

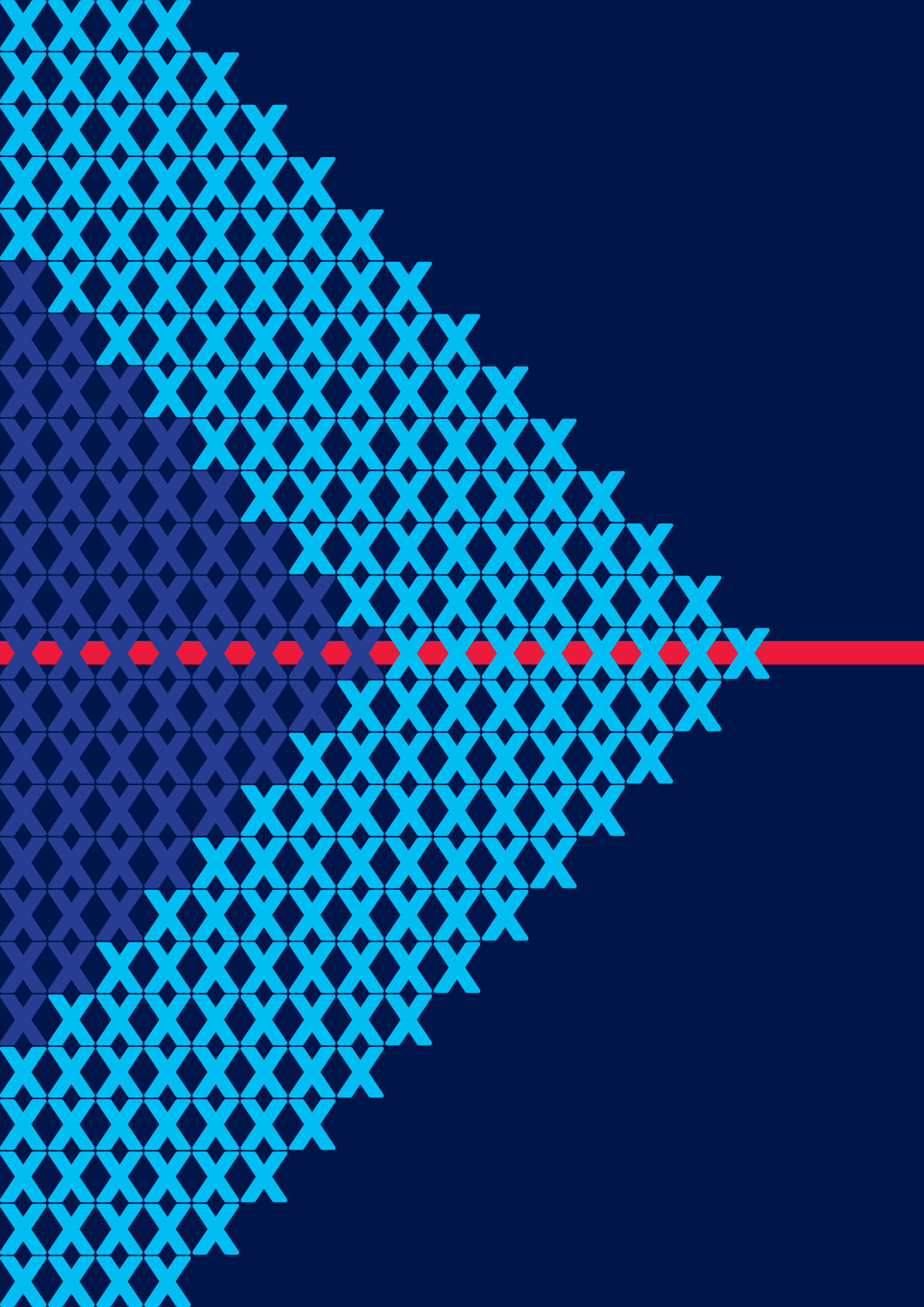


NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



Annual Report

2017/18



Contents

Foreword	2
2017/18 at a glance	3
Delivering on Our Business	4
Our Business	6
Our context	7
Our values	8
Our people	9
Our partnerships	10
Our transformation programme	11
The year in review	18
Our mission: To be the safest country	19
Prevent crime and victimisation	20
Target and catch offenders	28
Deliver a more responsive police service	35
Statement of responsibility	45
Performance	46
Policy advice and ministerial services	46
General crime prevention services	49
Specific crime prevention services and maintenance of public order	52
Police primary response management	54
Investigations	57
Case resolution and support to judicial process	60
Road safety programme	63
Financial statements	67
Independent auditor's report	99
Appendix 1: Asset performance	108
Appendix 2: Our partnerships	114
Appendix 3: Diversity and inclusion	118
Appendix 4: Profile of our people	121
Appendix 5: Wellness and safety	141
Appendix 6: Information required by statute	143



The cover photo of Constable Krista Kite, from Wellington District, was taken by Soldiers Road Portraits.

Foreword

It is my privilege to present the 2017/18 Annual Report. I am proud of what New Zealand Police has achieved over the past year.



We have continued to build our frontline, with 348 more staff than a year ago. The current standard of recruits is among the best we have ever had. They are professional, talented, and like New Zealand, diverse in gender and ethnicity. In February 2018, we had the most ethnically diverse training wing in our history, and in March 2018, for the first time in a wing, women made up the majority of recruits. Our recruiting efforts are helping to build a constabulary workforce which better reflects the profile of the communities we serve.

Our mission is to be the safest country, and we know that we can produce better outcomes if our people are clear on the role they each play in delivering our strategy, known as *Our Business*, and are equipped with the tools to deliver it. *Our Police High Performance Framework* (PHPF) is creating a principles-based culture that helps our people to understand their importance and how they contribute on a daily basis to making our communities safer. The PHPF empowers our people to make the right calls and deliver the right outcomes.

Our goal is to deliver a more responsive police service, therefore we have made our commitment to service central to everything we do. We are modernising our service delivery to ensure everyone in New Zealand can access policing services – anywhere, anytime. Delivering the right service to the public in the right way, enabled by modern technologies and underpinned by our policing values will enable us to deliver on our commitments to our communities.

We also want to create more time for our staff so they can concentrate on proven policing activities that address the

underlying causes of harm. This starts with ensuring our people have the tools and resources to do their job efficiently and effectively.

This year saw the single biggest change to our family harm response in twenty years. The new approach sees staff, alongside our community partners, applying new ways of thinking and operating. Staff attending a family harm investigation do so with 'eyes wide open' to understand the wider dynamics of family harm, including the patterns of harm and the adverse circumstances in which they occur. This approach helps us to make the best decisions and delivering better outcomes for the people involved and their families.

We have concentrated our efforts on tackling organised crime and those who cause the most harm in our communities. Between January 2017 and June 2018, our National Organised Crime Group undertook 45 operations, dismantled 17 transnational organised crime groups, seized 66 firearms and restrained millions of dollars of cash and assets. These targeted enforcement activities have prevented an estimated \$979 million of social harm.

I want to thank my 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 allow us to continue operating as a world-class police service.

A stylized blue ink signature of Mike Bush MNZM.

Mike Bush MNZM
Commissioner of Police

2017/18 at a glance



Police responded to **1,162,304** events



9,643 fewer serious crime victimisations than last year



888,959 calls to 111 answered



1 in 5 constabulary staff are women



Police answered **1,178,085** non-emergency calls



Police conducted **1,683,314** breath tests



99% of general vetting requests processed on time



The National Organised Crime Group has prevented
\$979million of social harm

Delivering on Our Business

The link between our outcomes, impacts and outputs for 2017/18 are illustrated in this diagram. This model demonstrates the alignment of our performance measures to *Our Business*.



Pre-vention



10% fewer deaths from family violence

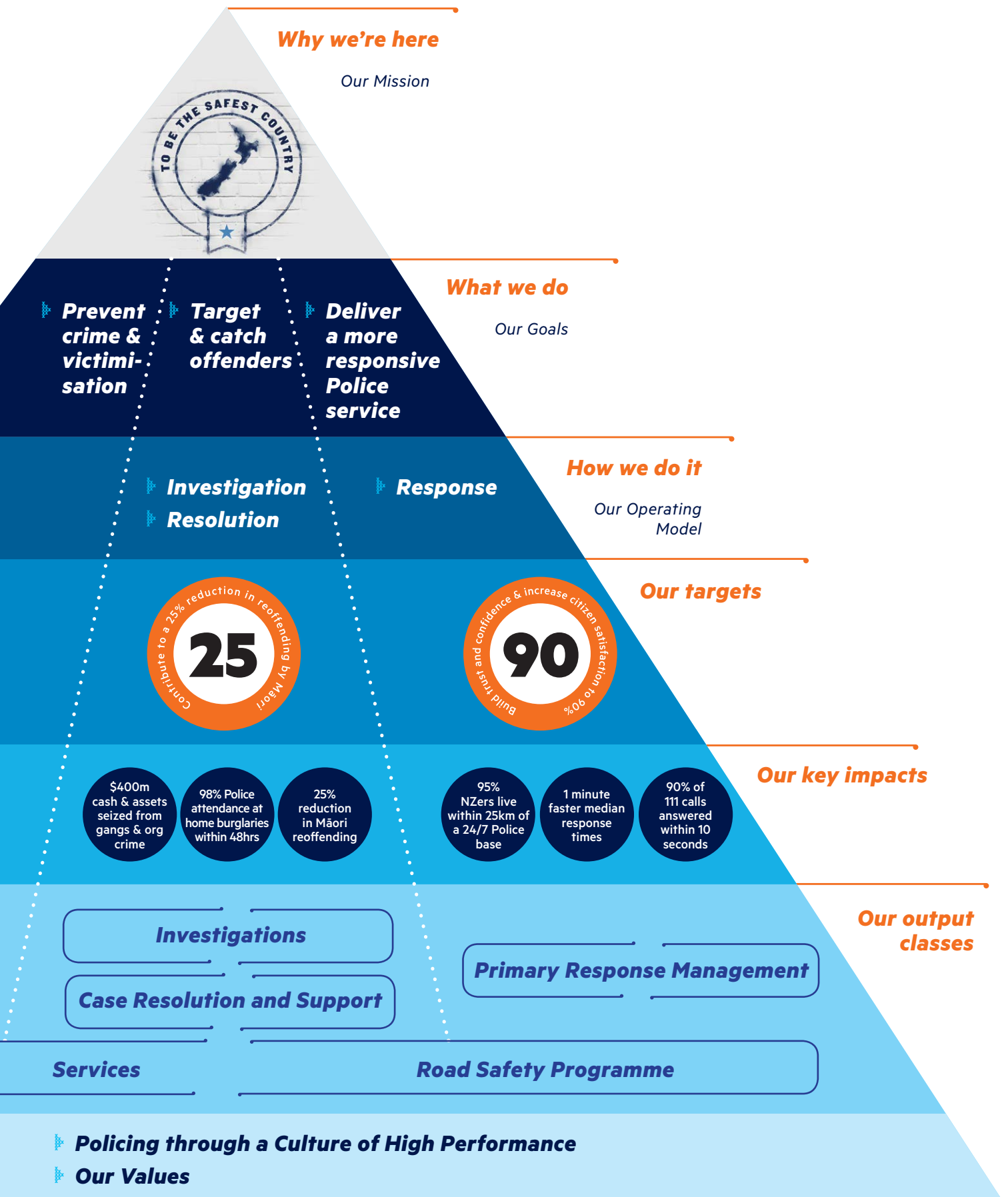
Refer 1,000 young people to education

Reduce assaults on children

General Crime Prevention

Specific Crime Prevention

Policy Advice and Ministerial



Our Business



OUR BUSINESS
TĀ TĀTOU UMANGA



**New Zealand
POLICE**
Ngā Pirihimana o Aotearoa

» POLICING THROUGH A CULTURE OF HIGH PERFORMANCE »

WHY WE'RE HERE HE AHA TĀTOU I TŪ AI HEI RŌPŪ		WHAT WE DO HE AHA Ā TĀTOU MAHI		HOW WE DO IT HE PĒHEA E MAHIA AI E TĀTOU	
OUR PURPOSE BE SAFE FEEL SAFE HOW WE POLICE MAKES PEOPLE FEEL SAFE WHAT WE DO KEEPS PEOPLE SAFE	OUR MISSION 	OUR STRATEGIES PREVENTION FIRST MODEL TAKING EVERY OPPORTUNITY TO PREVENT HARM 	OUR TARGETS 10,000 FEWER SERIOUS CRIME VICTIMISATIONS BY 2021 25% REDUCTION IN REOFFENDING BY MĀORI BY 2025 90% HIGH OR VERY HIGH TRUST AND CONFIDENCE AND CITIZEN SATISFACTION BY 2021 	OUR PEOPLE ARE: VICTIM FOCUSED VALUED EQUIPPED AND ENABLED SAFE AND FEEL SAFE HIGH PERFORMING	OUR TRANSFORMATION PROGRAMME <div style="border: 1px solid black; padding: 5px; text-align: center;"> THE SAFEST COUNTRY POLICING 2021 </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> SAFER WHĀNAU </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> IWI AND COMMUNITY PARTNERSHIPS </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> POLICE COMMITMENT TO SOCIAL INVESTMENT </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> SERVICE DELIVERY AND MODERNISING OUR BUSINESS </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> POLICE HIGH PERFORMANCE FRAMEWORK </div>
OUR VISION TO HAVE THE TRUST AND CONFIDENCE OF ALL	OUR GOALS PREVENT CRIME AND VICTIMISATION TARGET AND CATCH OFFENDERS DELIVER A MORE RESPONSIVE POLICE SERVICE		TURNING OF THE TIDE BETTER OUTCOMES FOR NZ BY WORKING IN PARTNERSHIP WITH IWI 		OUR PARTNERSHIPS WORKING TOGETHER TO ACHIEVE COLLECTIVE IMPACT WITH IWI AND COMMUNITIES SOCIAL, JUSTICE, TRANSPORT AND SECURITY SECTORS OUR BUSINESS PARTNERS 
OUR MOTTO SAFER COMMUNITIES TOGETHER					

OUR VALUES » PROFESSIONALISM » RESPECT » INTEGRITY » COMMITMENT TO MĀORI & THE TREATY » EMPATHY » VALUING DIVERSITY »

Our Business articulates why Police exists and what we are going to deliver for our communities. It outlines our aspirations to deliver outstanding results for New Zealand.

Our Business describes our strategy and how it fits together. It represents our direction, what we stand for, and how we go about delivering our services.

Understanding Our Business is critical to driving a high performance culture, by ensuring we are all focused on a common

direction. Every part of Our Business directly relates to the work our people do every day, provides a clear understanding of their purpose and how their role contributes to Our Business¹.

¹ Our Business has since been updated (in July 2018) to reflect the changing social and criminal environment we police, and the new investment targets we are committed to impacting.

Our context

New Zealand Police delivers a wide range of policing services 24/7, 365 days a year. Led by our strategic document Our Business and our operating model Prevention First, New Zealand Police seeks to prevent harm while maintaining high levels of trust and confidence.

A significant proportion of Police's work involves responding to demand that, while not meeting the threshold of offending, offers opportunities to prevent crime and wider harm to our communities. Enabled by a sound evidence base, we must continue to develop effective ways to prevent reoffending, and identify ongoing opportunities to reduce the flow of offenders through the justice sector pipeline. While New Zealand Police is the primary law enforcement agency in New Zealand, Police is strongly focused on prevention, protection, and community reassurance activities in addition to response, investigation, and resolution of offences.

Drivers of demand

The refresh of Police's Prevention First operating model saw a change from drivers of crime to drivers of demand. This change acknowledges that a large proportion of Police work involves responding to demand that is not criminal but which frequently offers opportunities for preventing crime and harm in our communities. Drivers of demand cannot be effectively targeted in isolation from one another. Our key drivers of demand include:

- ▀ Families – Whānau
- ▀ Youth – Rangatahi
- ▀ Alcohol
- ▀ Roads
- ▀ Organised crime and drugs
- ▀ Mental health

Demand continues to increase

Police is experiencing growing demand in traditional areas of policing, as well as facing an increase in demand from new and emerging areas. At the same time the Police environment has become increasingly complex and time consuming, particularly in dealing with family harm, child protection and adult sexual assault, organised crime and mental health incidents.

A growing population, demographic changes, and emerging crime types will increase demand for our services over the next ten years. It is not enough for us to just respond to these rising levels. If New Zealand is to be the safest country, we must also ensure we continue to undertake prevention activities that will reduce demand in the long term.

Demand on Police time and calls for Police service have both increased significantly, as a result of changing public attitudes and increasing mobile phone access and usage. Police is also placing more emphasis – and spending significantly more time – on supporting victims of crime. Continuing to manage demand through increased triaging and reprioritisation ultimately leads to slower Police response times, fewer resolutions and backlogs in investigation cases.

Increased investment and modernising our service delivery

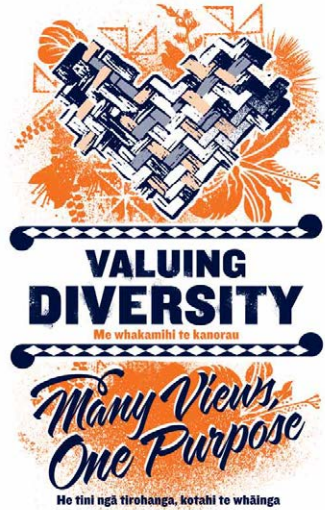
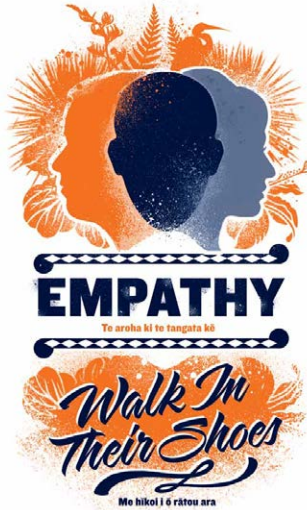
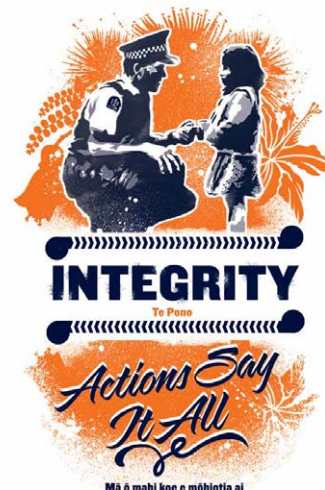
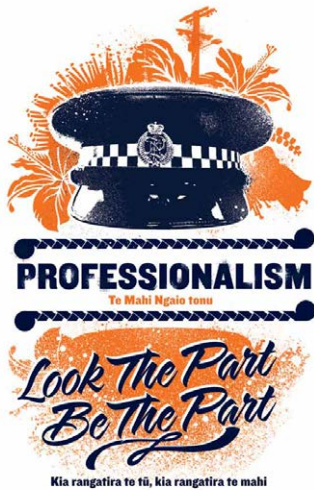
The new investment of 1,800 police officers and 485 support staff announced in Budget 2018 supports Police's Prevention First approach to address the influences that drive social dysfunction and the drivers of demand. In particular, this investment in staff will enable Police to seize more assets, disrupt criminal activity and reduce the financial gain to criminal groups; speed up the administration of justice for serious offending; and be able to more effectively undertake proactive interventions earlier in the offending cycle, which are more resource intensive but have greater impact on long term offending.

This investment will also enable Police to deliver its transformation programme over the next four years. One key work stream of this programme focuses on modernising our service delivery.

Modernising our service delivery will help us to improve our performance in managing call volumes and increase our response times through a number of initiatives such as, centralising our non-emergency telephony services, introducing online reporting, and implementing a single non-emergency number. Having a more responsive police service delivers on our commitment to make service central to everything we do, while at the same time taking every opportunity to prevent harm and target the drivers of demand through our Prevention First approach.

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 people

Police values all of its people and the contribution they make, recognising it is through them that we will deliver on our commitments to our communities.

In addition to ensuring our staff are valued, we ensure our people are equipped and enabled to be their best in their roles. This applies in both a technical sense, and enabling our people to reach their potential.

The Police High Performance Framework provides us with the mechanism to be our very best. We continue to embed the work the organisation has done as a result of the Commission of Inquiry to improve our culture and our service to victims of sexual assault. We are determined to continue our work in this area, to ensure victims feel they can come forward and that all police live our values.

In line with our Prevention First operating model, we are victim-focused and place victims at the centre of everything we do. To be the most effective, we are visible amongst our communities.

We strive to have the same diversity profile as the communities we serve. We have set ambitious targets to meet our desired workforce profile, and we are making progress towards them. 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.

Our Women's Advisory Network aims to develop and support our women to be successful so that Police performs with

excellence, by directing organisational effort into achieving recruitment, retention, development and promotion of women.

Progress to date shows women now account for around one in five constabulary staff, working across the full range of policing activities.

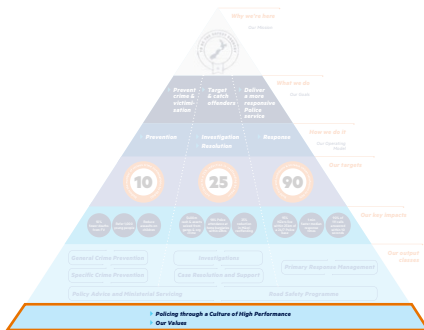
Police has workforce targets to deliver the same proportion of Māori constabulary staff as there are Māori in the general population. To reach this goal, Police is targeting 25% Māori in its recruit wings. We also have an ongoing recruitment target of 7% to 9% Pacific and 11% to 15% Asian.²



2 For further information about our diversity and inclusion refer to Appendix 3.

Our partnerships

We know if we want to be the safest country, we are not going to be able to do it alone. It is only by working in partnership with the community, iwi, non-government organisations (NGOs), and government agencies that we can deliver on our purpose of ensuring New Zealanders can be safe and feel safe.



In particular, resources and interventions from justice and social sector agencies need to be aligned and coordinated to address system challenges. Police is able and willing to take a leadership role at both national and local governance levels where this is appropriate, as we support our partners to deliver more effective outcomes. For example, the establishment of the Justice Sector Māori Outcomes strategy will provide a more coordinated and purposeful approach to reducing the over-representation of Māori in the criminal justice system and improving the future life prospects of Māori offenders.

Building strong relationships of trust and confidence with iwi, Māori urban authorities, providers, communities, and our partner agencies enables the delivery of effective outcomes, guided by Te Ao Māori, to increase the number of Māori who experience waiora (total wellbeing for the individual and family). We are working in partnership to co-design services and provide opportunities to do things differently, and contribute to improving outcomes for Māori.

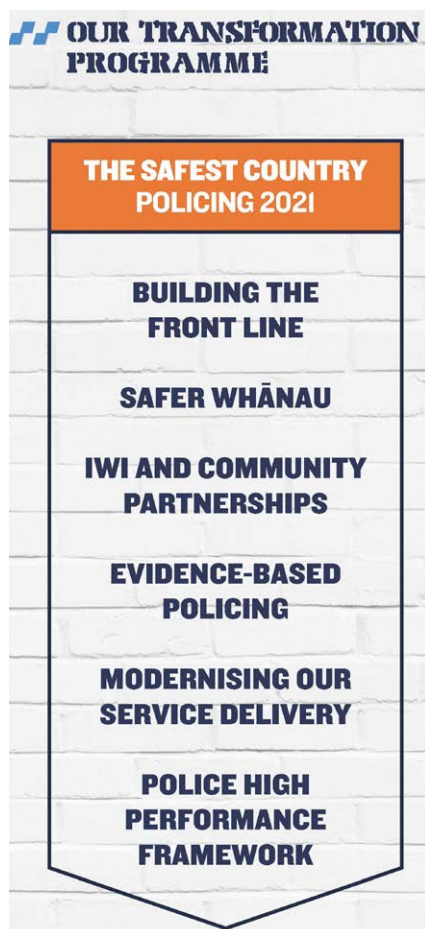
Police plays an important part in helping to make roads safer through prevention and enforcement initiatives. We work with our transport sector partners to improve road safety and reduce the number of deaths and serious injuries on the roads. The strong relationship between the partners allows us to identify creative solutions and innovations to help achieve road safety for all. It is essential for success that we work together every day at national, regional, district, and local levels. With our transport sector partners we are currently developing a programme of work that will enable us to combine our collective strengths to achieve better road safety outcomes.

