

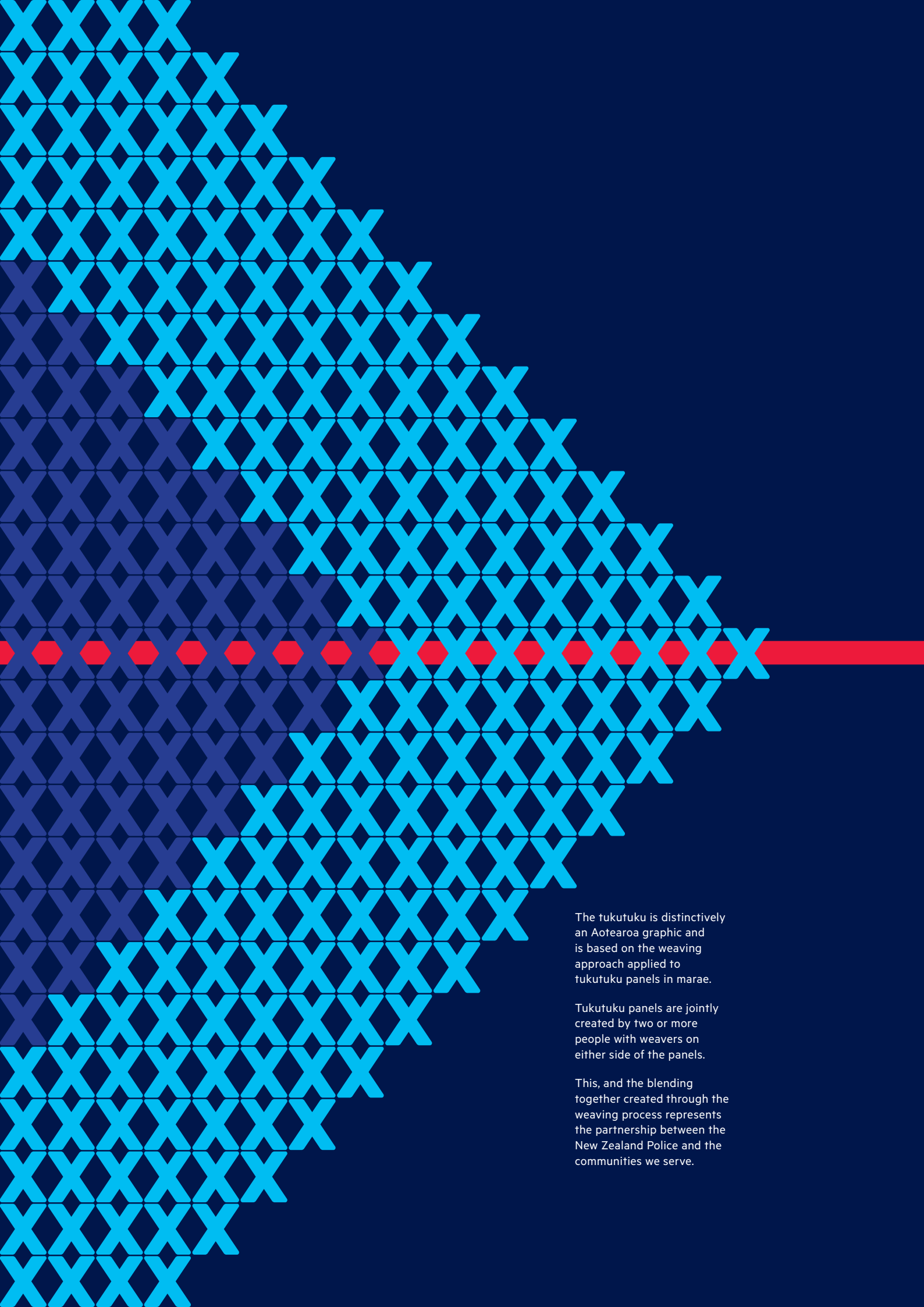


Annual Report

2018/19



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



The tukutuku is distinctively an Aotearoa graphic and is based on the weaving approach applied to tukutuku panels in marae.

Tukutuku panels are jointly created by two or more people with weavers on either side of the panels.

This, and the blending together created through the weaving process represents the partnership between the New Zealand Police and the communities we serve.

Errata – Annual Report 2018/19

New Zealand Police has identified errors in the number of recruits shown in three tables on pages 138, 140 and 141 of the Annual Report. While these errors are not material, New Zealand Police considers it prudent to include the corrected sections of these tables, as set out below. The key changes in the tables are explained below.

Table 1: All employees by gender, 2017 (replaces information on page 138)

Gender	As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total
Female	1,730	2,037	36	3,803
Male	7,108	1,031	81	8,220
Total	8,838	3,068	117	12,023
Percentage female (%)	19.6%	66.4%	30.8%	31.6%

Table 2: All employees by age, 2017 (replaces information on page 140)

Age	As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total
0 to 24	345	244	44	633
25 to 34	1,972	541	58	2,571
35 to 44	2,668	582	14	3,265
45 to 54	2,795	857	1	3,653
55 to 64	1,015	673		1,688
65+	43	170		213
Total	8,838	3,068	117	12,023

Table 3: Constabulary employees by rank and gender, 2017 (replaces information on page 141)

	As at 30 June 2017			
	Male	Female	Total	% female
Commissioner	1	-	1	-
Deputy Commissioner	2	-	2	-
Assistant Commissioner	8	1	9	11.1%
Superintendent	30	5	35	14.3%
Inspector	253	36	289	12.5%
Senior Sergeant	422	63	485	13.0%
Sergeant	1,271	174	1,445	12.0%
Constable	5,121*	1,451*	6,572*	22.0%
Recruits	81**	36**	117**	30.8%
Total	7,189	1,766	8,955	19.7%

*An increase of 43 male Constables and 17 female Constables (total increase of 60 Constables). Police recording practice meant that for a short period of time after graduating Constabulary employees could be shown as having the rank of Recruit, rather than Constable. These tables have been amended to correctly reflect that graduates have the rank of Constable from the day they graduate.

**A decrease of 43 male recruits and a 17 female recruits (total decrease of 60 recruits), for the reason described above.

Table 3: Constabulary employees by rank and gender, 2019 (replaces information on page 141)

	As at 30 June 2019			
	Male	Female	Total	% female
Commissioner	1	-	1	-
Deputy Commissioner	3	-	3	-
Assistant Commissioner	7	3	10	30.0%
Superintendent	34	6	40	15.0%
Inspector	267	41	308	13.3%
Senior Sergeant	447	73	519	14.0%
Sergeant	1,283	195	1,478	13.3%
Constable	5,164	1,691	6,855	24.7%
Authorised Officer	193	75	268	28.0%
Recruits	215***	109	324***	33.6%
Total	7,614	2,192	9,806	22.4%

*** An increase of 2 male recruits. Human resource systems are dynamic which means that sometimes changes are made retrospectively which can lead to minor updates to previously published numbers. The numbers published in this report represents the most up to date view of all information

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Foreword

Welcome to the 2018/19 Police Annual Report. This report provides information on what our priorities were for the year and how well we did in achieving them.



Police's role in New Zealand is to ensure the safety of its people and provide assurance that they can live their lives feeling safe. Over the year we carried out a number of activities to ensure communities are safe and feel safe.

As part of the Government's ongoing significant investment in policing, we have trained 1,486 officers which, after attrition,

equates to around 650 additional officers into our communities, over and above our current staffing levels and attrition replacement requirements. Our capacity to respond to events has been enhanced by these new officers.

For some of the new recruits, their first job was to provide support to Christchurch following the unprecedented terror attack that took place on 15 March 2019. Police increased visibility nationwide to provide reassurance to those who felt vulnerable, and continued supporting communities as they recovered. As people returned to their routines, Police officers were deployed to create a strong, visible and supportive presence to help people feel protected and able to continue with their everyday lives.

It is these feelings of safety and protection that Police seeks to maintain in communities, whether by working to prevent crime and victimisation or responding to calls for service. As more recruits graduate over the coming years our capacity to enable community safety will continue to grow.

Our response to the events that took place in Christchurch on 15 March was the largest operation undertaken in Police's history. You can learn more about our response later in this Report.

Developing improved firearms legislation has been a significant priority this year. This has required participation from a number of agencies and community groups and is an example of how well Government can work together to keep our communities safe.

We achieved our highest level of trust and confidence in April 2019 since our citizen satisfaction survey began, with 80% of people having high or very high trust and confidence in Police. Focusing on how we interact with our communities will continue to deliver improvement in this area. While we have performed well in some areas, we acknowledge there is further work to do to improve in other areas of our service delivery.

To make it easier to access our services we have introduced our 105 non-emergency number and online reporting tool. These tools complement the 111 system by providing dedicated ways to report non-emergency situations to us, ensuring that we respond in the most appropriate way. We are seeing encouraging levels of public satisfaction with the quality of service received from both non-emergency options. We will continue this momentum by adding further access options in the near future.

I am particularly proud of our people. The way in which they have demonstrated our values and supported our communities is a testament to who they are as individuals. I would like to take this opportunity to thank them for their service and the roles they play in keeping New Zealand safe. It is because of our people that we will achieve our mission to be the safest country.

Mike Bush MNZM
Commissioner of Police

Why we're here

This section outlines our strategy, our operating environment and our mission to be the safest country.



Our Business



50 hā hā te kaitiaki o te ao māori,
kia pūhanga kōwhiri e ngā ngākau o te wā

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 ROPŪ

OUR PURPOSE

**BE SAFE
FEEL SAFE**

HOW WE POLICE
MAKES PEOPLE
FEEL SAFE

WHAT WE DO
KEEPS PEOPLE SAFE

OUR MISSION

TO BE THE SAFEST COUNTRY

OUR VISION

TO HAVE
THE TRUST AND
CONFIDENCE
OF ALL

OUR MOTTO

SAFER
COMMUNITIES
TOGETHER

OUR GOALS

- PREVENT CRIME AND VICTIMISATION
- TARGET AND CATCH OFFENDERS
- DELIVER A MORE RESPONSIVE COMMUNITY FOCUSED POLICE SERVICE

WHAT WE DO

HE AHA Ā TĀTOU MAHI

OUR STRATEGIES

PREVENTION FIRST MODEL
TAKING EVERY OPPORTUNITY
TO PREVENT HARM



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



SAFER JOURNEYS
REDUCING AND PREVENTING
ROAD RELATED TRAUMA



WELLNESS AND SAFETY
LOOKING AFTER OUR PEOPLE

OUR TARGETS

- 5% REDUCTION IN ROAD DEATHS EACH AND EVERY YEAR
- 10,000 FEWER SERIOUS CRIME VICTIMISATIONS BY 2021
- 25% REDUCTION IN REOFFENDING BY MĀORI BY 2025
- 90% OF PEOPLE FEEL SAFE AND HAVE TRUST AND CONFIDENCE IN POLICE BY 2021
- \$500 MILLION CASH AND ASSETS RESTRAINED FROM GANGS AND CRIMINALS BY 2021

HOW WE DO IT

HE PĒHEA E MAHIA AI E TĀTOU

OUR PEOPLE

ARE:

- VALUED
- EQUIPPED AND ENABLED
- SAFE AND FEEL SAFE
- HIGH PERFORMING
- VICTIM FOCUSED
- VISIBLE

OUR PARTNERSHIPS

WORKING TOGETHER TO
ACHIEVE COLLECTIVE
IMPACT WITH OUR
PARTNERS

OUR TRANSFORMATION PROGRAMME

THE SAFEST COUNTRY
POLICING 2021

- BUILDING THE FRONT LINE
- SAFER WHĀNAU
- IWI AND COMMUNITY PARTNERSHIPS
- EVIDENCE-BASED POLICING
- MODERNISING OUR SERVICE DELIVERY
- POLICE HIGH PERFORMANCE FRAMEWORK

OUR VALUES || PROFESSIONALISM || RESPECT || INTEGRITY || COMMITMENT TO MĀORI & THE TREATY || EMPATHY || VALUING DIVERSITY || P A T M E D

Our Business is Police's strategy-on-a-page. It provides details of why we are here, what we stand for, and how we go about delivering our services.

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

It supports a high performance culture by providing all staff members with a clear line of sight to our vision, mission and goals so we can all deliver outstanding results for New Zealanders.

Delivering on Our Business

The link between our mission, targets and outputs for 2018/19 is illustrated in this diagram. This demonstrates the alignment of our performance framework to *Our Business*.



Pre-vention



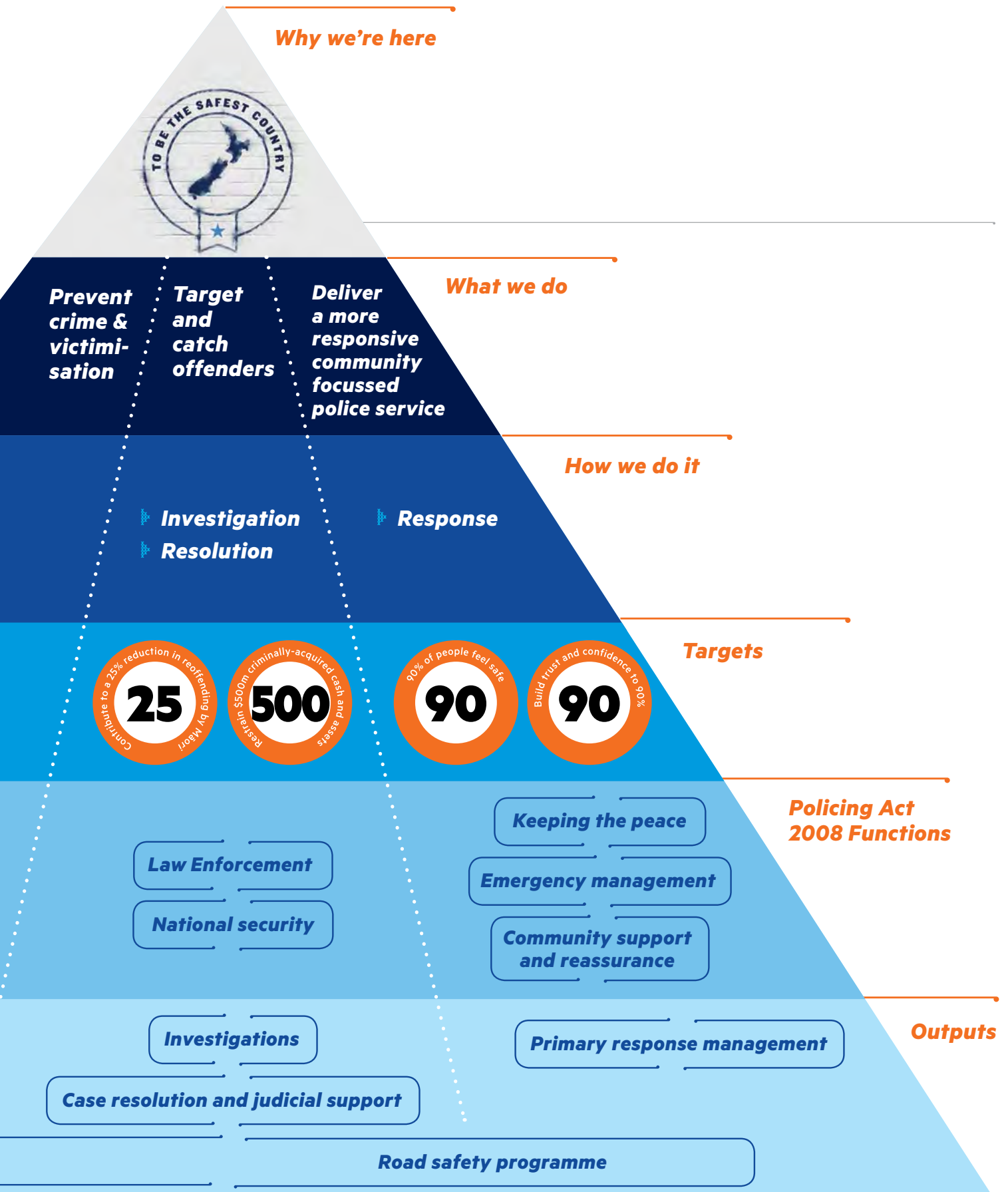
Crime Prevention

Maintaining public safety

Participation in policing activities outside of New Zealand

Crime prevention services and maintenance of order

Policy advice and ministerial servicing



Our mission: To be the safest country

To deliver on Police's commitment to be the safest country, communities need to feel reassured that they are safe as they go about their everyday lives, and that no matter where they go, or what they do, they feel safe doing so.

To enable this outcome, Police needs to be highly visible in the community, concentrating on areas that are known to cause the most harm to those most at risk.

We have identified five areas that are causing the greatest ongoing harm to New Zealanders, and we have set ourselves targets in all five, knowing that if we reach our targets we will have made real progress towards reducing harm and making New Zealand the safest country.

Police's five key targets are:

- ▶ 5% reduction in road deaths each and every year¹ – reducing the most harm on our roads
- ▶ 10,000 fewer serious victimisations by 2021² – reducing the most significant causes of harm to people
- ▶ 25% reduction in reoffending by Māori by 2025³ – reducing the harm to Māori through repeated involvement with the judicial system
- ▶ 90% of people feel safe and have trust and confidence in Police by 2021 – ensuring New Zealanders support how we police our communities
- ▶ \$500 million cash and assets restrained by gangs and criminals by 2021 – reducing the harm caused by gangs and organised crime through the supply of drugs to our communities.



¹ Baseline: 2017 calendar year when 378 lives were lost on our roads. The target means 19 fewer lives lost every year.

² Baseline: 132,790 (Total number of recorded serious crime victimisations for the year ended 30 June 2017).

³ Baseline reoffending rate: 58% for the year ending June 2016.

Policing in New Zealand

Police is strongly focused on prevention, protection, and community reassurance activities that support community safety and wellbeing. Police works in partnership with communities and agencies to identify solutions that will reduce the harm that occurs in New Zealand, and offers support to those who want to turn their lives around. Police also monitors potential threats to national security that may put New Zealanders at risk.

Police responds to over 750,000 calls for service a year. While many of these events require dealing with an offender, a large proportion of events involve issues that are not necessarily criminal and frequently provide an opportunity to prevent harm in our communities.

In addition, we conduct investigation and resolution activities to ensure we hold offenders to account and reach a satisfactory outcome for victims and their families.

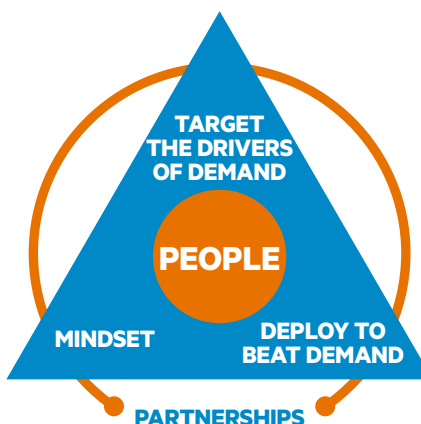
Over the past seven years, our focus has been evolving from predominantly law enforcement to a prevention-based operating model. By taking every opportunity to prevent harm and by looking at the wider picture to understand why these things are occurring, we can connect people to services that will help prevent future harm. Where there is an underlying reason for the offending, if we can break this cycle and connect with people on a personal level, we can help people make better choices, and ultimately improve their wellbeing and make communities safer.

Police is reflective of the communities we serve. Our officers are you. They grew up in the same neighbourhoods, went to the same schools and now as officers, use their experiences to keep our communities safe, and feel safe. Reflecting the communities we serve will always remain a key component of who we are.

Drivers of demand

The refresh of Police's Prevention First operating model in 2017 saw a change in our focus from understanding drivers of crime to drivers of demand. This change acknowledges that a large proportion of Police work involves more than responding to crime. 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



Mental health demand

Mental health impacts a large proportion of New Zealanders every year, with 1 in 5 of us being affected by mental distress. Every 24 hours police staff respond to around 104 mental health incidents. It is a growing challenge for our organisation and the communities we serve.

Calls for mental health-related service have increased during the past financial year. Mental health calls increased by 9% (from 30,200 in 2017/18 to 32,994 in 2018/19); and threatens/attempts suicide increased by 10% from 22,492 to 24,662 over the same period. As the public places more emphasis on mental health and the services being provided, the demand on our services is expected to continue to grow.

There are a number of initiatives underway at national and district level to improve our mental health service delivery. These include attending jobs with a paramedic and a mental health nurse to provide a coordinated service; improving national online reporting of missing persons from mental health facilities resulting in improved consistency and better risk mitigation; providing a mobile device application to staff that contains a mental health toolkit and guides; improving reporting of mental health incident attendance; improving the wellness and mental health of Police staff, including establishing a national network of 29 Mental Health Champions to help improve mental health for our own people and in the way staff respond to mental health incidents; and providing mental health training for Communication Centres staff to enable efficient and effective access to support for people in mental distress.

