had a period of leave without pay, employees on parental leave, employees who started during the year, and employees who received pay increases during the year, by the remuneration band that they actually received during 2015/16 and 2016/17, not the full-time remuneration at any point of the year.
- Due to the dates that pay days fell during the 2015/16 year, Police had 27 pays rather than the normal 26. This will, in general, result in the remuneration levels included in this table being 4% higher than otherwise and care should be taken when comparing numbers across years.

Length of Service

Table 11: Average length of service in years, 2010–2017:

Role	As at 30 June							
	2010	2011	2012	2013	2014	2015	2016	2017
Constabulary	12.4	12.8	13	13.4	13.4	13.7	14.1	13.9
Non-constabulary	8.4	8.9	9.4	9.4	9.5	9.7	9.5	9.4

Notes to Table 11:

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

Table 12: Average length of service in years by gender, 2013–2017:

Gender	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015		As at 30 June 2016		As at 30 June 2017	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
Female	10.2	9.8	10.3	9.9	10.6	9.8	11.0	9.6	11.2	9.6
Male	14.2	8.8	14.3	8.6	14.5	9.5	14.8	9.4	14.6	9.0

Notes to Table 12:

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

Table 13: Average length of service in years by age, 2013–2017:

Age Range	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015		As at 30 June 2016		As at June 2017	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
0–24	2.1	1.4	1.4	1.3	1.5	1.1	1.7	1.2	1.9	1.6
25–34	5.1	4.0	4.8	3.9	4.9	3.5	5.0	3.3	5.2	3.4
35–44	11.0	7.5	11.0	7.4	11.2	7.7	11.3	7.7	11.7	7.7
45–54	19.0	10.3	18.8	10.6	18.8	10.6	18.8	10.5	19.1	10.8
55–64	29.6	14.8	29.1	14.7	28.7	15.3	28.5	15.3	27.3	15.0
65+	32.5	15.5	34.7	15.3	35.6	16.1	36.8	16.6	27.5	16.7

Notes to Table 13:

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

Appendix 5: 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 1 is provided.

Table 1: Surveillance Device Warrants (under the Search and Surveillance Act 2012)

Section 172 (Surveillance Device Warrants)		2015/16	2016/17
Number of applications made		113	106
Number of applications granted		110	106
Number of applications refused		3	0
Number of warrants granted for use of interception device		95	106
Number of warrants granted for use of visual surveillance device		63	66
Number of warrants granted for use of tracking device		93	95
Number of warrants that authorised entry onto private premises		24	64
Number of interception devices used	No more than 24 hours	15	12
	1–3 days	34	56
	3–7 days	52	57
	7–21 days	88	133
	21–60+ days	217	146
Number of visual surveillance devices used	No more than 24 hours	3	1
	1–3 days	2	2
	3–7 days	3	10
	7–21 days	6	21
	21–60 days	63	25
Number of tracking devices used	No more than 24 hours	11	6
	1–3 days	21	11
	3–7 days	48	16
	7–21 days	54	43
	21–60 days	171	116
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		380	164
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 Search Powers Exercised

In accordance with section 170 of the Search and Surveillance Act 2012, the information in Table 2 is provided.

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

Section 170(1) Warrantless Powers	2015/16	2016/17
Number of occasions warrantless search powers were exercised	7,553	7,203
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	4,328	4,686

Warrantless Surveillance Device Powers Exercised

In accordance with the provisions of section 170 of the Search and Surveillance Act 2012, the information in Table 3 is provided.

**Table 3: Warrantless Surveillance Device Powers
(under the Search and Surveillance Act 2012)**

Section 170(1) Warrantless Powers		2015/16	2016/17
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		44	40
Number of interception devices used	No more than 24 hours	20	10
	24–48 hours	54	29
Number of visual surveillance devices used	No more than 24 hours	7	0
	24–48 hours	5	0
Number of tracking devices used	No more than 24 hours	13	10
	24–48 hours	26	14
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		75	28
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

Declaratory Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 4 is provided.

Table 4: Declaratory Orders (under the Search and Surveillance Act 2012)

Section 172 Declaratory Orders		2015/16	2016/17
Number of applications for declaratory orders		1	Nil
Number of declaratory orders made		1	Nil
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	1	Nil
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	n/a	Nil
	technique	Use of drug detection dogs at consenting domestic courier depots	Nil
	procedure	n/a	Nil
	activity	n/a	Nil
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 5 is provided.

Table 5: Examination Orders (under the Search and Surveillance Act 2012)

Section 170 Examination Orders		2015/16	2016/17
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 6 is provided.