Police recognises that we need to focus resources not only nationally, but also

internationally to help prevent crime at the source, before it impacts our shores, and harms New Zealanders. We achieve this by building relationships with international law enforcement agencies and partners. We continue to maintain relationships with our traditional partners, Australia, Canada, United Kingdom and the United States, while also focusing efforts on building trusted partnerships with countries of strategic interest. We provide mutual law enforcement assistance, build knowledge and expertise through international forums and hosting international visits, and support capability development through our overseas assistance programmes.



Our transformation programme



Our transformation programme is helping to shape the future of New Zealand Police and deliver better outcomes for the people we serve.

Our transformation journey

Our organisation has undergone significant transformation over the past few years. We are clear about our aspirations for the future and what we need to do to become a world-class police service. To support the organisation to deliver on key outcomes and build a sustainable policing model, we have introduced our transformation programme Policing 2021. This programme will maximise opportunities to build an effective 21st century police service and address the challenges that we are currently facing.

Workstreams

Building the frontline

In May 2018, the Government announced further investment in Police and in the communities we are here to serve. The new investment will deliver 1,800 police officers and 485 employees. We will deploy 1,100 officers in communities across the country and 700 officers will focus on serious and organised crime. These officers will be key to preventing crime, responding to calls for service, apprehending offenders, more effectively combat gang activity and organised criminal networks, and work to reduce harm from drugs that destroy lives, wreck families and weaken communities.

This investment recognises that the job of policing has changed significantly

and that its evolution is set to continue as offending is no longer occurring just on the street or in people's houses. Drug deals are made online, stolen goods are sold on social media, and scams are spread through multiple new communication channels.

As well as increasing our police numbers in community policing and investigative roles across the country, we are also increasing police numbers in specialist areas such as cybercrime, financial investigations, and technical covert and communications support.

About 250 of these roles will be authorised officers. Authorised officers are specialists who hold specific constabulary powers relevant to their tightly-focused field of expertise. They navigate the dark web and help rescue children from abuse. They gather the financial information and evidence needed to restrain cash and assets from gangs. They analyse covert communications to stop those who would threaten and do harm to our country and citizens.

Fundamentally, they represent a broadening of the police's traditional capability. They are our digital frontline.

This digital frontline works with domestic and international partners, reflecting the borderless nature of their environment. The new reality is that offenders are now able to do real harm to people they have never met, in places they have never been. There are other serious crimes that did not even exist or would not have been possible until recently.





***“At night they
always seem
to be out there
doing their job”***

SOURCE: CITIZENS’
SATISFACTION
SURVEY

As offenders find more sophisticated ways to commit crime, Police will continue to develop the capability we need to devise smart and innovative ways to address the challenges of our changing times.

Being visible in communities is essential to making people feel safe, and delivering on our commitment to make New Zealand the safest country. Communities are starting to see a stronger and more visible ‘uniformed’ presence across the country.

Building the Frontline is a key piece of work to build the foundation for our expected growth in future years. Building

the Frontline includes the recruitment and deployment of additional staff, allocating equipment, delivering training and other resources to districts and service centres, and ensuring Police maximises the opportunities provided by the entire Police workforce.

This workstream will mean that Police will be better resourced to respond to new and traditional demand areas and will ensure that we are more accessible and deliver better services across the country. It is anticipated that Police performance results will continue to improve as a result of building the frontline.

What we did

- ▶ The largest intake of recruits in more than 25 years started at the Royal New Zealand Police College (RNZPC). (A wing of 80 new graduates every four weeks).
- ▶ We trialled a non-residential wing in Tāmaki Makaurau.
- ▶ The biggest Tāmaki Makaurau recruit wing graduated in May 2018. This was also the most ethnically diverse wing to date.
- ▶ Highest number of women on a wing in June 2018.
- ▶ Huge response to the ‘World’s Most Entertaining Police Recruitment Video’ with 14.8 million people reached.
- ▶ In December 2017, we consolidated our recruitment-specific and corporate Police brands into one, unified approach. This will assist in achieving our trust and confidence vision through providing a much stronger and consistent voice for our communities. Our old brand guidelines had not been updated for many years, and did not take into account the modern requirements for online and mobile viewing – nor did they accurately reflect our commitment to iwi and community partnerships. The updated brand guidelines include refreshed approaches to station and other signage, and a consistent Te Reo translation.
- ▶ We delivered all tactical sets for year-one of the new police allocation.
- ▶ In October 2017, the Eagle helicopter began operating 24/7.
- ▶ Matamata station started operating 24/7 in April 2018. Three more regional/rural stations will increase their operating hours and presence in the community in 2018.
- ▶ We increased Police’s presence at Auckland and Queenstown international airports.
- ▶ Three Whāngaia Ngā Pā Harakeke family harm teams were established in Northland, Counties Manukau, and Eastern Districts.
- ▶ Supported the creation of nine Youth Coordination teams across Tāmaki Makaurau.



Safer whānau

Safer whānau aims to reduce family harm, particularly amongst our most vulnerable and disadvantaged communities. The programme improves practice within Police and works in partnership with iwi, partner agencies, NGOs and the community.

What we did

- ▶ A Victim Video Statement pilot began in June 2017. The pilot is ongoing in Counties Manukau and has been expanded to all of Tāmaki Makaurau. The intent of the initiative is to have the video interview played in court as the victim's evidence-in-chief. Using video evidence was approved in March 2018. As at 30 June 2018, 629 videos have been taken, with 563 videos resulting in charges being laid.
- ▶ The new approach to family harm – Police Practice – went live on 24 May 2018. This approach enables staff to carry out an on-site quality family harm investigation now known as 5F. Since its rollout, 6,921 family harm episodes were entered into the Police National Intelligence Application (NIA) from the OnDuty™ Family Harm Solution between 24 May and 30 June 2018.
- ▶ The Police OnDuty™ Family Harm Solution won the 'Excellence in Software' award at the 2018 New Zealand Excellence in IT Awards. The application provides officers with a direct link to information in NIA, easier and more efficient completion of incident reports, and offers new ways of asking for, and eliciting information from, victims at the scene, in different languages. The application has effectively replaced more than 1.5 million pages of paperwork. This saves thousands of hours of officers' time each year.
- ▶ Three Whāngaia Ngā Pā Harakeke family harm pilots were launched in Northland, Gisborne, and Counties Manukau, with positive early outcomes.
- ▶ Core Integrated Safety Response³ staff were contracted through to 30 June 2019.
- ▶ The Christchurch Integrated Safety Response transitioned to a seven days per week model.

³ Integrated Safety Response to Family Harm (ISR) is a multi-agency pilot to ensure the immediate safety of victims and children, and to work with perpetrators to prevent further violence. The pilot is led by Police and is part of the broader Family Harm and Sexual Violence Work Programme.

Iwi and community partnerships

Building strong relationships and trust and confidence with iwi, Māori urban authorities, providers, communities, and partner agencies, to increase the number of Māori who experience waiora (total wellbeing for individual and family).

What we did

- ▶ The Justice System Māori Outcomes strategy was agreed by the Justice Sector Leadership Board.
- ▶ New Te Pae Oranga iwi panels were launched in Northland, Auckland, Rotorua, Hamilton, Hastings, Tasman and Invercargill. This is in addition to the original panels in Manukau, Gisborne, Lower Hutt and Christchurch.
- ▶ The effectiveness of iwi panels is being evaluated in terms of any potential change in harm caused by crime that may be the result of:
 - ▶ attending an iwi panel
 - ▶ offending of participants prior to, and after, referral to the panel
 - ▶ a change in social wellbeing of the iwi panel participants.
 - ▶ A monitoring framework is being developed to ensure performance can be tracked over time.
- ▶ An alternative resolutions project was established to develop opportunities to better utilise alternative resolutions, keeping Māori from becoming entrenched in the criminal justice system.
- ▶ Nga Hau e Whā: An outcome agreement was finalised for four marae-based interventions to prevent or minimise lifetime and intergenerational contact with the justice system.

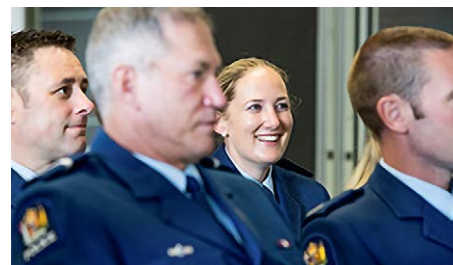


Evidence-based policing

Through improved research, evidence, and insights gained into what works, Police aims to understand what counts, and what matters in making communities safer and deploying resources for the best possible outcomes.

What we did

- ▶ A collaborative evidence-based policing centre was opened in December 2017 with staff from the Police National Research and Evaluation Team, the Institute of Environmental Science and Research and the University of Waikato.
- ▶ Police launched an Evidence-based Tactical Toolkit – a valuable online resource which provides a suite of tactics that officers can use to address harm relating to alcohol, family harm, youth, road policing, organised crime, and mental health.
- ▶ Police developed and published New Zealand's first Crime Harm Index (CHI). The CHI is a score that seeks to differentiate crime types based on a measure of the harm caused by each crime type. The CHI uses sentencing data as a proxy for 'harm caused' by weighting and aggregating crimes to provide an overall measure of crime, rather than traditional measures of crime volume, where all crimes are counted equally.
- ▶ A preliminary analysis has been carried out to examine the impact of victim video interviewing on early guilty plea, and findings will be used to inform future practice in this area.
- ▶ To improve Police's mental health response and engagement with other agencies, mental health events that occurred between 2009 and 2016 were analysed to understand the characteristics of these calls for service, Police's initial response to these events, and involvement of other agencies.
- ▶ A Whāngaia Ngā Pā Harakeke (WNPH) outcome evaluation was carried out in Counties Manukau district. The district was divided in two, with one half receiving WNPH intervention, the other half receiving business-as-usual. The business-as-usual area acts as a control for the intervention, and will assist in assessing the impact of the pilot in the outcomes evaluation. The goal of the outcomes evaluation is to assess the effect of WNPH on: serious harm in family violence incidents, revictimisation, reoffending, and proportion of Māori and Pasifika representation as both victims and offenders.



The Woolf Fisher Fellowship

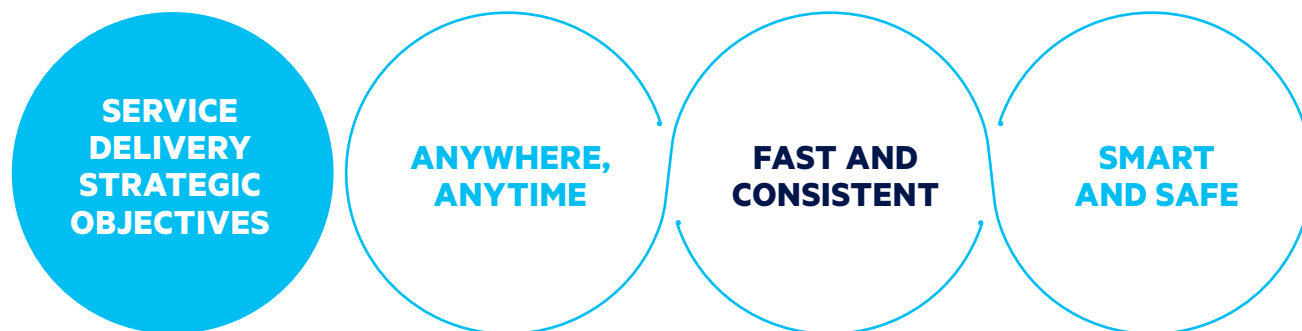
The Woolf Fisher Fellowship programme was established in September 2017. The programme awards up to 15 police employees each year for their excellence and dedication to New Zealand Police with a certificate and funding for international travel and study.

The primary purpose of the Fellowship is to promote better and more efficient policing for the benefit of our communities. Recipients of the Fellowship are funded to travel and study abroad. Their study may include observation of policing practices in overseas jurisdictions or participation in a pre-agreed course of study (or both). Fellows are required to report back on their learning on their return.

The first fifteen Fellowships were awarded in January 2018.

Modernising our service delivery

All New Zealanders deserve to be served by a modern, effective police service. Our commitment to service must be central to everything we do, and make it easier for people to engage with us for help, advice, and support. Service delivery is not just about technology; it is an attitude. It is expressed in every interaction – doing our job well every time, and demonstrating our values every minute of the day.



What we did

- ▶ A service delivery strategy has been developed and is publicly available on our website.
- ▶ Police Connect, our centralised telephony service, which routes calls to the Crime Reporting Line has been rolled out in seven districts, (Auckland,

Canterbury, Eastern, Northland, Waikato, and Waitematā) following the successful pilot in Central District.

- ▶ Online reporting completed research with the public to understand who, how and if they would use an online crime reporting channel. The project completed planning and design of the channel in 2017/18 for build in 2018/19.

- ▶ We are progressing the implementation of a single non-emergency number.
- ▶ A mobile bases project commenced. A three-month pilot base was set-up in Taita, Lower Hutt.
- ▶ A project to review file management centres commenced.



Police High Performance Framework (PHPF)

Our future as a high-performing police service is to be modern, progressive, technologically-enabled, evidence-based, and trusted; delivering excellent service to our communities and better outcomes for the public.

We are fostering a culture where our staff are supported and enabled to be their best; where their welfare and safety remain paramount; and where there is strong and effective people-focused leadership. Building a high performance culture, developing our people, and empowering them to make the greatest difference will deliver the outcomes our communities deserve.

The PHPF is being delivered through five frameworks – Strategy, Culture, Leadership, Capability and Performance.

What we did

- ▶ The Strategy framework was delivered in 2016, with the Culture and Leadership Frameworks delivered during 2017.
- ▶ The Capability and Performance Management frameworks are currently

being delivered to all people leaders across the business.

- ▶ One hundred facilitators/champions were trained to support the delivery and embedding of the frameworks.
- ▶ We developed and streamlined supporting resources and information, to help leaders practically apply and embed the programme.

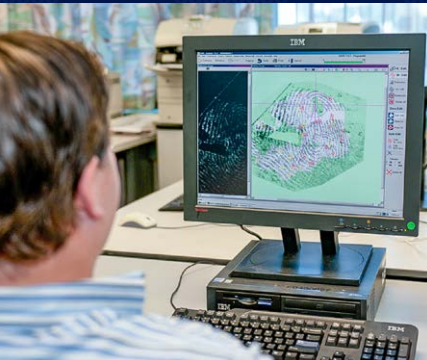
- ▶ A series of PHPF practical application guides and cases are being distributed to every leader in Police, and is available to every staff member online.
- ▶ Our people are applying the PHPF in their every day work and are enabled to make a difference in our communities.





The year in review

This section outlines what we achieved in the past year against the priorities we set in our 2017/18–2020/21 Four Year Plan. These images demonstrate some of the activities that help build trust and confidence in our communities and make New Zealanders be safe and feel safe.



Our mission: To be the safest country

We aspire to be the safest country because the people we serve deserve to live in the safest country.



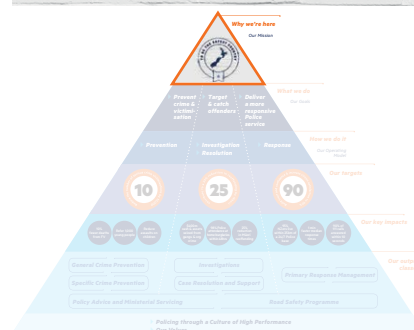
Our three goals support our mission to be the safest country and to have the trust and confidence of all. These are to:

- ▶ prevent crime and victimisation
- ▶ target and catch offenders
- ▶ deliver a more responsive police service.

We have a number of initiatives underway through our transformation programme. These initiatives mean we will be more visible in the communities we serve, be there when people need us, spend more quality time on tasks that are known to have the most impact and deliver appropriate interventions.

Being the safest country means we need to be a professional, high performing police service. Through the Police High Performance Framework and our Prevention First operating model, we enable our staff to take every opportunity to prevent harm and deliver the best outcomes for communities. This approach also supports our target to increase public levels of trust and confidence in Police to 90%.

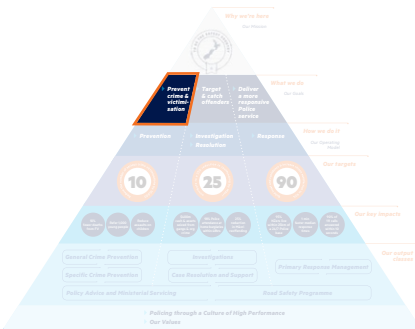
In the following sections you will read about what we did over the 2017/18 year to help us to work towards achieving our mission to be the safest country.



Police has a responsibility for ensuring the safety of all New Zealanders – we want everyone to be able to go about their everyday lives knowing they remain safe from harm.

To achieve our mission we focus on areas that impact on vulnerable people in our communities, address the underlying causes of offending and victimisation, minimise harm from those who negatively impact on their communities, and develop improved solutions with our partners and community leaders.

Prevent crime and victimisation



Our goal is to prevent crime and victimisation before it happens, ultimately making New Zealand a safer and better place to live, work and visit.

As Police, we have a responsibility to keep people safe and assist them to prevent crime and victimisation. We know that by focusing on prevention, protection, and community reassurance activities, we will be more effective in reducing reoffending. Our Prevention First operating model enables us to work with people at risk of offending, increase frontline engagement within communities, and allow officers to focus on the underlying causes that drive people to commit crime and cause harm. Once these issues have been identified, we can then connect people to the services they need to increase their wellbeing and community safety.

10,000 fewer serious crime victimisations by 2021

Serious crime victimisations have reduced by 9,643 victimisations as at 30 June 2018. The reduction is in part due to a number preventative initiatives we have implemented, including our increased focus on burglary attendance and clearance rate.

What we did

Burglary attendance and clearance

The 48 hour dwelling burglary attendance policy was implemented in July 2017 in response to concerns about the rising level of domestic burglaries.

The policy included a target for police to attend 98% of dwelling burglaries within 48 hours of being reported. As at 30 June 2018, we attended 91% of dwelling burglaries within 48 hours nationally. While we haven't met the target, we have improved on last year.

We also set a burglary clearance⁴ target of 15%. While our overall result

for the year was 13%, in May and June 2018, Police achieved and exceeded its target. This was partially attributable to our prevention efforts, as seen by the reduction in volume of dwelling burglary victimisations in 2017/18 – a reduction of 5,637 from the previous year – but also attributable to smarter policing principles:

- ▶ prompt attendance at a dwelling burglary
- ▶ conducting and documenting a thorough investigation
- ▶ gathering evidence at the scene
- ▶ a focus on data quality
- ▶ greater use of forensics

For example, in May 2018, Tasman district was able to link one offender to 32% of all dwelling burglary victimisations and 64% of clearances. This was through the use of DNA evidence pulled from a shoe left at the scene of the crime by the offender.



⁴ A 'clearance' occurs when an offender has been identified, there is sufficient evidence to prosecute, and there is a decision to take action or a reason to not take action.



"I felt comfortable talking to them and they listened to what I had to say"

SOURCE: CITIZENS' SATISFACTION SURVEY

What we did

Locks, lights and lines of sight

Aimed at reducing the risk of revictimisation of burglary victims, New Zealand Police's first ever policing randomised control trial went live on 8 June 2018.

The 'Locks, lights and lines of sight' trial provides eligible dwelling burglary victims with security measures that aim to reduce the risk of revictimisation,

such as deadbolts, window stays, sensor lights and foliage trimming to improve sight lines. Taking place in Waikato, Bay of Plenty and Eastern Districts, the trial follows a two-week feasibility testing period, and has been funded by Treasury.

The trial is being evaluated by the Research and Evaluation team at the Evidence-Based Policing Centre and Gravitas Ltd, with results due in mid-2019, which will inform a potential rollout of the initiative.



Taking every opportunity to prevent harm

A large proportion of Police's work involves responding to demand that is not necessarily criminal but which frequently offers opportunities for preventing crime and wider harm to our communities.



What we did

Te Ara Oranga

In August 2017, the Te Ara Oranga Methamphetamine Demand Reduction strategy was launched in Northland. The programme is an integrated model of Police and District Health Board activity, exploring ways to reduce methamphetamine demand and use in the community. While Police will continue to focus on those who profit from selling methamphetamine, this new approach allows Police to connect with high-end

users, directing them to the services they need and support for families. Examples of the programmes within Te Ara Oranga include wastewater testing in Whangārei. The testing provides an accurate measure of illegal drug consumption that is cost-effective, timely and non-intrusive. Another example, Rataora, is a screening and referral to treatment trial that complements wastewater testing by providing an indication of the number of people who use methamphetamine and come into contact with health or police services.

What we did

Empowering our youth

Two brothers, in their twenties, were heavily addicted to drugs, unemployed and sleeping rough. They were gang associates, owed money to drug dealers and had become estranged from their friends and family. They had no option but to live on the streets and provide for themselves. Local drug dealers recognised their vulnerability and continued to supply them with synthetic cannabis, getting the two brothers further into debt. When the younger brother was arrested for failing to appear in court and taken into custody, the Eastern Suburbs team took the opportunity to reach out to the other brother. Police stopped him on the day of the arrest, on his way to a drug-dealing house, upset and emotional – fearful for his brother’s welfare as gangs were seeking them for drug debts. Police organised a meeting with his family to discuss a plan to help both boys. Police also organised a meeting with Work and Income, local mental health, accommodation and addiction services. Accommodation was arranged through Work and Income and both have re-formed a relationship with family. The pair are still drug-free and seeking employment.



What we did

Loves-Me-Not

Police and a local Bay of Plenty school agreed to a school-wide ‘Loves-Me-Not’ intervention in August 2017, with a goal of encouraging students to seek help and take action to promote healthy, positive relationships within the school community. The programme includes a workshop implemented by Police, the school and local NGOs to encourage students to explore aspects of relationships – identifying characteristics of successful relationships, and how they can be eroded through negative behaviour. The intent is that after the workshop, students will lead positive action to encourage safe relationships in their school and wider community – as in the case of the Bay of Plenty School, where the students established an action group to champion activities to promote healthy relationships. In 2017, Loves-Me-Not reached about 10,000 students in 105 secondary schools.

What we did

Safer roads together – Any number is too many

Police in Southern district are part of a new programme aimed at getting people to talk about what they can do to prevent death and serious injury on our roads. *Any Number is Too Many* brings together first responders – Police, St John, and Fire and Emergency Southland – with the Southern Road Safety Influencing Group to build public understanding of road and driving risks. The aim of the programme is for everyone to recognise that death on our roads is preventable and join in to create new solutions for serious injuries and death on the roads in our communities.

ANY NUMBER
IS TOO MANY

Supporting our communities

Police support our communities by working with them to identify and understand the issues affecting them, and develop sustainable solutions that will help to prevent crime and victimisation and keep people safe.

What we did

Taking steps against retail crime

The recent increase in commercial aggravated robberies has caused significant concern, particularly amongst small business owners who feel unsafe and vulnerable to this violent crime. Like business owners, Police is concerned about the economic and social impact this has in our communities. We have made it a priority to work alongside business owners and encourage them to consider what they can do to protect their business.

In February 2018, the Minister of Police announced a revised \$1.8 million initiative from the Government to fund robbery prevention measures for particularly vulnerable small businesses, such as dairies and superettes. As at 30 June 2018, 200 fog cannons have been installed nationally.