Demand continues to increase

Police is experiencing increases in demand in both criminal and non-criminal areas. Incidents are taking more time to resolve and becoming more complex. This is particularly evident across family harm, child protection, adult sexual assault, organised crime, and mental health incidents.

While there is flexibility to deploy resources to demand, we need to ensure we are maintaining acceptable levels of service in other areas of policing. The weeks following the mosque attacks in Christchurch on 15 March 2019 required over 700 staff to be assigned to *Operation Deans* to assist with a variety of community-focused, investigative, and other operational roles. These staff were deployed from across the country. While our workforce is set up to be agile, resourcing *Operation Deans* had a significant impact on our ability to respond to other demand pressures. We expect that these demand pressures will be ongoing.

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

Demand on Police time and calls for Police service have both increased

significantly over the past ten years as a result of changes in public attitudes and service expectations. 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 can lead to reduced Police response times and fewer delays in resolving investigations.

Increased investment and modernising our service delivery

The investment of 1,800 additional police officers and 485 employees announced in Budget 2018 supports Police's Prevention First approach to address the drivers of demand. In particular, this investment in staff enables Police to keep communities safe and ensure they feel safe. This investment also enables Police to deliver its transformation programme over the next three years. One key workstream of this programme focuses on modernising our service delivery.

This will help us improve our performance in managing call volumes and increase our response times through a number of initiatives such as centralisation of our non-emergency telephony services; introduction of online reporting; and the recent implementation of 105 – our single non-emergency number. Modernising the way we provide New Zealanders with access to our services will enable us to become a more responsive police service.

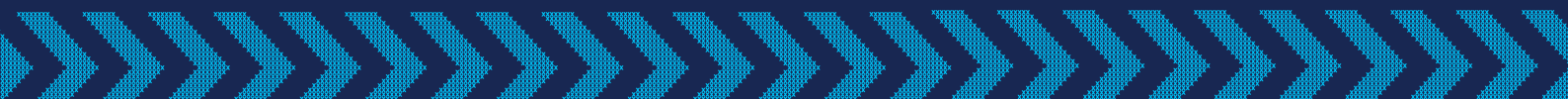
NON-EMERGENCY
Ohotata Kore

 **105**



What we do

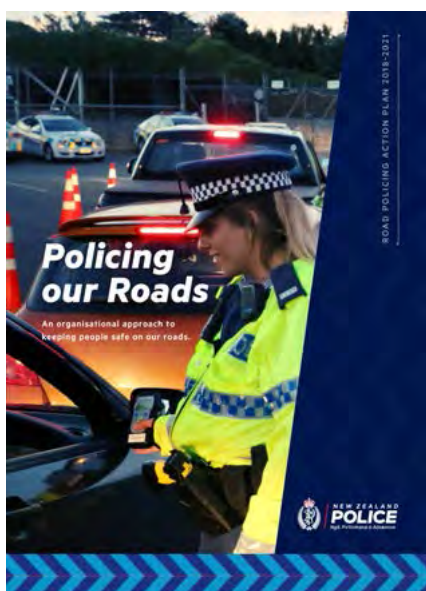
This section outlines what we achieved in the past year against the priorities we set in our 2018/19–2021/22 Four Year Plan. These images demonstrate some of the activities that help build trust and confidence in our communities and make New Zealanders be safe and feel safe.





5% reduction in road deaths each and every year

Police introduced a new road safety target of a 5% reduction in road deaths each and every year, from the 2017 calendar year when 378 lives were lost on our roads. The target equates to 19 fewer lives lost each and every year.



This ongoing reduction demonstrates both the need for immediate action, and a long-term commitment to keep people safe on our roads. The target is achievable long-term through focused prevention and enforcement involving all Police staff, working in partnership with the road safety sector.

The target will be enabled over the next three years through our new Road Policing Action Plan: Policing our Roads. The plan sets out our vision and objectives, and how we are going to achieve them through deployment to risk – with up-to-date information and new tools – using prevention, supported resolutions, and enforcement.



Working alongside our road safety partners at all levels, we will maintain our focus on the four behaviours we know cause the most harm to people on our roads:

- ▶ People not wearing seatbelts
- ▶ Driving while impaired by drugs, alcohol, or fatigue
- ▶ Driving while distracted, and
- ▶ Driving too fast for the conditions.

Most serious crashes are preventable because they are caused by behaviours that can be changed.

Impairment (such as alcohol, drugs and fatigue) continues to be a factor in a significant number of road deaths and injuries. To increase road user safety and reduce the impact that impaired drivers has on communities, Police is taking a targeted risk-based approach. This means that rather than concentrating on high

volume traffic areas at random times, Police is targeting 'hot spots' and events with enforcement activity.

Through this approach Police is seeing an increase in the rate of detections, per 1,000 breath tests conducted. Risk targeting will be balanced to maintain general deterrence across the network, with each vehicle stop including a random breath test irrespective of the reason for the stop. This approach will assist in deterring driving whilst impaired by alcohol or drugs.

For the 2018 calendar year there were 377 deaths on our roads. This is one fewer than the preceding year. Police will continue to focus on preventative and enforcement activities that engage with road users and focus their minds on road safety, and we will continue to work with partner agencies to increase accountability across the sector.

GPS helps get crash scene moving

Police has worked with its road safety partner, NZTA, to develop a new approach to crash scene mapping. Police staff in Wellington, Canterbury, Central, Eastern, Bay of Plenty and Waikato districts are using GPS units which are credited with nearly halving the time roads need to be closed for mapping a crash scene.

This technology enhances the ability of serious crash analysts to gather and present the best evidence available, substantially reduces the time required to accurately survey a scene to a high evidential standard. Resources are freed up from crash scenes sooner and road users experience shorter delays.

The units can make the difference between roads being fully or only partially closed, and can greatly reduce the length of closures.

We intend to roll out these devices to the remaining districts soon.



He Tangata Driver Mentor Programme

The He Tangata programme is a graduated driver licence support programme focused on removing barriers to attaining a driver's licence. He Tangata contributes to our 5% (reduction in road deaths) and 25% (reducing reoffending by Māori) targets. The project grew from Te Pae Oranga, where high numbers of participants with traffic offences signalled a need for a programme dedicated to addressing barriers to driver licensing in order to reduce traffic offending.

He Tangata was initiated by New Zealand Police through its National Road Policing Centre and Māori, Pacific and Ethnic Services. It has been designed to be delivered in partnership with Māori, with the provision of initial seed funding to enhance current connections and support local community needs.

Fourteen kaitiaki were selected through Te Pae Oranga providers and completed training in January 2019 with the Automobile Association to become driving instructors, gaining their 'I endorsement'. Each site has been provided with a leased vehicle so that kaitiaki can take participants for driving lessons and practice.

While helping participants attain their next driver licensing stage is the main objective of He Tangata, the project also focuses on participant's waiora (wellbeing) and kaitiaki are expected to refer participants on to other local services as necessary.

Operation Safe Rider

Motorcycle riders and pillion passengers made up 14% of road fatalities in 2018. Operation Safe Rider involves officers referring motorcyclists stopped for eligible offences (such as speeding and lane keeping offences) to the Ride Forever motorcycle training course established by ACC. Successful completion of the course results in the infringement

offence notice being waived. A follow up Police phone call to those that completed the course showed:

- ▶ 50% of those offered diversion completed the course
- ▶ 90% felt they were a safer rider and improved their method of riding
- ▶ 95% felt the course was a good idea.

Participants stated that Safe Rider not only improved their perception of Police, but demonstrated that Police were concerned about motorcyclist safety first and foremost. An ACC evaluation has indicated that the programme is succeeding in reducing the frequency of motorcycle crashes involving death and serious injury.

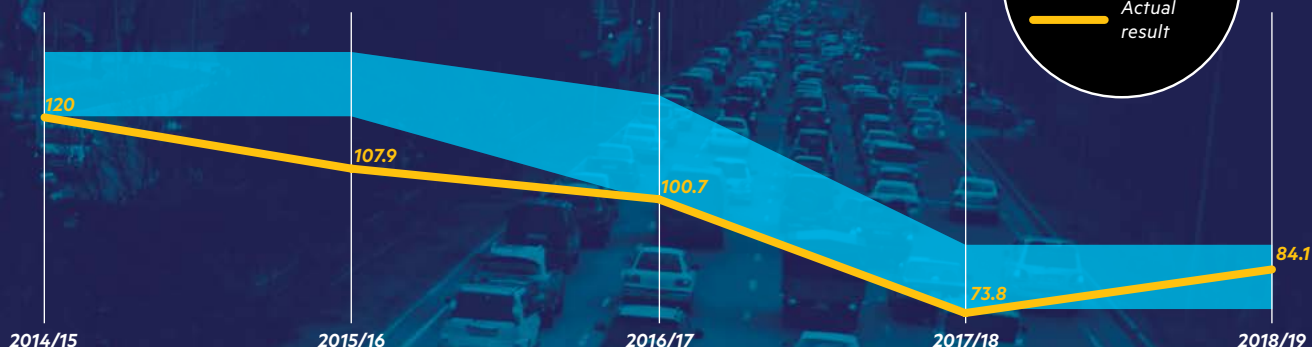
Reducing the impact of high risk behaviours

Officer-issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population

KEY

Estimated result range
Actual result

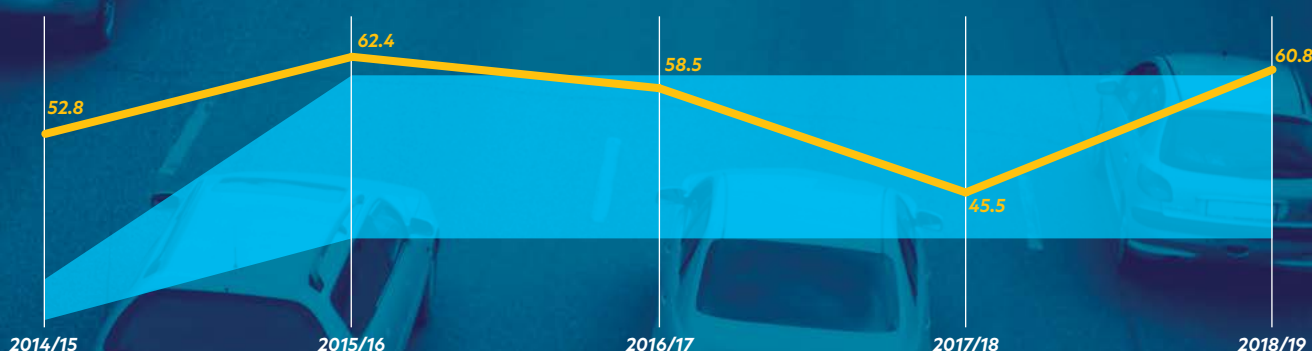
Restraints



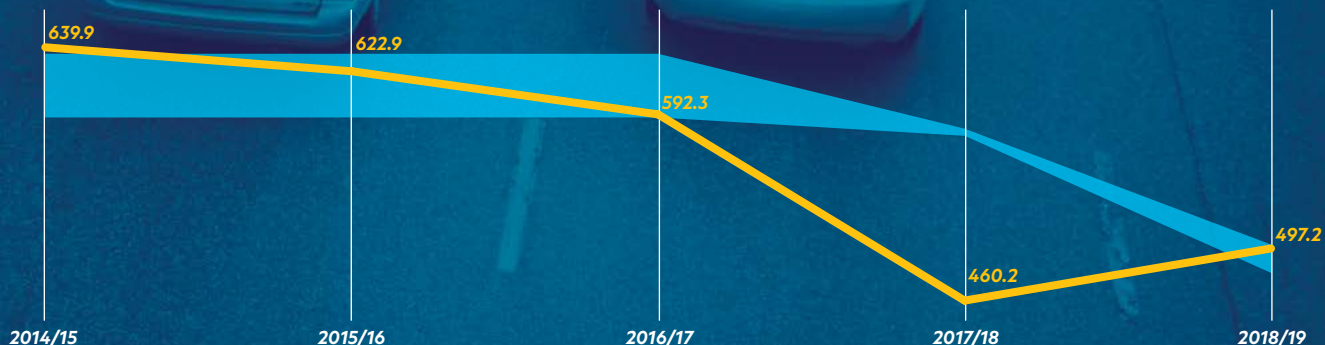
Impaired driving



Distractions (mobile phones)



Speed



Performance measures

The following suite of performance measures support and align to the overall Police target of a 5% reduction in road deaths each and every year including agreed Estimates measures for 2018/19.

Road deaths

Measure	Calendar Year		
	2017 result	2018 result	2018 standard
5% reduction in road deaths each and every year (from a 2017 baseline of 378 road deaths) ⁴	New measure for 2018/19	377	359

Impairment

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of breath tests conducted	1,683,314	1,270,648 ⁵	1,600,000 to 2,000,000
Median breath alcohol level for under 20 year-olds caught exceeding the limit (in micrograms per litre (µg/L))	400 µg/L	448 µg/L	Less than 2017
Median breath alcohol level for adults caught exceeding the limit (in micrograms per litre (µg/L)) ⁶	654 µg/L	655 µg/L	Less than 2017
Number of blood samples tested for drugs resulting from compulsory impairment tests	New measure for 2018/19	434	350 to 400

Speed

Measure	Calendar Year		
	2017 result	2018 result	2018 standard
Median speed passing a 'safe speed camera' in 50 km/h zone	45 km/h	45 km/h	45 km/h
Median speed passing a 'safe speed camera' in 100 km/h zone	88 km/h	87 km/h	90 km/h

4 Baseline: 2017 calendar year when 378 lives were lost on our roads. The target means 19 fewer lives lost every year.

5 Police has a greater focus on specific risk targeting interventions that may result in greater offence detection at the cost of test volumes. In addition, changes in the way in which road policing is structured in a number of Police districts has included the disestablishment of dedicated impairment testing teams. This may have also contributed to a reduction in test volumes.

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

Fatal and serious injury crashes

Measure	Calendar Year		
	2017 result	2018 result	2018 standard
Number of young drivers (15–24 years) killed or seriously injured in crashes	470	408	Fewer than 2017
Number of fatal and serious injury crashes per 10,000 population	5.7	5.0	Fewer than 2017
Number of fatal and serious injury crashes per 10,000 licensed vehicles	8.3	6.2	Fewer than 2017
Number of pedestrians killed or seriously injured per 10,000 population	0.76	0.67	Fewer than 2017
Number of cyclists killed or seriously injured per 10,000 population	0.29	0.37	Fewer than 2017

Supported resolutions

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of traffic offences resolved by way of supported resolution (including warnings, compliance, and diversion)	New measures for 2018/19	10%	7% to 12%
Percentage of licence condition violations dealt with through supported resolutions compared to prosecutions:			
Adult		8%	7% to 12%
Youth		12%	11% to 15%
Percentage of referrals to driver licensing programmes where person gets licence		87% ⁷	80%

7 This result relates to the He Tangata driver programme. Total referrals for 2018/19 were 519.

Reoffending

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of repeat offending within six months where driver was issued with a written traffic warning	New measures for 2018/19	2.8%	3% to 5%
Percentage of repeat offending within twelve months where driver was issued with a written traffic warning		3.3%	3% to 5%

Schools

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of road safety programmes delivered to schools	New measure for 2018/19	30,990	29,000 to 35,000

Response

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of emergency traffic events responded to	47,378	40,657	40,000 to 50,000
Number of non-emergency traffic events responded to	256,833	250,552	240,000 to 260,000
Median response time to emergency traffic events: urban policing areas	9 minutes 2 seconds	10 minutes 17 seconds ⁸	7 minutes to 8 minutes
Median response time to emergency traffic events: rural policing areas (includes the Greater-Auckland motorway system)	14 minutes 38 seconds	15 minutes 51 seconds ⁸	11 minutes to 13 minutes

⁸ In November 2018 Police changed the boundaries between 'urban' and 'rural' areas to align with the boundaries as defined by Statistics New Zealand. This change was anticipated to have an impact on median response times, particularly for rural events.

Compliance

Measure	2017/18 result	2018/19 result	2018/19 standard
Officer-issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population:			
Other high risk behaviours	264.1	243.2	270 to 300
Officer-issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population:			
Vulnerable road users (includes pedestrians, cyclists, moped riders, motorcyclists, elderly, and disabled)	208	174.5	175 to 200
Officer-issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population:			
Network maintenance and efficiency (includes WOF, COF, RUC, VDAM and Licensing) ⁹	382.3	327.7	435 to 445
Percentage of road policing offences compared to infringements for:			
Youth		9%	5% to 10%
Adult		6%	5% to 10%
Percentage of voided/cancelled enforcement actions for Warrant of Fitness where compliance was achieved within 28 days	New measures for 2018/19	17%	50%
Percentage of fatal notifications submitted to the Ministry of Transport within 24 hours of crash or death ¹⁰		94%	100%

⁹ WOF: Warrant of Fitness, COF: Certificate of Fitness, RUC: Road User Charges, VDAM: Vehicle Dimensions and Mass.

¹⁰ Road death specific reporting used as a proxy for all reporting as NZTA Crash Analysis System database has been discontinued with respect to general Traffic Crash Report data, therefore the measure "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)" is no longer available.



10,000 fewer serious crime victimisations by 2021

Crimes such as burglary, robbery and violence, whether at home or in public, can have both immediate and long-lasting consequences for victims. We want to reduce the number of people experiencing victimisation and apprehend those that commit these types of offences in our communities.

As at 30 June 2019, serious crime victimisations had reduced by 10,581¹¹ victimisations. Since this target began in July 2017, we have introduced a number of prevention initiatives and we have targeted specific crime types.

Aggravated robbery

We focused on aggravated robberies in commercial properties (for example, dairies) through initiatives such as Operation Dukan¹² in the Auckland area, and the implementation of fog machines in dairies around the country. The four hundredth fog machine was installed in March 2019.

In the twelve months to December 2018 (compared to the same period in 2017) there has been a 21% decrease in the volume of commercial aggravated robberies (1,236 vs 973). This was seen across all but four districts.

Burglary

Police has focused on gathering high quality forensic evidence from burglary crime scenes to enable different burglaries to be linked to a particular offender. Better quality evidence combined with more targeted questioning techniques has led to Police resolving more burglaries and offenders

admitting their involvement in additional victimisations.

For example, in February 2019 in Bay of Plenty, one offender was linked to twelve different dwelling burglaries. After arrest, his fingerprints were checked against the fingerprint database where they were matched to twelve unsolved burglaries. Based on the evidence presented, the offender confessed to his involvement in these burglaries.

Family harm

We are working to reduce the number of family harm victimisations. As part of the Family Violence Joint Venture, Police is supporting a joined-up approach to reducing the harm caused by family violence.

Through our Integrated Safety Response (ISR), part of our Safer Whānau programme, we are seeing a tangible difference for families and whānau.

ISR takes a whole-of-family approach to consider the safety of adults and children experiencing violence, and to work with people who perpetrate violence to reduce further harm. By combining dedicated staff, funded specialist services, and an intensive case management approach, ISR seeks to create better outcomes for high risk families.



11 Baseline: 132,790 (Total number of recorded serious crime victimisations for the year ended 30 June 2017).

12 Operation Dukan is an initiative to provide retailers with tools and advice to discourage crime and reduce victimisation and revictimisation.



In 2018/19, an evaluation of the ISR carried out by a team of kaupapa Māori and researchers found that one-third of high risk cases included in a twelve-week case review were de-escalated to medium risk, and two thirds of cases had no further family harm episodes reported to Police.

The coordinated response across services is also having a positive impact on Māori family harm victimisations and offending.

The evaluation found that Māori involved in ISR who experienced violence had an 18% reduction in family harm offence-related re-victimisation compared to matched controls from non-ISR sites.

Other findings from the evaluation included:

- ▶ people experiencing abuse felt safer after involvement in ISR, based

on qualitative interviews and self-assessments of involvement in ISR

- ▶ 93% of survey respondents indicated that there is sufficient focus on women's safety under ISR ('definitely yes' or 'probably yes')
- ▶ 75% agreed or strongly agreed that women felt safer.¹³

Similarly, emerging evaluation findings¹⁴ for the Whāngaia Ngā Pā Harakeke models also suggest positive findings:

Calculated benefits of Whāngaia Ngā Pā Harakeke (WNPH)

Types of offences	Effect of WNPH compared to business-as-usual	Immediate harm reduction	24 month reduction	Total reduction
Repeat offenders	46% average harm reduction	6.6%	4%	10.6%
'Event-only' repeats	30% average harm reduction	3%	1.4%	4.4%
Total reduction in family harm				15%

- ▶ There is an immediate reduction in the harm committed by repeat offenders who were seen in the first twelve months.
- ▶ There is an immediate reduction in the harm committed by offenders following an 'event-only' response.
- ▶ There is a future harm reduction across the large number of people who receive services and support and we conservatively calculate this to 24 months, though it probably extends further.
- ▶ There is an increase in requests for service (which may indicate increased trust and confidence in Police and partner agencies).