Table 6: Bodily Samples (under the Criminal Investigations (Bodily Samples) Act 1995)

Bodily Samples		2015/16	2016/17
(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	0	0
(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	971	379
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	72	78
	juvenile compulsion orders	1	0
(c)	The number of applications referred to in paragraph (b) that were:		
	suspect compulsion orders – granted	56	59
	suspect compulsion orders – refused	0	2
	juvenile compulsion orders – granted	1	0
	juvenile compulsion orders – refused	0	0
	Note: 17 suspect compulsion orders were either withdrawn or discontinued.		
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	3	1
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	59	64
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	1	0
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	586	642
(ce)	The number of:		
	i. databank compulsion notice hearings requested and	i. 13	i. 5
	ii. Part 3 orders made	ii. 11	ii. 4
	iii. and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	iii. 0	iii. 0
(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. 41	i. 35
	ii. suspect compulsion orders granted in respect of those applications	ii. 40	ii. 33

Bodily Samples		2015/16	2016/17
(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	0
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	6	0
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	16,630	15,363
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	15,008	13,582
(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)	1,901	2,427
(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.	75	72
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	4	14
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	7,851	7,871
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	166,072	176,625
	number of bodily samples obtained by consent	95,333	96,472
	number of bodily samples obtained pursuant to a compulsion order	230	246
	number of bodily samples obtained pursuant to a databank compulsion notice	25,209	25,666
	number of Part 2B bodily samples obtained	43,893	54,241
(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	238	395
(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	740	918

(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	2014/15	2015/16	2016/17	Young persons 2014/15	Young persons 2015/16	Young persons 2016/17
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	217	423	376		1	4
		European	4,543	6,825	6,114		113	106
		Indian	355	498	515		2	7
		Latin American	12	32	56		0	0
		Māori	4,584	6,510	6,097		413	370
		Middle Eastern	84	118	71		3	0
		Native African	60	64	83		4	0
		Pacific Islander	1,224	1,963	1,790		103	66
		Other	58	102	100		2	4
		Unknown	72	95	161		3	7
		Total	11,209	16,630	15,363	366	644	564
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	214	395	365		1	2
		European	4,208	6,143	5,443		94	87
		Indian	339	463	488		1	7
		Latin American	12	30	54		0	0
		Māori	4,171	5,868	5,270		366	333
		Middle Eastern	79	115	64		3	0
		Native African	55	55	75		2	0
		Pacific Islander	1,128	1,767	1,581		93	59
		Other	57	95	89		2	3
		Unknown	70	77	153		4	7
		Total	10,333	15,008	13,582	340	566	498
(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	8	8	31			1
		European	306	375	649			8
		Indian	16	17	28			0
		Latin American	0	0	4			0
		Māori	962	1,210	1,379			100
		Middle Eastern	2	4	0			0
		Native African	5	6	12			0
		Pacific Islander	208	270	292			27
		Other	8	6	10			3
		Unknown	0	5	22			10
		Total	1,515	1,901	2,427	195	265	149

(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	3	2	2			0
		European	22	21	24			0
		Indian	2	2	4			0
		Latin American	0	0	0			0
		Māori	36	34	26			3
		Middle Eastern	0	0	0			0
		Native African	0	0	0			0
		Pacific Islander	4	16	14			1
		Other	0	0	2			0
		Unknown	0	0	0			0
		Total	67	75	72	6	9	4
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	0	0	1			
		European	5	1	7			
		Indian	0	0	1			
		Māori	5	3	5			
		Native African	0	0	0			
		Pacific Islander	0	0	0			
		Total	10	4	14	0	0	0
(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	1,912	7,851	7,871	n/a*	n/a*	n/a*

Vulnerable Children Act 2014

In accordance with the provisions of section 16(c) of the Vulnerable Children Act 2014, the following information is provided:

In relation to section 16(c)(i):

The Police Child Protection Policy is published on the Internet at the following link: www.police.govt.nz/about-us/publication/child-protection-policy

In relation to section 16(c)(ii):

The Police Child Protection Policy states:

Agencies contracted by Police

Where Police enter into any agreement, contract or funding arrangement with an agency providing children's services, there must be a clause included in the agreement or contract requiring the agency to have a child protection policy and to complete children's worker safety checks as required by the Vulnerable Children Act 2014.

Before referring any child to an agency for support or an intervention, and regardless of who is funding the agency, Police must be satisfied that the agency has a child protection policy and that the agency carries out worker safety checks of its children's workers as required by the Vulnerable Children Act 2014.

All relevant contracts entered into by Police must comply with the policy. Existing Family Safety Team contracts have been updated to ensure compliance.