This initiative complements other Police activity to prevent this type of crime such as police visits to shop premises, undertaking security audits, and providing advice to business owners on how to improve their security.



What we did

Mental Health

Demand on Police to respond to mental health calls for service is increasing. Currently attendance to mental health and suicide related calls is 2.7 times higher now than it was in 2006. The proportion of mental health and suicide events attended has remained relatively stable over this period and is currently 50 percent and 95 percent respectively. Police's increase in attendance is a result of increased demand on Police services.

Police received 37,864 attempted or threatened suicide calls in the 2017/2018

year, and 683 people died in New Zealand as a result of suicide. For every one suicide death, Police receive 35 suicide calls for service, and attend 33. With suicide rates in New Zealand at an all-time high, demand on Police services is much higher than suicide numbers alone indicate. New Zealand has the highest adolescent suicide rate in the OECD: on average, 1 in every 6,000 adolescents aged 15–19 take their own lives every year. Police receive 112 mental health related or suicide calls a year for every 10,000 people.

Police, along with our partners, is committed to improving the service that people suffering from mental distress

receive. The **1737** helpline is one initiative that aims to better manage calls to Police for mental health or social distress. The **1737** line is an alternative contact point for less urgent, or lower level mental health assistance. It is intended for people who are feeling down, anxious, a bit overwhelmed or just need to talk to someone. People can text or call **1737** 24 hours a day, 7 days a week and receive confidential assistance from a qualified mental health professional. Internally, a new tool was developed to aid staff in the management of mental health calls. The tool provides a stepwise guide to responding to a mental health related call out, relevant legislation and information regarding referral points.

What we did

Overseas assistance to prevent harm

New Zealand Police has a substantial footprint in the Pacific and has provided regional policing support under a number of overseas assistance programmes since 2005. New Zealand Police currently has six long-term, and three short-term capability development programmes, delivered through funding from the Ministry of Foreign Affairs and Trade (MFAT).

Just as New Zealand Police has worked to prevent crime and victimisation through

a prevention approach, we have focused on expanding this model into a number of our overseas assistance programmes. For example, in March 2018, New Zealand Police unified two long-standing regional support programmes, the Pacific Prevention of Domestic Violence Programme and Partnership for Pacific Policing Programme into a new Pacific Island Prevention Programme (PIPP).

PIPP aims to provide assistance to policing services in seven Pacific Island nations: Cook Islands, Kiribati, Niue, Samoa, Tokelau, Tuvalu, and Vanuatu. NZ Police's International Service Group is working directly with the respective Commissioners and Chiefs of Police to

help them identify their own drivers of demand, and develop their own Prevention Operating Models (POM) similar to our *Prevention First* strategy.

Each POM features initiatives aimed at reducing harm and refocuses the police's effort towards protecting the victims of crime. For example, the Cook Islands POM, which was launched in May 2018, includes initiatives featuring youth development leadership, strengthening of core general policing knowledge and skills, and development of media awareness campaigns focussing on each driver of demand.





5F family harm investigation

Good-quality investigation practice at the initial attendance is critical to ensure people get the help they need and the right action is taken to prevent further harm.

Feedback, including significant input from the frontline, indicated a need for a range of improvements to support attendance at family harm events, as well as the delivery of services to victims.

On 24 May 2018, Police's new approach to family harm went live. Staff no longer attend a 1D domestic incident but now attend a 5F family harm investigation. 5F allows officers to attend with their 'eyes wide open' and ensures the safety of whānau and identifies any ongoing support required.

This new approach enables staff to carry out a better-quality 5F family harm investigation, with new tools and processes. It equally provides a better service to victims, tamariki and the aggressors involved, and making a real difference in their lives.

The new approach advocates a shift in how we view harm, understanding its drivers and reporting appropriately to enable specialist teams and partner agencies to be more purposeful and meaningful in the long term.

For further information on our family harm approach please see our website at <http://www.police.govt.nz/advice/family-violence/family-harm-approach-resources>

Working with our partners

Many issues of greatest concern to communities cannot be addressed by single agencies alone. Meaningful partnerships are vital to achieving success in addressing the underlying influences that cause harm in our communities.

What we did

Whiria Te Muka

A new approach commenced in November 2017 to provide support to communities to better engage whānau and make a positive difference in their lives. Whiria Te Muka – Weaving the Strands – is a unique, Kaitiaki-based solution focused on preventing and reducing family harm experienced by Te Hiku whānau, hapū,

iwi and communities. Whiria Te Muka's singular role is to empower the hopes and aspirations of Te Hiku whānau. It contributes practical solutions and improved delivery of whānau services to those who are in most need and require immediate support. Aligned to the Te Hiku Social and Wellbeing Accord, this solution has been co-designed in partnership with Te Hiku iwi leaders and Police.



What we did

Visiting Drivers project

The Visiting Drivers project, in which Police works with other agencies and the private sector to keep some of New Zealand's busiest holiday roads safe, has earned praise at the New Zealand Tourism Awards. The project – led by the New Zealand Transport Agency (NZTA), with Police, Tourism New Zealand, local road controlling authorities, Tourism Industry Aotearoa, Rental Vehicle

Association, and the Automobile Association – was a finalist in the Tourism 2025 Enabler Awards. The project focused on Otago, Southland and the West Coast, which have highest concentrations of visitor drivers.

The project produced initiatives focused on road safety at each stage of a visitor's holiday-planning, booking, in-flight, arriving in New Zealand, and on the road. Safety was a key focus including making safety information available, from online resources at the planning stage to advice

from accommodation providers. A mobile translation app allows Police staff to provide roadside safety messages.

Initiatives rolled out nationally include a 'steering wheel safety tag' to remind hire car drivers of New Zealand road rules. The hire car industry has amended rental agreements, making it easier to cancel them if drivers pose a danger. The project is an excellent example of what can be achieved by central and local government and the private sector working in partnership with Police.



What we did

Police help drivers REAP reward

Māori, Pacific and Ethnic Services staff worked with the Rural Education Activities Programme to help 32 young East Coast people get their full or restricted drivers licence. As well as helping ensure people are behind the wheel legally, the scheme opens the door to employment and other opportunities in a large remote area where being able to drive is essential. The scheme provided an opportunity to share information about the Turning of the Tide crime and crash prevention strategy and road safety messages. All 32 participants passed the course.

Performance measures

Measure		2013/14	2014/15	2015/16	2016/17	2017/18
Key measures	Reduce the number of serious crime victimisations by 10,000 (over 4 years)	New measure for 2017/18 Baseline: 132,790 (total number of recorded serious crime victimisations for the year ended 30 June 2017).				123,147
	Police contribute to reducing assaults on children ⁵	New measure for 2017/18				not applicable
	Police will partner with the Ministry of Education to identify and refer 1,000 young people each year (under 18 year olds) to re-engage in education and put them back on a pathway to achieve NCEA level 2)					507
	Police contribute to 10% fewer deaths from family violence					76 ⁶
	Total victimisations					261,434
Total victimisations recorded per 10,000 population		New measure for 2016/17			574	540
▶ Total					128	126
▶ Person					446	416
▶ Property						
Number of victimisations for serious assault resulting in injury per 10,000 population		New measure for 2015/16		19.6	20	24
Percentage of breaches of Police Safety Orders		6%	8%	9%	8%	8%

Measure	Calendar year				
	2013	2014	2015	2016	2017
Number of fatal and serious injury ^a crashes per 10,000 population	4.2	4.4	4.6	5.1	5.7 ⁷
Number of young drivers (15–24 years) killed or seriously injured ^a in crashes	New measure for 2015/16		368	444	470 ⁷
Number of pedestrians killed or seriously injured ^a per 10,000 population	0.74	0.72	0.75	0.66	0.76 ⁷
Number of cyclists killed or seriously injured ^a per 10,000 population	0.30	0.28	0.23	0.23	0.29 ⁷

5 Government announced in January 2018 that the Better Public Services (BPS) programme would no longer continue in this form.

6 Outturn of 76 is a 36-month total to June 2018. The target of 10% fewer deaths from family violence by June 2021, is based on the baseline outturn of 82 deaths for the 36-months to June 2017.

7 Due to increased demand in other priority areas there has been less-than-desirable resource levels available for road policing activities in the 2017/18 year.

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

Target and catch offenders



We want to target and catch offenders, hold them to account, support those who want to make a positive change, and help them access support services they may need to stop offending.

Identifying and intervening with offenders is a necessary first step to reduce offending. In order for those whose offending is driven by mental health, addiction and other issues to get help to improve their lives and become productive members of the community, these individuals first need to be identified. Prevention First's focus includes working with community, iwi, social and justice sector partners to divert young, vulnerable, and low-level offenders away from an entrenched criminal pathway.

We also concentrate our efforts on disrupting and dismantling organised crime groups to reduce their ability to undertake and commission crime. These criminal groups are largely driven by financial considerations, so we restrain their assets to reduce their ability to invest in further criminal enterprises.

Our operations help to reduce the flow of drugs into our towns and cities. As we continue to focus on this area, it will lead to less intimidation and other harm from crime linked to drugs.

Taking a different approach to reduce offending

Police look for innovative ways to reduce reoffending and work to identify ongoing opportunities to reduce the flow of offenders through the justice sector pipeline.



"The Police understand us more."

SOURCE: CITIZENS' SATISFACTION SURVEY

What we did

Te Pae Oranga

Te Pae Oranga, the new identity for Iwi Community Panels, was launched in March 2018, to transform the experience of justice for thousands of people. Te Pae Oranga is an evidence-based process which aims to keep participants out of the court system and away from serious offending. Instead of pressing charges, Police

refer eligible participants to Te Pae Oranga panels. The panels agree on a plan to address the harm caused and tackle issues underlying the offender's behaviour.

Evaluation of the panels in 2017 found reoffending by young Māori was reduced by 11.9%. Te Pae Oranga currently operate in Waitematā, Auckland, Manukau, Rotorua, Hamilton, Hastings, Lower Hutt, Gisborne Tasman, Christchurch, and Invercargill.

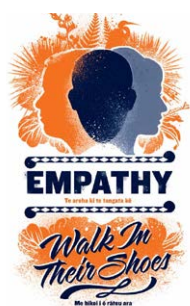


Te Pae Oranga in action

Hemi stole a tray of cookies – he doesn't know why – but being caught was the best thing that could have happened.

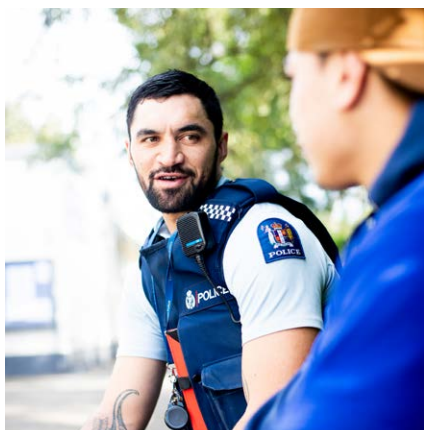
He could have been prosecuted, fined and left with more problems. Instead, Police referred Hemi (not his real name) to the Te Pae Oranga at Waiwhetu Marae, Lower Hutt. Panel members asked him what went wrong. Hemi had worked in forestry for 12 years but quit after seeing a workmate killed. He had no benefits, unresolved trauma, and a drug problem.

He wanted to get back to work, and get straight. It was agreed he would pay \$80 reparation and write a letter of apology. The panel arranged drug and trauma counselling and offered him help to find work and get his driving licence. A Whānau Ora navigator was appointed to support him.



“They asked me to sing my favourite Michael Jackson song instead of counting to ten.”

SOURCE: CITIZENS' SATISFACTION SURVEY



What we did

A new approach to managing serious and persistent youth offenders

New Zealand's youth justice system diverts 75% of children and young people away from court. However, there is a very small cohort of serious and persistent youth offenders where the current system struggles to change their behaviour. The majority of this group (63%) are Māori. We know that harsher penalties will not necessarily result in sustainable outcomes as sometimes when youth get out of residences, they are more likely to reoffend. Police are working closely with Oranga Tamariki, the sector lead, to create more non-secure residential options in the community.

Last year we trialled new intensive case management of our most serious youth offenders in Counties Manukau and Waitematā districts. From the trial, we learnt that in addition to needing more suitable alternatives to custodial remand, staff who engage with these youth, whether from Police or sector partners, must have confidence that they can assist the offender to change their pathway. The trial also reinforced the place of the Youth Offender Risk Screening Tool to identify the dynamic risk factors so that the underlying causes of their offending can be addressed. The intention is to roll this out across the country later in 2018.

What we did

Innovation, new tactics

A Sergeant in Northland visited Ngawha prison to inquire how Māori offending

could be reduced. He worked with the prison to introduce a driver licensing programme in prison, so released prisoners could gain employment. The Sergeant coordinated with a licensing service provider and qualified 80 people

in year one and 160 people in year two. He is now working with the Department of Corrections staff at Ngawha prison to train them to be able to qualify prisoners to obtain their licence while in custody.

More options to target and catch offenders

We want our people to have every tool available to them to assist them in catching offenders and holding them to account.

What we did

Eagle helicopter's new 24/7 deployment model

In October 2017, the Police Eagle helicopter commenced 24-hours a day, 7 days a week operation, providing essential support to keep our

communities safe. In its first week of 24/7 deployment, Eagle attended 117 incidents. These included nine fleeing drivers, ten robberies, three serious assaults, one fire, two large street fights, two water rescues, four suicide attempts, three vulnerable missing persons including a nine-year old, five burglaries, 15 thefts of or from vehicles and six firearms incidents.



What we did

Pacific Detector Dog Programme

The Pacific Dog Programme is a MFAT-funded initiative that involves the New Zealand Police Dog section, International Services Group, and the New Zealand Customs Service to assist the Pacific Island countries of Fiji, Tonga, Samoa and Cook Islands with narcotic enforcement at their borders.

The New Zealand Police Dog Training Centre breeds and trains the dogs for the countries and both New Zealand Police and New Zealand Customs Service staff assist with in-country training to maintain standards and support for the sixteen dog teams in the Pacific Island countries. This year the programme has been highly successful with a number of significant seizures in all countries and in particular Fiji.

MFAT has since approved a five year funding model for the programme due to its success and high profile.

What we did

Police liaison officers and Interpol operations

New Zealand Police has an extensive network of Police Liaison Officers (PLO) located in key points around the world who are responsible for representing New Zealand Police's interests across six continents. The PLOs assume an immense responsibility for establishing relationships with local police in their areas of work and coordinating police operations between New Zealand and their host countries. The work of the PLOs is complemented by New Zealand INTERPOL. Examples of success and

cooperation between the two groups in 2017/18 included:

- ▶ In May 2018, a male who was wanted in New Zealand on serious fraud charges from 2006 was deported from the United States of America (US) to New Zealand. After a tip-off about his location in the US from one of his Facebook entries, INTERPOL and the Washington PLO worked with US Immigration and Customs Investigations to locate him, as he was illegally in the US. He was subsequently deported back to New Zealand and arrested on his return on the warrant for the 2006 frauds. The success of the operation is the result of the excellent work

by New Zealand INTERPOL and the Washington PLO in assisting US agencies to confirm the location and risk profile information over a period of several months.

- ▶ A Korean male (New Zealand resident) was extradited back to Korea in early January 2018. He fled to New Zealand on 26 October 2017, following the murders of his mother, step-father and step-brother in Korea. The positive outcome of the operation came as a result of a well-coordinated effort between the Beijing PLO, INTERPOL, Waitematā Criminal Investigation Bureau, Crown Law and the Korean Consulate to capture and extradite him.

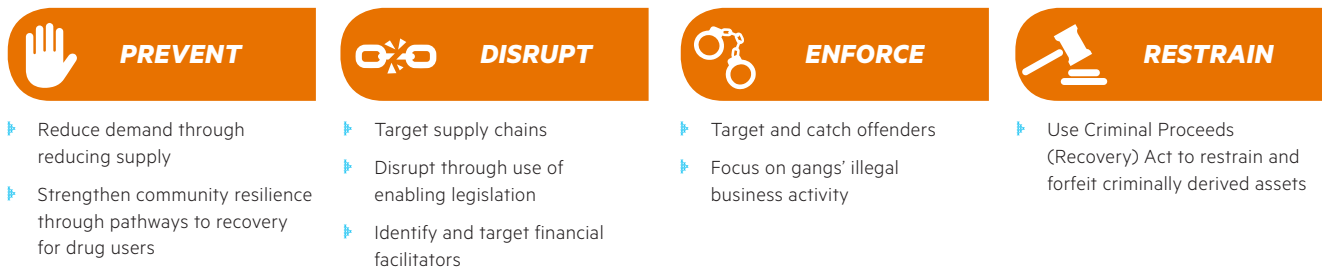


Tackling organised crime

Our focus is on combatting organised crime groups and their networks which cause significant harm in our communities and profit from their criminal activity. By continuing to work with our partners and using high quality cross-agency intelligence, Police continues to prevent and disrupt this type of criminal offending and the impact it has on communities.

Our organised crime operating model

In partnership with government and communities we:



What we did

Operation Coin

Operation Coin was a multi-agency investigation targeting the assets of organised groups, particularly the Head Hunters Motorcycle gang. As part of this investigation, in September 2017, Police restrained approximately \$6 million in property and \$275,000 in cash from the Head Hunters East Chapter Headquarters in Auckland.



What we did

Money laundering and cocaine seizure

In November 2017 two people were arrested following a five-month

investigation which uncovered a sophisticated money laundering operation involving hundreds of thousands of dollars. Police also seized a money-counting machine, a 2017 Honda Civic, a motorbike, phones, laptops and several thousand dollars. These two arrests came

after the arrests of four foreign nationals a week earlier following an investigation by Police and the New Zealand Customs Service into a cocaine haul, which had a street value of around \$20 million. This was the largest single seizure of cocaine in New Zealand.



What we did

Operation Notus

In October 2017, Police launched Operation Notus after a Bay of Plenty community contacted Police with concerns about the social harm being caused by an organised crime group operating in the area. The investigation identified that members and associates of the Kawerau Mongrel Mob were involved in the commercial distribution of methamphetamine and cannabis to the community. Over 300 police staff were involved in the operation including Bay of Plenty staff, the National Organised Crime Group, the Armed Offenders Squad and the Asset Recovery Unit.

Police made 42 arrests. Firearms, methamphetamine, cannabis and cash have been located at a number of the addresses. Assets of almost \$3 million have also been restrained including: boats, jet-skis, motorbikes, and vehicles.

As part of our follow up in Kawerau Police looked to strengthen and build resilience in the community by working with other agencies to support those that have been affected by methamphetamine. Part of this involved contacting all identified users of methamphetamine and providing them with guidance and advice about seeking help.

Tauranga organised crime and asset recovery taskforce

A taskforce to tackle organised crime was launched in February 2018 in the Bay of Plenty. The Organised Crime and Asset Recovery Taskforce is based in Tauranga and focuses on organised crime, methamphetamine production and importation, and asset recovery – taking the proceeds of crime from offenders.

The Tauranga taskforce spent the first few months working on Operation Fauna, which terminated in April 2018. The operation related to the manufacture and supply of synthetic cannabis. Thirteen search warrants were executed across Tauranga and one in West Auckland.

Nine offenders were charged with multiple counts of manufacture and supply of synthetic cannabis, money laundering and unlawful possession of a firearm. Between 90 and 100 charges were filed against the group.

Police Asset Recovery staff restrained assets under the Criminal Proceeds (Recovery) Act valued at \$500,000 including a house, five vehicles and a jet ski.

Multiple kilograms of synthetic cannabis was seized along with chemicals, equipment, a sawn-off shotgun, ammunition and approximately \$18,000 in cash. Close to 200 rolled up cannabis 'tinnies' were also seized from one address.

This operation demonstrates Police's commitment to combatting the manufacture and sale of synthetic drugs within our communities and preventing the immense social harm they cause.



Performance measures

Measure		2013/14	2014/15	2015/16	2016/17	2017/18
Key measures	Police contribute to a 25% reduction in reoffending rate by Māori by 2025	New measure for 2017/18 (Baseline reoffending rate: 58% for the year ending June 2016)				59%
	At least 98% Police attendance at home burglaries within 48 hours	New measure for 2017/18				91%
	\$400 million of cash and assets seized from gangs and organised crime over the next four years					\$67.72m ⁹
Percentage of homicide, sexual assault and serious assault investigations finalised within 12 months		New measure for 2016/17			57%	53%
Number of repeat victimisations recorded per 10,000 population						
▶ Total ¹⁰					▶ 103	▶ 100
▶ Person					▶ 29	▶ 28
▶ Property					▶ 74	▶ 72
Percentage of charges laid by Police that result in conviction		New measure for 2015/16		72%	73%	73%
Youth offenders who reoffend where the initial proceeding decision was ¹¹ :						
▶ Warning				▶ 728	▶ 526	▶ 445
▶ Alternative Action				▶ 1,147	▶ 1,077	▶ 1,255
▶ Intention to Charge – Family Group Conference				▶ 415	▶ 365	▶ 201
▶ Prosecution		▶ 846	▶ 765	▶ 684		

Measure	Calendar year				
	2013	2014	2015	2016	2017
Median breath alcohol level for adults caught exceeding the limit (in micrograms per litre) ¹²	New measure for 2016		650	650	654

9 While the four-year target for the dollar value of assets restrained from organised and financial crime entities was \$400 million in 2017 (increasing to \$500 million as at 1 July 2018) this target was phased to account for the incremental increase in trained staff. As such, the 2017/18 \$80 million target was an estimated dollar value for the financial year, and Police remain committed to the overall goal of \$500 million of assets restrained from organised and financial crime entities by 30 June 2021. It is anticipated that the additional 700 staff focused on combating organised crime, as part of the recent investment in Police resourcing, will also improve performance in this area.

10 This is a new measure for 2017/18.

11 Outturns for 2015/16 and 2016/17 were incorrectly reported in the 2016/17 Annual Report.

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

Deliver a more responsive police service



To achieve our mission we need to be the best police service we can be. By modernising and transforming our business we will deliver improved services to New Zealand communities, and increase productivity, performance and efficiency.

Police is committed to making New Zealand the safest country. Achieving this means policing to our best ability and challenging ourselves to go further for our communities. We place the public at the heart of our service, and make it easier for people to engage

with us for help, advice, and support. Our commitment to service is central to everything we do, to make sure the public receives the same excellent standard of service no matter where they are, who they are, or how they contact us.

Building trust and confidence

In order to be the best police service we need the public to trust us. The way in which we police and interact with the public plays a crucial role in how we are regarded by New Zealanders. Police has developed a trust and confidence action plan and a service delivery strategy that will assist staff to make every interaction count, leading to the trust and confidence of all.

What we did

Public Engagement: Official Information Act (OIA) Action Plan

Police manages more than 50,000 OIA requests (including 40,000 media requests) – more by far than any other government organisation. We also process approximately 3,000 Privacy Act requests each year. This makes OIA and Privacy Act requests a core part of our business.

Every request for information under the Official Information Act 1982 is an opportunity for us to tell the Police story and leave the requestor with a positive experience of their interaction by being open and transparent. The Public Engagement: OIA Action Plan has been set up to improve the tools and processes available so staff are enabled to provide the best service possible and improve public satisfaction with Police OIA responses. The Action Plan establishes the criteria for robust

triaging of requests to ensure national consistency, provides better guidance for staff to interpret the OIA and its intent, and ensures staff managing requests have the tools required to manage risk and sensitive information. This is an exciting opportunity for Police to champion the OIA as a valuable tool to build openness, communication, trust and respect with the communities we serve.



“They look at me as a Kiwi as well.”