13 Further findings and information on the ISR evaluation are available at <https://www.justice.govt.nz/assets/Documents/Publications/FINAL-Integrated-Safety-Response-evaluation-emerging-findings.pdf>

14 Walton, D and Brookes, B (2019). A Technical Report: Whāngaia Ngā Pā Harakeke Pilot, Counties Manukau District. Outcomes Evaluation: NZ Police, Safer Whānau: Wellington.

Whāngaia Ngā Pā Harakeke works because it aims to respond in a culturally effective way to prevent further victimisation and offending. Adult victims and tamariki are better protected and safer, and perpetrators are better supported to stop their violent behaviour. Police deploys staff to work alongside iwi, community non-government organisations (NGOs) and other government agencies to tailor responses based on what the local community needs.

How we capture victim statements is having a significant impact on convictions. Video statements are now taken at the scene of family harm episodes and played in court as evidence-in-chief. This process is faster and less complex than a written statement, and captures the victim's views, in their own words, at the time of the incident. As at 30 June 2019, 2,720 family harm victim video statements were taken across the three districts within Tāmaki Makaurau. Prior to the use of video statements the charge rate stood at 22%. This has now risen to the laying of charges in 91% of cases where video statements are used.

Youth

Police has been ensuring it is prepared for the changes to the Youth Justice legislation which was implemented on 1 July 2019. Our preparation included training staff, increasing specialist youth staff numbers, and ensuring all policy, instructions and technical systems comply with the new legislation. The training is mandatory for all frontline staff. We have been working closely with Oranga Tamariki and the Ministry of Justice at a

national level, and at a district level staff have engaged with key agencies and service providers to ensure local teams are ready for the legislation change.

In October 2018 a new youth 'portfolio' module was developed in Police's National Intelligence Application (NIA). This new module moves us to a person-centric system in which all offences, incidents, interventions and plans relating to an individual are managed from a single, easier-to-use youth portfolio. The portfolio will significantly improve the reporting of youth clearances as these will automatically be created where youth offenders are added to an intervention in NIA, ensuring the subject is not inadvertently left listed as an offender or suspect when the case is cleared.

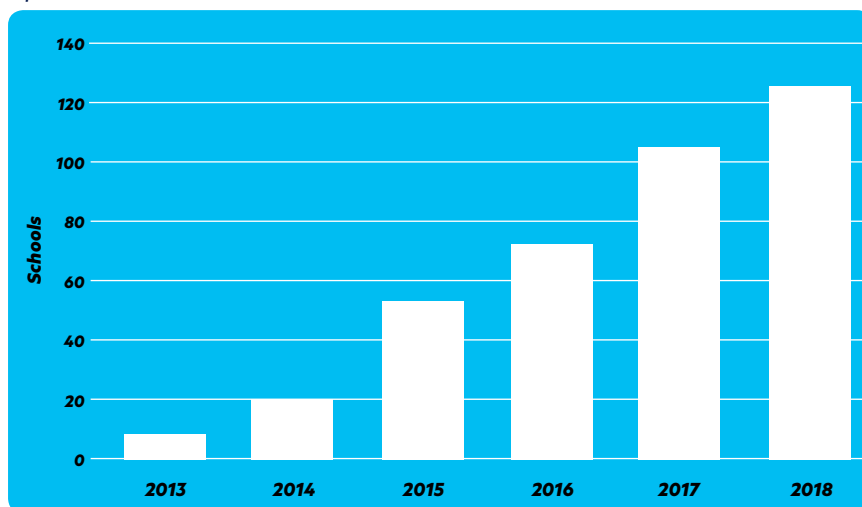
A full-time youth partnership coordinator role has been created to provide consistent support for the Billy Graham Foundation¹⁵ nationally and coordination of other significant national partnerships.

Police staff co-deliver the Loves-Me-Not healthy relationships education programme. Loves-Me-Not is a joint Police and Sophie Elliott Foundation initiative that promotes healthy relationships to secondary school students. The programme includes a workshop delivered by a three-person team (teacher, police officer, and NGO representative) in which year 12 and year 13 students explore healthy and abusive behaviour in relationships.

In 2018 Loves-Me-Not was implemented in 565 classes across 126 schools and education institutions (an increase of twenty schools from the previous year). By the end of June 2019, 427 classes across 88 schools had already registered to do Loves-Me-Not this year.

Impact evaluations in 2018 showed that Loves-Me-Not had resulted in a variety of student-led actions to promote healthy relationships to their peers and communities. Some students also used

Uptake of Loves-Me-Not



15 Further information on the Billy Graham Youth Foundation can be found on their website: www.bgyf.org.nz

their learnings to identify that they or people they knew were in unhealthy relationships, and are seeking support.

One guidance counsellor commented after delivering Loves-Me-Not for the fifth time: "Over five years I have stood beside our local Police and delivered your material. I am again struck by the

enormity of what we are gifting our young people and the depth of attitudinal change your programme provides.... I know that over the next few weeks, some girls will turn up for the first time to talk about relationship abuse, some others will turn up to talk about concerns they have for a friend in a relationship and some will talk about family abuse. Some

of that work ends up being long term; young women determined to have their lives turn out differently from what they're currently experiencing."

Wendy Payne, School Counsellor,
Sacred Heart Girls' College, New Plymouth

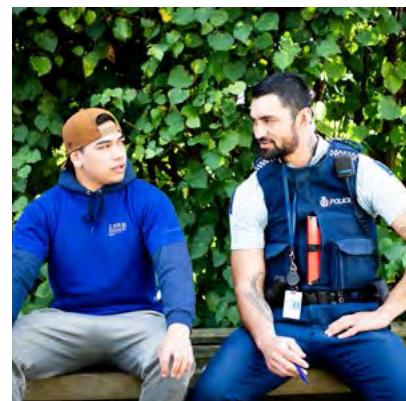


Improving support for youth offending victims

In March 2019, Police piloted a new initiative focused on improving support provided for victims of youth offending in Auckland City District. The programme uses a multi-agency approach with Police, Oranga Tamariki and Victim Support all working together.

The objectives of the pilot are to improve outcomes for victims of youth

offending, reduce victimisations, improve outcomes for youth and ensure accountability through supported resolutions. As part of the pilot, frontline Police staff in Auckland City District make Victim Support referrals for every youth offence. Nine dedicated victim support workers have been trained to specifically support youth victims through the Youth Justice Process. The aim is to roll-out this initiative wider to include other districts in the near future.



EVIDENCE — — BASED POLICING • •

You Matter to Us

The suburb of Linwood East in Christchurch is high in social deprivation and is over represented in both victimisation and offender statistics. An innovative model of practice was developed with the aim of reducing social harm and creating intergenerational change.

The You Matter to Us Wellbeing Team is made up of eighteen partner

agencies, both Government and NGOs, which Police co-lead with the Ministry of Education. The team identifies vulnerable children between zero and five years of age, with the purpose of ensuring they are participating in early childhood education and have access to both health and social services.

The You Matter To Us vision is all children and their whānau have a sense of wellbeing and belonging, feel proud

of their identity, language and achieve their potential. This collaborative model is at the heart of prevention and is ground-breaking in relation to social wellbeing practices.

You Matter To Us won the award for Excellence in Reducing Harm from Crime in the 2018 evidence-based Problem Oriented Policing awards.

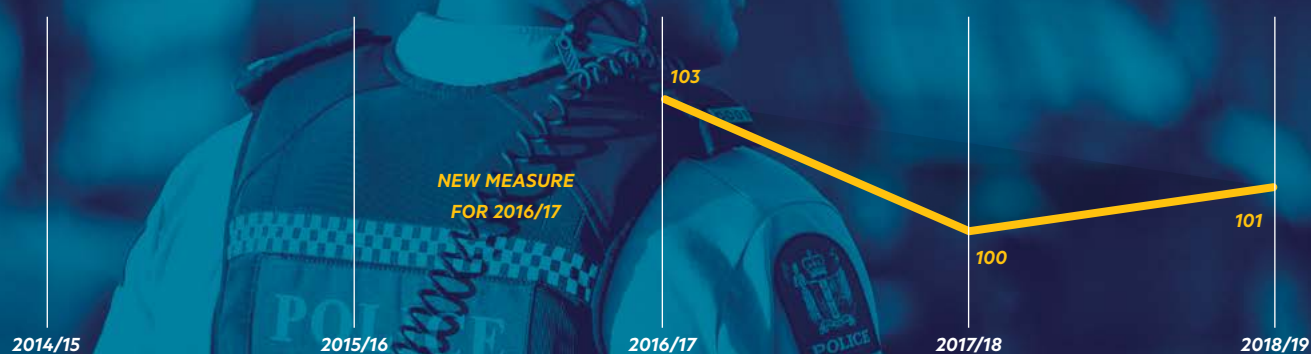


Reducing the impact of victimisations

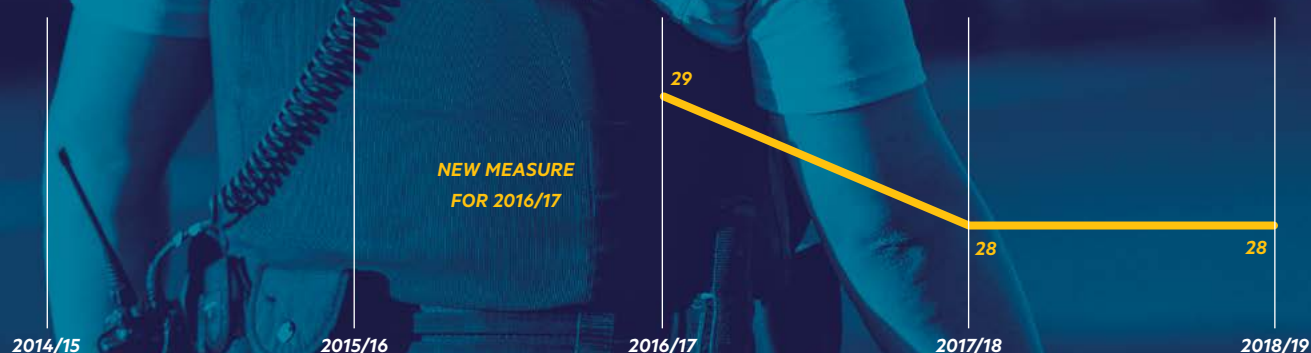
Number of victimisations for serious assault resulting in injury per 10,000 population



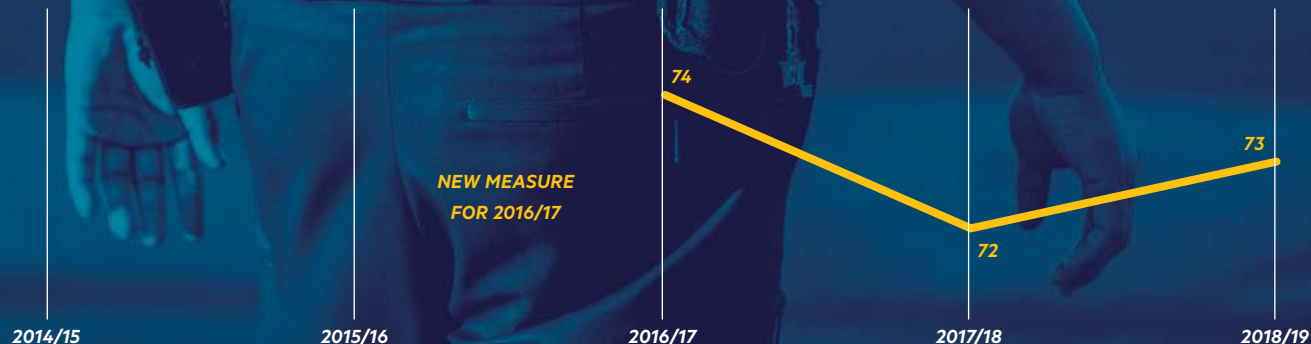
Number of repeat victimisations recorded per 10,000 population - Total



Number of repeat victimisations recorded per 10,000 population - Person



Number of repeat victimisations recorded per 10,000 population - Property



Performance measures

The following suite of performance measures support and align to the overall Police target of 10,000 fewer serious crime victimisations by 2021 including agreed Estimates measures for 2018/19.

Victimisations

Measure	2017/18 result	2018/19 result	2018/19 standard
Reduce the number of serious crime victimisations by 10,000 by 2021 ¹⁶	123,147	121,793	122,790
Total victimisations recorded per 10,000 population	539.7	532.5	Fewer than 2017/18
Total victimisations recorded per 10,000 population: Crime against the person	123.5	122.0	Fewer than 2017/18
Total victimisations recorded per 10,000 population: Property crime	416.2	410.5	Fewer than 2017/18
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against': Crime against the person	34%	34%	35% to 37%
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against': Property crime	9%	9%	10% to 12%
Percentage of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against': Crime against the person	42%	41%	41% to 43%
Percentage of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against': Property crime	13%	13%	14% to 16%
Percentage of homicide, sexual assault, and serious assault investigations finalised within twelve months	53%	54%	59% to 61%

16 Baseline: 132,790 (total number of recorded serious crime victimisations for the year ended 30 June 2017).

Burglary

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of home/dwelling burglaries attended by Police within 48 hours	91%	93%	At least 98%
Percentage repeat victimisations after burglary prevention advice	New measure for 2018/19	10%	5% to 10%
Percentage of repeat victimisations after robbery prevention advice	Under development ¹⁷		

Clearance rates

Measure	2017/18 result	2018/19 result	2018/19 standard
Aggravated sexual assault clearance rate	New measures for 2018/19	25%	24% to 29%
36 month homicide clearance rate (for offences recorded up to the end of the prior financial year)		68%	67% to 72%
Dwelling burglary clearance rate	13%	12%	11% to 15%

Supported resolutions

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of people who were eligible for supported resolution who received a supported resolution	New measures for 2018/19		
Total (all adults and all youth)		53%	50% to 55%
Total adults		41%	40% to 45%
Māori adults		36%	35% to 40%
Non-Māori adults		42%	40% to 45%

¹⁷ This measure is under development for the 2019/20 Annual Report.

Victims

Measure	2017/18 result	2018/19 result	2018/19 standard
Total number of victims recorded within the year: Crime against the person	54,160	53,654	52,000 to 53,000
Total number of victims recorded within the year: Property crime	159,086	154,891	163,000 to 164,000
Number of red ¹⁸ victims	New measure for 2018/19	1,112	950 to 1,150
Percentage reduction in the number of high risk victims (red victim attrition)	53%	52%	50% to 65%

School programmes

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of prevention programmes delivered to schools	New measures for 2018/19	44,872	42,000 to 47,000
Number of schools and educational institutions registered to implement Loves-Me-Not programme		109	100 to 150
Percentage satisfaction of attendees of Loves-Me-Not programmes		85%	90%

Safer Whānau

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of family violence reoffending at same or greater level of seriousness	80%	82%	Less than 2017/18
Percentage of eligible family harm incidents referred to Whāngaia Ngā Pā Harakeke/Integrated Safety Response programmes	New measures for 2018/19	50%	45% to 65%
Percentage of Districts with a Whāngaia Ngā Pā Harakeke/Integrated Safety Response programme		83%	83%
Percentage of breaches of Police Safety Orders	8%	8%	Less than 2017/18

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

Maintenance of order

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of serious occurrences recorded by Police while at planned court/event/VIP/Airport attendance	Under development ¹⁹		

Community services

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of satisfaction of people dealing with Police for lost and found property	New measure for 2018/19	89%	90%

Vetting

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of vetting requests processed within agreed timeframes: Priority (within one to five working days)	98%	73% ²⁰	98%
Percentage of vetting requests processed within agreed timeframes: General (within 20 working days)	99%	67% ²⁰	90%

¹⁹ This measure is under development for the 2019/20 Annual Report.

²⁰ The variance to standard was due to a combination of resourcing within the vetting team and the increasing complexity of vetting disclosures (including more detailed information, and the tailoring of vetting result to specific organisations' needs), resulting in a corresponding increase in processing time. Recruiting additional resources and process improvements, including the development of automated Police vetting, is anticipated to alleviate time delays.

Firearms

Measure	2017/18 result	2018/19 result	2018/19 standard
Median number of days to follow-up with expired firearms license holders to ensure renewal of firearms licence, or appropriate disposal, or removal, of firearms	New measure for 2018/19	64 days	60 days
Percentage of firearms licence applications processed within 30 days	38%	44% ²¹	80%
Percentage of firearms dealers inspected for compliance with the Arms Act 1983	New measures for 2018/19	99%	100%
Percentage of pistol clubs inspected for compliance with the Arms Act 1983		68% ²¹	100%
Percentage of pistol endorsement holders investigated for fewer than twelve days of club activities annually ²²	71%	64% ²¹	100%

Firearms buy-back scheme

Measure	2017/18 result	2018/19 result	2018/19 standard
Police will complete the process to enable the firearms buy-back scheme to be delivered in-line with the Minister's expectation	New measure for 2018/19	100%	100%

Offshore capability

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of staff deployed offshore annually	84	68	80 to 100
Percentage of host country satisfaction with support provided (i.e. capacity building programmes delivered to standard)	100%	100%	100%

21 Since the events of 15 March 2019, Police have focused resources in the areas of arms dealers, which includes inspecting dealers for compliance with the Arms Act, as a priority. Other aspects of the firearms process including, but not limited to, licencing and inspection of pistol clubs for compliance with the Arms Act will remain a focus for Police over the coming year.

22 Pistol endorsement holders are required to actively participate in the activities (at least twelve days of participation per annum) of a pistol club that has been recognised by the Commissioner of Police. Those endorsement holders who fail will be investigated by Police as to their reasons for non-compliance, and may have their pistol endorsement revoked.

Response

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of repeat calls for service to the location of crimes where Police has attended crimes in the previous twelve months	43%	44%	Less than 2017/18
Percentage of repeat calls for service to the location of emergencies where Police has attended emergencies in the previous twelve months	22%	22%	Less than 2017/18

Youth services

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of youth offenders who reoffend where the initial proceeding decision was: Warning	445	256	Fewer than 2017/18
Number of youth offenders who reoffend where the initial proceeding decision was: Supported resolution	1,255	1,459	Fewer than 2017/18
Number of youth offenders who reoffend where the initial proceeding decision was: Intention to Charge – Family Group Conference	201	152	Fewer than 2017/18
Number of youth offenders who reoffend where the initial proceeding decision was: Prosecution	684	485	Fewer than 2017/18
Percentage of youth who reoffend following referral to a Youth Aid intervention	New measure for 2018/19	29%	20% to 30%



25% reduction in reoffending by Māori by 2025



This target recognises Police's commitment to reduce reoffending by Māori and support the reconnection of Māori offenders to Te Ao Māori, and a restorative pathway through a strong iwi and whānau partnership approach.

As at 30 June 2019, 59%²³ of Māori offenders reoffended within twelve months of their original conviction. This target is aiming for a long-term behavioural shift to lift collective whānau and community wellbeing.

In previous years, Turning of the Tide has been our overarching strategy to guide the organisation towards delivering a more responsive service with Māori, for Māori. The strategy provided key insights into what works for whānau and communities such as strengthening relationships with iwi Māori, as this leads to improved engagement and support for initiatives. The strategy also highlighted the importance of embracing Te Ao Māori when designing our initiatives so they are most effective with Māori.

Building on Turning of the Tide and aligning to Our Business, Te Huringa o Te Tai is the next phase of this strategic approach, and is currently under development. A focus on growing strength-based partnerships remains an integral attribute of Te Huringa o Te Tai. This refreshed strategy provides a pathway to focus our efforts on ensuring our staff are culturally confident to support the achievement of aspirations for Māori and guide effective interventions over the next five years towards the strategy's vision of all Māori living full and prosperous lives, free from crime, victimisation and road trauma.

This next phase ensures we understand what drives the overrepresentation of Māori in the criminal justice system. While the issue is complex and multi-dimensional, driven by a number of socio-economic factors and behaviours, Te Huringa o Te Tai encourages us to reflect on, and where necessary change, traditional views and processes to ensure we are delivering better outcomes for Māori.

At the heart of Te Huringa o Te Tai is a focus on eliminating our biases and their impact on those we interact with, and growing our skills and abilities in tikanga and te reo Māori. Through considerate interactions such as correctly pronouncing names, respecting tikanga Māori, and showing respect to people of all ages, ethnicities and genders, we will improve the way we interact with Māori and improve their trust and confidence in Police.

The three focus areas of Te Huringa o Te Tai are: our people and our mind-set, building capability and capacity; implementing initiatives that are evidence-based on what works with and for Māori, including mātauranga Māori; and building effective partnerships. This framework has been designed to enable and guide Police districts to design and implement action plans that are tailored to local needs. Districts will be supported by nationally-led programmes and initiatives.

²³ Baseline reoffending rate: 58% for the year ending June 2016.

Supported Resolutions

The Supported Resolutions project is a national initiative that aims to reduce the harm from low-level offending through providing options other than prosecution. Often people who commit low-level offending do so because they need some support but do not have the means to obtain it. Supported resolutions includes pre-charge warnings, referrals to Te Pae Oranga panels, and informal warnings.