Victims' Rights Act 2002

In accordance with the provisions of section 50A of the Victims' Rights Act 2002, the following information is provided:

Summary of the services provided to victims by Police (section 50A(1)(a) of the Victims' Rights Act 2002):

Right 1: Police will provide victims with information about programmes, remedies and services

Victims have the right to be told about the programmes, remedies or services available to them. This might include services where you can meet with the offender (this could be at a restorative justice conference or family group conference).

Right 2: Police will provide victims with information about the investigation and criminal proceedings

Victims have the right to be told, within a reasonable time, what is happening with the case, unless the information could harm the investigation or the criminal proceedings.

Right 3: Police will provide victims with the opportunity to make a victim impact statement

Victims have the right to make a victim impact statement that tells the court how the crime has affected them. Victims can get help to write their victim impact statement.

Right 4: Police will provide the opportunity for victims to express their views on name suppression

If the offender applies to the court for permanent name suppression, victims have the right to say what they think about the application.

Right 6: Police will return property held as evidence

If Police took any property belong to a victim as evidence; victims have the right to get it back as soon as possible.

Right 7: Police will inform victims of serious crimes* about bail conditions.

If victims ask for information about a defendant or young person's bail, the Police or the Ministry of Justice must provide it if that bail impacts on the victim or their family. Victims will also be told if the offender is released on bail and of any conditions relating to the victim's safety.

* Serious crimes include crimes of a sexual nature or serious assault, including where a person is killed or becomes unable to look after themselves. Police will inform victims if they have these rights.

Right 8: Police will provide certain victims with information and notifications after sentencing

Victims of youth or child offending can sometimes apply to Police to receive certain notifications about the sentenced offender. Police, court victim advisors, or Ministry for Vulnerable Children, Oranga Tamariki staff can tell you if you are eligible and give you an application form.

Registered victims will be told when significant events happen for the offender, such as Parole Board hearings or if they reoffend during their sentence, are released from prison or home detention, leave hospital, are granted temporary unescorted releases from prison, escape from prison or die.

Complaints: Police will provide victims with an avenue for making a complaint.

If a victim thinks their rights have not been met, or they have not received the standard of service they expect, victims can make a complaint.

Further information for victims and the services Police provide, can be found at www.police.govt.nz or www.victimsinfo.govt.nz

Table 7: Information about complaints (section 50A(1)(b) of the Victims' Rights Act 2002):

Victims' Rights Act 2002	2016/17				
	Number of Events Giving Rise to Allegations	Total Allegations Received	Number of Allegations Upheld	Number of Allegations Not Upheld	Number of Allegations in Ongoing Investigations
Sections 11–12	n/a	25	5	14	6
Sections 17–19, 21, 28	n/a	19	6	8	5
Sections 29A, 30–33B, 34	n/a	3	0	1	2
Section 15	n/a	3	1	1	1
Section 16	n/a	1	0	0	1
Section 51	n/a	2	0	2	0
Total	43	53	12	26	15

Notes to Table 7:

- A single event may breach more than one section of the Act.

Victims' Rights Act 2002	Allegation Category	Nature of Complaint
Sections 11–12	6.14 Failure to notify/inform	<ul style="list-style-type: none"> • Failure to give information on services etc. or not referred to a service (s.11) • Failure to inform about proceedings (s.12) • Failure to inform of charge/s filed or amendments or withdrawal of charge/s (s.12B)
Section 15	6.13 Breach of privacy/confidentiality	<ul style="list-style-type: none"> • Breach of victim's privacy
Section 16	6.17 Inappropriate/unlawful disclosure	<ul style="list-style-type: none"> • Victim's details disclosed in court
Sections 17–19, 21, 28	6.15 Inadequate victim management	<ul style="list-style-type: none"> • Failure to inform victim about Victim Impact Statement (VIS) or ask for information (s.17–18) • Failure to verify VIS (s.19) • Failure to submit VIS to court (s.21) • Failure to obtain victim's views on name suppression (s.28)
Sections 29A, 30–33B, 34	6.16 Inadequate bail management	<ul style="list-style-type: none"> • Failure to determine a s.29 victim (s.29A) • Failure to ascertain victim's views on bail (s.30) • Failure to advise victim of right to ask for notice of bail or failure to forward/update/withdraw bail details (s. 31–33B) • Failure to register/notify of bail (s.34)
Section 51	6.18 Failure to return property 6.19 Cause damage to property	<ul style="list-style-type: none"> • Failure to return property held as evidence • Inappropriate condition of property held as evidence