SOURCE:
CITIZENS’
SATISFACTION
SURVEY



What we did

Safety patrols scoop top award

Police’s efforts to improve trust and confidence among ethnic communities has been recognised with a prestigious award. The Community Safety Patrols initiative won the Building Trust and Confidence in Government category at the Institute of Public Administration New Zealand Excellence Awards held in July 2017. Community safety patrols are made up of volunteers who are mostly recent migrants or from ethnic communities. They work alongside police staff to support community safety and crime prevention initiatives. The groups started in 2010 and have since expanded into Wellington and Canterbury, with more than 58 ethnicities speaking a total of 56 languages.

What we did

Largest intake of Police recruits in a decade

In June 2018, the largest intake of recruits in more than 25 years began training at the Royal New Zealand Police College (RNZPC). This intake commenced the intensive 16 weeks training course as part of Wing 318. It is the largest single intake since 2006.

Before they arrived at Police College every applicant went through assessments and tests and a distance learning course. They were expected to demonstrate their fitness levels, reasoning abilities and character, and underwent reference checks and a medical examination. They needed to prove their skills at communication, building relationships, solving problems and delivering a high standard of service. They also sat a typing assessment to test their computer and technology skills. These new recruits come from professional and skilled backgrounds.



What we did

Police's first women's recruitment day

In December 2017, Police held its first women-only recruitment day at the RNZPC. The day featured demonstrations, opportunities to speak to Police staff and an expo highlighting a range of workgroups. The workgroups included Public Safety Teams, Search and Rescue, Road Policing, Youth Aid, Criminal Investigation Bureau, Recruiting, Forensics, ICT, Communications, and the Police Infringement Bureau. More than 500 people attended to talk with recruits and newly graduated officers about life at the college and as a new constable, alongside experienced officers talking about their roles.



Demonstrations included the Armed Offenders Squad, involving four female officers.

The aim of the day was to show that things have changed, that women can do whatever role they want to do in

Police, and be accepted and valued for the diversity they bring. The open day is a great example of what we are doing to drive recruitment in areas that will help Police to better reflect the communities we serve and to instil trust and confidence.

What we did

Police Studies NCEA course

In 2017, the RNZPC in partnership with Unitec developed the Police Studies NCEA course. Rotorua Boys' and Rotorua Girls' High Schools are the first to offer the Year 13 course (2018). The full-year course, delivered by the schools in collaboration with Police and

Unitec, covers the context of policing in New Zealand, legislation, policies, strategies, procedures and ethics, and the theory and practice of policing. It involves visits to the RNZPC and input from district staff to inject frontline experience. Students gain 24 NCEA Level 3 credits, plus the Unitec NCEA Level 4 certificate in Introduction to Police Studies Aotearoa New Zealand. The Level 3 NCEA course incorporates the

12-week pre-entry course which all RNZPC applicants complete, but it does not guarantee a place as applicants will still have to meet other entry requirements. It does however mean students will have a greater appreciation of Police and policing in New Zealand and that they will be well equipped for the recruitment process and recruit training if they choose to become police officers in the future.



Emergency response

Police has been engaged in a wide range of operations and exercises both within New Zealand and off-shore in support of other government agencies such as Civil Defence and MFAT. Police is a key agency in the Government's emergency response framework and participated in the Ministerial Review: Better Responses to Natural Disasters and Other Emergencies in New Zealand.

What we did

Cyclone Gita

On 20 February 2018, New Zealand was struck with a second tropical cyclone. Cyclone Gita, which had moved down from the Pacific Ocean, was bigger and more powerful than the first cyclone, Tropical Cyclone Fehi. Cyclone Gita wreaked havoc across significant parts of the country bringing heavy rain and winds with gusts of up to 150 kilometres per hour. The worst affected locations included the Taranaki, West Coast and Christchurch areas, with properties being cut off due to rising flood waters. Acting quickly, officials declared a state of emergency across the affected areas and Police staff were re-deployed to assist with evacuations, cordons and reassurance patrols. Our people demonstrated great leadership and helped keep their communities safe.



What we did

Search and rescue

Police has a statutory obligation to provide search and rescue (SAR) services. The number of SAR jobs is steadily increasing year on year. Given the ageing population in New Zealand, we also see an increase in the number of search and rescue jobs in urban areas for older people or dementia sufferers.

In May 2018, more than 30 officers underwent an intensive two-week course to support and lead SAR activities in their districts. Over the two weeks of the course, participants took part in

sessions which covered the organisational structure of SAR in New Zealand, the Coordinated Incident Management Systems (CIMS), SAR theory and practice.

Participants were introduced to modern search management skills and techniques, and developed essential SAR skills.

A key part of the course was a practical exercise, with participants going bush for two nights to find a lost party.

The course was a great test for participants and a comprehensive learning opportunity to upskill staff and prepare them for search and rescue activities in their district.

Our people have the tools to do their jobs

To deliver a more responsive police service we first need to ensure our people are well-equipped and enabled, empowered to be the best they can be, feel valued and supported, and are safe.



What we did

Criminal Investigation Bureau training

In May 2018, Criminal Investigation Bureau training underwent its biggest overhaul in decades. The new Detective Development Programme (DDP) is a 30-plus-month programme which brings in a new selection process, an updated induction course – the Detective Development Course (DDC) – and a new approach to on-the-job learning.

The DDP aims to:

- ▶ align with Police strategies
- ▶ get back to the basics of investigation

- ▶ favour personal development over assessment
- ▶ emphasise learning through team-based problem solving.

On successfully completing the DDC, new detective constables will begin 30 months of experiential learning in district, which includes completing e-modules and compiling and providing self-reflection on a workplace evidence portfolio. Finally they will attend a Detective Qualification Course.

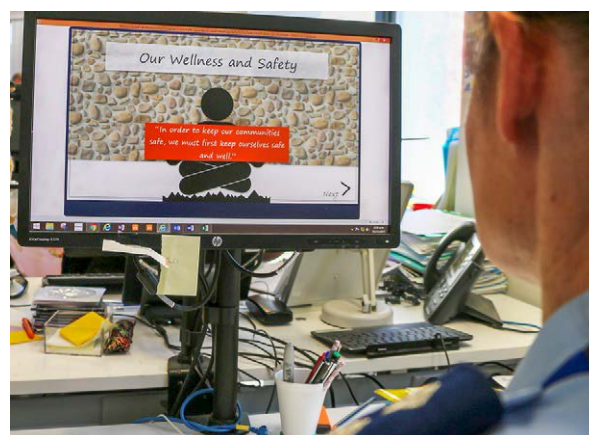
The change represents Police's desire to modernise the content, method of learning, capabilities and leadership potential of our investigators.

What we did

New Responder Model

Police has significantly invested in staff and community safety by increasing the amount of tactical equipment available to our people. Nearly 1,900 more staff are now level one responders, trained in the full suite of tactical options including firearms and Taser, under a wide-ranging project to ensure our people can be safe and feel safe.

The new Responder Model means Police has more than 7,200 trained level one responders which is an increase of 20% more than previously. The project has seen the rollout of a large amount of equipment for operational deployment or training, including 1,107 M4 rifles, 809 Glock pistols and 882 Tasers. Other project initiatives included new e-learning packages, employing more training staff, and implementing a new policy.





“We hung up thinking they knew exactly what they were doing, and they were going to take care of it.”

SOURCE: CITIZENS' SATISFACTION SURVEY



What we did

Evidence-based toolkit

In December 2017, an evidence-based tactical toolkit was launched to help decision-makers by providing practical advice on what tactics are most likely to work in a particular situation. The toolkit requires staff to identify and assess the nature and extent of their problem using the Scanning Analysis Response and Assessment (SARA) model. Once they have a thorough understanding of the conditions underlying their problem, they

can select and implement the most appropriate tactic to address the problems. The toolkit groups situations under the six drivers of demand – youth, alcohol, roads, mental health, organised crime and drugs, and families. The toolkit is designed to help all Police staff understand good practice and enable districts to deliver the Prevention First operating model, a core component of Our Business. The toolkit aligns with the Police High Performance Framework (PHPF), which helps us achieve Our Business through applying a principles-based approach.

What we did

Providing the tools to be high-performing

In April 2018, as part of our ongoing commitment to our people, Police developed a set of application guides to assist people leaders to deliver the five frameworks of the PHPF.

As a leader-led process, it is vital all people-leaders continue to position the PHPF frameworks and apply them with their people on an ongoing basis. The application guide is provided to every

people leader in the organisation, as a practical tool to help apply and embed PHPF within their teams.



PHPF in action – 150,000 opportunities

For Christchurch's Traffic Alcohol Group (TAG), success is not about the number of vehicles they stop – the important thing is why they are stopping them.

Over 12 months they conducted 150,000 checkpoint stops – but to the team these were 150,000 opportunities for positive interaction, keeping people safe, and enhancing trust and confidence, after the team embraced the principles of the Police High Performance Framework (PHPF).

The TAG team start every week focusing on their Strategic Performance Template (SPT) and discuss the why, what and how of making the roads safer. The SPT makes their purpose easy to understand. As a team they wrote their own objectives, knowing this is what they will be assessed on. It gave the team mana and ownership of what they're doing and how they're doing it. The team considered the diverse ways they can make a difference.

With the rugby season approaching, one TAG Constable was supported to develop an evidence-based plan, taking a prevention-focused view, to tackle the expected increase in harm arising from alcohol-fuelled activity around clubrooms. The plan involved early engagement with rugby clubs and communities about their social responsibilities, ensuring they knew Police cared and wanted everyone to stay safe, and would be carrying out checkpoints and vehicle stops.

The PHPF model lets individuals connect their activities to their team's activities, the district's and Our Business – why we're here, what we do, and how we do it.

The team reached an 'a-ha' moment, when they read the level SPTs up the

chain of command. They could see how their objectives connected to their District Commander's purpose, right up to the Commissioner's and Our Business – and Police's promise to the community that they 'Be Safe and Feel Safe'.

The benefits of having one-on-one conversations became apparent as their team leaders could focus on development, talk to staff about how their work is going and what they needed to do to stay on track.

Adopted as one of the biggest commitments Police has made to its people, PHPF connects all staff to Our Business and equips them with the tools to deliver it – 'policing through a high-performance culture'.



Maximising performance and improving access to services through technology

We enable officers to spend more time out in their communities – where they can make the most difference in preventing crime. We make our services more accessible to the public to ensure we are a modern, effective, 21st century police service.



What we did

Initiative launched to assist Police in locating missing children

In November 2017, Police and Facebook announced an exciting new joint initiative, AMBER Alerts, to enlist public help to locate missing children. Police Communications Centres will activate an AMBER Alert if it is believed a missing child or young person under 18 is at serious risk of harm and members of the

public could help find them. Facebook users in the targeted search area will receive a notification at the top of their news feed, and can share the alert across their networks. Media will also receive an immediate notification. Alerts include a photograph of the child, important information about the circumstances in which they went missing, and an indication that there is an active search under way. Whilst child abductions are extremely rare in New Zealand this is a welcomed initiative focused on keeping our children safe.

What we did

Mobility saves time

In August 2017, two officers executed a search warrant for computer equipment at an address. Whilst executing the warrant, the attending officers' used FaceTime to contact the Police Digital Forensics Unit (DFU) so they could view the scene and provide further advice. Due to this FaceTime interaction, the offender was found to be downloading and sharing child sex images and videos. The offender's mobile phone and other exhibits were also processed at the scene following advice received from the DFU. The technology enabled the attending officers to live-feed the DFU, accessing specialist expertise in real-time, ensuring vital evidence of the offending was secured. The offender was arrested, charged, and had his bail successfully opposed as a direct result of this collaborative team approach utilising mobile technology.



Performance measures

Measure		2013/14	2014/15	2015/16	2016/17	2017/18
Key measures	More than 90% of 111 calls answered within 10 seconds	88%	82%	85%	84%	79% ¹³
	Median response time to emergency events: urban policing areas	7 minutes 26 seconds	7 minutes 33 seconds	7 minutes 53 seconds	7 minutes 46 seconds	7 minutes 42 seconds
	Median response time to emergency events: rural policing areas	11 minutes 56 seconds	12 minutes 36 seconds	13 minutes 7 seconds	13 minutes 6 seconds	12 minutes 37 seconds
	Median response time to emergency traffic events: urban policing areas	7 minutes 37 seconds	8 minutes 34 seconds	9 minutes 3 seconds	8 minutes 21 seconds	9 minutes 2 seconds ¹⁴
	Median response time to emergency traffic events: rural policing areas	11 minutes 27 seconds	13 minutes 20 seconds	14 minutes 2 seconds	13 minutes 50 seconds	14 minutes 38 seconds ¹⁴
Percentage of people who expressed full or quite a lot of trust and confidence in Police:						
Total		78%	78%	77%	77%	78%
Māori		66%	66%	65%	67%	69%
Youth		73%	74%	76%	74%	77%
Victims		68%	69%	71%	73%	72%
95% of New Zealanders live within 25km of a 24/7 Police base		New measure for 2017/18 (Baseline: 88%)				88%

¹³ This outturn is linked to current growth in demand.

¹⁴ The total number of traffic events responded to increased 5% from 288,739 in 2016/17 to 304,211 in 2017/18. Increasing demand can be linked to the increase in responses times.

Measure	2013/14	2014/15	2015/16	2016/17	2017/18
Percentage of people reporting a positive service experience among:	New measure for 2015/16		82%	81%	80%
Total			78%	79%	77%
Māori			84%	78%	77%
Youth			78%	78%	75%
Victims	New measure for 2016/17			52,252	47,727
Number of repeat calls for service to the location of emergencies where Police have attended emergencies in the previous 12 months				78%	77%
Percentage of overall satisfaction with service delivery among victims of crime	87%	84%	82%	83%	82%
Percentage of satisfaction with service delivery from Police Communications Centres	84%	82%	84%	82%	80%
Overall satisfaction with service delivery among members of the public who had contact with Police	190	283	357	583 ¹⁵	259 ¹⁶
Number of complaints upheld against Police	New measure for 2015/16		59%	70%	75%
Rate of infringements paid online	77%	67%	76%	82%	70% ¹⁷
Rate of Victim Support offices' satisfaction with Police services	8	10	6	6	8
Number of escapes from Police custody	New measure for 2015/16		19	17	17 ¹⁸
Number of deaths and serious injuries in Police custody					

15 The definition of 'upheld complaints' was expanded in 2016/17 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.

16 From July 2017 a new model of complaint resolution was introduced in conjunction with the Independent Police Conduct Authority (IPCA). This new model was instigated by the IPCA and is intended to shift the focus for the large number of minor complaints they receive from a formal investigation seeking an 'Upheld/Not upheld' outcome, to a model based on a facilitated resolution.

Further to this it was found Police had a limited set of available 'findings' which meant that more incidents were categorised as 'Upheld' due to the limited alternatives. As a consequence, a new set of 'findings' was introduced that allows more flexibility and accuracy around the outcomes. The net result has provided more accuracy in reporting the outcome, with the consequence being a significant reduction in what can correctly be interpreted as 'Upheld'.

17 To ensure the service Police provides to Victim Support remained up to date, changes were made to the survey questionnaire Victim Support completes for Police, providing more contemporary information on how Police can improve its performance in the future. The effect of the survey updates meant that while the reported outturn went down, Police are able to focus on areas for improvement that are important to victims.

18 Two individuals died while being held in Police custody during the 2017/18 year. The causes of death are currently under investigation. There were no deaths in Police custody during 2016/17.

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.

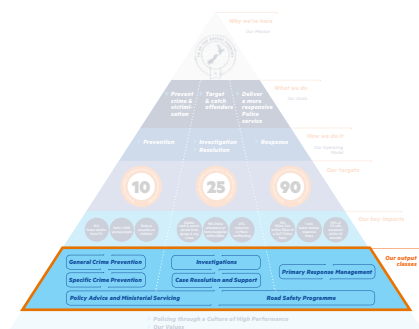
In my opinion, the financial statements fairly reflect the financial position and operations of the New Zealand Police for the year ended 30 June 2018, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2019.

Signed by:



Mike Bush MNZM
Commissioner of Police
28 September 2018

Performance



Output expense one

Policy advice and ministerial services

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

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	2016/17 result	2017/18 standard	2017/18 result
Performance of the Multi-Category Appropriation as a whole assessed by average performance success of the below measures	New measure for 2017/18	75%	83%
Quantity			
Number of policy related briefings (formal and additional) for the Minister	New measure for 2017/18	390 to 550	241 ¹⁹
Number of second opinion advice items and contributions to policy advice led by other agencies	734	600 to 1,000	349 ¹⁹
Total cost per hour of producing outputs	\$116	\$90 to \$120	\$106
Quality			
The satisfaction of the Minister of Police with the policy advice service, as per the common satisfaction survey	64%	80%	87%
Technical quality of policy advice papers assessed by a survey with a methodological robustness of 90%	7.3	Better than 2016/17	7.3

Ministerial services

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

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of briefings for the Minister	302	250 to 350	322 ¹⁹
Timeliness			
Percentage of draft responses to parliamentary questions provided within specified timeframes	93%	95%	97%
Percentage of items of ministerial correspondence provided within the timeframes specified	92%	95%	99%

¹⁹ Results are demand driven.

Output expense statement

<i>Policy Advice and Ministerial Services Multi-Category Appropriation for the year ended 30 June 2018</i>	<i>2016/17 Actual \$000</i>	<i>2017/18 Actual \$000</i>	<i>2017/18 Main Estimates \$000</i>	<i>2017/18 Supplementary Estimates \$000</i>
Revenue				
Revenue Crown	4,875	5,530	4,247	5,530
Revenue Department	1	2	1	1
Revenue Other	23	29	12	12
Total Revenue	4,899	5,561	4,260	5,543
Expenses				
Policy Advice	3,960	3,641	3,346	4,354
Ministerial Services	938	974	914	1,189
Total Expenses	4,898	4,615	4,260	5,543
Net Surplus (Deficit)	1	946	-	-

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

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	2016/17 result	2017/18 standard	2017/18 result
Quality			
Total victimisations recorded per 10,000 population	574	Fewer than 2016/17	540
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	New measure for 2017/18	75% to 80%	70%
Percentage of survey respondents who agree 'Police are involved activities in my community'	New measure for 2017/18	70%	70%

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	2016/17 result	2017/18 standard	2017/18 result
Timeliness			
Percentage of vetting requests processed within agreed timeframes: Priority (within 2 to 5 days)	97%	97%	98%
Percentage of vetting requests processed within agreed timeframes: General (within 20 working days)	74%	90%	99%

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	2016/17 result	2017/18 standard	2017/18 result
Quality			
Percentage of pistol endorsement holders investigated for fewer than 12 days of club activities annually	New measure for 2017/18	100%	71% ²⁰
Timeliness			
Percentage of firearms licence renewals processed within 30 days	New measure for 2017/18	60% to 80%	38% ²⁰

²⁰ Due to increased demand in other Police priority areas, fewer resources have been available for firearms licensing activities in the 2017/18 year. To address this, Police has recently implemented a firearms administration modernisation programme that will contribute to improving our performance in this area.

Output expense statement

General Crime Prevention Services for the year ended 30 June 2018	2016/17 Actual \$000	2017/18 Actual \$000	2017/18 Main Estimates \$000	2017/18 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	163,421	182,777	171,517	182,777
Revenue Department	50	104	161	778
Revenue Other ²¹	6,355	8,129	10,569	10,569
Total Revenue	169,826	191,010	182,247	194,124
Expenses				
Community Responsiveness	101,582	121,396	111,289	120,676
Youth Services	49,752	52,258	51,023	52,441
Vetting Services	3,840	3,480	3,980	4,627
Arms Act Services	11,876	12,967	12,404	12,844
Lost and Found Property	3,372	3,507	3,551	3,536
Total Expenses	170,422	193,608	182,247	194,124
Net Surplus (Deficit)	(596)	(2,598)	-	-

21 The actual Revenue Other in 2017/18 includes revenue from Vetting Services of \$3.079m (\$1.054m in 2016/17) and Arms Act Services of \$4.073m (\$5.407m in 2016/17).

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

This output covers the proactive strategies that seek to reduce specific crime issues and includes the delivery of directed patrol activities, focused on a visible police presence for people and areas considered to be at greatest risk from criminal offending. Police undertake such activities as interacting with the public, monitoring property, making routine hotel checks, visiting places where people congregate, and speaking to people behaving suspiciously or other people of interest. It includes maintaining public order, preventing breaches of the peace, public relations, and protection and security services for VIPs, diplomats, witnesses, and the aviation sector.

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Percentage reduction in the number of high risk victims (red victim attrition) ²²	New measure for 2017/18	50% to 65%	53%
Percentage of overall satisfaction with Police service delivery among victims of crime	New measure for 2017/18	75% to 80%	77%
Percentage of repeat calls for service where Police have attended crimes in the previous 12 months	43%	Less than 2016/17	43% ²³

²² A high risk (red) victim is defined as someone who has had five victimisations within the previous 12 months; or a serious victimisation; and/or is at high risk of repeat victimisation.

²³ Less repeat calls for service for emergencies to the same location indicates that Police have been effective in prevention activities and/or other interventions in the area. This data is also useful in determining where future police/community based initiatives could be most effective.

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 MFAT operations, and permanent secretariat support to the Pacific Islands Chiefs of Police.

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of staff deployed offshore annually	120 ²⁴	80 to 100	84
Quality			
Percentage of host country satisfaction with support provided ²⁵	New measure for 2017/18	100%	100%

Output expense statement

Specific Crime Prevention Services and Maintenance of Public Order for the year ended 30 June 2018	2016/17 Actual \$000	2017/18 Actual \$000	2017/18 Main Estimates \$000	2017/18 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	147,596	158,604	157,487	158,604
Revenue Department	10,532	13,078	7,896	12,586
Revenue Other	1,096	1,023	576	576
Total Revenue	159,224	172,705	165,959	171,766
Expenses				
Directed Patrols	123,633	129,818	126,299	131,022
Maintenance of Order	18,196	18,820	18,577	18,908
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	20,137	22,943	21,083	21,836
Total Expenses	161,966	171,581	165,959	171,766
Net Surplus (Deficit)	(2,742)	1,124	-	-

24 Police deployed a slightly higher than normal number of individuals in 2016/17 (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.

25 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:

- ▶ Communications 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

Communications Centres

This output covers the three Police Communications 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	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of 111 calls answered	869,170	870,000 to 910,000	888,959 ²⁶
Number of non-emergency calls answered	New measure for 2017/18	1,250,000 to 1,500,000	1,178,085 ²⁶
Quality			
Percentage of satisfaction with service delivery from Police Communications Centres	New measure for 2017/18	83%	82%
Timeliness			
Percentage of 111 calls answered within 10 seconds of being presented (to the Communications Centres)	84%	Greater than 90%	79% ²⁷
Percentage of non-emergency calls answered within 30 seconds of being presented (to the Communications Centres)	New measure for 2017/18	70%	71%

²⁶ Results are demand driven.

²⁷ Linked to current growth in demand for 111 calls.