During 2018/19, we reviewed policy and practice around pre-charge warnings. We are currently exploring options around a new warning that enables conditions to be added to a warning that puts right the harm caused by the offending, enables appropriate reparation, and links the individual to support and rehabilitation. A decision-making model to support frontline staff to select the most appropriate resolution option is also being developed, alongside a referral pathway to better enable Police to refer people to support services.

Work continues to support current resolutions such as pre-charge warnings. In 2018/19, each district was provided with a Supported Resolutions Co-ordinator role to help lead improvements in the practice and uptake of supported resolutions in their district.

Te Pae Oranga

Te Pae Oranga²⁴ is a partnership initiative with iwi Māori providers to address the underlying factors behind low-level offending. Police refer participants to contracted service providers to work with the participant and their whānau to best understand the situation and what help is needed. Participants are held to account for their offending and importantly, are supported to address the harm caused. They are also provided with assistance to achieve success within employment, education or skills building such as a driver's licence or being able to create a curriculum vitae.

Research²⁵ completed in 2018/19 has found that iwi panels (Te Pae Oranga) are an effective alternative justice resolution that reduces the harm of re-offending. The research looked at data from seven years of implementation and compared a group of 1,013 panel participants with



a control group drawn from 73,000 offenders.

Using the New Zealand Crime Harm Index²⁶ it was found that there is a reduction in harm from post-panel offending. This equates to a reduction of 22.25% of the harm when comparing panel participants with harm committed by a control group of non-participants charged with similar offences and propensity-matched by age, gender, ethnicity, offending history, and location.

Māori Wardens

Police has a long-standing partnership with Te Puni Kōkiri to support the Māori Wardens programme. There are approximately 800 Māori Wardens in New Zealand who play an integral role in improving the wellbeing of whānau and our communities.

Police provides practical support to Māori Wardens including delivering training programmes and providing resources including vehicles, uniforms, radios and equipment. Police's Māori, Pacific, and Ethnic Services staff worked with Māori Wardens throughout the year to deliver operational training to over 200 Māori Wardens.

The Wardens are involved in a range of activities from major community events through to traditional Māori events such as Te Matatini, Matariki, and Koroneihana, held annually at Tūrangawaewae Marae in Ngāruawāhia. Māori Wardens work

24 For further information on Te Pae Oranga achievements please refer to the Our Transformation section of the Annual Report.

25 Darren Walton, Samara Martin & Judy Li (2019): Iwi community justice panels reduce harm from re-offending, *Kōtuitui: New Zealand Journal of Social Sciences Online*, DOI:10.1080/1177083X.2019.1642921.

26 The New Zealand Crime Harm Index is a measure of relative harm from crime which is designed to enable targeting of limited police resource for the greatest impact on harm and measurement of these impacts.



alongside Police and service providers supporting programmes focused on improving outcomes for Māori such as Te Pae Oranga and Rangatahi programmes.

The social environment in which Māori Wardens operate is markedly different today than it was when the functions and powers of the Māori Wardens were set out in the Māori Community Development Act 1962. Police has been supporting Te Puni Kōkiri in the current review to discuss modernisation options that will focus on the governance and administration of Māori Wardens.

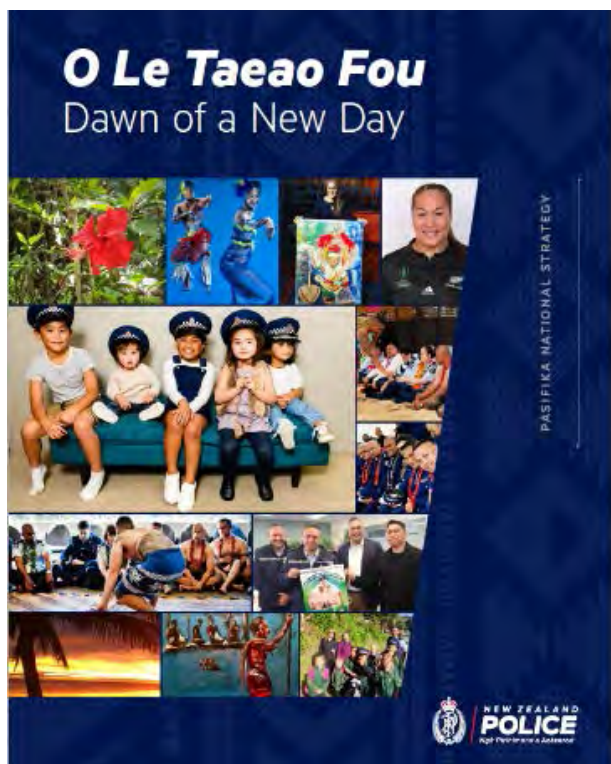
Pasifika

O Le Taeao Fou – Dawn of a New Day – the Pasifika National Strategy, was launched in November 2018 and represents an important step forward in Police's relationship with New Zealand's Pasifika communities.

Together with our Pasifika leaders, Police developed *O Le Taeao Fou – Dawn of a New Day* to address the drivers of demand for Police services with Pasifika communities in the areas of family harm, youth, roads, gangs, alcohol, and mental health. This strategy aims to improve Police mind-set and cultural knowledge to help Pasifika people enhance their wellbeing and stay out of the criminal justice system.

To reduce Pasifika crime and victimisation, the strategy focuses on building Police's capacity and capability to engage with Pasifika families and communities and enhancing the effectiveness of Police's partnerships with Pasifika peoples.

Since its launch, Police has focused on promoting *O Le Taeao Fou* within Police and with Pasifika leaders and communities. This approach has largely focused on strengthening relationships with Pasifika partners and engaging in joint government



initiatives that focus on the areas identified in this strategy.

Development of further performance measures

We recognise there is further work to do to achieve the ambitious measure of 25% reduction in reoffending by Māori by 2025. We are developing a suite of measures and indicators that will assist us to track how our interventions are impacting on reoffending.

Future areas for the development of measures include but are not limited to:

- ▶ creating a systematic way to track the impact of interventions on future offending behaviours, even when the intervention is a referral to an external programme (for example Social Services). This will enable us to better understand the impact that Police referrals to broader system interventions are having on reducing reoffending
- ▶ more accurately report data by cohort, frequency of offending, and community harm so that we can focus on tailored interventions that may produce better outcomes for Māori
- ▶ continue to develop prevention measures that more directly align to the 25% reduction in reoffending by Māori target, including further cost effectiveness and efficiency measures.

While it is likely that a technology solution can be developed for these areas with our current data, we will also continue to explore and develop our research capability and capacity through our Evidence-Based Policing Centre. This will ensure that the future development of a suite of measures to assist us in reaching

our target of 25% reduction in reoffending by Māori by 2025 is sustainable and evidenced-based.

We also recognise we need to collaborate more effectively with our partners across the social and justice sectors to achieve our target of 25% reduction in reoffending by Māori by 2025.

Social sector

Police's relationships with the social sector are driven not only by the desire to reduce Māori offending and reoffending but also to ensure the safety and wellbeing of all people across our communities. With police officers being on the streets, in people's homes, and connected with communities, we are in a unique position to identify early opportunities for prevention and improved responses to reduce harm to individuals, families, and communities. Police can provide evidence and information to partner agencies to support people most at risk of poor outcomes later on in life, including intergenerational harm.

Collaboration with our partners in the social sector informs Police's analysis, innovation, service provision, and practices to achieve better long-term results across sectors and helps vulnerable and high-risk groups to become more independent and improve overall wellbeing. Importantly, these interventions (for example supported resolutions) often occur before an individual enters the justice system and so the premise of intergenerational wellbeing and prevention are key to our success as a country and to keeping people out of the justice system.

Justice sector

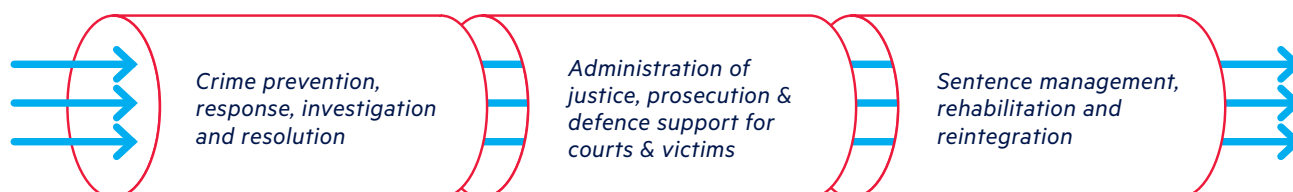
With our justice sector colleagues, we are developing a shared vision and goals for the sector. A draft justice sector strategic intent has been developed. The responsibility for improving intergenerational wellbeing lies across the entire public system and in all our communities. The challenge for Police is to best understand its role within this system and position itself well to achieve our shared goals, along with our target of 25% reduction in reoffending by Māori by 2025.

Justice reforms to support wellbeing

The criminal justice system can best be described as a pipeline going from Police, through our court system, to the Department of Corrections. Pressure on the criminal justice pipeline is currently the justice sector's most significant challenge. Criminal justice services, provided by different justice agencies, are demand driven and linked across the pipeline. The Māori and general prison population is more a reflection of how the system has chosen to deal with crime rather than the amount of crime it has dealt with. Volumes are driven by a complex mix of different factors, including the crime rate and how Police responds to crime.

With New Zealand's Māori prison muster at an all-time high, the Minister of Justice has embarked upon a programme of reform for the justice system that supports a wellbeing approach. Police will need to respond and contribute to reforms across the justice sector.

The criminal justice pipeline



Justice sector agencies have a range of work underway looking at operational, policy and legislative options to reduce pressures in the justice sector pipeline. The goal is to remove unnecessary volume and cost from the pipeline, and pursue more effective interventions alongside other partners to reduce reoffending and deliver better long term outcomes for New Zealand.

We will continue to work with our justice sector colleagues to expand the use of

formal non-court pathways (for example, Te Pae Oranga restorative practice panels). We also support cross-agency coordination to improve efficiencies (for example, reducing time spent on remand), and to achieve sector and Police targets. We support *Hāpaitia te Oranga Tangata: Safe and Effective Justice* – the work programme that aims to reform the criminal justice system. Launched in July 2018, the programme is an opportunity to achieve better justice outcomes for all New Zealanders by increasing the

focus on prevention, rehabilitation and reintegration.

Our long term investments to 2028 contain a mix of initiatives that are likely to reduce sector pipeline impacts in some areas, and increase them in others – particularly around gangs, organised crime and drug supply. The implications for other agencies including the justice sector pipeline are detailed in the New Zealand Police Long Term Investment Plan 2018–2028.

Cooking up a Supported Resolution

A young woman recently appeared before the local Iwi Community Panel (known locally as the ‘Mending Room’) for assaulting Police. The ‘Mending Room’ is led by Tuhoe as an alternative resolution to prosecution before the Court.

She had been involved in a family harm episode where her partner had turned up, triggering a breach of the Police Safety Order that had been served on her. Immediately she became aggressive toward one of the attending officers who she spat at while being led to the patrol car. Later at the police station, she was apologetic for her actions and was offered the opportunity to attend the ‘Mending Room’ – which she accepted.

Accompanied by her mother, the inquisitorial nature of the panel found that she was an avid cook who wanted to join the Army to do a chef apprenticeship. However, previous criminal offences were preventing that. Her mother also shared her daughter’s love of food and outlined that she watched all the cooking programmes. Knowing these things about a person helps the panel shape the consequences for their offending and possible future outcomes for the person.

One of the four consequences for her offending was to cook breakfast for the Police Safety Team that were involved, and make an apology to them. On the day of the breakfast, she arrived at

6:45am with all the ingredients and set to work in the kitchen. She interacted with Police staff who came to use the kitchen while whipping up a café style breakfast that was talked about all day.

This gave the woman an opportunity to be seen in a different light from the person who was dealt with at the time of the incident, and for her to see Police in a non-confrontational environment.

The young woman is now doing work experience at a café, and it’s hoped this will lead to future employment opportunities – an important outcome for the panel.

Developing leaders and resilience amongst rangitahi

In February 2019, Police staff, once again, joined with Hawke's Bay non-profit organisation Te Taitimu Trust in a successful venture to develop leaders and resilience amongst rangitahi.

The venture delivers effective grass roots change that has helped well over 1,000 tamariki and rangitahi find confidence to face the challenges of life and flourish.



Each summer the trust holds its Big Camp which focuses on water safety and leadership skills that empower the young people taking part.

Over four long days paddling through one of the remotest parts of the country they let the awa (river) teach them about themselves and how to work with others.

For Eastern District Police staff it was a fantastic opportunity to forge bonds and grow trust and confidence not just with the youth but also the multitude of partners from around Eastern District and across New Zealand.

Through four wānanga (learning sessions) conducted by the Police team, they found that the adults and youth all identified Police's key purpose in the community was to keep people safe.

Te Pae Oranga helps whānau

When a woman failed to appear at a Te Pae Oranga panel, she was about to be sent to court to face a theft charge. However, the panel members knew from reports that the woman was struggling to raise her large family in an unheated house and opted for an unannounced home visit first.

While attending, a police officer found the house was freezing, with mould growing on the walls, and the children were burning clothes they got from the clothes bank in the fireplace to keep warm. There was little food in the

cupboards and some of the children should have been in school. The woman said she was too embarrassed to ask for help.

The officer went to WINZ, who said the woman was entitled to support to cover everything from groceries, getting the car fixed, to getting firewood.

The officer delivered food and supplies to the house, a firewood delivery was arranged and an emergency housing assessment was booked. Further food parcels were also organised.

The woman attended her next Te Pae Oranga hui. She told the panel she had not been in trouble for twelve years but had succumbed to temptation when she saw money left unattended in a bar. She told the panel she had moved to escape a violent relationship and had not been able to find a better house large enough for her whānau.

Her agreement with the panel included writing a letter of apology to the victim, paying reparation, and working with Police, WINZ and other agencies to ensure her whānau's needs were met.

Performance measures

The following suite of performance measures support and align to the overall Police target of a 25% reduction in reoffending by Māori by 2025 including agreed Estimates measures for 2018/19.

Effectiveness

Measure	2017/18 result	2018/19 result	2018/19 standard
25% reduction in reoffending rate by Māori by 2025 (Baseline reoffending rate: 58% for the year ending June 2016).	59%	59% ²⁷	43%
Percentage reduction in harm from reoffending as a result of attending a Te Pae Oranga Panel	New measures for 2018/19	22% ²⁸	22% to 28%
Cost benefit ratio per referral to a Te Pae Oranga Panel (\$1 spent : estimated cost avoided)		\$1.00 : \$7.60	\$1.00 : \$7.60

Youth (Māori)

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of Māori youth who reoffend following completion of a Youth Aid intervention	New measure for 2018/19	35%	30% to 35%



27 As at 30 June 2019, 59% of Māori offenders reoffended within twelve months of their original conviction. This target is aiming for a long-term behavioural shift to lift collective whānau and community wellbeing.

28 Darren Walton, Samara Martin & Judy Li (2019): Iwi community justice panels reduce harm from re-offending, Kōtuitui: New Zealand Journal of Social Sciences Online, DOI:10.1080/1177083X.2019.1642921.



90% of people feel safe and have trust and confidence in Police by 2021

For New Zealand to become the safest country Police needs to become the world's best police service. Amongst other things, the world's best police service will be one that people from all backgrounds can trust.

Positive responses to our Citizen Satisfaction Survey this year indicated that the rapidness of our response was the biggest driver of increased trust and confidence in Police and that the follow-up support offered by our staff was impressive. As the number of police officers on our streets increases, so does our ability to deliver on the commitments we have made to communities.

Police has the high trust and confidence of many (79% as at 30 June 2019) but there are some groups in our communities amongst whom trust and confidence tends to be lower, including Māori and youth.

We are currently developing a new trust and confidence workstream as part of our transformation programme. There are a range of actions, such as procedural justice, that we know will make

a difference to shift trust and confidence and these will be reflected in the five pillars of our Trust and Confidence Delivery Plan under the new workstream. The plan sets out how we intend to build greater trust and confidence with our communities and internally with our staff.

We also know that how the public connects with us is an important factor when it comes to trust and confidence.



Through our service delivery workstream within our transformation programme, we are modernising our services and investing in technology that will make contacting us easier, while operating in the most cost-effective and efficient way.

Over the past year we have implemented a number of initiatives to improve how the public accesses and receives policing services. These include online crime reporting, centralised telephony, opening a new digital services centre,

and establishing the 105 non-emergency phone number.

At the same time, we are increasing our visibility in communities by increasing our numbers by 1,800 extra police. As at 30 June 2019, around 650 of the additional officers are already in districts working in community-focused roles such as:

- ▶ targeting prolific and serious offenders of burglary, robbery and other violence

- ▶ responding to calls for service and supporting our regional communities, and
- ▶ working in prevention roles to help our youth, prevent family harm and reduce repeat offending.

These new officers are additional to our existing staff numbers – bringing our organisation to a workforce of over 13,000 people.

Police Digital Services Centre

In November 2018, the Police Digital Services Centre was officially opened. The Centre houses the Crime Reporting Line (CRL) call-takers dealing with calls about historical and non-emergency matters and digital

services staff supporting online crime reporting and other digital initiatives.

The Centre is closely linked to Police's Auckland-based CRL facility, and is part of a national network of digital,

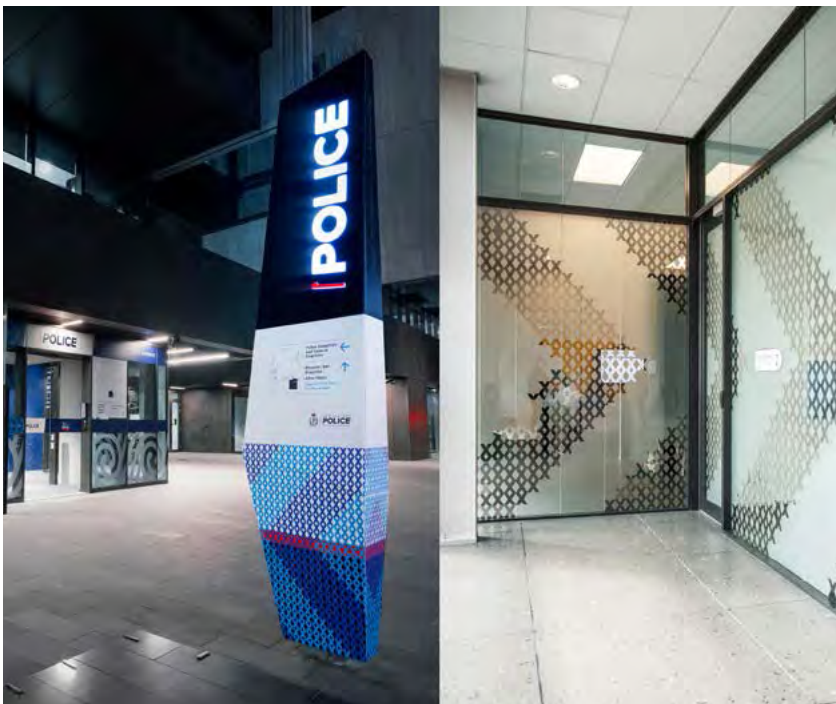
telephony and online non-emergency communications including the newly launched Police 105 non-emergency number. The Centre increases our capacity to manage demand. In its first four weeks, the Centre had more than 6,000 calls answered and around 140 online reports were received within a few days of the tool going live.

For the period 10 May to 30 June 2019, overall satisfaction with the quality of service received from staff operating the 105 non-emergency number was 89%. Overall satisfaction with the quality of service received from staff for online reporting for the same period was 77%.

The Centre is a key step in transforming our end-to-end customer service experience for people who need to engage with us for help, advice and support.



Putting Aotearoa back into the community



A range of signage has been developed to bring national consistency in keeping with Police's unified brand.

This is part of our drive to be as visible as we can in our communities. We have created a consistent national look, with instantly identifiable and easy-to-read signs.

As an official language of New Zealand and our commitment to Māori, te reo is celebrated and normalised through all Police communications and is incorporated into our branding.

Stations have been branded as 'New Zealand Police' rather than with their local name to underline the organisation's national identity but allows districts to maintain their own much-loved unique identity which reflects the diverse communities we serve across New Zealand.

Royal Commission of Inquiry into historical abuse in state care and the care of faith-based institutions

In November 2018, the Government established a Royal Commission to identify, examine and report on the abuse of children, young persons and vulnerable adults while in state care, or in the care of faith-based institutions and schools.

Government agencies, including Police, are working together to ensure that relevant information and records they hold are readily accessible to the Royal Commission.

Currently our focus is on developing information sharing and records management protocols to support engagement with a special Crown Secretariat, set up in the State Services Commission, which will coordinate input to the Royal Commission across all affected government agencies.

In addition, our National Criminal Investigations Group is making preparations to receive reports of alleged historic physical or sexual

assault, or other abuse, that get referred to Police as a consequence of the Royal Commission's work.