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	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of emergency events responded to	149,831	140,000 to 170,000	141,849
Number of non-emergency events responded to	698,066	680,000 to 780,000	716,244
Quality			
Percentage of repeat calls for service to the location of emergencies where Police have attended emergencies in the previous 12 months	22%	Less than 2016/17	22%
Timeliness			
Median response time to emergency events: urban policing areas	7 minutes 46 seconds	7 minutes to 8 minutes	7 minutes 42 seconds
Median response time to emergency events: rural policing areas (including the Greater Auckland Motorway system)	13 minutes 6 seconds	11 minutes to 13 minutes	12 minutes 37 seconds
Percentage of satisfaction with the speed of police response	New measure for 2017/18	83%	69%

Output expense statement

<i>Police Primary Response Management for the year ended 30 June 2018</i>	<i>2016/17 Actual \$000</i>	<i>2017/18 Actual \$000</i>	<i>2017/18 Main Estimates \$000</i>	<i>2017/18 Supplementary Estimates \$000</i>
Revenue				
Revenue Crown	391,365	413,475	424,444	413,475
Revenue Department	113	235	707	707
Revenue Other	2,163	2,207	2,683	2,683
Total Revenue	393,641	415,917	427,834	416,865
Expenses				
Communications Centres	44,691	46,316	46,494	46,905
Police Response to Incidents and Emergencies	351,533	369,896	381,340	369,960
Total Expenses	396,224	416,212	427,834	416,865
Net Surplus (Deficit)	(2,583)	(295)	-	-

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

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	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Dollar value of assets restrained from organised and financial crime	New measure for 2017/18	\$80m	\$67.72m ²⁸
Total number of victims recorded within the year: person	54,837	Fewer than 2016/17	54,160
Total number of victims recorded within the year: property	168,721	Fewer than 2016/17	159,086

28 While the four-year target for the dollar value of assets restrained from organised and financial crime entities was \$400 million in 2017 (increasing to \$500 million as at 1 July 2018) this target was phased to account for the incremental increase in trained staff. As such, the 2017/18 \$80 million target was an estimated dollar value for the financial year, and Police remain committed to the overall goal of \$500 million of assets restrained from organised and financial crime entities by 30 June 2021. It is anticipated that the additional 700 staff focused on combatting organised crime, as part of the recent investment in Police resourcing, will also improve performance in this area.

Performance measures**2016/17
result****2017/18
standard****2017/18
result****Quality**

Dwelling burglary clearance rate

New measure
for 2017/18

11% to 15%

13%

Timeliness

Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':

33%

Better than
or equal to
2016/17

34%

Crime against the person

Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':

8%

Better than
or equal to
2016/17

9%

Property crime

Percentage of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against':

39%

Better than
or equal to
2016/17

42%

Crime against the person

Percentage of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against':

12%

Better than
or equal to
2016/17

13%

Property crime

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%

83%

Percentage of homicide and sexual assault investigations finalised within 12 months

37%

Better than
or equal to
2016/17

33%

Percentage of home/dwelling burglaries attended by Police within 48 hours

New measure
for 2017/18

At least 98%

91%

Output expense statement

<i>Investigations for the year ended 30 June 2018</i>	2016/17 Actual \$000	2017/18 Actual \$000	2017/18 Main Estimates \$000	2017/18 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	404,226	420,708	416,336	420,708
Revenue Department	115	239	546	1,051
Revenue Other	2,199	2,248	2,090	2,090
Total Revenue	406,540	423,195	418,972	423,849
Expenses				
Criminal Investigations	383,410	397,213	393,291	397,949
Other Investigations	24,735	25,793	25,681	25,900
Total Expenses	408,145	423,006	418,972	423,849
Net Surplus (Deficit)	(1,605)	189	-	-

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

Criminal case resolution

This output covers the Police prosecutors' time preparing, consulting and completing cases with the case manager, preparing cases for court and attending at District Court. It includes work within the Police adult diversion scheme and attendance at family group conferences to resolve youth offending. It also covers support to the Coroners Court to resolve coronial inquests.

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of cases resolved by: ²⁹			
▶ Prosecution	New measures for 2017/18	▶ 105,000 to 115,000	▶ 193,685
▶ Warnings		▶ 19,000 to 24,000	▶ 64,913
▶ Alternative Action (incl. Family Group Conference)		▶ 9,000 to 10,000	▶ 13,659
▶ Not proceeded with		▶ 500 to 1,000	▶ 181

²⁹ These are new measures for the 2017/18 year. While the results are a function of demand and Police discretion, the budget standards were underestimated and will be reviewed through the 2018/19 Supplementary Estimates process.

Performance measures	2016/17 result	2017/18 standard	2017/18 result
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%	9%
District Court judges' satisfaction with the performance of Police prosecutors	New measure for 2017/18	85%	86%
Percentage of charges laid by Police that result in conviction	New measure for 2017/18	70% to 75%	73%
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%

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	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of prisoners escorted and/or held in custody	171,014	140,000 to 170,000	173,446
Quality			
Number of escapes from Police custody	6	Fewer than 2016/17	8
Number of deaths and serious injuries in Police custody	17	Fewer than 2016/17	17 ³⁰

30 Two individuals died while being held in Police custody during the 2017/18 year. The causes of death are currently under investigation. There were no deaths in Police custody during 2016/17.

Output expense statement

<i>Case Resolution and Support to Judicial Process for the year ended 30 June 2018</i>	<i>2016/17 Actual \$000</i>	<i>2017/18 Actual \$000</i>	<i>2017/18 Main Estimates \$000</i>	<i>2017/18 Supplementary Estimates Adjusted for 26A Changes \$000</i>
Revenue				
Revenue Crown	137,409	143,828	135,599	143,828
Revenue Department	275	89	404	404
Revenue Other	725	768	654	654
Total Revenue	138,409	144,685	136,657	144,886
Expenses				
Criminal Case Resolution	57,907	58,421	56,752	58,659
Execution of Court Summonses, Warrants, and Orders	14,880	15,864	14,805	15,759
Custody and Escort Services	66,163	70,483	65,100	70,468
Total Expenses	138,950	144,768	136,657	144,886
Net Surplus (Deficit)	(541)	(83)	-	-

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

- ▶ 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

Reduce the impact of high risk behaviours

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of officer-issued enforcement actions ³¹ per 10,000 population relating to:			
Impaired driving (alcohol and drugs)	New measure for 2017/18	55 to 65	62.5 ³²
In-car behaviour	New measure for 2017/18	190 to 195	153.1 ³²
Vulnerable road users (includes pedestrians, cyclists, moped riders, motorcyclists, elderly and disabled)	New measure for 2017/18	303 to 308	208 ³²
Speed	New measure for 2017/18	577 to 582	460.2 ³²
Other 'high risk' behaviours	New measure for 2017/18	349 to 354	264.1 ³²
Network maintenance and efficiency (includes WOF, COF, RUC, VDAM and Licensing)	New measure for 2017/18	618 to 623	382.3 ³²
Number of breath tests	2,126,280	2,000,000 to 2,400,000	1,683,314 ³²
Quality			
Percentage of infringement notices processed without error	New measure for 2017/18	90%	91%
Percentage of survey respondents who had contact with Police at the roadside that agree they were treated fairly	New measure for 2017/18	87% to 90%	88%
Quantity			
Median breath alcohol limit for adults caught exceeding the limit (in micrograms per litre) ³³	650	Less than 2016/17	654
Number of fatal and serious crashes per 10,000 licensed vehicles	8	Less than 2016/17	8.3

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

32 Due to increased demand in other priority areas there has been less-than-desirable resource levels available for road policing activities in the 2017/18 year.

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

Crash attendance and reporting

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Timeliness			
Percentage of all Traffic Crash Reports correctly completed and received by the NZTA within 10 weeks of the crash or within seven days of completion of file (whichever happens first)	97%	95%	97%

Traffic management

Performance measures	2016/17 result	2017/18 standard	2017/18 result
Quantity			
Number of emergency traffic events responded to	48,185	40,000 to 50,000	47,378
Number of non-emergency traffic events responded to	New measure for 2017/18	240,000 to 260,000	256,833
Timeliness			
Median response time to emergency traffic events: urban policing areas	8 minutes 21 seconds	7 minutes to 8 minutes	9 minutes 2 seconds ³⁴
Median response time to emergency traffic events: rural policing areas (includes the Greater Auckland Motorway system)	13 minutes 50 seconds	11 minutes to 13 minutes	14 minutes 38 seconds ³⁴

³⁴ The total number of traffic events responded to increased 5% from 288,739 in 2016/17 to 304,211 in 2017/18. Increasing demand can be linked to the increase in responses times.

Output expense statement

<i>Road Safety Programme for the year ended 30 June 2018</i>	<i>2016/17 Actual \$000</i>	<i>2017/18 Actual \$000</i>	<i>2017/18 Main Estimates \$000</i>	<i>2017/18 Supplementary Estimates \$000</i>
Revenue				
Revenue Crown	333,503	333,064	321,807	333,064
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	333,503	333,064	321,807	333,064
Expenses				
Speed	75,844	76,661	76,009	76,670
Distraction	2,471	2,443	2,616	2,512
Restraints	14,953	15,709	15,112	15,513
Impaired Driving	53,878	55,364	53,647	55,337
Vulnerable Road Users	1,593	1,789	1,640	1,702
Other High Risk Behaviour	96,418	100,191	95,490	99,843
Network Maintenance & Efficiency	77,107	80,862	77,293	81,487
Total Expenses	322,246	333,019	321,807	333,064
Net Surplus (Deficit)	11,257	45	–	–

Financial statements

Financial statements for the year ended 30 June 2018

Statement of Comprehensive Revenue and Expenses

for the Year Ending 30 June 2018

	Note	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supp. Estimates 2017/18 \$000
Revenue					
Crown		1,582,395	1,657,986	1,631,437	1,657,986
Other Revenue	2	23,647	28,151	26,299	32,111
Total Revenue		1,606,042	1,686,137	1,657,736	1,690,097
Expenditure					
Personnel	3	1,168,503	1,209,677	1,179,304	1,187,594
Operating	4	298,274	341,047	334,522	363,211
Depreciation and Amortisation Expenses	6	83,626	87,095	94,807	89,561
Capital Charge	7	52,448	48,990	49,103	49,731
Total Operating Expenses		1,602,851	1,686,809	1,657,736	1,690,097
Surplus (Deficit) from Outputs		3,191	(672)	–	–
Revaluation of Land and Buildings	9	675	(4,453)	–	–
Other Comprehensive Revenue and Expenses		675	(4,453)	–	–
Total Comprehensive Revenue and Expenses		3,866	(5,125)	–	–

The accompanying notes form part of the financial statements.

Statement of Movements in Taxpayers' Funds

for the Year Ended 30 June 2018

	General Funds \$000	Revaluation Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2017	516,119	300,380	–	816,499	830,966	818,389
Net Surplus (Deficit) for the Year	(646)	–	(26)	(672)	–	–
Other Comprehensive Revenue and Expenses	–	(4,453)	–	(4,453)	–	–
Total Comprehensive Revenue and Expenses for the Year	(646)	(4,453)	(26)	(5,125)	–	–
Transfer of Revaluation Reserve to General Funds on Disposal of Assets	1,892	(1,892)	–	–	–	–

Transactions with owners in their capacity as owners

Capital Contribution	7,228	–	–	7,228	7,798	7,228
Carry over of 2016/17 surplus	3,191	–	–	3,191	–	–
Total Transactions with Owners in Their Capacity as Owners	10,419	–	–	10,419	7,798	7,228
Total Taxpayers' Funds as at 30 June 2018	527,784	294,035	(26)	821,793	838,764	825,617

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 Revenue and Expenses	–	675	675	–	–
Total Comprehensive Revenue and Expenses for the Year	3,191	675	3,866	–	–
Transfer of Revaluation Reserve to General Funds on Disposal of Assets	1,157	(1,157)	–	–	–
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 Financial Position

as at 30 June 2018

	Note	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supp. Estimates 2017/18 \$000
Assets					
<i>Current Assets</i>					
Cash		19,812	72,891	30,000	30,000
Accounts Receivable	8	345,635	388,543	300,901	331,352
Prepayments		11,658	13,207	7,478	7,478
Assets Held for Sale		–	7,495	–	–
Total Current Assets		377,105	482,136	338,379	368,830
<i>Non-Current Assets</i>					
Property, Plant and Equipment	9	749,216	724,749	839,697	799,413
Intangible Assets	10	75,109	61,279	42,601	65,396
Capital work-in-progress	11	23,976	17,690	–	–
Total Non-Current Assets		848,301	803,718	882,298	864,809
Total Assets		1,225,406	1,285,854	1,220,677	1,233,639
Liabilities					
<i>Current Liabilities</i>					
Creditors and Payables	12	31,269	39,708	29,192	40,375
Accrued Expenses	13	40,579	54,577	40,671	40,610
Employee Entitlements	14	166,872	204,510	168,778	163,678
Provision for Repayment of Surplus to the Crown		3,191	–	–	–
Total Current Liabilities		241,911	298,795	238,641	244,663
<i>Non-Current Liabilities</i>					
Employee Entitlements	14	166,996	165,266	155,849	165,249
Total Non-Current Liabilities		166,996	165,266	155,849	165,249
Total Liabilities		408,907	464,061	394,490	409,912
Net Assets		816,499	821,793	826,187	823,727
Taxpayers' Funds					
General Funds		516,119	527,784	525,325	523,347
Property, Plant and Equipment Revaluation Reserves		300,380	294,035	300,862	300,380
Memorandum Account	20	–	(26)	–	–
Total Taxpayers' Funds		816,499	821,793	826,187	823,727

The accompanying notes form part of the financial statements.

Statement of Cash Flows

for the Year Ended 30 June 2018

	Note	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supp. Estimates 2017/18 \$000
Cash Flows from Operating Activities					
Cash provided from:					
Supply of Outputs to:					
– Crown		1,539,150	1,618,955	1,630,335	1,665,766
– Others		19,979	24,272	26,065	34,578
		1,559,129	1,643,227	1,656,400	1,700,344
Cash was applied to:					
Produce Outputs:					
– Personnel		(1,142,232)	(1,172,925)	(1,183,346)	(1,194,028)
– Operating		(311,996)	(315,267)	(333,281)	(347,556)
– Capital Charge		(52,448)	(48,990)	(49,103)	(49,731)
		(1,506,676)	(1,537,182)	(1,565,730)	(1,591,315)
Net Cash Flows from Operating Activities	15	52,453	106,045	90,670	109,029
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		3,561	2,199	2,563	2,760
Refund of Cost of Asset		–	7,691	–	–
Cash was applied to:					
Purchase of Property, Plant and Equipment		(38,606)	(57,692)	(87,489)	(95,287)
Purchase of Intangible Assets		(40,662)	(12,392)	(13,542)	(13,542)
Net Cash Flows from Investing Activities		(75,707)	(60,194)	(98,468)	(106,069)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		2,789	7,228	7,798	7,228
Cash was applied to:					
Payment of Surplus to Crown		(1,042)	–	–	–
Net Cash Flows from Financing Activities		1,747	7,228	7,798	7,228
Net Increase (Decrease) in Cash Held		(21,507)	53,079	–	10,188
Add Opening Cash		41,319	9,812	30,000	19,812
Closing Cash as at 30 June		19,812	72,891	30,000	30,000
Cash Balance Consists of					
Cash at Bank		18,718	71,779	28,830	28,830
Petty Cash		763	759	820	820
Overseas Posts		331	353	350	350
Total Cash		19,812	72,891	30,000	30,000

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2017: nil).

The accompanying notes form part of the financial statements.

Statement of Trust Monies

for the Year Ended 30 June 2018

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	5	8	–	13
Reparation	1	4	4	1
Money in Custody	11,332	15,592	8,205	18,719
Found Money	176	327	309	194
Forfeited Money Payable to Crown	38	4,434	4,382	90
Total	11,552	20,365	12,900	19,017

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 2018

	Actual 2016/17 \$000	Actual 2017/18 \$000
Legal Proceedings and Disputes	1,752	1,360
Personal Grievances	47	45
Total	1,799	1,405

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 2018 (2017: nil).

Statement of Commitments

as at 30 June 2018

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 2016/17 \$000	Actual 2017/18 \$000
Capital Commitments		
Capital Works		
Less Than One Year	6,086	1,716
Total Capital Works	6,086	1,716
Plant, Equipment and Intangible assets		
Less Than One Year	3,812	4,815
Total Plant, Equipment and Intangible assets	3,812	4,815
Motor Vehicles		
Less Than One Year	–	19,583
Total Motor Vehicles	–	19,583
Total Capital Commitments	9,898	26,114
Operating		
Accommodation Leases		
Less Than One Year	17,915	19,421
One to Two Years	18,267	18,618
Two to Five Years	50,792	51,983
Greater Than Five Years	145,190	135,594
Other Non-Cancellable Leases		
Less Than One Year	3,891	8,799
One to Two Years	3,812	8,052
Two to Five Years	2,124	2,555
Greater Than Five Years	1,227	1,106
Total Leases	243,218	246,128
Total Commitments	253,116	272,242

The accompanying notes form part of the financial statements.

Notes to the Financial Statements

for the Year Ended 30 June 2018

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 2018.

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 Crown has resolved to adopt PBE IFRS 9 early with effect from 1 July 2018. 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:

<i>Class of Asset</i>	<i>Depreciation rate</i>
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 four separate categories, sedans and station wagons, light commercial, motor cycles and heavy vehicles. The weighted average depreciation rate across these categories is 11.8% (2017: 11.5%).

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 de-recognised.

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.

The Memorandum Account reflects the cumulative surplus/ (deficit) on Vetting Services provided which is intended to be fully cost recovered from third parties through fees or charges. The balance of memorandum account is expected to trend towards zero over time.

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.

2017/18 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2018.

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 2016/17 \$000	Actual 2017/18 \$000
Arms Act Services	5,407	4,073
Chargeable Police Services	3,812	6,123
Department of Corrections Remand Prisoners	237	7
Overseas Deployments	9,498	11,973
Pacific Island Chiefs of Police Secretariat Support	713	831
Pacific Peoples Domestic Violence Programme	465	360
Property Rentals	1,623	1,066
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	163	88
Other	1,729	3,630
Total Other Revenue	23,647	28,151

Note 3: Personnel

	Actual 2016/17 \$000	Actual 2017/18 \$000
Accident Compensation Costs	499	2,044
Fringe Benefit Tax	1,992	2,012
Salaries/Wages	998,258	1,035,495
Staff Insurance	1,866	1,891
Superannuation	119,067	119,114
Training	3,131	3,063
Transfer/Removal Expenses	2,232	1,994
Increase in Employee Entitlements	39,840	42,508
Other	1,618	1,556
Total Personnel	1,168,503	1,209,677

Note 4: Operating

	Actual 2016/17 \$000	Actual 2017/18 \$000
Audit Fees	333	339
Other Fees Paid to Auditors*	3	–
Bad Debts Expense	2	3
Changes in Doubtful Debts Provision	1,185	44
Clothing, Equipment and Consumables	19,048	28,374
Communications	25,305	26,961
Computer Charges/Leasing Expenses	59,700	61,966
Equipment Rental	2,457	3,154
ESR Forensic Science Services	24,092	23,049
Foreign Exchange Rate (Gain)/Loss	(64)	(83)
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	1,028	579
Other Operating Expenses	7,420	6,728
Physical Asset Write-Offs	140	4,872
Printing	6,418	6,351
Professional Services	38,472	50,603
Professional Services – Non Government Organisations	3,022	5,184
Legal Expenses	6,114	6,468
Property Rentals	19,208	21,689
Property Utilities, Rates and Maintenance	31,075	40,625
Third Party Expenses	4,030	3,602
Travel	15,513	14,602
Vehicle/Aircraft/Launch Rentals	5,244	6,960
Vehicle Expenses	28,529	28,977
Total Operating	298,274	341,047

* Other Fees Paid to Auditors in 2016/17 related to work undertaken by EY on a remuneration benchmarking survey.

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

	Actual 2016/17 \$000	Actual 2017/18 \$000
Disposal of Land and Buildings	3	–
Sale of Motor Vehicles and Launches	1,025	579
(Gain)/Loss on Sale of Non-Current Assets	1,028	579

Note 6: Depreciation and Amortisation Expenses

	Actual 2016/17 \$000	Actual 2017/18 \$000
Buildings	28,475	27,488
Plant and Equipment, Computer Equipment and Communication Assets	17,497	17,900
Vessels	546	552
Furniture and Fittings	1,026	1,032
Motor Vehicles	16,745	17,954
Amortisation of Intangibles	19,337	22,169
Total Depreciation and Amortisation Expenses	83,626	87,095

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 6% for 2017/18 (2016/17: 7% for the period 1 July 2016 to 31 December 2016 and 6% for the period 1 January 2017 to 30 June 2017).

Note 8: Accounts Receivable

	Actual 2016/17 \$000	Actual 2017/18 \$000
Trade Debtors	5,013	7,165
Sundry Debtors	4,810	6,160
Less: Provision for Doubtful Debts	(2,151)	(1,773)
Net Debtors	7,672	11,552
Debtor Crown	337,963	376,991
Total Accounts Receivable	345,635	388,543

The carrying value of debtors and other receivables approximate their fair value. Movements in the provision for doubtful debts are as follows:

	Actual 2016/17 \$000	Actual 2017/18 \$000
Balance at 1 July	(966)	(2,151)
Additional Provisions/(Reductions) Made During the Year	(1,187)	375
Debts Written Off During the Period	2	3
Total provision for doubtful debts	(2,151)	(1,773)

Note 9: Property, Plant and Equipment

For the year ended 30 June 2018

Cost: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	150,919	537,956	19,871	337,213	149,229	7,971	1,203,159
Additions	–	16,650	2,561	24,831	20,898	746	65,686
Revaluation	97,654	(158,382)	–	–	–	–	(60,728)
Disposal, Transfers and write-offs	(7,604)	(29,730)	(1,050)	(1,988)	(22,394)	–	(62,766)
Closing Balance	240,969	366,494	21,382	360,056	147,733	8,717	1,145,351

Accumulated Depreciation: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	–	69,804	16,266	289,525	73,335	5,013	453,943
Depreciation for the Year	–	27,488	1,032	17,900	17,954	552	64,926
Reversal of Depreciation relating to Revaluation	–	(57,467)	–	–	–	–	(57,467)
Disposal, Transfers and write-offs	–	(20,849)	(597)	(1,979)	(17,368)	(7)	(40,800)
Closing Balance	–	18,976	16,701	305,446	73,921	5,558	420,602
Closing Book Value	240,969	347,518	4,681	54,610	73,812	3,159	724,749

The net revaluation amount differs from the Statement of Comprehensive Revenue and Expenses due to the impact of revaluation of property marked for disposal.

For the year ended 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, Transfers and write-offs	(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)
Disposal, Transfers and write-offs	–	(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

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 market value as at 30 June 2018 by Bayleys Valuations Ltd, headed up by Paul Butchers, a registered valuer.

The valuation approach applied to the New Zealand Police's residential properties was by direct market comparison referencing transactional sales evidence within each township prior to the value being adjusted for advised impairment costs. The valuation exercise was undertaken 'on desk'.

The 39 identified Police's Stations were physically inspected, and the corresponding values were determined by direct market comparison utilising transactional rental and sales evidence within each location, and having regard to advised New Zealand

Police's occupancy terms for each station. Indicated values were then adjusted to reflect advised impairment costs.

Depreciated Replacement Cost approach utilized in relation to the Police College asset due to the specialised nature of the asset and non-availability of reliable market data.

The valuation approach applied to the remaining stations benchmarked each property against their respective Rating Valuations, inflated to account for time variance and adjusted based on advised impairment costs. Exercise undertaken on desk.

Land

Land is valued at fair value using market-based evidence and reflecting its highest and best use. 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. For those sites that New Zealand Police hold the Lessee's interest only, a percentage of the underlying land value has been adopted to reflect New Zealand Police's ongoing right to utilise and occupy these sites.

Buildings

Buildings have been valued at fair value using market-based evidence and reflecting their highest and best use. The "unencumbered" building values have been adjusted for account for any impairment and remediation issues as the open market would apply if such properties were presented to the market.

The Royal New Zealand Police College is a specialised building, fair value has been determined 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 2018, there was no land that Police has in possession and use, for which legal title is not completely established (2017: nil).

Any 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 2016/17 \$000	Actual 2017/18 \$000
Cost		
Opening Balance	197,453	233,580
Additions	17,420	25
(Disposals) and Transfers in/(out)	18,707	8,314
Balance at 30 June	233,580	241,919
Accumulated Amortisation and Impairment Losses		
Opening Balance	143,669	158,471
Amortisation During the Year	19,337	22,169
Disposals & transfers	(4,535)	–
Balance at 30 June	158,471	180,640
Book Value	75,109	61,279

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 2018 was \$17.690 million (2017: \$23.976 million). This included \$3.621 million for Intangibles Assets (2017: \$7.259 million) and \$14.069 million for Property, Plant and Equipment (2017: \$16.717 million).