For further information please visit the Police website: <https://www.police.govt.nz/about-us/investigations-and-reviews/commissions-inquiry/royal-commission-inquiry-historical-abuse>



Police response to Christchurch Mosque attacks

Event

On 15 March 2019 a mass shooting took place in Canterbury District that resulted in significant loss of life and serious injury.

Our response to this unprecedented terror attack is the largest operation undertaken in Police's history. It was an extensive operation that required an immense workforce deployed across the Canterbury District and New Zealand to ensure the safety of our communities.



Resources

Our response was multi-faceted and required considerable resources to address the immediate threat, deal with the aftermath and provide public reassurance in the days and weeks after the event. Across the country, anyone wearing a Police uniform was looked to as a leader by the community, not only on the day of the attack, but in the days and weeks that followed.

Our people were leaders in assurance and vigilance. From the first responders who helped hundreds of terrified people, to the officers who stood vigilant for many hours outside mosques up and down the country – the public looked to our people to help them feel safe.

In addition to Canterbury District staff we deployed a further 1,072 Police personnel from other districts including 137 staff from Wellington, 114 staff from the Central District and 324 staff from service centres and Police National Headquarters. Our ability to make these resources available very quickly reflects the agility of our deployment model to reprioritise staff when required.

The additional staff were deployed to various roles including community reassurance, intelligence collection, investigations, and planning and logistics in Christchurch and Police National Headquarters. Staff from all corners of

Police volunteered to be a part of the response – not just frontline officers and investigators, but support staff who planned rosters, managed agency liaisons, conducted wellness and safety checks, and set up computers, logins and phones.

Almost 40 firefighters and personnel from Fire and Emergency New Zealand helped in the Communications Centre. St John New Zealand deployed 50 staff to triage, treat and transport dozens of patients whose injuries ranged from minor to those with critical gunshot wounds. The New Zealand Defence Force deployed 533 personnel, 13 aircraft, and armoured mobility assets to assist in the response.

Agencies set up offices on the ground specifically to address the needs of victims and their families. These agencies included ACC, Immigration New Zealand, the Office of Ethnic Communities, Emergency Management, and Victim Support.

We also received international support from the Federal Bureau of Investigation and the Australian Federal Police.

The first few days

Days one to four of our response were spent dealing with the aftermath of the event. Our immediate focus was on preventing any further threats and minimising further harm. On the ground,

Christchurch resources were deployed to the investigation, to support the families of the deceased and support the injured, and maintain public safety.

Of the 1,072 additional staff, more than 500 additional uniformed officers from across the country were flown into Christchurch. They were deployed to guard the hospital, burial sites, the mosques and the prayer and memorial services. Beyond Canterbury, we had hundreds of additional officers guarding mosques and Islamic centres throughout New Zealand.

Police visited schools and places of worship providing support, guidance and advice, with mosques as a priority location. Police ensured a 24 hour armed police presence was visible outside mosques across the country. This totalled 825 hours per day or equivalent to a little over 100 fulltime staff.

The investigation is complex and is the largest commitment of investigators and specialists to any criminal investigation in New Zealand's history. In addition to the huge number of investigative resources required to conduct the criminal investigation, a large number of resources have been committed to identifying individuals of concern to New Zealand's safety. We have seized a number of firearms as a result of our inquiries and work is ongoing.



Operation Whakahaumanu – to revive and restore

We commenced Operation Whakahaumanu “to revive and restore” the health of communities across New Zealand. Our Evidence-Based Policing Centre collated international best practice on post-event recovery and provided insights into which methods were best suited to New Zealand. Ensuring that we maintained a highly visible police presence in communities was essential to providing reassurance to New Zealanders that they could continue their normal daily routines feeling safe.

In the weeks after the attack, armed officers became a common sight nationwide as they provided a reassuring presence at schools, places of worship and at community-led activities, engaging with the public in a timely and respectful manner aligned with cultural considerations and reflective of our Police values.

Over the duration of Operation Whakahaumanu officers made 2,192 visits to places of worship, 2,520 visits to places of education and 222 visits to gun clubs and ranges offering safety and security advice.

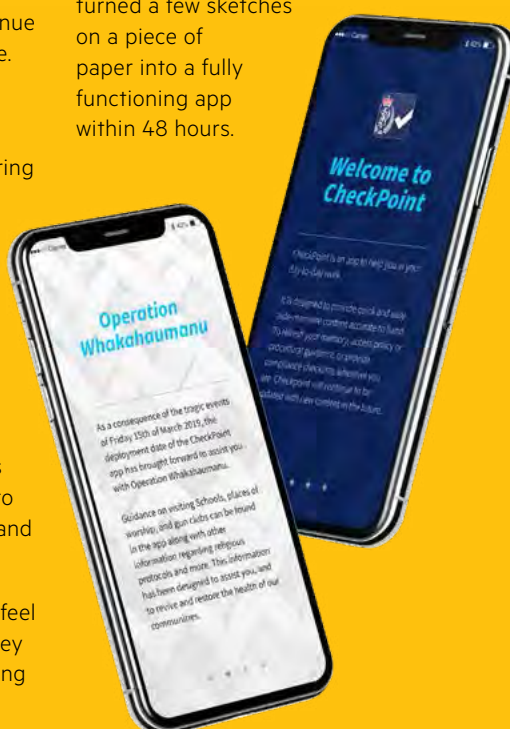
Enabling communities to be safe and feel safe is our purpose and remains our key priority. The activities carried out during

Operation Whakahaumanu have now become part of everyday policing.

Technology

Within days we deployed a newly developed application, CheckPoint, to all Police mobility devices that provided staff with quick and easy access to resources to support visits and interactions with our communities.

We developed the app with the assistance of our partners – Eagle Technologies, InterGen and Media4Learning – who turned a few sketches on a piece of paper into a fully functioning app within 48 hours.



CheckPoint provided an efficient way to capture the details of each visit, providing succinct information to users on policy, procedures and religious protocols.

Victim identification and repatriation

The terror attacks resulted in one of the most difficult and comprehensive disaster victim identification operations ever carried out in New Zealand. Returning the bodies of victims to their families was a crucial but challenging phase of the operation.

More than 90 disaster victim identification officers, with assistance from New Zealand Defence Force specialists in disaster victim identification, worked to determine cause of death and confirm identity before release of the bodies to the families, balancing professional obligations with awareness of and respect for the cultural and religious wishes of the victims and families.

Unusually, an informal list of victims was shared with the families early on. The Chief Coroner, on the recommendation of Police, agreed to release an unofficial list, due to the extraordinary circumstances, and because we were not always able to release the bodies of the deceased within the traditional Muslim time frames for burial.



Support

Providing intensive support to frontline staff ensured our response was coordinated and intelligence led, and gave us oversight of deployment as the situation developed.

In the early stages of our response, the Police National Command and Coordination Centre (NCCC) played a pivotal role in providing a real-time overview of the Police operational environment. The NCCC acted as a conduit for all information, and enabled communication throughout our organisation. Because other agencies have a presence in the NCCC, it was also a conduit for information to multiple agencies. We also had a Command Centre operating in the Christchurch Central Police Station to coordinate our local response.

As the scale of the attacks became known, the next step was to set up a Major Operation Centre (MOC). This then became the Command Centre for

the operation. The MOC was focused on managing the overall response and providing support to Canterbury District.

The MOC gathered all of the intelligence from the event, directed the response, and managed logistics, from deploying extra staff to Christchurch and accommodating them, to organising international support. The MOC reported directly to the Police Executive.

Communication with the public

During and immediately after the attacks our top priority was to get safety advice out to the public as quickly as possible.

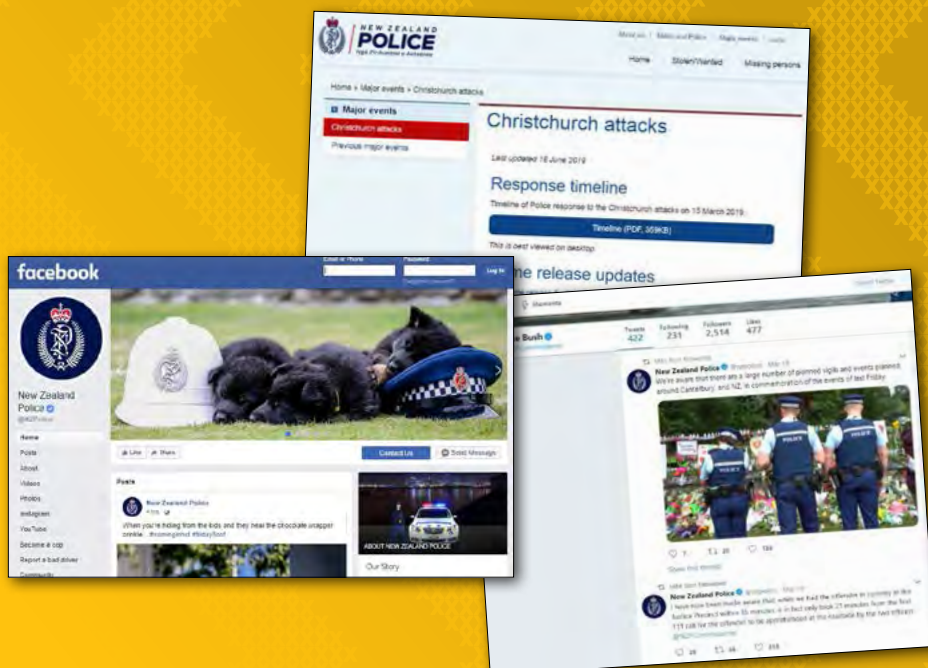
Initially advice was focused on Christchurch, placing schools into lock down and asking people in central Christchurch to stay off the streets and away from mosques.

Once the immediate threat passed, our priority shifted to the victims and to public reassurance. We used the media

and our social media channels to make people aware of the resources they could access for help and support. We kept everyone informed about how we were responding, telling them about extra resource we were mobilising, what we were doing to keep people safe, and why we were doing it. We communicated key messages around the security threat level, and made sure everyone was aware of the temporary routine arming of our officers.

Media releases were produced regularly from 2:36pm on the day of the event, an hour after the attack began. The Commissioner was highly visible and accessible, with his first video message released just before 4pm, and his first media stand-up at 5:30pm.

On the 'news' section of our website we put out eight updates about the attacks throughout the afternoon and evening of 15 March, and the regular updates continued for days after, providing information about missing people, and how we were supporting those who had been affected.



We had two videographers on the ground in Christchurch to show the public what our staff were doing, showing them talking to and interacting with the public. We saw a huge influx of interest in our social media posts and video.

Our content reached over 60 million people in the first 48 hours after the event. Our social media followers grew by 80,000 in the month after the attacks, and we're currently sitting on about 1.4 million followers.

Wellness of our people

Keeping our staff safe and well, in the short, medium and long term is always a priority. In the first few days following the incident almost 1,400 Canterbury-based staff and Communications Centre staff were contacted to check on their wellbeing.

During the initial response and first three weeks after the shootings (Friday 15 March to Friday 5 April), there were 762 confidential one-on-one consultations between Police's Wellness Advisors and affected employees; onsite clinical psychologists had 223 one-on-one psychological first aid sessions with staff

in Christchurch; and 380 trauma referrals were made.

Three times as many Wellness Advisors and double the usual number of Health and Safety Advisors were deployed to Canterbury District to support staff. Support, guidance and technical expertise were provided to the Nominated Safety Officer who identified risks and hazards and ensured they were mitigated.

Through a series of videos and other communications staff were encouraged to take up one or more of the many support services that are always available to all staff in all districts. In addition, clinical psychologists were contracted to be onsite to provide one-on-one psychological first aid to our staff for almost three weeks following the incident.

Through partnerships with subject matter experts, supported by international best practice, a medium and long-term response has been developed to ensure Police staff remain psychologically fit.

A Canterbury-specific interagency wellness response has been developed to ensure all first responders have access to appropriate interventions to manage what



for many will be trauma on trauma after the earthquake response.

A wellness, safety and health module was developed for the CheckPoint application and made available on staff mobility devices. The module facilitates immediate advice and guidance to ensure staff wellbeing. Staff can make contact through the module directly to a Wellness Advisor in their district on their own behalf or for a colleague.



Challenges and opportunities

The scale of this event posed particular challenges.

Staff deployed from outside Canterbury missed opportunities to recertify over the duration of the response, resulting in increased demand for recertification training that has outstripped availability. The back-log is being managed but there are still resourcing challenges to back-capture training needs through workforce management.

Staff deployed to the response were unable to take leave over this time. The extended hours meant that staff accrued time off in lieu in large volumes that will have impacts on managing future leave and potential financial implications.

The National Remembrance Day Services held on 29 March 2019 in Christchurch, Auckland, Wellington and Dunedin (and other locations) required significant Police security support.

Approximately 900 staff were involved alongside New Zealand Defence Force personnel. In response to a request from our Commissioner, the Australian Federal Police also provided a significant contingent that assisted with specialist tactical support.

There were obvious concerns about large gatherings for Anzac Day and Easter public holidays. More than 1,000 extra police staff were deployed to Anzac services at 374 locations across the country. Visits from dignitaries including the Royal visit by Prince William, necessitated a major security operation.

Meanwhile, day-to-day policing and the demand for our services continues. People still need to call 111 and we still need to provide a high level of service. Our deployment model and the agility of our officers meant we were able to maintain effective core policing services across the country over this time.

Changes to firearms law were initiated by the Government immediately after the

attack. Within days staff at Police National Headquarters and from other agencies commenced work on the legislative changes. Further information about our partnering across government for firearms legislation is on page 63.

Trust and confidence

It was essential that the public continued to have confidence in our ability to do our jobs, and trust us to keep them safe.

In the two-week period from 16 March to 31 March, public trust and confidence among Canterbury respondents increased by 11 percentage points to 94%. This is Police's highest level ever. Nationally, trust and confidence in Police increased by five percentage points to 81%.

The "Police response to the Christchurch shootings" was the most frequent reason given by survey respondents as to why their trust and confidence in Police increased. People praised Police for the speed of the response, apprehension of the offender, leadership, sensitive

“They’ve been very professional ... they should be proud of themselves ...”

Male, aged 45–54, Māori, Southern District.
Citizen Satisfaction Survey, March 2019

handling of the incident, and the professionalism shown.

Our Ethnic Services team had established good relationships within the Muslim community and these existing relationships were pivotal to our ability to support them appropriately.

Continuing effect on policing

We are currently working with our partners in the public and private sectors, including the Department of the Prime Minister and Cabinet and the Ministry of Business, Innovation and Employment, to develop a New Zealand strategy for protecting crowded places. This will provide a coordinated approach to how we protect places where crowds gather and for major events in the future.

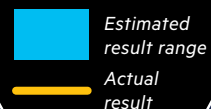
Prevention First asks us to look deeper at crime to assess the underlying reason for the crime. How crimes are recorded is important and we need to have the best possible picture of hate

crime in New Zealand. Police must gain a deeper understanding of this type of crime to accurately identify and record the underlying hostile motivation for offending to ensure that opportunities are not missed to prevent it, hold offenders to account, and provide victims with appropriate support.

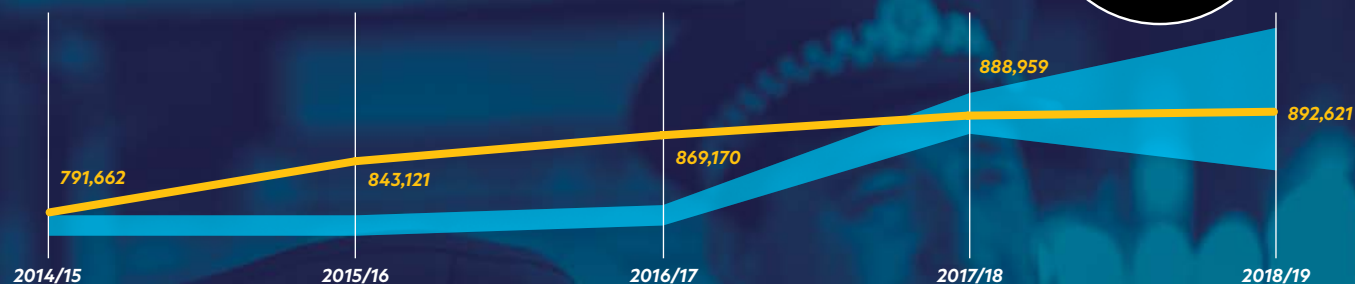
Strengthening our community relationships is a particular focus area for us. By visiting and engaging with the community we can understand their concerns and their expectations of us so we can better enable community safety. The activities undertaken during Operation Whakahaumanu highlighted how important it is for us to engage with communities and participate in them.

Service demand volumes

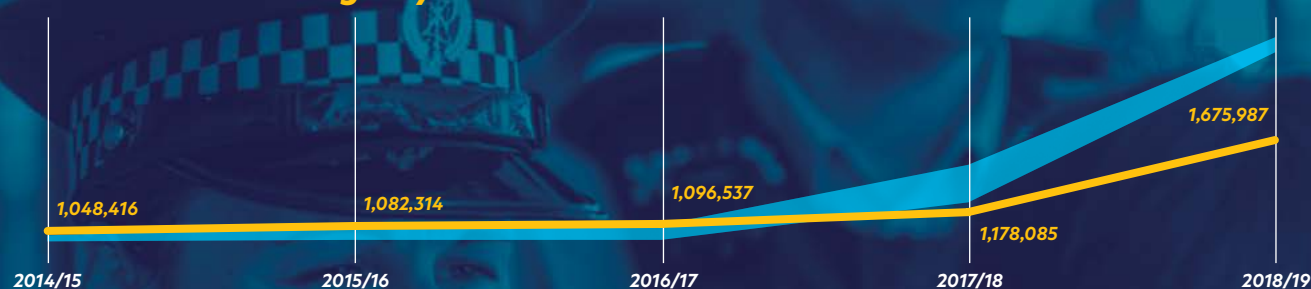
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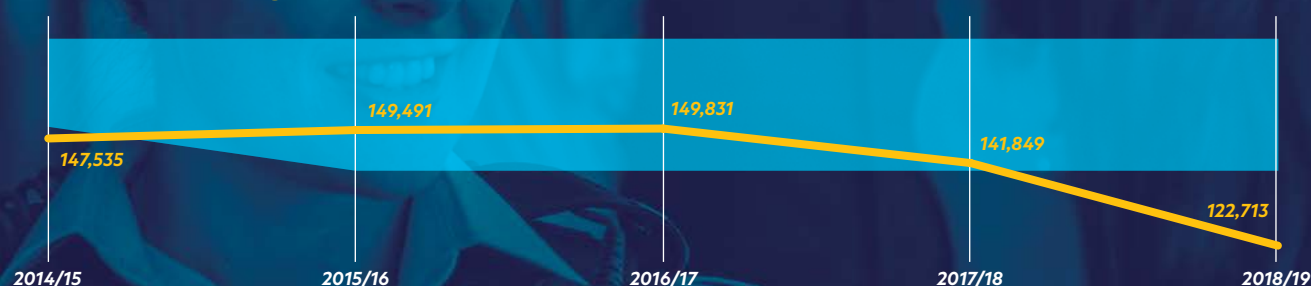
Number of 111 calls answered



Number of non-emergency calls answered



Number of emergency events responded to²⁹



Number of non-emergency events responded to



²⁹ Events responded to are a function of demand-driven calls for service received by Police, and Police continues to see an increase in both emergency (111) and non-emergency calls (0.4% and 42% growth respectively) (graphs 1 and 2).

As in prior years, a greater number of emergency (111) phone calls are received by Police than there are actual events requiring an emergency response. When a call for service is received, Police Communications Centres operators triage the call and deploy available units as either an emergency or non-emergency response. This deployment is based on the best information the operator has available to them at the time.

When compared to the 2017/18 year, the 2018/19 year's emergency events responded to have dropped by 13%, while non-emergency events responded to have increased by 8% (graphs 3 and 4); giving a total net increase of 4% in events responded to by Police. These results show this year-on-year upward demand for non-emergency services is continuing.

New services offered by Police such as online reporting and the 105 non-emergency number, and the associated promotion of these points-of-contact, have contributed to the upswing in non-emergency demand, and as the public uptake of these services develops, Police will continue to see a shift in the demand on the emergency (111) system in favour of non-emergency service demand.

Performance measures

The following suite of performance measures support and align to the overall Police target of 90% of people feel safe and have trust and confidence in Police including agreed Estimates measures for 2018/19.