Note 12: Creditors and Payables

	Actual 2016/17 \$000	Actual 2017/18 \$000
Creditors and Payables	21,676	20,785
GST Payable	9,456	18,790
Unclaimed Salaries and Wages	137	133
Total Accounts Payable	31,269	39,708

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

Note 13: Accrued Expenses

	Actual 2016/17 \$000	Actual 2017/18 \$000
Sponsorship Reserve	218	169
Accident Compensation and Accredited Employer Programme Provisions*	6,037	8,274
Other Accrued Expenses	26,231	37,223
Payroll Accruals	8,093	8,911
Total Accrued Expenses	40,579	54,577

* 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 2018, resulting in a provision for work-related accidents of \$7.112 million (2017: \$4.843 million).

These costs are included in the provisions above.

Note 14: Employee Entitlements

	Actual 2016/17 \$000	Actual 2017/18 \$000
Current Liabilities		
Annual Leave	123,053	131,445
Long Service Leave	15,001	13,926
Sick Leave	1,663	1,185
Shift Leave	18,328	18,103
Other Employee Entitlements*	8,827	39,851
Total Current Portion	166,872	204,510
Non-Current Liabilities		
Long Service Leave	160,321	159,644
Sick Leave	6,675	5,622
Total Non-Current Portion	166,996	165,266
Total Employee Entitlements	333,868	369,776

* 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 New Zealand, as at 30 June 2018 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 \$9.600 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$8.710 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 \$9.030 million. If the discount rate were to decrease by 1%, the liability would increase by \$10.190 million.

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

	Actual 2016/17 \$000	Actual 2017/18 \$000
Net Surplus (Deficit)	3,191	(672)
<i>Add (less) Non-Cash items</i>		
Depreciation and Amortisation Expense	83,626	87,095
Physical Asset Write-Offs	140	4,872
Total Non-Cash Items	83,766	91,967
<i>Add (Less) Items classified as Investing Activities</i>		
(Gain)/Loss on Disposal of Property, Plant and Equipment	1,028	579
Net Investing Activities	1,028	579
<i>Add (Less) Movements in Working Capital Items:</i>		
Inc/(Dec) in Accounts Payable	4,186	22,517
(Inc)/Dec in Accounts Receivable	(2,143)	(3,882)
Inc/(Dec) in Employee Entitlements	9,776	36,751
(Inc)/Dec in Debtor Crown	(43,041)	(39,028)
(Inc)/Dec in Prepayments	(4,992)	(1,548)
Inc/(Dec) in Other Accrued Expenses	682	(639)
Net Working Capital Movements	(35,532)	14,171
Net Cash Flows from Operating Activities	52,453	106,045

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 2016/17 \$000	Actual 2017/18 \$000
Salaries and other short-term employee benefits	2,921	3,257
Post-employment and other long-term employee benefits	378	326
Total Compensation	3,299	3,283
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 2018. 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.

	<i>Less than 6 Months \$000</i>	<i>Between 6 Months to 1 Year \$000</i>	<i>Between 1 year and 5 Years \$000</i>	<i>Over 5 Years \$000</i>	<i>Total \$000</i>
2018					
Creditors and Payables (Note 12)	19,781	456	446	102	20,785
2017					
Creditors and Payables (Note 12)	14,541	3,247	3,706	182	21,676

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:

	<i>Actual 2016/17 \$000</i>	<i>Actual 2017/18 \$000</i>
Loans and Receivables		
Cash and Cash Equivalents	19,812	72,891
Accounts Receivable (Note 8)	345,635	388,543
Total Loans and Receivables	365,447	461,434
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 12)	21,676	20,785
Total Financial Liabilities	21,676	20,785

Note 20: Memorandum Account

Effective 1 July 2017, a Memorandum Account was established to reflect the cost of Vetting Services provided which is intended to be fully cost recovered from third parties through fees or charges. The balance of memorandum account is expected to trend towards zero over time.

	<i>Actual 2016/17 \$000</i>	<i>Actual 2017/18 \$000</i>
Balance as at 1 July	–	–
Revenue	–	3,454
Expenses	–	(3,480)
Surplus/(Deficit) for the year	–	(26)
Balance as at 30 June	–	(26)

Note 21: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2017/18 increased by \$32.361 million to \$1,690.097 million.

This increase mainly comprised of new funding for:

- ▶ Confirmation of in-principle expense transfers for Road Policing \$11.257 million
- ▶ Integrated Safety Response \$7.543 million
- ▶ Justice Sector Fund initiatives \$6.486 million
- ▶ Solomon Islands Policing Support Programme \$3.787 million
- ▶ Reimbursement of Civil Recovery Action Costs \$1.900 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 2018" for an explanation of budget changes by output class between the 2017/18 Main Estimates and 2017/18 Supplementary Estimates for Vote Police (B.7 – Pages 547 to 562).

Note 22: Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2017: 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 2018.

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 recognized 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 2018

	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supplementary Estimates 2017/18 \$000
Revenue				
<i>Non-Tax Revenue:</i>				
Infringement Fees	75,451	74,360	76,600	76,600
Sale of Unclaimed Property	212	263	400	400
Crown Revenue	100	100	100	100
Other Revenue	128	21	–	–
Total Non-Departmental Revenue	75,891	74,744	77,100	77,100
Expenses				
United Nations Drug Control Programme	100	100	100	100
Total Non-Departmental Expenses	100	100	100	100
Net Surplus	75,791	74,644	77,000	77,000

Schedule of Non-Departmental Assets

as at 30 June 2018

	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supplementary Estimates 2017/18 \$000
Current Assets				
Cash	683	6,257	12,336	583
Accounts Receivable	16,423	16,051	17,355	16,342
Total Non-Departmental Assets	17,106	22,308	29,691	16,925

Schedule of Non-Departmental Liabilities

as at 30 June 2018

	Actual 2016/17 \$000	Actual 2017/18 \$000	Main Estimates 2017/18 \$000	Supplementary Estimates 2017/18 \$000
Current Liabilities				
Accounts Payable	183	105	1	–
Total Non-Departmental Liabilities	183	105	1	–

Schedule of Non-Departmental Commitments

as at 30 June 2018

Police, on behalf of the Crown has no non-departmental commitments as at 30 June 2018 (2017: nil).

Schedule of Non-Departmental Contingent Assets and Liabilities

as at 30 June 2018

Contingent Liabilities

Police, on behalf of the Crown has no non-departmental contingent liabilities as at 30 June 2018 (2017: nil).

Contingent Assets

Police, on behalf of the Crown has no non-departmental contingent assets as at 30 June 2018 (2017: nil).

Statement of Budgeted and Actual Expenses and Capital Expenditure Incurred Against Appropriations

for the Year Ended 30 June 2018

	Actual 2016/17 \$000	Actual 2017/18 \$000	Supp. Estimates 2017/18 \$000	Sec. 26A Changes 2017/18 \$000	Appropriation Voted 2017/18 \$000	Location of end-of-year performance information*
Appropriations for Departmental Output Expenses						
General Crime Prevention Services	170,422	193,608	193,374	750	194,124	1
Specific Crime Prevention Services and Maintenance of Public Order	161,966	171,581	171,566	200	171,766	1
Police Primary Response Management	396,224	416,212	416,865	–	416,865	1
Investigations	408,145	423,006	424,999	(1,150)	423,849	1
Case Resolution and Support to Judicial Process	138,950	144,768	144,686	200	144,886	1
Road Safety Programme	322,246	333,019	333,064	–	333,064	1
Total Appropriations for Departmental Output Expenses	1,597,953	1,682,194	1,684,554	–	1,684,554	
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	76,930	71,564	85,100	–	85,100	1
Total Appropriation for Departmental Capital Expenditure	76,930	71,564	85,100	–	85,100	
Appropriation for Non-Departmental Other Expenses						
United Nations Drug Control Programme	100	100	100	–	100	2
Total Non-Departmental Appropriations for Other Expenses	100	100	100	–	100	
Appropriation for Multi-Category Expenses and Capital Expenditure						
Policy Advice and Ministerial Services MCA						
<i>Departmental Output Expenses:</i>						
Policy Advice	3,960	3,641	4,354	–	4,354	1
Ministerial Services	938	974	1,189	–	1,189	1
Total Appropriation for Multi-Category Expenses and Capital Expenditure	4,898	4,615	5,543	–	5,543	
Total Annual and Permanent Appropriations	1,679,881	1,758,473	1,775,307	–	1,775,307	

* 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. No reporting due to an exemption obtained under section 15D of the PFA.

Statement of Expenses and Capital Expenditure Incurred Without, or in Excess of, Appropriation or Other Authority

for the year ended 30 June 2018

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2018 (2017: \$4.027 million)

Independent auditor's report



CHARTERED
ACCOUNTANTS

TO THE READERS OF NEW ZEALAND POLICE'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2018

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 68 to 72 and 74 to 93, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2018, 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 2018 on pages 18 to 44 and 46 to 66;
- ▶ 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 2018 on pages 97 and 98; and
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 73 and 94 to 96 that comprise:
 - ▶ the schedules of assets and liabilities; commitments; and contingent assets and liabilities as at 30 June 2018;
 - ▶ the schedules of revenue and expenses; for the year ended 30 June 2018;
 - ▶ the statement of trust monies for the year ended 30 June 2018; 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 68 to 72 and 74 to 93:
 - ▶ present fairly, in all material respects:
 - its financial position as at 30 June 2018; 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 18 to 44 and 46 to 66:
 - ▶ presents fairly, in all material respects, for the year ended 30 June 2018:
 - 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 97 and 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 73 and 94 to 96 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 2018;

- ▶ revenue and expenses for the year ended 30 June 2018; and
- ▶ the statement of trust monies for the year ended 30 June 2018.

Our audit was completed on 28 September 2018. 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; and

- ▶ 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; and
- ▶ 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 2 to 17 and 102 to 154, 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

Chartered Accountants
On behalf of the Auditor-General
Wellington, New Zealand

Forecast Financial Statements

for the Year Ending 30 June 2019

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2019 (the Forecast is 2018 Budget and Economic and Fiscal Update (BEFU 2018) 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 2018/19 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 5 April 2018. 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 5 April 2018 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 2017/18 was used as the opening position for the 2018/19 forecasts. The actual financial results achieved for 30 June 2019 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 2018/19 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 2019

	Note	Forecast 2018/19 \$000
Revenue		
Crown		1,739,225
Other Revenue		28,761
Total Revenue	1	1,767,986
Expenditure		
Personnel		1,223,589
Operating		400,017
Depreciation and Amortisation Expenses		94,807
Capital Charge		49,573
Total Operating Expenses		1,767,986
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of Financial Position

as at 30 June 2019

		Forecast 2018/19 \$000
Assets		
<i>Current Assets</i>		
Cash		30,000
Accounts Receivable		322,764
Prepayments		7,478
Total Current Assets		360,242
<i>Non-Current Assets</i>		
Property, Plant and Equipment		814,608
Intangible Assets		58,109
Total Non-Current Assets		872,717
Total Assets		1,232,959
Liabilities		
<i>Current Liabilities</i>		
Creditors and Payables		37,684
Accrued Expenses		40,671
Employee Entitlements		168,778
Total Current Liabilities		247,133
<i>Non-Current Liabilities</i>		
Employee Entitlements		155,849
Total Non-Current Liabilities		155,849
Total Liabilities		402,982
Net Assets		829,977
Taxpayers' Funds		
General Funds		529,597
Property, Plant and Equipment Revaluation Reserves		300,380
Memorandum Account		–
Total Taxpayers' Funds		829,977

Statement of Cash Flows

for the Year Ended 30 June 2019

	Forecast 2018/19 \$000
Cash Flows from Operating Activities	
Cash provided from:	
Supply of Outputs to:	
– Crown	1,743,167
– Others	29,028
	1,772,195
Cash was applied to:	
Produce Outputs:	
– Personnel	(1,227,862)
– Operating	(395,895)
– Capital Charge	(49,573)
	(1,673,330)
Net Cash Flows from Operating Activities	98,865
Cash Flows from Investing Activities	
Cash provided from:	
Sale of Non-Current Assets	2,760
Cash was applied to:	
Purchase of Property, Plant and Equipment	(91,933)
Purchase of Intangible Assets	(13,542)
Net Cash Flows from Investing Activities	(102,715)
Cash Flows from Financing Activities	
Cash provided from:	
Capital Contribution	3,850
Net Cash Flows from Financing Activities	3,850
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 2017/18 and 2018/19:

Output Expense	\$000
2017/18 Supplementary Estimates Appropriations	1,690,097
Higher/(Lower) funding in 2018/19 for New Policies/Outputs approved in 2017/18 (including Budget 2018)	
Striving Towards 1800 New Police	38,600
Radio Assurance	11,640
Burglary Prevention and Target Hardening Initiative	3,478
Proceeds of Crime Fund: Reimbursement of Civil Recovery Action Costs	(1,900)
Justice Sector Fund: Aggravated Robbery Fund	(1,800)
Reducing Youth Offending and Burglary Prevention & Reduction Services	(1,122)
Other Initiatives	(946)
Higher/(Lower) funding in 2018/19 for other Policies/Outputs approved in previous years	
Safe, Confident and Resilient Communities: Investment in Policing	32,937
Reform of Family Violence Law	8,798
Other Initiatives	629
Cessation of Time Limited Funding in 2017/18	
Next Generation – Radio Network	(1,230)
Other Initiatives	(1,222)
Other	
Expense Transfer from 2016/17 to 2017/18: Road Policing-2015-18 Road Policing programme: cost scope variation	(7,257)
Expense Transfer from 2016/17 to 2017/18: Road Policing – Static Camera Expansion programme	(4,000)
Expense Transfer from 2017/18 to 2018/19 – Aggravated Robbery	2,100
Other Initiatives	(816)
2018/19 Main Estimates Appropriation – Total Revenue	1,767,986
Percentage increase (decrease)	4.6%

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

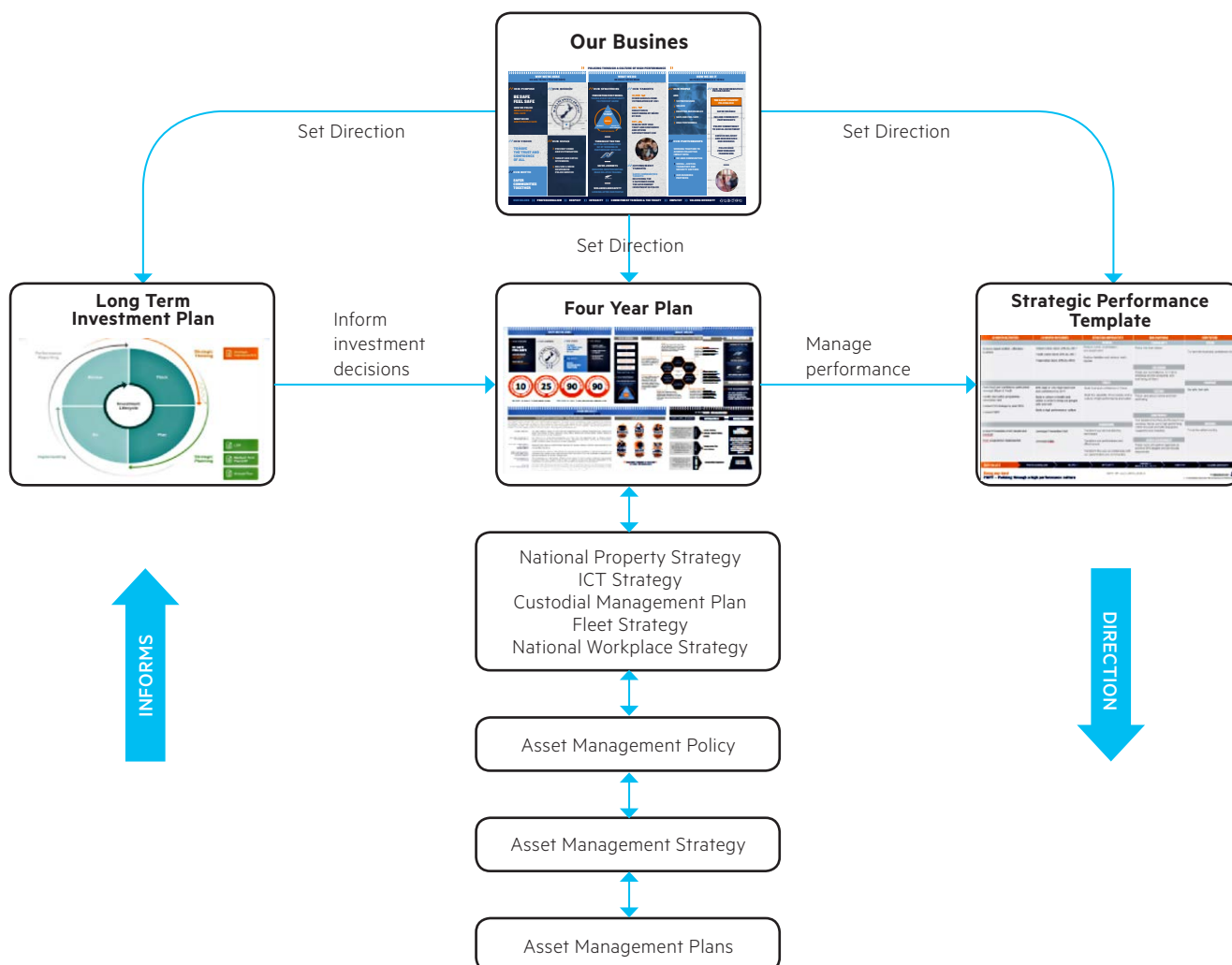
Departmental Output Class	\$000
General Crime Prevention Services	202,151
Specific Crime Prevention Services and Maintenance of Public Order	191,061
Police Primary Response Management	453,681
Investigations	450,505
Case Resolution and Support to Judicial Process	141,041
Road Safety Programme	325,287
Policy Advice and Ministerial Services MCA	4,260
2018/19 Main Estimates Appropriation – Total Revenue	1,767,986

Appendix 1:

Asset performance

Police's strategic planning document is called Our Business. It is the backbone of our strategic framework, and this is underpinned by the Strategic Performance Template™, the Four Year Plan and the Long Term Investment Plan.

The linkages and relationship between Our Business, our other strategic documents and our Asset Management Policy, Strategy and Plans are shown below.



Our asset management informs Police's strategic decision making to support and enable the delivery of quality outcomes and the achievement of our strategic targets. In turn, our asset management is directed (in terms of levels of service, financial investment and the strategic direction) by our strategic context.

Asset Management Policy

Our Asset Management Policy sets out the principles by which we intend to apply asset management to achieve our strategic organisational objectives. Our Asset Management Policy provides the broad framework for undertaking asset management in a structured, coordinated and consistent way across all Police asset groups.

Asset Management Strategy

Our Asset Management Strategy provides the strategic direction for the management of Police's assets. It transforms our strategic outcomes into objectives that are supported and enabled by our assets, which in turn are described as activities in our Asset Management Plans. Our Asset Management Strategy also sets out the actions to improve our asset management capacity and Asset Management Plans.

Police's approach to asset management

Our asset management framework integrates strategic planning processes, decision-making and information across Police's assets and activities. It provides a management structure within which our stakeholder needs, levels of service, asset information, finance, risk and resources are brought together to enable balanced, consistent and high-quality asset management decision-making. Through this, it enables the delivery of agreed service levels to our people (Police officers and other employees) and the New Zealand public in the most cost-effective manner, and provides proper stewardship of our public assets.

The asset management framework process is two-way. Our asset management informs our strategic decision making and our strategic planning documents provide the direction and context in terms of the

assets required to support and enable the delivery of our policing services and operations, as reflected in our Asset Management Policy and Strategy and Asset Management Plans.

Asset management maturity

A key element of effective asset management is the process of continuous improvement. Through the development of our Asset Management Policy, Asset Management Strategy and Asset Management Plans, we are actively improving our asset management practices, processes and tools. Our current asset management maturity for each asset group is summarised in the below table (based on a high level external review in May 2018), together with continuous improvement activities. Future revisions of our Asset Management Policy and Strategy will also cover weaponry and body armour.

Current asset maturity assessment

Asset group	Current maturity assessment (high level)	Goal	Continuous improvement activity (high level)
Operational property	Basic	Core to Intermediate depending on criticality	Developing Property Implementation Plan. An external party has undertaken a high level review, including interviews of key staff (not a full practices review). Goals have been linked to the criticality of the assets.
Residential property	Basic	Core	An external party has undertaken a high level review, including interviews of key staff (not a full practices review). Goals have been linked to the criticality of the assets.
Fleet	Core	Intermediate	An external party has undertaken a high level review, including interviews of key staff (not a full practices review). Goals have been linked to the criticality of the assets.
ICT	Working towards core	Intermediate	Developing Asset Management Plan and improving alignment with Police's SAP database. An external party has undertaken a high level review, including interviews of key staff (not a full practices review). Goals have been linked to the criticality of the assets.

Asset performance

Police's asset performance indicators are being reported at the portfolio level. This reflects that Police's assets have been grouped and are managed internally in property, fleet, and ICT portfolios. These asset portfolios are critical to the operation of Police. Other assets, such as weaponry and body armour, while still important, have currently been excluded from reporting due to their lesser overall significance to the delivery of core services.

Property asset performance

Description of assets within property portfolio

Asset group	Asset categories	Comprised of		2016/17 Book value (\$)	2017/18 Book value (\$)
Property	566 properties	487 properties owned by Police	79 leased properties	616,825,709	586,569,849
	363 operational properties	328 stations (including 65 houses considered operational)	35 other properties (e.g. firearm ranges, airport bases, dog bases, multi-agency sites, the Royal New Zealand Police College and the Police National Headquarters)	575,885,378	529,033,823
	203 residential houses			40,940,330	57,536,026
	279 radio sites			2,248,071	1,915,837

Property asset performance indicators

Measure	Indicator	Source data	2018/19 target	2019/20 target	2020/21 target
Office properties: headcount per sqm NLA of office.	Utilisation	Colliers 360 and HR data	Office: 80% of sites at a ratio of 1:15 sqm	Office: 80% of sites at a ratio of less than 1:14 sqm	Office: 100% of sites at a ratio of less than 1:14 sqm
Operational properties: % occupied			Operational: review of occupancy rates of 80% of operational properties	Operational: review of occupancy rates of 100% of operational properties	Operational: develop plans to maximise occupancy rates
Identification of critical properties by end of financial year	Functionality	Strategic Property Plan and Colliers 360	80% critical sites identified	100% critical sites identified	
Operational properties (including critical sites): Percentage of sites with condition ratings not worse than 3	Condition	SPM	80% of sites to be surveyed according to Building Warrant of Fitness (BWof) standard and 50% of issues identified have an action plan agreed	90% of sites to be surveyed according to BWof standard and 75% of issues identified have an action plan agreed	100% of sites to be surveyed according to BWof standard and 100% of issues identified have an action plan agreed
Operational Properties: percentage of sites with identification and remediation plan for asbestos and other hazards	Condition	SPM and Colliers 360	95% of sites surveyed and 50% of identified issues have an action plan agreed	100% of sites surveyed and 75% of identified issues have an action plan agreed	100% of sites surveyed and 100% of identified issues have an action plan agreed
Telecommunications Sites (Property related): Site tenure (as required for network coverage)	Functionality	Colliers 360	80% of sites to have 5 year (or longer) site tenure agreements	85% of sites to have 5 year (or longer) site tenure agreements	95% of sites to have 5 year (or longer) site tenure agreements
Residential properties: % of sites compliant with residential BWof standard	Condition	SPM and Colliers 360	95% of sites to be surveyed according to BWof standard and 50% of issues identified have an action plan agreed	100% of sites to be surveyed according to BWof standard and 75% of issues identified have an action plan agreed	100% of sites to be surveyed according to BWof standard and 100% of issues identified have an action plan agreed

Fleet asset performance

Description of assets within fleet portfolio

Asset group	Asset categories ³⁵	Comprised of	2016/17 Book value (\$)	2017/18 Book value (\$)
Fleet	2,800 cars	Ground	67,015,564	63,405,039
	400 specialist vehicles (e.g. trucks and vans)		7,798,125	9,431,480
	27 motorbikes		551,240	591,219
	5 mobile police stations		529,022	395,575
	Eagle helicopters (3 leased)	Air	n/a – leased	n/a – leased
	Dive boat	Maritime	4,008	3,433
	Rigid hull inflatable boats (3)		35,139	17,348
	Deodar III and Lady Elizabeth IV (larger boats)		2,918,852	3,128,900

Fleet asset performance indicators

Measure	Indicator	Target	2016/17 Actual	2017/18 Actual	2018/19 Target
% of fleet maintained to manufacturer's specification ³⁶	Condition	>98%	98.92%	96.03% ³⁷	>98%
Average age of replacement of the fleet ³⁸	Condition	>7 years	6.9	7.1	>7 years
Number of vehicles travelling less than 10,000 kilometres per annum ³⁹	Utilisation	>100	150	180 ⁴⁰	>150
All vehicles being deployed in enforcement roles assessed as fit-for-purpose against specifications and assigned a category ⁴¹	Functionality	100%	100%	100%	100%

35 Numbers vary weekly with new vehicles being introduced and replacements waiting to be sold.

36 Vehicles to be within the current service period.

37 New system introduced in May 2018 to all align vehicles to manufacturer's recommended service mileage (rather than 15,000 km's since last service) has resulted in a spike of vehicles considered overdue at the end of June.