Citizen satisfaction

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of people who expressed full or quite a lot of trust and confidence in Police:			
Total	78%	79%	90%
Māori	69%	70%	90%
Youth	77%	76%	90%
Victims	72%	74%	90%
Percentage of people reporting a positive service experience among:			
Total	80%	82%	90%
Māori	77%	82%	90%
Youth	77%	79%	90%
Victims	75%	77%	90%
90% of New Zealanders feel safe	New measure for 2018/19	83%	90%
Percentage of overall satisfaction with service delivery among victims of crime	77%	77%	75% to 80%
Percentage of satisfaction with service delivery from Police Communications Centres	82%	80%	83%
Overall satisfaction with service delivery among members of the public who had contact with Police	80%	80%	90%
Percentage of victims who agree 'they were treated fairly'		91%	90%
Percentage of victims who agree "staff made me feel my situation mattered to them"	New measures for 2018/19	82%	90%
Percentage of victims who agree 'staff did what they said they would do'		84%	90%
Percentage of Victim Support offices' satisfaction with Police services	70%	73%	90%
District Court judges' satisfaction with the performance of Police prosecutors	86%	80%	90%
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	70%	72%	80% to 85%
Percentage of survey respondents who feel safe in their neighbourhood after dark	70%	71%	75%
Percentage of survey respondents who had contact with Police at the roadside that agree they were treated fairly	88%	87%	87% to 91%

Response

Measure	2017/18 result	2018/19 result	2018/19 standard
Median response time to emergency events: urban policing areas	7 minutes 42 seconds	8 minutes 5 seconds ³⁰	7 minutes to 8 minutes
Median response time to emergency events: rural policing areas (including the Greater-Auckland motorway system)	12 minutes 37 seconds	14 minutes 14 seconds ³⁰	11 minutes to 13 minutes
Time taken to respond to 90% of emergency events: urban policing areas	New measures for 2018/19	29 minutes 38 seconds ³⁰	10 minutes
Time taken to respond to 90% of emergency events: rural policing areas (including the Greater-Auckland motorway system)		61 minutes 15 seconds ³⁰	30 minutes
Percentage of satisfaction with the speed of Police response	69%	69%	65% to 75%
Percentage of satisfaction with overall quality of Police response	New measures for 2018/19	80%	90%
Percentage of satisfaction that Police did what they said they were going to do in relation to response		82%	90%
Median response time for attempted suicide emergency events		9 minutes	10 minutes

Custody and escort services

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of escapes from Police custody	8	7	Fewer than 2017/18
Number of deaths and serious injuries in Police custody	17 ³¹	14 ³¹	Fewer than 2017/18
Number of prisoners escorted and/or held in custody	173,446	170,799	140,000 to 170,000

³⁰ In November 2018 Police changed the boundaries between 'urban' and 'rural' areas to align with the boundaries as defined by Statistics New Zealand. This change was anticipated to have an impact on median response times, particularly for rural events.

³¹ In 2017/18 and 2018/19 there were two deaths in custody. These deaths are included in each of the annual results.

Communications Centres

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of 111 calls answered within ten seconds	79%	67% ³²	Greater than 90%
Percentage of non-emergency calls answered within 30 seconds by the Communications Centres	71%	55% ³²	70%
Percentage of online reporting cases responded to within 24 hours (service level agreement timeframe)	New measures for 2018/19	100%	95%
Percentage of people who called Communications Centres that agree staff were competent		92%	90%
Percentage of people satisfied with online reporting service		77%	90%

Case management

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of cases (charges) resolved by: Prosecution	193,685	189,933	190,000 to 200,000
Number of cases (charges) resolved by: Warnings	64,913	68,449	60,000 to 70,000
Number of cases (charges) resolved by: Supported resolution (incl. Family Group Conference)	13,659	16,495	10,000 to 15,000
Number of cases (charges) resolved by: Not proceeded with	181	243	150 to 250
Percentage of 'adult sexual assault' or 'child protection' cases in status 'not assigned' for more than five days	New measures for 2018/19	0.8%	0% to 1%
Percentage of burglaries resolved within 30 days (excluding those 'early case closed'):			
Dwelling		9%	10% to 12%
Other residential		3%	10% to 12%
Non-residential		9%	10% to 12%

³² Police is working to address resource requirements across all its Communications Centres to adequately meet continuing demand levels. While strategies to enhance service levels are being rolled out nationally, some of the benefits will not be realised in the short-term and service levels may continue to be impacted for some time.

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of burglaries that are 'early case closed':			
Dwelling ³³		0.02%	0%
Other residential		27%	20% to 30%
Non-residential		40%	40% to 50%
Percentage of burglaries that are 'early case closed' for which an offender is later identified:	New measures for 2018/19		
Dwelling		0%	0%
Other residential		3%	2% to 5%
Non-residential		8%	5% to 10%
Percentage of judge alone trial cases withdrawn/dismissed at trial stage due to Police providing insufficient evidence	9%	9%	6%
Percentage of charges laid by Police that result in conviction	73%	73%	70% to 75%
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%	3%	Less than 3%
Percentage of cases assigned within timeframe:			100% within:
Total		96%	28 days
Adult sexual assault and child protection		99%	5 days
Mandatory		97%	7 days
Critical		99%	14 days
Priority		98%	21 days
Volume		96%	28 days
Percentage eligible for pre-charge warnings (PCW) receiving PCW		26%	25% to 30%
Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	83%	83%	90%

33 Police policy states that dwelling burglaries should not be 'early case closed'.

Policy advice and ministerial services

Measure	2017/18 result	2018/19 result	2018/19 standard
Performance of the Multi-Category Appropriation (MCA) as a whole assessed by average performance success of the below measures	83%	75%	75%
Number of policy related briefings (formal and additional) for the Minister	241	284	390 to 550
Number of second opinion advice items and contributions to policy advice led by other agencies	349	356	600 to 1,000
Total cost per hour of producing policy outputs	\$106	\$105	\$90 to \$120
The satisfaction of the Minister of Police with the policy advice service as per the common survey	87%	82%	80%
Technical quality of policy advice papers assessed by a survey	7.3	7.4	Better than 2017/18
Number of briefings for the Minister	322	509	250 to 300
Percentage of draft responses to parliamentary questions provided within specified timeframes	97%	90%	95%
Percentage of items of ministerial correspondence provided within the timeframes specified	99%	92%	95%

Other

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of complaints upheld against Police	259	211	Fewer than 2017/18
Rate of infringements paid online	75%	81%	75%
Percentage of infringement notices processed without error	91%	91%	90%



\$500 million cash and assets restrained from gangs and criminals by 2021

This is an ambitious target but a clear acknowledgement that taking away money and assets from organised crime groups and gangs is how we can have the biggest impact on disrupting organised crime.

Organised crime is profit driven. If we remove the money that is used by criminals to reinvest in further illicit activities, we dismantle their ability to create other opportunities to cause harm. Taking away the assets that criminals have purchased with the proceeds of their criminal activity, sends the message that crime does not pay. It also means taking away the lifestyle and 'high-end toys' that are used by gangs to attract prospective members.

Between 2017 when the target was established and June 2019, the value of assets and cash restrained from gangs and criminals is over \$144 million. This is below our target for the year. Asset values are beyond our control, and while we prioritise our disruption targeting to the highest value and highest harm networks, we cannot guarantee the asset yield.

As part of the 1,800 additional Police staff, an unprecedented addition of

500 national-level police staff will be dedicated to combatting serious and organised crime. These staff will work to disrupt, deter and dismantle organised criminals' networks and are the most significant boost ever for this part of the business.

They will be supported by 200 district-based officers focused on preventing serious and organised crime. As at 30 June 2019, around 100 of the 700 additional organised crime staff have so far been recruited. As the additional staff are recruited into these roles the amount restrained from gangs and criminals is expected to increase significantly.

Illicit drugs

Gangs are involved in activities related to the manufacture and distribution of illicit drugs and firearms, but their activities can extend to money laundering and fraud.

Their involvement in organised crime is a significant driver of violence, intimidation and social harm with consequential impacts on public perceptions of safety.

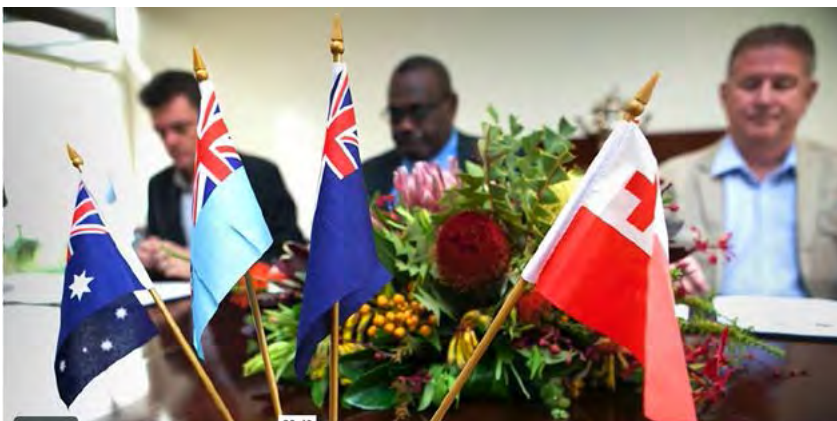
The Gang Intelligence Centre, along with other sources of information, assist Police's organised crime units to build a good picture of who and where to target, through robust intelligence. Specialists and frontline staff, with our partner agencies, target the upper end of organised crime.

Due to the high methamphetamine prices in New Zealand, transnational organised crime groups actively target this market. The high retail price results in high profits and a growing market for transnational crime groups.

Wastewater testing nationwide across 38 sites has found sizeable traces of methamphetamine. It is evident that methamphetamine is not only being sold

Pacific partnership

Organised crime continues to be a threat across the Pacific. Organised crime groups use the Pacific as a way to target the entire region. In February 2019, New Zealand Police signed an agreement with Australian Federal Police, Tonga and Fiji to tackle organised crime in the Pacific with more people on the ground in that area.



in urban areas but also into some of our most vulnerable communities where the detrimental impact is significant.

We are seeing Australian deportees such as the Comancheros motorcycle gang, and transnational organised crime groups setting up in New Zealand and importing illicit drugs, selling to the New Zealand market and moving money offshore. Often these groups undercut the market which means low socio-economic groups are being included as potential buyers,

resulting in further harm to those most vulnerable.

Police is also determined to hold the professionals, who are increasingly relied on by gangs to hide the origin of their drug money, to account. These activities generate significant amounts of cash. Organised crime groups increasingly rely on professionals to hide their true origin so they can benefit from the proceeds. Profit drives organised crime, and so we will continue to disrupt and dismantle organised crime.

Police's focus is on reducing harm through preventing organised crime as well as investigating it. We need to understand and address the social aspect that organised crime has on communities. Our aim is to reduce victimisation and deter potential offenders from becoming involved in a life of crime. This includes protecting the children we encounter when terminating an operation.

Seizing \$500 million worth of cash and assets

Our target to seize \$500 million worth of cash and assets from gangs and criminals by 2021 guides us to focus on the profits driving many serious and organised crimes. These crimes cause social and economic harm to our communities, both domestically and internationally. The Criminal Proceeds (Recovery) Act 2009 (CPRA) enables Police to target the proceeds of crime, whatever the crime, which means working with agencies across government and other jurisdictions, to restrain and forfeit cash and assets. This supports our partner agencies to achieve their own strategic objectives, including Inland Revenue (tax crime), New Zealand Customs Service (drug smuggling, illegal importation), Immigration New Zealand (migrant exploitation), and the Ministry for Primary Industries (fisheries crime).

Over the past year we have had some great successes. A Suspicious Activity Report (SAR) came into the Financial

Intelligence Unit, followed by a quick turnaround for the Asset Recovery Units, who restrained over \$17 million worth of funds, linked to corruption and money laundering overseas. Over \$33 million worth of assets were restrained in relation to multiple tax evasion and fraud investigations, including GST fraud, cigarettes smuggling, overbilling, illegal fishing and benefit fraud. Over \$22 million worth of assets have also been restrained in relation to drug offending – with methamphetamine being a strong focus for our asset recovery units, as it causes significant harm to our communities.

This year, 56 properties worth nearly \$42 million have been restrained, along with \$8 million worth of cash, nearly \$20 million worth of electronic funds, and 125 vehicles, motorcycles and boats, worth an estimated \$5.2 million.

New Zealand Police continues to work closely with foreign counterparts, in

order to restrain and recover proceeds of crime that have been sent to other jurisdictions, and to help our overseas partners trace and restrain proceeds of crime located in New Zealand, but linked to overseas crime. We continue to invest in improving how we do things, to ensure that our efforts have the maximum effect on preventing harm, profit-motivated crimes and contributing to the safety of New Zealand.

However, focusing on the profits behind the crimes comes with its challenges. To restrain and forfeit criminal proceeds we must prove that, on the balance of probabilities, someone is linked to a crime and effectively controls the funds or assets in question, and that those funds or assets were derived from criminal activity. This reinforces the importance of the financial system, service providers and community members in detecting and reporting profit-motivated crime.

Operation Nova

In April 2019, Police arrested eleven people following a year-long investigation into the activities of the Comanchero motorcycle gang.

More than 80 Police staff including members of the Armed Offenders Squad, Dog Section and Specialist Search Group executed search warrants at ten properties across the Auckland region. The warrants were part of the second phase of Operation Nova, led by the National Organised Crime Group.

The first phase, terminated in February, saw the arrest of five people in New Zealand and one person in Fiji, as well as the seizure of about 11 kilograms of methamphetamine, and 39 kilograms of cocaine. The seized substances had a combined street value of over \$25 million.

As part of the second phase efforts, almost \$4 million in assets have been restrained including two residential

properties and several high end vehicles, including a number of Range Rovers, a Rolls Royce and Harley Davidson motorcycles. About \$60,000 of cash and firearms have been seized, including a loaded pistol at one address, and a military-style semi-automatic pistol grip shotgun and rounds of ammunition at another.

Our investigation also revealed plans to allegedly import methamphetamine, and approximately \$1 million worth of its precursor, ephedrine, into New Zealand.

The phase two seizures will help strip the gang of symbols of status and the influence they use to attract others to join.



Wellington Operation

Since August 2018, Wellington District has been targeting two syndicates involved in the distribution of millions of dollars' worth of methamphetamine to the wider Wellington community. As a result, 31 men and four women aged between 23 and 42, from around the Wellington and Central districts, have been arrested.

More than 200 charges will be laid in relation to offending that includes distribution of methamphetamine

and cannabis, money laundering and firearms offending. The majority of offending has been in the Porirua, Wellington City, and Hutt Valley communities with Police executing more than 40 search warrants.

More than 100 police officers have been involved in the investigation with the aim of disrupting these criminal groups who have been causing significant harm in our communities.

Methamphetamine, cannabis, cash, vehicles, a launch, artwork, jewellery, gold, and seven firearms were seized during the warrants. The Police Asset Recovery Unit has restrained assets valued at more than \$1.1 million with a Proceeds of Crime Disruption Index value of \$3.7 million.

The social cost of the methamphetamine seized equates to more than \$4.3 million.

Performance measures

The following suite of performance measures support and align to the overall Police target of \$500 million cash and assets restrained from gangs and criminals including agreed Estimates measures for 2018/19.

Financial crime

Measure	2017/18 result	2018/19 result	2018/19 standard
\$500 million of cash and assets restrained from gangs and criminals by 2021 (total accruing since baseline)	\$67.72m	\$144.102m	\$500m (year two phased target of \$210m)
Dollar value of assets restrained from organised and financial crime (2018/19 dollar amount only)	\$67.72m	\$76.382m	\$125m
Number of money laundering investigations that resulted in prosecution	New measure for 2018/19	35	30 to 40

Cost effectiveness

Measure	2017/18 result	2018/19 result	2018/19 standard
Dollar amount of social harm ³⁴ avoided by disrupting illicit drug trade (Police attributed) ³⁵	New measures for 2018/19	\$37.170m	\$37m to \$40m
Organised crime disruption value for money:			
Related personnel spend : value disrupted (disrupted = restrained)		\$20.5m : \$76.4m	\$20.5m : \$76.4m

34 The 2016 Drug Harm Index published by the Ministry of Health is used to calculate the harm prevention value.

35 1kg of methamphetamine seized represents \$1.239m in social harm costs avoided.

Child wellbeing

Measure	2017/18 result	2018/19 result	2018/19 standard
Percentage of drug dealing houses with children present (with the intent that this decreases over time)	New measures for 2018/19	22%	15% to 20%
Number of instances where children were saved from harm following an organised crime investigation		334	300 to 350

Gang and organised crime prevention

Measure	2017/18 result	2018/19 result	2018/19 standard
Number of adults identified as belonging to gangs	New measures for 2018/19	6,535	6,000 to 6,600
Number of international gang members that:			
<ul style="list-style-type: none"> Police has been advised are travelling to New Zealand³⁶ Have been refused entry 		83 9	80 to 85 10

36 As and when notified by country of origin.

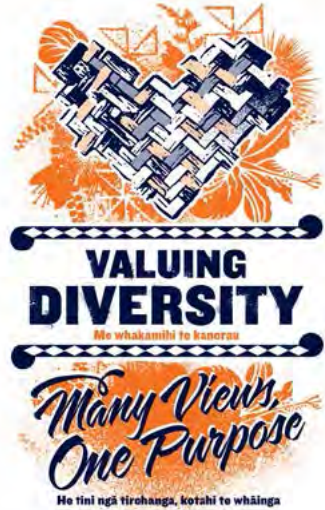
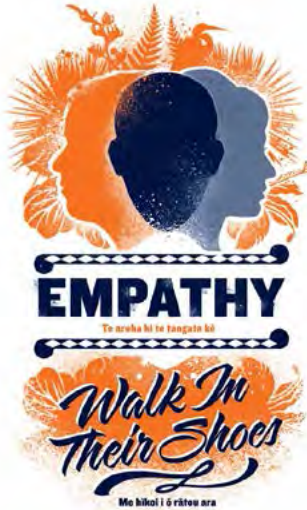
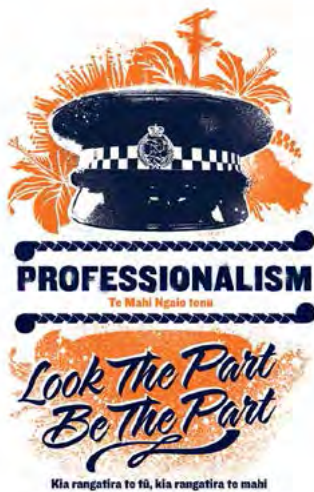
How we do it

This section outlines how we delivered our services to our communities in 2018/19.



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. Our values inform the way we work, operate and make decisions. Our values reflect what is important to us and to the communities we serve.



Our people

Police values its people and the contributions they make to deliver on our commitments to New Zealanders. We recognise it is only through our people that we can deliver on these commitments.

Part of valuing our people is ensuring that they, like our communities, are safe and feel safe. We are committed to ensuring our people are equipped and enabled to do the best possible job, and to fulfil 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 2007 Commission of Inquiry into Police Conduct 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 staff live our values.

We strive to have the same diversity profile as the communities we serve. Increasing diversity has benefits for Police and the community. We have set ambitious recruitment targets to meet our desired workforce profile, and we are making significant progress.

Our Women's Advisory Network aims to develop and support our women to be successful by directing organisational effort into increasing the recruitment,

retention, development and promotion of women.

2018/19 has been a record year for female growth within the Police workforce. The number³⁷ of Constabulary women increased by 203 to reach a total of 2,192 constabulary women.

The number of Māori, Pacific and Asian constabulary employees is also increasing rapidly. Growth in these ethnicities will help us continue to improve relationships between Police and these communities.³⁸



³⁷ Full time equivalents (FTEs).

³⁸ Detailed information on the profile of our people including diversity and inclusion and capability is available in Appendix 4 and 5.

Our partnerships

We know that to achieve our mission for New Zealand to be the safest country, we will need the help of our partners. It is only by working in partnership with the community, iwi, NGOs, and government agencies that we can deliver on our purpose of ensuring New Zealanders can be safe and feel safe.



Resources and interventions from justice and social sector agencies need to be aligned and coordinated to address system challenges. Over the past year Police has taken 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 provides 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

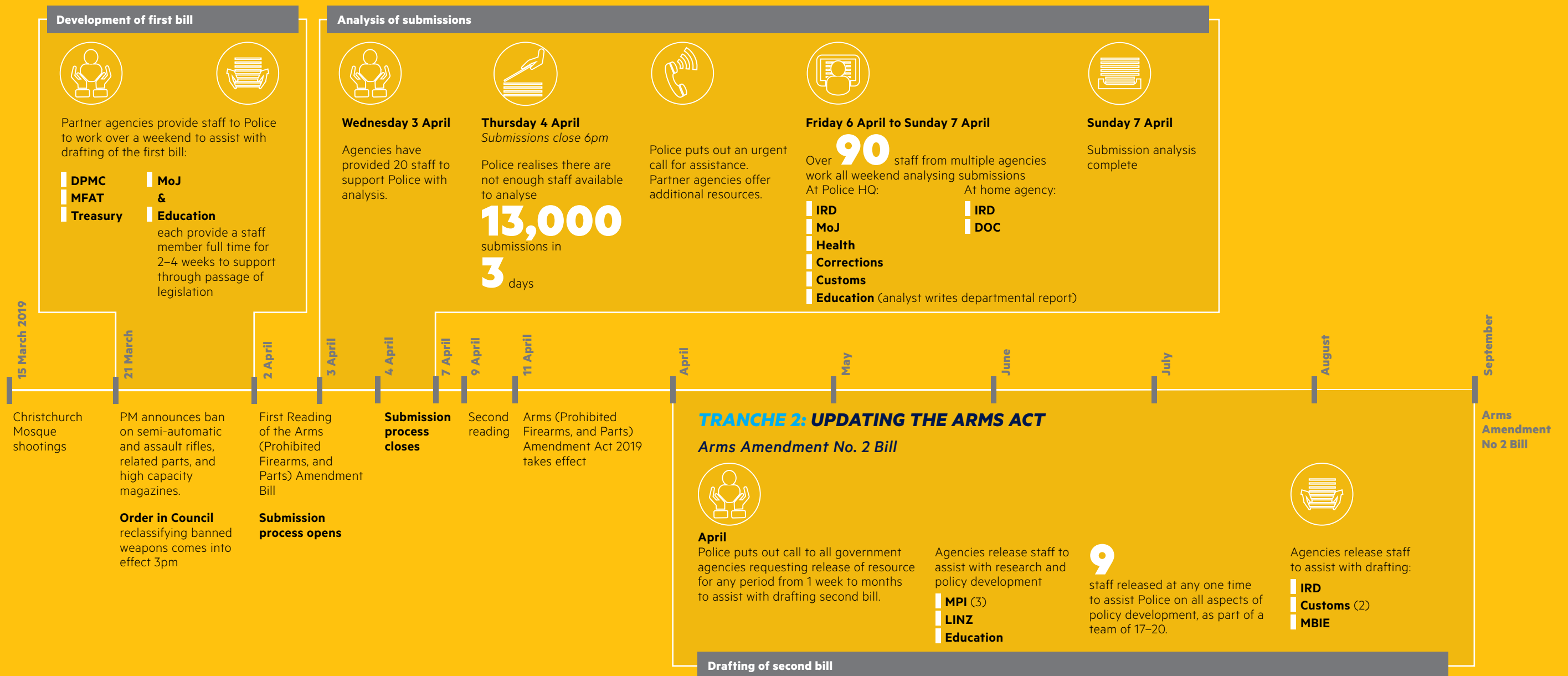
our transport sector partners to improve road safety and reduce the number of deaths and serious injuries on the roads. The strong relationship between the partners allows us to identify creative solutions and innovations to help achieve road safety for all. It is essential for success that we work together 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, support capability development through our overseas assistance programmes, and work collectively to mitigate potential risks to national security.

Partnering across government for firearms legislation: a success story

TRANCHE 1: PROHIBITION OF SEMI-AUTOMATIC AND ASSAULT FIREARMS, PARTS AND MAGAZINES

Arms (Prohibited Firearms, Magazines, and Parts) Amendment Act 2019



WHAT THEY SAID ABOUT THE EXPERIENCE

What Police said:

"Resilient – came into a fast paced, high pressure, rapidly changing environment"

"They wanted to make a contribution and rolled up their sleeves"

"Willing and highly capable"

"Collective will to make a difference"

What our Minister said:

"I thank the teams of public servants and policy analysts from multiple Government agencies who assisted. At least 90 extra people were drafted in to work in three times eight-hour shifts and through the weekend to consider, analyse and report on submissions"* Hon Stuart Nash

What our Partner Agencies said:

"Immensely enjoyed the experience"

"Hugely positive experience – culture, atmosphere, friendliness, approachability"

"Made connections in other departments that would not have otherwise accessed"

"Once in a lifetime experience to work across agency silos and pull together"

* 9 April 2019 Arms (Prohibited Firearms, Magazines, and Parts) Amendment Bill – Second Reading https://www.parliament.nz/en/pb/hansard-debates/rhr/document/HansS_20190409_054000000/nash-stuart

Our transformation



The Safest Country – Policing 2021 (P21) is our transformation programme. Through it we are undertaking a range of initiatives during the next three years to modernise and transform our business, and to support a future of evidence-based, technology-enabled policing.

That is a future where there are fewer crimes and victims, less reoffending, fewer crashes, and stronger partnerships with iwi, communities, partner agencies and NGOs.

It is also a future where members of the public can more readily access Police services, contact us more easily to report non-emergencies, and where criminals can expect there to be more police on the street and in the air to assist with prevention and detection of crime.

This forward-thinking approach is underpinned through our values and our high-performance culture, both of which support and enable our people to be the best they can be and drive us toward being the safest country. Importantly, many of the ideas that shape P21 come directly from the frontline.

Workstreams

The six P21 workstreams represent the areas where change can have the most impact in our communities. Many significant milestones were achieved this year through our transformation programme.

Building the Frontline

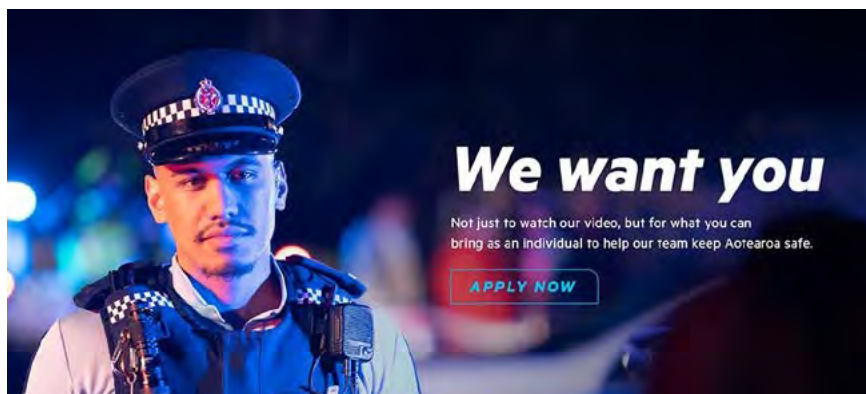
Building the Frontline is the recruitment and deployment of an additional 1,800 constabulary and 485 employees by

June 2023. Work in this area includes allocating new staff, equipment, training and other resources to districts and service centres, and ensuring we maximise the opportunities provided by our entire workforce.

Key achievements

- Police is now an organisation of more than 13,000 people³⁹ for the first time ever. Since the start of the 2017/18 year almost 1,500 recruits have graduated: 650 of which are new growth and more than half of these are women. The number of Māori, Pacific and Asian constabulary employees all grew faster than the overall rate.
- For the first time in Police's history, there are more than 2,000 full-time female constabulary officers. This milestone was reached with the graduation on 13 December 2018 of Wing 321 at the Royal New Zealand Police College. Police reached the milestone of 1,000 Constabulary women in the mid-1990s. Police expects to reach the 3,000 constabulary women milestone before the end of the current growth programme in 2023.
- Following the success of the non-residential recruit course in Tāmaki Makaurau, it will continue to be an option for people to complete their police training while living at home,

39 Full Time Equivalents (FTEs).



rather than having to attend training at the Royal New Zealand Police College in Porirua.

- ▶ Our 'EPIC' recruitment video, aimed at attracting hundreds of new cops, was launched on 24 October 2018. The video showcases the extensive variety of career paths officers can follow as well as the wide range of diversity within Police.
- ▶ More police stations are now operating with increased hours. This is in addition to the launch of our new 105 non-emergency call and online services.
- ▶ Nineteen staff have been deployed to Precision Targeting Teams across Districts. These teams are focused



units that target serious and prolific offenders to reduce burglary, robbery and other violence. A further 56 staff will be deployed to these teams in 2019/20.

- ▶ Additional vehicles have been introduced to the Police fleet to support the influx of the additional 1,800 constabulary employees.
- ▶ The new frontline officers have been fitted with firearms, safety alarms, radios and hard body armour to ensure they are equipped and enabled, and are safe and feel safe. Police intends to rollout further equipment to staff over the coming year – including a 50% increase in live fire training and a 50% increase in simunition (simulated ammunition) training.

Safer Whānau

Safer Whānau aims to reduce the harm families in New Zealand are experiencing by partnering with iwi, community and other agencies, including the Family Violence Joint Venture Business Unit, to assist the most vulnerable and disadvantaged communities who are exposed to family harm.

Key achievements

- ▶ The emerging findings from recent evaluations show that the Integrated Safety Response (ISR) and Whāngaia Ngā Pā Harakeke (WNPH) are making a positive difference for many families and whānau and there is evidence of significant reductions in harm. Up to June 2019 there were 46,000 family harm episodes referred to the two ISR pilot sites and Counties Manukau WNPH. Nearly 95% of all episodes involved women aged 18 years and over and about 50% involved children under 18 years. Budget 2019 saw the government investing \$27.1 million to continue the current ISR pilot sites for another two years. An overarching community response has been developed by the Family Violence Joint Venture Business Unit, taking into account learnings from other family violence response initiatives across New Zealand, including ISR.
- ▶ The ISR sites and some WNPH sites use the Family Safety System. This system has a finite life and Budget 2019 invested \$4 million in capital expenditure to assist with the build of a new system called Safer Sooner. This system will provide multi-agency family violence teams with better ways to understand who needs help, how best to understand their holistic family violence situation through inter-agency information sharing, how to connect them with relevant and available services, and how to provide more effective service provision and engagement.
- ▶ An evaluation of Counties Manukau WNPH outcomes calculated that WNPH reduced harm from offending by 15%. The Government has allocated funding in Budget 2019 to continue

the WNPH sites in Counties Manukau, Gisborne and the Whiria Te Muka site in Kaitia for two more years.

- ▶ Proximity alarms are a new technology being piloted by Police to keep victims and their tamariki safe. These devices are carried by both victims and defendants of family harm to ensure they remain physically apart and provide an additional layer of safety. Extensive testing has been completed on the Proximity Alarm solution and a procurement process carried out to select a technology and monitoring service partner. Preparations are underway to commence a twelve-month pilot in the two ISR sites in Christchurch and Waikato.
- ▶ Amendments to the Evidence Act 2016 came into effect on 3 December 2018 to allow victims of family violence to have their victim video statement used as their evidence in chief unless the defendant successfully argues against the use of the video. Family harm victim video statements has made taking statements from family harm victims quicker and simpler, which has benefits for the victim. Across the three districts within Tāmaki Makaurau

2,720 family harm victim video statements have been taken that have led to charges in 91% of cases. Funding was received for a wider rollout of the victim video statements programme as part of the Budget 19 package.

- ▶ As a result of the OnDuty Family Harm application, timeliness of information sharing to File Management Centres and to Police's multi-agency partners has improved.

Iwi and Community Partnerships

Building strong relationships of trust and confidence with iwi Māori, Māori urban authorities, providers, communities, and our partner agencies will enable the delivery of real solutions guided by Te Ao Māori to increase the number of Māori who currently experience waiora (total wellbeing for the individual and family).

Key achievements

Te Pae Oranga is a Māori-led alternative to prosecution for low-level offending. Māori community organisations hold participants to account for their offending, help them to put the harm right, and

Te Pae Oranga

Daniel had been institutionalised since he was five years old, having been brought up as a ward of state and then spending most of his adult life in prison. It was the only life he knew, and in the past would reoffend so he could go back inside.

Over a period of eight months Daniel successfully remained out of prison, due to support from a community organisation.

Unfortunately, Daniel was involved in a road rage incident and as a result, was referred to Te Pae Oranga. The victim attended.

Daniel advised the panel of the steps he had taken to address his behaviour, by talking with his counsellor and seeking support from ACC to address his anger management. The panel members were able to see evidence of the work that Daniel had done to improve his life and were motivated to help Daniel to continue on this positive pathway.

It was a very emotional process, with both parties expressing their remorse as to how the events of the road incident unfolded. The conditions set by Te Pae Oranga were to pay the \$100 koha to the victim and to give an apology in person to the victim. All conditions were met on the day of the panel Hui.





direct them to further support where this is necessary.

An evaluation completed in 2018/19 showed that Te Pae Oranga achieved a reduction in harm from reoffending of 22.25% when compared with a cohort of similar people who did not participate. This result held across people of all ages, genders and ethnicities. Qualitative evaluation confirmed the positive results across all participants, attributing the programme's success to the underlying values of manaakitanga (hospitality/welcoming) and whakawhanaungatanga (connections).

The name 'Pae Oranga' means to listen, to hear, and to reach wellness. A key component of the approach is the panel meeting, where people of high standing from the community come together to hear the participant's story and to collectively decide what the participant will do to put things right.

- ▶ In 2018/19, 2,994 referrals were made to fifteen Te Pae Oranga providers, for participants who had committed low-level offences.
- ▶ In 2020/21, new policy and standards will be implemented for Te Pae

Oranga, drawing on the lessons from evaluation and ensuring a consistently high standard of delivery across Police districts.

- ▶ The Effective Justice Sector Fund has approved funding of \$5 million in financial year 2019/20 to enable the continued operation of Te Pae Oranga in the current fifteen locations.

The previously named Alternative Resolutions are now known as Supported Resolutions. This change recognises that options other than prosecution should not be seen as an alternative but rather



an equally valid option for low-level offending. Supported resolutions are more effective at reducing reoffending and provide more opportunities to support people to make the necessary changes in their life to address the underlying causes of their offending behaviour.

- ▶ Twelve new Supported Resolutions Coordinator positions have been introduced into districts to assist with the improvement in operational practice and delivery of supported resolutions.
- ▶ A review of the processes underpinning pre-charge warnings (PCWs) has been completed. A training package and a decision-making model will be developed to support the referral process and enable improvements in the delivery of PCWs.
- ▶ A decision-model to support frontline staff decision-making has been designed. It is currently under development with its launch occurring in late 2019. It will coincide with the introduction of a moderating panel (currently being trialled in Wellington District) to review the use of Police discretion in decisions made for supported resolutions. The panel will assist with improving transparency and consistency in the use of discretion and provide a mechanism for staff to suggest service delivery improvements.
- ▶ A referral process is being established in conjunction with the Ministry of Health that will enable frontline staff to refer people directly to health support services for drug-related offending from August 2019.

Evidence-Based Policing

Evidence-based policing uses information, crime-science and problem-solving



methods to ensure proven approaches and tactics guide and inform the choices of frontline staff, are seen in the results for the communities we serve, and contribute to building public trust and confidence in Police.

Key achievements

- ▶ The roll-out of wastewater testing at 38 sites in each of the twelve Police districts is giving a clearer picture of New Zealand's illegal drug use. The expansion of the programme (in October 2018) allows Police and other agencies to accurately assess the levels of drug consumption in our major centres and provincial communities so we can make informed decisions on education, prevention and enforcement initiatives.
- ▶ The Woolf Fisher Police Fellowship programme recognises excellence and outstanding service by Police employees and encourages further development in policing practice in New Zealand. Fifteen fellows from the inaugural 2018 programme travelled to seven overseas jurisdictions across Europe, United Kingdom and

United States of America to gain an understanding of what is working in their communities and what best practice initiatives may be of benefit to New Zealand.

- ▶ Fellows from the 2019 programme also have undertaken further international study and observation opportunities and have reported their learnings back to New Zealand Police and partner agencies in a variety of ways. Initiatives observed included breaking the cycle of family violence culture in families, tactical deployment measures, working with disadvantaged young people, and collaborative risk-driven intervention to provide solutions to ongoing crime, violence, arson, addictions and truancy in an indigenous community.
- ▶ One of the inaugural fellows observed an Opportunity Probation and Enforcement programme with Honolulu Police in September 2018. The programme is a probationer-centred, collaborative strategy that targets higher-risk, higher-need probationers to effect behavioural change. Following a presentation of his observations, discussions are

SERVICE DELIVERY STRATEGIC OBJECTIVES

**ANYWHERE,
ANYTIME**

**FAST AND
CONSISTENT**

**SMART
AND SAFE**

being held with Judiciary and the Department of Corrections to test feasibility to trial a similar programme in Christchurch.

- ▶ The Evidence-Based Policing Centre launched a new website in February 2019. The site at www.ebpc.org.nz is designed to keep the public up-to-date on information and research relating to evidence-based policing. It will ensure audiences understand the Centre's function and role as a collaborative research centre.
- ▶ The Evidence-Based Policing Centre's new operating model went live in March 2019. The benefits of the new model were demonstrated from day one when an urgent request for support came through in response to Operation Deans. All three of the Centre's new teams brought their expertise together to support Police leaders in making evidence-based decisions. The Centre also developed an online form to capture lessons learnt from Operation Deans. These online forms will enable Police to become more proficient at responding to events in the future.

Modernising our Service Delivery

Modernising our Service Delivery aims to ensure everyone in New Zealand can access policing services – anywhere, anytime – that will lead to the trust and confidence of all. To do this we need to deliver the right service to the public in the right way, enabled by modern technologies and underpinned by our policing values.

- ▶ At 10:05am on 10 May 2019, the non-emergency number 105 ("ten five") was launched. This marks a significant

105



milestone in our mission to transform our service delivery. 105 is a service that aims to improve access to Police and streamline the experience people have when reporting non-emergency situations to Police. The 105 non-emergency number sits alongside 111. The number is receiving more than 1,000 calls a day. Overall satisfaction with the quality of service received from staff operating the 105 phone number or the period 10 May to 30 June 2019 was 89%.

- ▶ Members of the public can now make reports online through New Zealand Police's new reporting tool. Online reporting went live on the Police website on 22 November 2018 and can be used to report lost property, intentional property damage, shoplifting, general theft and theft from a car. Around 800 online reports are processed every week. We plan to expand the online reporting tool to include more non-emergency reporting options in the near future. Overall satisfaction with the quality of service

received from staff operating the 105 online reporting for the period 10 May to 30 June 2019 was 77%.

- ▶ In November 2018, we launched the new Police Digital Services Centre in Kapiti. 75 staff take non-emergency calls and support online reporting and new digital initiatives. Kapiti staff are closely linked to Police's Crime Reporting Line facility, based in Auckland, are part of a national network of digital, telephony and online non-emergency communications.



Police High Performance Framework and trust and confidence

Gaining trust and confidence of all New Zealanders is an essential part of policing. The starting point for external trust and confidence is how we operate inside the organisation. How we lead, the way we live our values, how we support each other, and how we place people at the centre of everything we do, directly affects our ability to be the world's best police service and become the safest country.

Key achievements

- ▶ People's trust and confidence in Police increased following our response to mosque attacks on 15 March 2019. Among Canterbury respondents in the two-week period from the day after the shootings, trust and confidence increased by eleven percentage points to 94%. This is Police's highest level ever.
- ▶ Nationally over the same time, the public's trust and confidence in Police increased by five percentage points to 81%. The Police response to the Christchurch shootings was the most



frequent reason given by survey respondents as to why their trust and confidence in Police increased. Respondents praised Police for the speed of the response, apprehension of the offender, leadership, sensitive handling of the incident, and the professionalism shown.

- ▶ The Police High Performance Framework (PHPF), which fosters a culture where staff are supported and enabled to be their best, has been delivered to all Police staff. The five frameworks are now being applied to the annual performance cycle. Resources to support staff knowledge and understanding of each framework have been developed and the PHPF is

currently being integrated into relevant policies, systems and procedures.

- ▶ A refreshed employee survey was conducted in May 2019. The survey is part of the Employee Experience Programme, which is piloting a new way of receiving feedback on what it is like to work at Police. As we continue our culture transformation, it is important we have a good understanding about what our people are experiencing. Under the new approach, more targeted questions are being asked to gather staff insights, gauge the shift in our organisation's culture and help improve our people's experiences.



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 2019, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2020.