38 Benchmark being 7 years for the passenger vehicle fleet.

39 As a measure of efficiency to challenge degree of utilisation of the number of sedans, utilities and station wagons travelling less than 10,000km per annum.

40 While vehicles travelling under 10,000 kilometres per annum are challenged in regards to utilisation and potential surrender, most are redeployed to another role or retained in acknowledgement of impending requirements imposed by 1,800 new staff being deployed over 3 years.

41 Involves testing for radio frequency interference, measuring acceleration and braking performance and the capacity to fit emergency equipment and carry operational appointments. Vehicles categorised A, B, C, or D according to Pursuits and Urgent Duty Driving Policies.

ICT asset performance

Description of assets within ICT portfolio

Asset group	Asset Purpose	2016/17 Quantity	2016/17 Book value (\$)	2017/18 Quantity	2017/18 Book value (\$)
ICT	To enable the delivery of core services through provision of computer hardware, software, radio, network and mobility assets	30 core systems, 350 total applications, 10,000 mobile devices, 10,000 EUD computers and associated servers and storage infrastructure, 350 radio sites	116,468,541	30 core systems, 350 total applications, 10,000 mobile devices, 10,000 EUD computers and associated servers and storage infrastructure, 350 radio sites	103,950,787

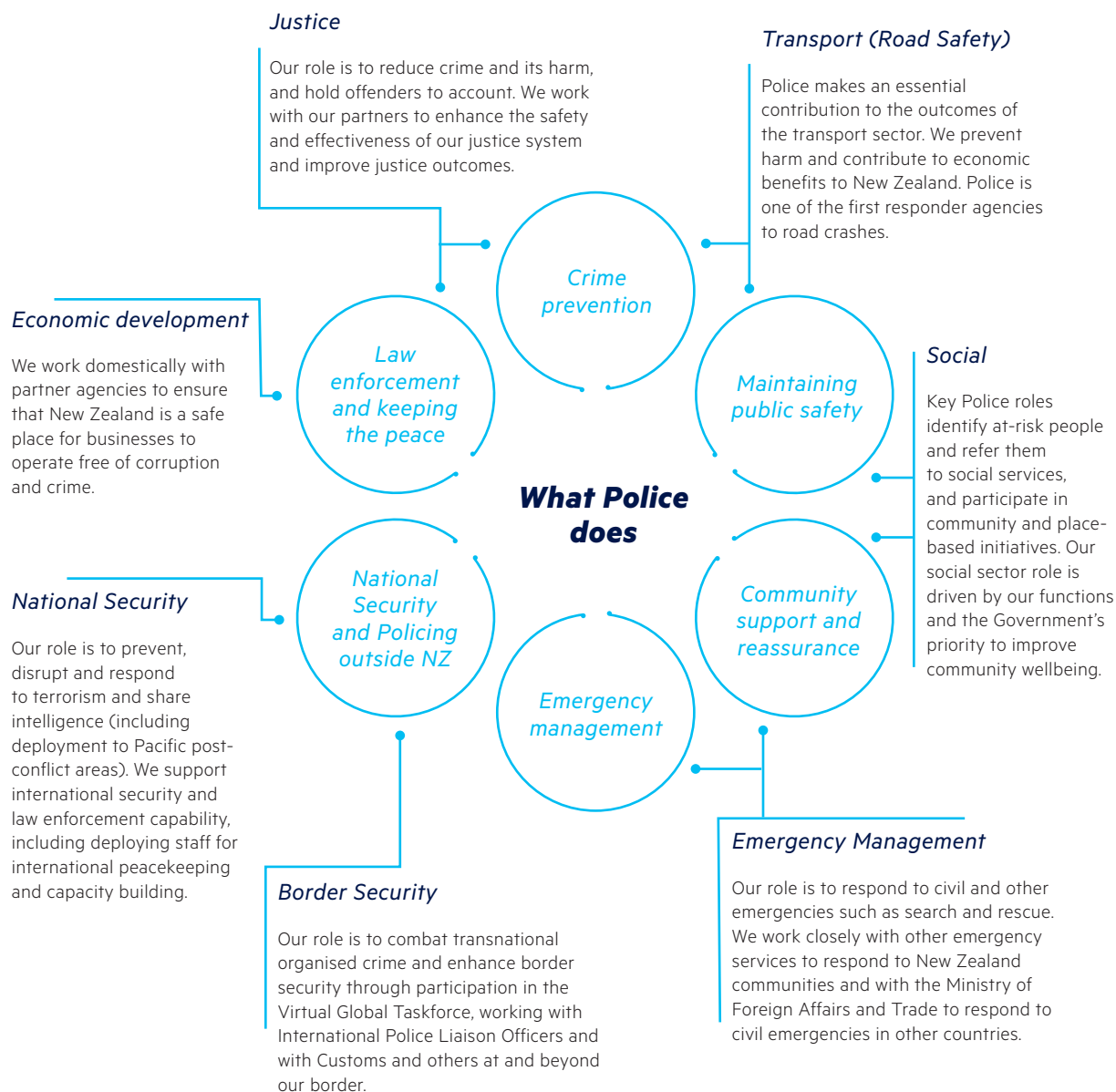
ICT asset performance indicators

Measure	Indicator	Target	2016/17 Actual	2017/18 Actual
% of time our systems are available (five key applications)	Availability	99.0%	99.1%	99.0% Estimate
% of our ICT assets with a condition rating of poor	Condition	<15%	10%	10%
% of users who are able to access the network and systems remotely	Functionality	>40%	40%	40%
% of our services completed in the digital environment	Utilisation	>80%	90%	90%
% of front line staff utilising mobile technology with clients	Utilisation	>95%	100%	100%

Appendix 2:

Our partnerships

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



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:

- ▶ Organised crime
- ▶ Cyber Security Strategy and Action Plan
- ▶ Plan of Action to Prevent People Trafficking
- ▶ Vulnerable Children's Board and the Oranga Tamariki transformation programme
- ▶ Māori justice outcomes
- ▶ Family harm and sexual violence
- ▶ Place-based initiatives
- ▶ Te Pae Oranga
- ▶ Mental health, alcohol and other substance addictions
- ▶ Next Generation Critical Communications
- ▶ National Road Safety Committee
- ▶ Emergency Services Coordination Group
- ▶ National Security
- ▶ Biosecurity 2025
- ▶ Hāpaitia te Oranga Tangata /Safe and Effective Justice System
- ▶ Gang Intelligence Centre

Justice sector

Police is a core agency within the justice sector, we will continue to work with our partners to identify and action opportunities to improve safety and the effectiveness of the justice system and improve justice outcomes for New Zealanders.

Hāpaitia te Oranga Tangata is a cross-agency work programme to identify opportunities to reform the criminal justice system and improve its effectiveness. Police is a key partner in this work, drawing on our Prevention First operating model and strong partnerships with iwi and Māori communities.

Other initiatives in 2017/18 included a Police-led project with the New Zealand Transport Agency, Immigration New Zealand, and the Department of Internal Affairs to improve the identity information Police can access to verify the identity of people we work with. Accessing this information will enable Police to reduce the risk of offenders avoiding justice and improve the identity information used by the justice sector.

Police is working with partner agencies on a proposal to establish a clear statutory framework for Police vetting. Police released a public consultation document in May 2018 seeking feedback on a wide range of issues relating to possible legislation for the Police vetting service. Targeted consultation with stakeholders, such as the Ministry of Education, has also occurred. Legislation would provide

greater clarity about the purpose and functions of the Police vetting service, and what information may be disclosed in a Police vet. It would also likely lead to efficiencies in the service provided through, for example, less duplication and more timely release of Police vets.

Police also hosts the multi-agency Gang Intelligence Centre. Agencies in the Gang Intelligence Centre work collaboratively to provide a comprehensive picture of the New Zealand Adult Gang landscape to inform agency initiatives to reduce gang-related harm.

As the agency responsible for the administration of the Arms Act, we are working to modernise the administration of firearms licensing and permitting services in order to deliver on the Act's objectives of delivering safe use and control.

A significant increase in the numbers of dedicated police officers tackling organised crime, Police leadership of the rebranding of OFCANZ as the National Organised Crime Group (approved by Cabinet), and Police's leadership of a Transnational Organised Crime Deputy Chief Executive's Group are contributing to an increased cross-agency focus on tackling serious and organised crime, and transnational organised crime.

Social sector

Police work with our social sector partners to prevent offending and reoffending, and reduce harm to individuals, families, and communities. These relationships are driven not only by Police's functions but also by the Government's priority to ensure the safety and wellbeing of our communities. Our work with the social sector enables us, in partnership to:

- ▶ identify and respond effectively to vulnerable or high-risk groups
- ▶ provide early and effective interventions to minimise and prevent harm for victims and perpetrators of crime in our communities
- ▶ provide evidence and information to help support people most at risk of poor outcomes later on in life and ensure appropriate services are available in the community
- ▶ ensure wider input from outside the public sector in analysis, innovation and service provision
- ▶ interact with people in their homes and communities to build and maintain trusted relationships

Police is a strong supporter of, and contributor to, the wellbeing approach adopted across the justice and social sectors. This involves government helping improve the lives of New Zealanders by applying rigorous and evidence-based investment practices to social services. Much of the focus is on early action to achieve better long-term results for people and helping them to become more independent. This approach is highly aligned to Police's Prevention First operating model.

Transport sector

Police, the New Zealand Transport Agency and the Ministry of Transport formally established a partnership this year. This partnership harnesses the collective strengths of each organisation, and broader stakeholders within the road safety sector, in order to achieve better road safety outcomes.

The partnership formed a joint team located at Police National Headquarters and is working to develop a comprehensive work programme.

Police undertakes a range of preventative action to reduce risky driving behaviours such as enforcement targeted to risk locations and times, focusing on alcohol and drug impairment, speed, restraints and distraction. We continue to work at local and regional level with Road Controlling Authorities (RCAs) to improve road safety outcomes. This includes regular activities such as Police's serious crash reviews informing RCAs' road improvements, and New Zealand Transport Agency vehicle inspectors assisting on Police-led operations. This year Police worked alongside Auckland Transport in the implementation of their refreshed red light camera programme.

Various alternative resolution initiatives have been developed, alongside partners, supporting individuals to get their driver licenses. He Tangata is a 12 month pilot programme set up alongside kaupapa Māori community providers. Ride Forever, a motorcyclist programme developed by Central District Police, available nationally in 2017, is in partnership with ACC.

Police continues to build and maintain relationships with our maritime and aviation partners, providing advice and support where and when required. For example, Police participated in mass maritime rescue exercises, and contributed to the development of a transport hazard management strategy.

Emergency Management and Economic Development sectors

We work closely with the Ministry of Civil Defence, Emergency Management and other emergency services to respond to New Zealand communities. We also collaborate with the MFAT to respond to civil emergencies in other countries. We coordinate and respond to land-based and close-to-shore marine search and rescue incidents, and work closely with fire and ambulance services on a daily basis to ensure an effective and coordinated immediate response to emergency events.

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.

Police performs several core functions in New Zealand's anti-money laundering and countering the financing of terrorism (AML/CFT) regime. Police's key achievements in the multi-agency context are:

- ▶ development of the National Risk Assessment for money laundering and terrorism financing
- ▶ development of Suspicious Activity Reporting guidelines for AML/CFT reporting entities
- ▶ implementation of the prescribed transaction reporting regime (from 1 July 2017)
- ▶ support to the Ministry of Justice-led work on phase 2 of AML/CFT Act

Border security

Police and our border sector agencies work to ensure threats are identified as early as possible and managed offshore 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 borders offshore and preventing harm to New Zealand communities and the economy.

Through the Maritime Powers Extension Bill, Police has worked with border security partner agencies to give

enforcement agencies the statutory power to board, search and (if evidence of offending is found) take necessary enforcement actions for vessels in international waters beyond the contiguous zone. This is in line with those powers that apply within New Zealand's contiguous zone and international convention.

As important partners to the Ministry for Primary Industries we have supported the Ministry in its response to serious incursions that have threatened the basis of New Zealand's economic and natural wealth. We contribute to achieving the Biosecurity 2025 Direction Statement target of ensuring at least 75 percent of adult New Zealanders understand biosecurity and its importance to New Zealand.

Appendix 3:

Diversity and inclusion

Police has made a commitment to reflect, understand and value the diversity of the communities we serve. We use best practice to identify what works, and drive change across the system to create an inclusive culture within Police, while also meeting the expectations of our 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 is 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.

The new investment in Police included a specific initiative for new Ethnic Liaison employees. Police is developing a strategy to ensure that this investment can best

improve the interactions between Police and the diverse ethnic communities, and ensure that these populations both are safe and feel safe.

Police's desired diversity profile

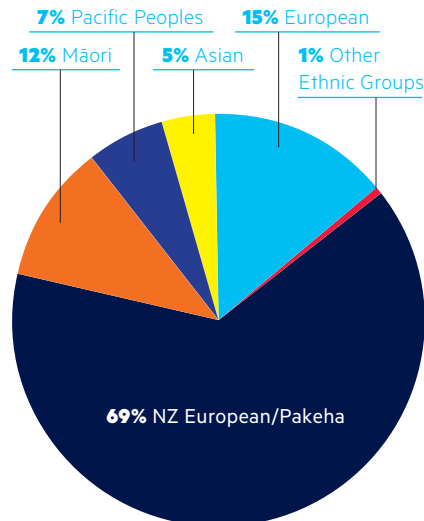
Police has set ambitious goals of ensuring its profile is representative of the population. As a low attrition organisation it will take some time for our workforce to reflect the gender and ethnic mix of the New Zealand population. We recognise that it is important to make positive movement towards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

Police has a goal of half of recruits 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 to grow the Māori proportion of the workforce. 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 employees fairly, regardless of their gender or ethnicity. However, there are still pay gaps. Police has carried out a review of our pay gaps based on the 2017 report commissioned by the Ministry for Women 'Empirical evidence of the gender pay gap in New Zealand.' The report noted gaps in explained factors relating to the specific demographics of the workforce, and unexplained gaps which need further consideration. There are three significant factors in the explained pay gaps:

- ▶ There are almost three times as many constabulary staff as employees. However, there are more female employees than female constabulary. This is significant as the average remuneration for constabulary is almost 20% higher than the average for employees.
- ▶ Within the constabulary workforce the number of females has increased significantly in recent years. This has led to average service for females being significantly less than for their male colleagues. The Police pay structure increases pay levels as service increases, and therefore a group with lower average service will tend to have a lower average salary.
- ▶ Within the employee workforce the representation of females is significantly higher at the lower pay bands, with some bands having more than 80% female. In the higher banded positions the bands are significantly closer to an even number of males and females.

Taking these factors into account the unexplained pay gap is less than 1%. Whilst this unexplained gap is low, Police is committed to understanding and eliminating any institutional issues causing this gap. Police has carried out reviews of this 'unexplained gap' and believes it understands the majority of issues causing the gap. In the next year Police will develop an approach to reduce this gap.

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 the Flexible Employment Options policy, 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 human resource 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 understands 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 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 working with district leadership teams to raise awareness of unconscious bias and is currently exploring options for rolling this out to the wider workforce.

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 every day to ensure New Zealanders can be safe and feel 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 a technical expert to a development programme focused on building broader management and leadership skills. The capacity of these leaders is particularly vital over the next four years as increased numbers will lead to a greater number of inexperienced constables across Police.

To support the implementation of the Career Progression Framework, Police has evolved its talent management system. Each district has a development board focused on identifying and prioritising individuals interested in entering the career progression framework. Development boards also play an

important part to removing barriers to advancement for minorities within Police by surfacing opportunities to "act-up" into important development roles. Police require that all opportunities to act up that are greater than four weeks go to development boards for review.

The Leadership Success Profile (LSP) has been mapped to Police's existing competencies. Police plans to introduce the LSP at the inspector (or middle management) level. This is the level most likely to work with or contribute to inter-agency projects and working groups. Police is also incorporating the LSP into development boards reviewing the cohort of individuals ready to transition from senior sergeant to inspector.

Police is 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, our transformation programme, and the Safer Journeys road policing programme.

Appendix 4:

Profile of our people

All employees: by gender

Table 1: Employees by gender, 2011–2018:

Gender	As at 30 June 2017				As at 30 June 2018			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,727	2,037	37	3,801	1,879	2,129	88	4,096
Male	7,107	1,031	83	8,221	7,138	1,056	177	8,371
Total	8,834	3,068	120	12,022	9,017	3,185	265	12,467
Percentage female (%)	19.6%	66.4%	30.8%	31.6%	20.8%	66.8%	33.2%	32.9%

Gender	As at 30 June 2015				As at 30 June 2016			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,682	1,950	39	3,671	1,693	2,033	27	3,753
Male	7,241	982	86	8,309	7,206	998	78	8,282
Total	8,923	2,932	125	11,980	8,899	3,031	105	12,034
Percentage female (%)	18.8%	66.5%	31.2%	30.6%	19.0%	67.0%	25.7%	31.1%

Gender	As at 30 June 2013				As at 30 June 2014			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,565	1,890	21	3,476	1,600	1,930	76	3,606
Male	7,139	1,001	58	8,198	7,218	1,038	169	8,426
Total	8,703	2,891	79	11,674	8,818	2,969	245	12,032
Percentage female (%)	17.9%	65.3%	26.5%	29.7%	18.1%	65.0%	31.0%	29.9%

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

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, 2013–2018**

Age	As at 30 June 2017				As at 30 June 2018			
	Constabulary	Non- constabulary	Recruits	Total	Constabulary	Non- constabulary	Recruits	Total
0 to 24	344	244	45	633	386	251	79	716
25 to 34	1,971	541	59	2,571	2,141	601	140	2,882
35 to 44	2,668	582	15	3,265	2,498	577	37	3,112
45 to 54	2,795	857	1	3,653	2,819	874	9	3,702
55 to 64	1,015	673		1,688	1,124	695		1,819
65+	43	170		213	48	187		235
Total	8,836	3,067	120	12,023	9,017	3,185	265	12,466

Age	As at 30 June 2015				As at 30 June 2016			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	338	177	50	565	313	221	38	572
25 to 34	1,840	457	54	2,351	1,863	491	51	2,405
35 to 44	2,953	594	19	3,566	2,775	578	12	3,365
45 to 54	2,837	905	2	3,744	2,885	885	4	3,775
55 to 64	910	613		1,523	1,003	665		1,669
65+	46	185		231	60	189		248
Total	8,923	2,932	125	11,980	8,899	3,031	105	12,034

Age	As at 30 June 2013				As at 30 June 2014			
	Constabulary (incl. Recruits)	Non-constabulary	–	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	266	128	–	394	284	160	99	543
25 to 34	1,749	419	–	2,168	1,759	422	114	2,295
35 to 44	3,350	693	–	4,044	3,126	658	24	3,808
45 to 54	2,687	914	–	3,601	2,808	926	8	3,742
55 to 64	689	602	–	1,291	799	625		1,424
65+	39	133	–	173	43	177		220
Total	8,782	2,891	–	11,673	8,818	2,969	245	12,032

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, 2011–2018

	As at 30 June 2017				As at 30 June 2018			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	3	–	3	–
Assistant commissioner	8	1	9	11.1%	8	1	9	11.1%
Superintendent	30	5	35	14.3%	31	6	37	16.2%
Inspector	253	36	289	12.5%	250	40	290	13.8%
Senior sergeant	422	63	485	13.0%	414	61	475	12.8%
Sergeant	1,271	174	1,445	12.0%	1,247	169	1,416	11.9%
Constable	5,078	1,434	6,512	22.0%	5,184	1,596	6,780	23.5%
Recruits	124	53	177	29.9%	177	88	265	33.2%
Total	7,188	1,766	8,955	19.7%	7,315	1,961	9,276	21.1%

	As at 30 June 2015				As at 30 June 2016			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	3	–	3	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	36	6	42	14.3%	32	7	39	17.9%
Inspector	235	30	265	11.3%	242	35	277	12.6%
Senior sergeant	412	52	464	11.1%	420	54	473	11.3%
Sergeant	1,290	163	1,453	11.2%	1,273	166	1,438	11.5%
Constable	5,258	1,431	6,690	21.4%	5,231	1,432	6,662	21.5%
Recruits	86	39	125	31.2%	78	27	105	25.7%
Total	7,327	1,721	9,048	19.0%	7,284	1,720	9,004	19.1%

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

	<i>As at 30 June 2011</i>				<i>As at 30 June 2012</i>			
	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>% female</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>% female</i>
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	3	–	3	–	5	–	5	–
Superintendent	40	2	42	4.8%	43	1	44	2.3%
Inspector	247	23	270	8.6%	229	21	250	8.4%
Senior sergeant	372	42	414	10.2%	395	47	442	10.6%
Sergeant	1,259	146	1,405	10.4%	1,276	162	1,438	11.3%
Constable	5,211	1,289	6,500	19.8%	5,337	1,335	6,672	20.0%
Matron	–	1	1	100.0%	–	–	–	–
Recruits	159	59	218	27.1%	68	18	86	20.9%
Total	7,294	1,562	8,856	17.6%	7,356	1,584	8,940	17.7%

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, Traffic 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, 2010–2018:**

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June							
		2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)
New Zealand European/Pākehā	69.6	72.3	72.4	71.8	70.9	70.4	70.3	69.4	68.9
Māori	14.9	11.0	10.9	11.0	11.2	11.3	11.3	11.4	11.8
Pacific peoples	7.4	4.9	4.9	5.0	5.1	5.4	5.5	5.7	6.5
Asian peoples	11.8	2.3	2.3	2.5	2.7	2.8	3.0	3.8	4.6
European	6.0	16.2	15.9	15.6	17.6	15.1	14.7	14.8	15.3
Other ethnic groups	1.2	0.5	0.5	0.7	0.5	0.6	0.6	0.6	0.7

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, 2010–2018:

	As at 30 June								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
Constabulary turnover rate	2.6%	3.4%	3.6%	5.3%	4.5%	4.1%	4.2%	5.3%	4.8%
Constabulary terminations	225	303	319	474	398	364	375	472	443
Non-constabulary turnover rate	8.3%	9.4%	9.9%	9.8%	8.4%	9.9%	9.1%	10.4%	11.1%
Non-constabulary terminations	260	299	309	291	254	303	276	331	358

NOTES TO TABLE 5:

✦ This excluded planned terminations.

Table 6: Turnover and terminations by gender, 2010–2018:

	As at 30 June								
	2010	2011	2012	2013	2014	2015	2016	2017	2018
Constabulary – Female turnover rate	2.1%	4.0%	4.3%	5.5%	5.4%	4.4%	4.6%	5.2%	4.3%
Constabulary – Female terminations	33	64	70	92	91	76	81	94	94
Constabulary – Male turnover rate	2.7%	3.3%	3.5%	5.3%	4.3%	4.0%	4.1%	5.3%	4.9%
Constabulary – Male terminations	192	239	250	382	307	288	294	378	360
Non-constabulary – Female turnover rate	8.0%	9.2%	9.6%	9.3%	9.5%	10.0%	7.7%	10.9%	10.8%
Non-constabulary – Female terminations	161	187	191	180	185	199	154	232	276
Non-constabulary – Male turnover rate	8.9%	9.7%	10.4%	10.6%	6.3%	9.3%	11.5%	9.6%	11.6%
Non-constabulary – Male terminations	99	112	117	111	69	104	122	99	138

NOTES TO TABLE 6:

✦ This excluded planned terminations.

Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay), 2012–2018

Organisational Group	As at 30 June 2018			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Northland District	350	10	50	4
Waitematā District	770	33	102	8
Auckland City District	767	37	146	11
Counties Manukau District	1,061	39	161	11
Waikato District	625	29	70	12
Bay of Plenty District	666	20	81	7
Central District	644	21	88	16
Eastern District	433	23	49	6
Wellington District	774	34	107	8
Tasman District	305	22	36	14
Canterbury District	827	76	89	14
Southern District	540	20	66	14
Commissioner	4		2	
Corporate	1		1	
District Operations	3		3	
Enterprise Portfolio Management Office			19	
Executive and Ministerial Services	1		18	1
Finance			43	2
Information and Technology	1		265	16
Infrastructure	2		16	
International and National Security	145	3	174	35
Legal	3		14	3
Mobility	3		5	1

Organisational Group	As at 30 June 2018			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Māori, Pacific, and Ethnic Services	10		4	1
National Operations	1		1	
Organisational Security Group	2		5	2
People	5	1	153	21
Performance and Insight			13	
Policing Excellence				
Policy	1		20	2
Prevention	37		78	4
Professional Conduct	19		6	
Public Affairs			32	2
Research and Evaluation	1		6	1
Resource Management	2			1
Response and Operations	377	2	622	132
Risk and Assurance	4		9	3
Royal New Zealand Police College	413	6	107	6
Road Policing	107		118	9
Serious and Organised Crime	152	6	70	3
Strategic Integration			6	
Strategy	1		1	
Total	9,057	382	2,856	370

Organisational Group	As at 30 June 2017			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Northland District	335	15	49	2
Waitematā District	702	37	102	11
Auckland City District	767	38	150	11
Counties Manukau District	1,031	44	162	7
Waikato District	597	32	68	14
Bay of Plenty District	645	25	83	7
Central District	659	25	93	16
Eastern District	425	22	52	7
Wellington District	758	35	115	8
Tasman District	320	20	36	11
Canterbury District	830	70	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		23	1
Finance			48	4
Information and Technology	2		238	21
Infrastructure	2		21	
International and National Security	158	2	146	19
Legal	3		14	3
Mobility	2		9	1
Māori, Pacific, and Ethnic Services	9		2	
National Operations	6		5	

Organisational Group	As at 30 June 2017			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Organisational Security Group	2		7	1
People	7		196	15
Performance and Insight			9	
Policing Excellence	1		9	
Policy	3		15	3
Prevention	36		68	4
Professional Conduct	18	1	7	
Public Affairs			35	1
Research and Evaluation	1		2	2
Resource Management			1	1
Response and Operations	366	4	616	141
Risk and Assurance	3		6	2
Royal New Zealand Police College	257	2	106	7
Road Policing	105		108	8
Serious and Organised Crime	175	3	68	4
Strategic Integration			5	
Strategy	3		5	
Total	8,784	394	2,867	367

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, 2016/17 and 2017/18:

Total remuneration band	2016/17					2017/18				
	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remuneration Authority ^[d]	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remuneration Authority ^[d]
\$0–\$9,999	316		129	168		429	17	338	57	
\$10,000–\$19,999	246	1	102	131		389	12	278	95	
\$20,000–\$29,999	330		116	142		335	13	155	99	
\$30,000–\$39,999	327		80	138		362	11	174	72	
\$40,000–\$49,999	470		96	105		578	15	202	81	
\$50,000–\$59,999	960		84	115		979	9	151	83	
\$60,000–\$69,999	1,317	1	60	42		1,273	2	35	73	
\$70,000–\$79,999	1,936		55	12		2,042	5	13	59	
\$80,000–\$89,999	1,594	1	45	15		1,585	1	10	48	
\$90,000–\$99,999	1,606	1	38	8		1,670	1	5	40	
\$100,000–\$109,999	1,352	5	36	6		1,257		2	28	
\$110,000–\$119,999	1,005	7	22	5		1,037		1	27	
\$120,000–\$129,999	814	6	18			803		1	12	
\$130,000–\$139,999	483	6	14	3		545		1	16	
\$140,000–\$149,999	266	8	14			234		2	14	
\$150,000–\$159,999	141	12	8			134		2	11	
\$160,000–\$169,999	82	5	3			52		1	7	
\$170,000–\$179,999	42	5	6			33			6	
\$180,000–\$189,999	23	3	3	1		16		1	5	
\$190,000–\$199,999	18	4	6			14			3	
\$200,000–\$209,999	7	1	2			9			1	
\$210,000–\$219,999	11	3	3			9			3	
\$220,000–\$229,999	11	4	2	1		8			2	

Total remuneration band	2016/17					2017/18				
	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remuneration Authority ^[d]	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remuneration Authority ^[d]
\$230,000–\$239,999	1									
\$240,000–\$249,999	2					6		1	1	
\$250,000–\$259,999	1					3			1	
\$260,000–\$269,999	6	1				3		1	2	
\$270,000–\$279,999	3	1				4			1	
\$280,000–\$289,999	3					4			1	
\$290,000–\$299,999	3	1				2				
\$300,000–\$309,999	3		1			2				
\$310,000–\$319,999	1		1			2				
\$320,000–\$329,999						1				
\$330,000–\$339,999	2	1				1				
\$340,000–\$349,999	2					1			1	
\$350,000–\$359,999	1		1							
\$360,000–\$369,999						1			1	
\$370,000–\$379,999	1		1							
\$380,000–\$389,999	1		1							
\$400,000–\$439,999										
\$430,000–\$409,999						1			1	
\$460,000–\$469,999										
\$490,000–\$499,999						1				1
\$500,000–\$509,999	1				1					
\$510,000–\$519,999										
\$670,000–\$679,999						1				1
\$690,000–\$699,999	1				1					
Total	13,389	77	947	892	2	13,826	86	1,374	851	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, 2016/17 and 2017/18:

Total remuneration band	Age at 30 June 2017						Age at 30 June 2018					
	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	57	137	71	37	7	7	103	178	89	35	21	3
\$10,000-\$19,999	40	95	57	31	13	10	97	161	52	47	28	4
\$20,000-\$29,999	43	111	90	42	31	13	48	119	83	47	27	11
\$30,000-\$39,999	48	106	79	54	22	18	58	124	79	59	24	18
\$40,000-\$49,999	48	141	110	95	51	25	79	199	137	97	48	18
\$50,000-\$59,999	114	263	189	208	140	46	83	330	170	208	146	42
\$60,000-\$69,999	122	458	254	258	171	54	98	451	253	237	179	55
\$70,000-\$79,999	106	871	532	259	128	40	92	953	532	274	138	53
\$80,000-\$89,999	6	405	671	380	110	22	1	425	650	375	112	22
\$90,000-\$99,999		175	569	575	259	28		184	555	613	288	30
\$100,000-\$109,999		73	414	588	250	27	1	53	373	564	242	24
\$110,000-\$119,999	1	14	256	490	224	20		20	249	511	240	17
\$120,000-\$129,999		8	149	436	208	13		2	118	429	241	13
\$130,000-\$139,999		3	65	275	132	8		1	44	310	177	13
\$140,000-\$149,999		1	29	159	72	5			15	141	73	5
\$150,000-\$159,999			9	82	45	5			8	64	59	3
\$160,000-\$169,999			5	43	33	1			2	20	27	3

Total remuneration band	Age at 30 June 2017						Age at 30 June 2018					
	0–24	25–34	35–44	45–54	55–64	65+	0–24	25–34	35–44	45–54	55–64	65+
\$690,000–\$699,999					1							
Total	585	2,861	3,557	4,072	1,962	352	660	3,200	3,416	4,081	2,127	342

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, 2011–2018:

Role	As at 30 June							
	2011	2012	2013	2014	2015	2016	2017	2018
Constabulary	12.8	13	13.4	13.4	13.7	14.1	13.9	14.7
Non-constabulary	8.9	9.4	9.4	9.5	9.7	9.5	9.4	10.7

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, 2014–2018:

Gender	As at 30 June 2014		As at 30 June 2015		As at 30 June 2016		As at 30 June 2017		As at 30 June 2018	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
Female	10.3	9.9	10.6	9.8	11.0	9.6	11.2	9.6	11.1	10.7
Male	14.3	8.6	14.5	9.5	14.8	9.4	14.6	9.0	15.7	10.7

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, 2014–2018:

Age Range	As at 30 June 2014		As at 30 June 2015		As at 30 June 2016		As at June 2017		As at June 2018	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
0–24	1.4	1.3	1.5	1.1	1.7	1.2	1.9	1.6	1.2	1.1
25–34	4.8	3.9	4.9	3.5	5.0	3.3	5.2	3.4	4.8	3.3
35–44	11.0	7.4	11.2	7.7	11.3	7.7	11.7	7.7	12.0	8.1
45–54	18.8	10.6	18.8	10.6	18.8	10.5	19.1	10.8	20.7	12.6
55–64	29.1	14.7	28.7	15.3	28.5	15.3	27.3	15.0	31.3	17.9
65+	34.7	15.3	35.6	16.1	36.8	16.6	27.5	16.7	33.5	20.0

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:

Wellness and safety

In order to keep our communities safe, we must first keep ourselves safe. Keeping our staff safe and well poses a complex challenge for Police – our staff are regularly asked to put themselves in harm's way in order to keep others safe.

Police is strongly focused on the prevention of harm through its national operating model, Prevention First, and this ethos must apply equally to our own people's safety and wellness. To deliver Our Business and our purpose so our communities and our staff can 'Be Safe, Feel Safe', we must constantly balance the operational risks our staff face whilst doing our utmost to ensure that every member of Police gets home safe. In the same way that the Police High Performance Framework is shifting our conversations from being focused on compliance to understanding the intent behind our actions, wellness and safety in Police is not just about meeting legislative requirements but about doing what's right.

Our Wellness and Safety

In 2016, Police developed its Health and Safety strategy known as Our Wellness and Safety. Police uses the term 'wellness' to reflect health and safety in a broader, more holistic sense and our organisational culture actively supports the wellness and safety of every team member to ensure they remain not only fit for work but also fit for life.

Our Wellness and Safety demonstrates our clear focus on developing a strong culture that prioritises and supports all staff to look after one another,

whether they are sworn or non-sworn, operational or office-based, volunteers or contractors, in New Zealand or offshore. Developing this culture requires collective commitment and strong leadership to empower our people to make wellness and safety a priority. Our Wellness and Safety sets out our aspirations for the future and is supported by a wellness and safety action plan.

Risk management

Our Wellness and Safety enables a consistent Police approach to safety and risk management focusing on four key priorities:

- ▶ Effective leadership
- ▶ Build organisation capability
- ▶ Actively manage our risks and hazards
- ▶ Continually improve through measuring and monitoring

Effective leadership

Role modelling the culture of health, safety and wellness is being driven from the top. The Police High Performance Framework is the Police driver for change and will ensure a clear line of sight to the vision, mission and purpose of Police Health and Safety. The Police Executive provides direction through their Strategic

Performance Template which enables workgroups to align with strategy.

Governance

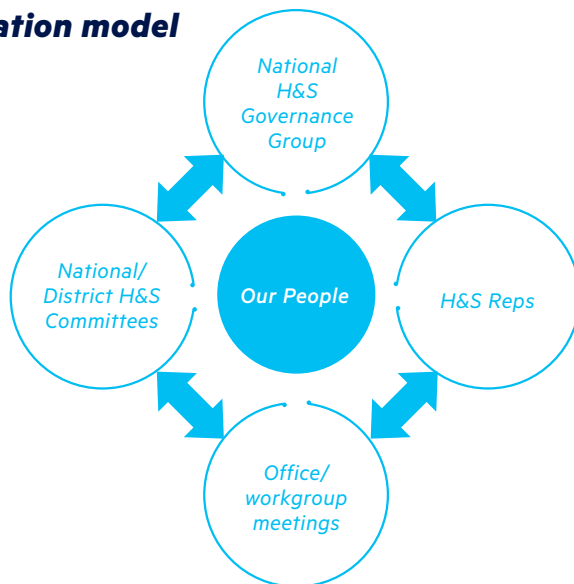
In early 2016 the Commissioner established a Health and Safety Leadership Group in order to provide effective governance of wellness and safety. The group consists of the full Executive Leadership Board, includes two external governance experts and involves the Police Association and Police Managers Guild.

The group has met quarterly during the year and has provided direction for Our Wellness and Safety and the work plan. The group was modified for 2017/18, with a more focused sub-group of the Executive led by the Commissioner.

Building Organisation Capability

Under the Health and Safety at Work Act 2015 Police are required to engage with workers and have worker participation practices. Police take this duty very seriously and are fully committed to ensuring all workers are fully and fairly represented and engaged across all levels of the business and that policy and procedure is designed to support this engagement.

Our participation model



Our participation model introduced during 2016 shows that our people sit at the centre of the process.

Employees need to be directly involved in all levels of wellness and safety including the development and review of risk and safe work procedures, incident review, and have a clear understanding that unnecessary risk taking and tolerance of unsafe behaviour is unacceptable.

With this in mind, Wellness and Safety, in close consultation with the Police Association and Police Managers Guild, has developed the 'Build Organisational Capability' model which was ratified in 2017.

The model provides visual guidance of the value Health and Safety Representatives provide and a clear process to escalate health and safety related matters including, hazard identification and risk mitigation. It also ensures a feedback loop is visualised, and

recognised, as an important requirement of engagement and participation.

Actively manage our risks and hazards

April 2017 saw the introduction of MyPolice, a national, integrated management system to support how incident, hazard and risk data is reported, investigated and mitigated. The functionality includes the ability to view the Risk Register and also enter incident and near miss data, via a desktop or mobility device. This enables quick access to relevant risks and controls at the push of a few buttons.

In addition to the MyPolice register, we have developed an independent process that identifies and risk rates our key health and safety hazards using Police risk management guidelines. From this our key critical risks have been identified and a project is underway to thoroughly risk-assess and review current controls.

This involves the Bow Tie method and various subject matter experts are being used to ensure we are doing everything we can to eliminate the risks as is reasonably practicable.

Continually improve through measuring and monitoring

Traditionally our function has reported solely on lagging indicators such as injury and sickness, time lost and severity rates, however, as a result of our work plan, there has been a shift in focus to leading indicators, or preventive actions, that are now being measured and reported on.

We actively encourage a better culture of reporting, including Near Miss reporting and have seen a significant increase in these reports during the year. As people become more comfortable with the reporting tools available through MyPolice we believe this will continue to increase.

Appendix 6:

Information required by statute

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)		2016/17	2017/18
Number of applications made		106	89
Number of applications granted		106	88
Number of applications refused		0	1
Number of warrants granted for use of interception device		106	79
Number of warrants granted for use of visual surveillance device		66	58
Number of warrants granted for use of tracking device		95	73
Number of warrants that authorised entry onto private premises		64	37
Number of interception devices used	No more than 24 hours	12	2
	1–3 days	56	22
	3–7 days	57	41
	7–21 days	133	50
	21–60+ days	146	217
Number of visual surveillance devices used	No more than 24 hours	1	17
	1–3 days	2	24
	3–7 days	10	32
	7–21 days	21	24
	21–60 days	25	38
Number of tracking devices used	No more than 24 hours	6	4
	1–3 days	11	14
	3–7 days	16	41
	7–21 days	43	36
	21–60 days	116	154
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		164	214
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	2016/17	2017/18
Number of occasions warrantless search powers were exercised	7,203	7,537
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	4,686	4,553

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		2016/17	2017/18
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		40	26
Number of interception devices used	No more than 24 hours	10	40
	24–48 hours	29	14
Number of visual surveillance devices used	No more than 24 hours	0	16
	24–48 hours	0	52
Number of tracking devices used	No more than 24 hours	10	34
	24–48 hours	14	72
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		28	32
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 170 Declaratory Orders		2016/17	2017/18
Number of applications for declaratory orders		Nil	Nil
Number of declaratory orders made		Nil	Nil
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	Nil	Nil
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	Nil	Nil
	technique	Nil	Nil
	procedure	Nil	Nil
	activity	Nil	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		2016/17	2017/18
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		2016/17	2017/18
(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	379	304
(b)	The number of applications for compulsion orders by type: suspect compulsion orders juvenile compulsion orders	78 0	59 3
(c)	The number of applications referred to in paragraph (b) that were*: suspect compulsion orders – granted suspect compulsion orders – refused juvenile compulsion orders – granted juvenile compulsion orders – refused *(12 suspect compulsion orders were outstanding, withdrawn or discontinued, 2 juvenile compulsion orders were either withdrawn or discontinued)	59 2 0 0	46 1 1 0
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	1	1
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	64	70
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	0	1
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice *(Increase due to Returning Offenders sampling)	642	808*
(ce)	The number of: (i) databank compulsion notice hearings requested and (ii) Part 3 orders made (iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings *(1 databank compulsion notice hearing was withdrawn)	(i) 5 (ii) 4 (iii) 0	(i) 4 (ii) 3 (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 (ii) persons referred to in subparagraph (i) in respect of whom a conviction has been entered as a result of the trial	Information not captured nationally	

Bodily Samples		2016/17	2017/18
(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 (ii) suspect compulsion orders granted in respect of those applications	(i) 35 (ii) 33	(i) 38 (ii) 39
(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	0	0
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	0	8
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	15,363	14,679
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	13,582	12,970
(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)	2,427	1,911
(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.	72	54
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	14	19
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	7,871	8,286
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and number of bodily samples obtained by consent number of bodily samples obtained pursuant to a compulsion order number of bodily samples obtained pursuant to a databank compulsion notice number of Part 2B bodily samples obtained	176,625 96,472 246 25,666 54,241	186,019 95,786 255 26,212 63,766
(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	395	205
(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	918	588

(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			2015/16	2016/17	2017/18	Young persons 2015/16	Young persons 2016/17	Young persons 2017/18
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	423	376	403	1	4	1
		European	6,825	6,114	5,766	113	106	90
		Indian	498	515	560	2	7	0
		Latin American	32	56	51	0	0	0
		Māori	6,510	6,097	5,699	413	370	328
		Middle Eastern	118	71	93	3	0	2
		Native African	64	83	64	4	0	1
		Pacific Islander	1,963	1,790	1,805	103	66	79
		Other	102	100	119	2	4	6
		Unknown	95	161	126	3	7	1
		Total	16,630	15,363	14,686	644	564	508
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	395	365	378	1	2	0
		European	6,143	5,443	5,236	94	87	83
		Indian	463	488	519	1	7	0
		Latin American	30	54	50	0	0	0
		Māori	5,868	5,270	4,881	366	333	296
		Middle Eastern	115	64	82	3	0	1
		Native African	55	75	56	2	0	1
		Pacific Islander	1,767	1,581	1,535	93	59	64
		Other	95	89	113	2	3	5
		Unknown	77	153	118	4	7	1
		Total	15,008	13,582	12,968	566	498	451
(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	31	11		1	0
		European	375	649	384		8	16
		Indian	17	28	26		0	0
		Latin American	0	4	1		0	0
		Māori	1,210	1,379	1,195		100	244
		Middle Eastern	4	0	1		0	0
		Native African	6	12	4		0	0
		Pacific Islander	270	292	279		27	78
		Other	6	10	6		3	5
		Unknown	5	22	4		10	0
		Total	1,901	2,427	1,911	265	149	343

		<i>Ethnicity</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>Young persons 2015/16</i>	<i>Young persons 2016/17</i>	<i>Young persons 2017/18</i>
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken	Asian	2	2	1		0	0
		European	21	24	17		0	1
		Indian	2	4	3		0	0
		Latin American	0	0	0		0	0
		Māori	34	26	21		3	3
		Middle Eastern	0	0	0		0	0
		Native African	0	0	1		0	0
		Pacific Islander	16	14	10		1	2
		Other	0	2	0		0	0
		Unknown	0	0	1		0	0
		Total	75	72	54	9	4	6
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	0	1	0			0
		European	1	7	5			0
		Indian	0	1	1			0
		Māori	3	5	9			0
		Native African	0	0	1			0
		Pacific Islander	0	0	1			1
		Total	4	14	17	0	0	1
(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	7,851	7,871	8,286	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 CRIMES⁴² 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.

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.

⁴² 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.

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.victiminfo.govt.nz

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

<i>Victims' Rights Act 2002</i>	<i>2017/18</i>				
	<i>Number of Events Giving Rise to Allegations</i>	<i>Total Allegations Received⁴³</i>	<i>Number of Allegations Upheld</i>	<i>Number of Allegations Not Upheld</i>	<i>Number of Allegations in Ongoing Investigations</i>
Sections 11–12	n/a	39	13	22	4
Sections 17–19, 21, 28	n/a	19	6	10	3
Sections 29A, 30–33B, 34	n/a	2	0	2	0
Section 15	n/a	5	2	3	0
Section 16	n/a	2	0	1	1
Section 51	n/a	3	2	1	0
Total	68	70	23	39	8

<i>Victims' Rights Act 2002</i>	<i>2016/17</i>				
	<i>Number of Events Giving Rise to Allegations</i>	<i>Total Allegations Received⁴³</i>	<i>Number of Allegations Upheld</i>	<i>Number of Allegations Not Upheld</i>	<i>Number of Allegations in Ongoing Investigations</i>
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

⁴³ 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

Table 8: International disclosures under the Preventing and Combating Crime Agreement

The Preventing and Combating Crime Agreement (the Agreement) came into force on 13 December 2017 following the exchange of diplomatic notes between New Zealand and the United States of America.

The Agreement provides for either country to disclose fingerprints for the purpose of matching against fingerprints held by the receiving country, and if there

is a successful match, to then request personal information. The Agreement also provides for the proactive disclosure of information for preventing serious crime.

Police is required to report annually on the number of requests to and from the United States, the number of matches of fingerprints, and the number of times that information was disclosed.

The following tables report on the number of requests for information following a match of fingerprints and the number of proactive disclosures between 13 December 2017 and 30 June 2018.

The reporting data does not include disclosures made between New Zealand and the United States outside the Agreement.

Requests for information:

Country Making Request	Fingerprint match	Type of information disclosed
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	No	N/A
New Zealand	No	N/A
New Zealand	No	N/A
New Zealand	Yes	No criminal history held
United States	No	N/A
New Zealand	Yes	No criminal history held

Proactive disclosure of information:

Country Making Proactive Disclosure	Type of information disclosed
New Zealand	Criminal history record
United States	Biographic details and offence type
New Zealand	Criminal history record
New Zealand	Details of offending
United States	Biographic details and offence type
United States	Biographic details and offence type
United States	Biographic details and offence type