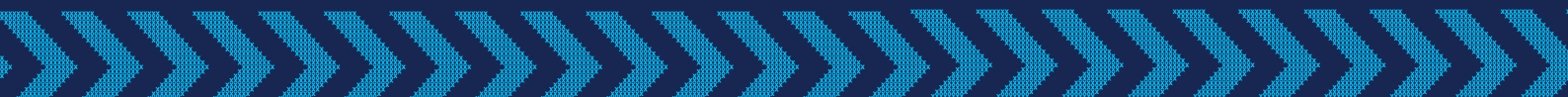
Signed by:



Mike Bush MNZM
Commissioner of Police
30 September 2019

Financial statements

Financial statements for the year ended 30 June 2019



Statement of Comprehensive Revenue and Expenses

for the Year Ending 30 June 2019

	Note	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supp. Estimates 2018/19 \$000
Revenue					
Crown		1,657,986	1,790,272	1,739,225	1,790,272
Other Revenue	2	28,151	25,592	28,761	28,761
Total Revenue		1,686,137	1,815,864	1,767,986	1,819,033
Expenditure					
Personnel	3	1,209,677	1,291,218	1,226,467	1,228,199
Operating	4	341,047	393,453	397,139	459,362
Depreciation and Amortisation Expenses	6	87,095	82,764	94,807	81,977
Capital Charge	7	48,990	49,315	49,573	49,495
Total Operating Expenses		1,686,809	1,816,750	1,767,986	1,819,033
Surplus (Deficit) from Outputs		(672)	(886)	-	-
Revaluation of Land and Buildings		(4,453)	-	-	-
Other Comprehensive Revenue and Expenses		(4,453)	-	-	-
Total Comprehensive Revenue and Expenses		(5,125)	(886)	-	-

The accompanying notes form part of the financial statements

Statement of Movements in Taxpayers' Funds

for the Year Ended 30 June 2019

	General Funds \$000	Revaluation Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2018	527,784	294,035	(26)	821,793	823,727	821,795
Net Surplus (Deficit) for the year	(1,031)	–	145	(886)	–	–
Other Comprehensive Revenue and Expenses	–	–	–	–	–	–
Total Comprehensive Revenue and Expenses for the Year	(1,031)	–	145	(886)	–	–
Transfer of Revaluation Reserve to General Funds on Disposal of Assets	–	–	–	–	–	–
Transactions with owners in their capacity as owners						
Capital Contribution	6,250	–	–	6,250	6,250	6,250
Total Transactions with Owners in Their Capacity as Owners	6,250	–	–	6,250	6,250	6,250
Total Taxpayers' Funds as at 30 June 2019	533,003	294,035	119	827,157	829,977	828,045

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 2018	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 Financial Position

as at 30 June 2019

	Note	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supp. Estimates 2018/19 \$000
Assets					
Current Assets					
Cash		72,891	50,999	30,000	8,816
Accounts Receivable	8	388,543	399,104	322,764	430,125
Prepayments		13,207	13,995	7,478	13,000
Inventories		–	–	–	–
Assets Held for Sale		7,495	7,495	–	–
Total Current Assets		482,136	471,593	360,242	451,941
Non-Current Assets					
Property, Plant and Equipment	9	724,749	726,403	814,608	766,696
Intangible Assets	10	61,279	57,128	58,109	81,706
Capital work-in-progress	11	17,690	53,384	–	–
Total Non-Current Assets		803,718	836,915	872,717	848,402
Total Assets		1,285,854	1,308,508	1,232,959	1,300,343
Liabilities					
Current Liabilities					
Creditors and Payables	12	39,708	36,560	37,684	47,982
Accrued Expenses	13	54,577	55,309	40,671	37,600
Employee Entitlements	14	204,510	211,199	168,778	209,000
Provision for Repayment of Surplus to the Crown		–	–	–	–
Total Current Liabilities		298,795	303,068	247,133	294,582
Non-Current Liabilities					
Employee Entitlements	14	165,266	178,283	155,849	177,716
Total Non-Current Liabilities		165,266	178,283	155,849	177,716
Total Liabilities		464,061	481,351	402,982	472,298
Net Assets		821,793	827,157	829,977	828,045
Taxpayers' Funds					
General Funds		527,784	533,003	529,597	534,010
Property, Plant and Equipment Revaluation Reserves		294,035	294,035	300,380	294,035
Memorandum Account	20	(26)	119	–	–
Total Taxpayers' Funds		821,793	827,157	829,977	828,045

The accompanying notes form part of the financial statements

Statement of Cash Flows

for the Year Ended 30 June 2019

	Note	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supp. Estimates 2018/19 \$000
Cash Flows from Operating Activities					
<i>Cash provided from:</i>					
<i>Supply of Outputs to:</i>					
– Crown		1,618,955	1,780,591	1,743,167	1,767,899
– Others		24,272	24,708	29,028	29,028
		1,643,227	1,805,299	1,772,195	1,796,927
<i>Cash was applied to:</i>					
<i>Produce Outputs:</i>					
– Personnel		(1,172,925)	(1,268,150)	(1,227,862)	(1,295,948)
– Operating		(315,267)	(396,532)	(395,895)	(397,900)
– Capital Charge		(48,990)	(49,314)	(49,573)	(49,505)
		(1,537,182)	(1,713,996)	(1,673,330)	(1,743,353)
Net Cash Flows from Operating Activities	16	106,045	91,303	98,865	53,574
Cash Flows from Investing Activities					
<i>Cash provided from:</i>					
Sale of Non-Current Assets		2,199	2,727	2,760	2,760
Refund of Cost of Asset		7,691	–	–	–
<i>Cash was applied to:</i>					
Purchase of Property, Plant & Equipment		(57,692)	(83,349)	(91,933)	(88,779)
Purchase of Intangible assets		(12,392)	(38,823)	(13,542)	(37,880)
Net Cash Flows from Investing Activities		(60,194)	(119,445)	(102,715)	(123,899)
Cash Flows from Financing Activities					
<i>Cash provided from:</i>					
Capital Contribution		7,228	6,250	3,850	6,250
<i>Cash was applied to:</i>					
Net Cash Flows from Financing Activities		7,228	6,250	3,850	6,250
Net Increase (Decrease) in Cash Held		53,079	(21,892)	–	(64,075)
Add Opening Cash		19,812	72,891	30,000	72,891
Closing Cash as at 30 June		72,891	50,999	30,000	8,816
Cash Balance Consists of					
Cash at Bank		71,779	49,951	28,830	7,646
Petty Cash		759	755	820	820
Overseas Posts		353	293	350	350
Total Cash		72,891	50,999	30,000	8,816

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2018: nil).

The accompanying notes form part of the financial statements

Statement of Trust Monies

for the Year Ended 30 June 2019

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	13	5	10	8
Reparation	1	59	59	1
Money in Custody	18,719	7,655	11,190	15,184
Found Money	194	228	227	195
Forfeited Money Payable to Crown	90	2,130	2,019	201
Total	19,017	10,077	13,505	15,589

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.

Statement of Contingent Liabilities and Contingent Assets

as at 30 June 2019

	Actual 2017/18 \$000	Actual 2018/19 \$000
Legal Proceedings and Disputes	1,360	854
Personal Grievances	45	51
Total	1,405	905

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 2019 (2018: nil).

The accompanying notes form part of the financial statements

Statement of Commitments

as at 30 June 2019

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 2017/18 \$000s	Actual 2018/19 \$000s
<i>Capital Commitments</i>		
Capital Works		
Less Than One Year	1,716	6,716
Total Capital Works	1,716	6,716
Plant, Equipment and Intangible assets		
Less Than One Year	4,815	11,376
Total Plant, Equipment and Intangible assets	4,815	11,376
Motor Vehicles		
Less Than One Year	19,583	27,089
One to Two Years	–	39
Total Motor Vehicles	19,583	27,128
Total Capital Commitments	26,114	45,220
<i>Operating</i>		
Accommodation Leases		
Less Than One Year	19,421	20,788
One to Two Years	18,618	37,532
Two to Five Years	51,983	33,076
Greater Than Five Years	135,594	127,338
Other Non-Cancellable Leases		
Less Than One Year	8,799	12,555
One to Two Years	8,052	19,367
Two to Five Years	2,555	9,811
Greater Than Five Years	1,106	1,311
Total Leases	246,128	261,778
Total Commitments	272,242	306,998

The accompanying notes form part of the financial statements

Notes to the Financial Statements

for the Year Ended 30 June 2019

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 2019.

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:

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.

PBE FRS 48 SERVICE PERFORMANCE REPORTING

In November 2017, XRB issued PBE FRS 48 *Service Performance Reporting* which replaced the service performance reporting requirements of PBE IPSAS 1. The objective of this Standard is to establish principles and requirements for an entity to present service performance information that is useful for accountability and decision-making purposes in a general purpose financial report.

Under this standard, an entity must provide users with

- i. sufficient contextual information to understand why the entity exists, what it intends to achieve in broad terms over the medium to long term, and how it goes about this; and

- ii. information about what the entity has done during the reporting period in working towards its broader aims and objectives.

This standard will be effective for reporting periods beginning on or after 1 January 2021. Police has not yet determined how application of PBE FRS 48 will affect its statement of performance.

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 includes cash on hand and funds on deposit with banks.

Police is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

While cash and cash equivalents at 30 June 2019 are subject to the expected credit loss requirements of PBE IFRS 9, no loss allowance has been recognised as the estimated loss allowance for credit losses is immaterial.

Receivables

Accounts receivables are recorded at the amount due, less any impairment changes.

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

The Police receivables are considered to be non-exchange.

Non-Current Assets Held for Sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Non-current assets held for sale are recorded at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

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

Property, Plant and Equipment

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

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

Revaluations

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

Land and buildings revaluation movements are accounted for on a class-of-asset basis.

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

Additions

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

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

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

Disposals

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

Depreciation

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

Class of Asset	Depreciation rate
Land	Not depreciated
Buildings	1–10%
Plant and Equipment, Computer Equipment and Communication Assets	8–25%
Vessels	6–25%
Furniture / Fittings	10%
Motor Vehicles	8–17%

The useful life and estimated residual value of motor vehicles are classified into four separate categories, sedans and station wagons, light commercial, motor cycles and heavy vehicles. The weighted average depreciation rate across these categories is 12.2% (2018: 11.8%).

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 as 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.

Memorandum Account reflect 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.

2018/19 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2019.

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 2017/18 \$000	Actual 2018/19 \$000
Arms Act Services	4,073	2,633
Chargeable Police Services	6,123	6,964
Department of Corrections Remand Prisoners	7	12
Overseas Deployments	11,973	12,732
Pacific Island Chiefs of Police Secretariat Support	831	687
Pacific Peoples Domestic Violence Programme	360	0
Property Rentals	1,066	731
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	88	17
Other	3,630	1,816
Total Other Revenue	28,151	25,592

Note 3: Personnel

	Actual 2017/18 \$000	Actual 2018/19 \$000
Accident Compensation Costs	2,044	(533)
Fringe Benefit Tax	2,012	2,431
Salaries/Wages	1,035,495	1,102,607
Staff Insurance	1,891	3,052
Superannuation	119,114	127,264
Training	3,063	3,905
Transfer/Removal Expenses	1,994	2,122
Increase in Employee Entitlements	42,508	50,549
Other	1,556	(179)
Total Personnel	1,209,677	1,291,218

Note 4: Operating

	Actual 2017/18 \$000	Actual 2018/19 \$000
Audit fees	339	365
Bad Debts Expense	3	16
Changes in Doubtful Debts Provision	44	314
Clothing, Equipment and Consumables	28,374	40,456
Communications	26,961	27,917
Computer Charges/Leasing Expenses	61,966	67,619
Equipment Rental	3,154	3,264
ESR Forensic Science Services	23,049	24,821
Foreign Exchange Rate (Gain)/ Loss	(83)	133
(Gain)/ Loss on Sale of Non-Current Assets (Note 5)	579	2,231
Other Operating Expenses	6,728	9,400
Physical Asset Write-offs	4,872	58
Printing	6,351	6,225
Professional Services	50,603	62,150
Professional Services – Non Government Organisations	5,184	9,356
Legal Expenses	6,468	5,671
Property Rentals	21,689	27,420
Property Utilities, Rates and Maintenance	40,625	42,260
Third Party Expenses	3,602	3,570
Travel	14,602	20,834
Vehicle/Aircraft/Launch Rentals	6,960	8,021
Vehicle Expenses	28,977	31,352
Total Operating	341,047	393,453

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

	Actual 2017/18 \$000	Actual 2018/19 \$000
Sale of Motor Vehicles	579	2,231
(Gain)/Loss on Sale of Non-Current Assets	579	2,231

Note 6: Depreciation and Amortisation Expenses

	Actual 2017/18 \$000	Actual 2018/19 \$000
Buildings	27,488	19,376
Plant and Equipment, Computer Equipment and Communication Assets	17,900	20,965
Vessels	552	605
Furniture and Fittings	1,032	1,054
Motor Vehicles	17,954	18,012
Amortisation of Intangibles	22,169	22,752
Total Depreciation and Amortisation Expenses	87,095	82,764

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 2018/19 (2017/18: 6%).

Note 8: Accounts Receivable

	<i>Actual 2017/18 \$000</i>	<i>Actual 2018/19 \$000</i>
Trade Debtors	7,165	8,593
Sundry Debtors	6,160	5,859
Less: Provision for Doubtful Debts	(1,773)	(2,020)
Net Debtors	11,552	12,432
Debtor Crown	376,991	386,672
Total Accounts Receivable	388,543	399,104

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

	<i>Actual 2017/18 \$000</i>	<i>Actual 2018/19 \$000</i>
Balance at 1 July	(2,151)	(1,773)
Additional Provisions/(Reductions) made during the year	375	(263)
Debts written off during the period	3	16
Total provision for doubtful debts	(1,773)	(2,020)

Note 9: Property, Plant and Equipment

For the year ended 30 June 2019

Cost \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	240,969	366,494	21,382	360,056	147,733	8,717	1,145,351
Additions	–	15,456	2,250	26,454	24,006	125	68,291
Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	–	(118)	(229)	(9,995)	(20,067)	(36)	(30,445)
Closing Balance	240,969	381,832	23,403	376,515	151,672	8,806	1,183,197

Accumulated Depreciation \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	TOTAL
Opening Balance	–	18,976	16,701	305,446	73,921	5,558	420,602
Depreciation for the year	–	19,376	1,054	20,965	18,012	605	60,012
Reversal of Depreciation relating to Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	–	–	(131)	(8,675)	(14,978)	(36)	(23,820)
Closing Balance	–	38,352	17,624	317,736	76,955	6,127	456,794
Closing Book Value	240,969	343,480	5,779	58,779	74,717	2,679	726,403

For the year ended 30 June 2018

Cost \$000	Land	Buildings	Furniture & Fittings	Plant, Equip., Computer & 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 & Fittings	Plant, Equip., Computer & 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.

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 2019, there was no land that Police has in possession and use, for which legal title is not completely established (2018: 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 2017/18 \$000	Actual 2018/19 \$000
Cost		
Opening Balance	233,580	241,919
Additions	25	18,811
(Disposals) and Transfers in/(out)	8,314	(211)
Balance at 30 June	241,919	260,519
Accumulated Amortisation and Impairment Losses		
Opening Balance	158,471	180,640
Amortisation During the Year	22,169	22,751
Disposals and Transfers	–	–
Balance at 30 June	180,640	203,391
Book Value	61,279	57,128

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 2019 was \$53.384 million (2018: \$17.690 million). This included \$22.666 million for Intangibles Assets (2018: \$3.621 million) and \$30.718 million for Property, Plant and Equipment (2018: \$14.069 million).

Note 12: Creditors and Payables

	Actual 2017/18 \$000	Actual 2018/19 \$000
Creditors and Payables	20,785	24,796
GST Payable	18,790	11,623
Unclaimed Salaries and Wages	133	141
Total Accounts Payable	39,708	36,560

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

Note 13: Accrued Expenses

	Actual 2017/18 \$000	Actual 2018/19 \$000
Sponsorship Reserve	169	25
Accident Compensation and Accredited Employer Programme Provisions*	8,274	8,444
Other Accrued Expenses	37,223	36,060
Payroll Accruals	8,911	10,780
Total Accrued Expenses	54,577	55,309

* 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 2019, resulting in a provision for work-related accidents of \$6.940 million (2018: \$7.112 million). These costs are included in the provisions above.

Note 14: Employee Entitlements

	Actual 2017/18 \$000	Actual 2018/19 \$000
Current Liabilities		
Annual Leave	131,445	147,019
Long Service Leave	13,926	14,172
Sick Leave	1,185	2,487
Shift Leave	18,103	19,807
Other Employee Entitlements*	39,851	27,714
Total Current Portion	204,510	211,199
Non-Current Liabilities		
Long Service leave	159,644	171,910
Sick Leave	5,622	6,373
Total Non-Current Portion	165,266	178,283
Total Employee Entitlements	369,776	389,482

* 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 2019 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 \$10.859 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$9.820 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 \$10.375 million. If the discount rate were to decrease by 1%, the liability would increase by \$11.755 million.

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

	Actual 2017/18 \$000	Actual 2018/19 \$000
Net Surplus (Deficit)	(672)	(886)
<i>Add (less) Non-Cash items</i>		
Depreciation and Amortisation Expense	87,095	82,765
Physical Asset Write Offs	4,872	58
Total non-cash items	91,967	82,823
<i>Add (Less) Items classified as Investing Activities</i>		
(Gain)/Loss on Disposal of Property, Plant and Equipment	579	2,231
Net investing Activities	579	2,231
<i>Add (Less) Movements in Working Capital Items:</i>		
Inc/(Dec) in Accounts Payable	22,517	(1,918)
(Inc)/Dec in Accounts Receivable	(3,882)	(881)
Inc/(Dec) in Employee Entitlements	36,751	21,566
(Inc)/Dec in Debtor Crown	(39,028)	(9,681)
(Inc)/Dec in Prepayments	(1,548)	(788)
Inc/(Dec) in Other Accrued Expenses	(639)	(1,163)
Net Working Capital Movements	14,171	7,135
Net Cash Flows from Operating Activities	106,045	91,303

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 2017/18 \$000	Actual 2018/19 \$000
Salaries and other short term employee benefits	3,257	3,436
Post-employment and other long-term employee benefits	326	379
Total Compensation	3,583	3,815
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 2019. For the other obligations the respective undiscounted cash flows for the respective upcoming fiscal years are presented. The timing of cash flows for liabilities is based on the contractual terms of the underlying contract. However, where the counterparty has

a choice of when the amount is paid, the liability is allocated to the earliest period in which Police can be required to pay. When Police is committed to make payments in instalments, each instalment is allocated to the earliest period in which Police is required to pay.

	Less than 6 Months \$000	Between 6 Months to 1 Year \$000	Between 1 year and 5 Years \$000	Over 5 Years \$000	Total \$000
2019					
Creditors and Payables (Note 12)	17,269	4,246	3,281	–	24,796
2018					
Creditors and Payables (Note 12)	19,781	456	446	102	20,785

Note 19: Categories of Financial Instruments

PBE IFRS 9 *Financial Instruments* is effective for annual reporting periods beginning on or after 1 January 2021, with early application permitted. All entities who report their financial statements in accordance with Crown accounting policies are required to adopt PBE IFRS 9 at the same time as the for-profit sector. As a result, Police has adopted PBE IFRS 9 with effect from 1 July 2018.

PBE IFRS 9 brings together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The adoption of this standard did not have a material effect on the financial statements.

	Actual 2017/18 \$000	Actual 2018/19 \$000
Loans and Receivables		
Cash and Cash Equivalents	72,891	50,999
Accounts Receivable (Note 8)	388,543	399,104
Total Loans and Receivables	461,434	450,103
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 12)	20,785	24,796
Total Financial Liabilities	20,785	24,796

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.

	Actual 2017/18 \$000	Actual 2018/19 \$000
Balance as at 1 July	–	(26)
Revenue	3,454	3,687
Expenses	(3,480)	(3,542)
Surplus/(Deficit) for the year	(26)	145
Balance as at 30 June	(26)	119

Note 21: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2018/19 increased by \$51.047 million to \$1,819.033 million.

This increase mainly comprised of new funding for:

- Police Constabulary and Employee Bargaining \$38.281 million
- 2018–21 Road Safety Partnership Programme \$27.413 million
- Proceeds of Crime Fund: Police Civil Recovery Action Costs for 2018/19 \$2.575 million.

These were partially offset by expense transfers from 2018/19 to 2019/20 for:

- Road Policing – Special Projects \$11.400 million
- Radio Assurance \$2.700 million
- Technical and Evidence Based Support Equipment \$1.500 million
- Burglary Target Hardening Project \$1.053 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 Government of New Zealand for the year ending 30 June 2019” for an explanation of budget changes by output class between the 2018/19 Main Estimates and 2018/19 Supplementary Estimates for Vote Police (B.7 – Pages 677 to 692).

Note 22: Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2018: 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 recorded at the amount due, less any 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.

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.

Firearms buy-back scheme

In Budget 2019, a total of \$150 million was approved under a multi-year appropriation to fund the buying back, or paying for the permanent modification, of firearms, magazines and parts that are prohibited by the Arms (Prohibited Firearms, Magazines, and Parts) Amendment Act 2019.

Based on NZ Police's current information the reasonably possible range of total cost outcomes for the buy-back is between \$80m and \$250m. In the non-departmental schedule of liabilities, NZ Police has included a provision for \$150m reflecting the current estimate of total costs. The actual costs have a high level of uncertainty reflecting the limited information regarding the volume of firearms affected by the legislation, the number of weapons that will be bought back, the condition of each weapon and the price that will be paid.

Key assumptions made in determining the overall cost of the buy-back include:

- ▶ the number of firearms and modifications in each affected category that are in public ownership,
- ▶ the number of prohibited items
- ▶ the type and condition of prohibited items, and
- ▶ the price at which firearms will be bought back.

The financial statements have been prepared based on the best information available to NZ Police at the date of preparation. This includes the NZ Police experience since balance date of buying back some of the prohibited firearms. Better information will be forthcoming over the course of the buy-back.

Key Assumptions

One of the sources of uncertainty in determining the overall cost of the buy-back is a limitation in data relating to the actual firearms that are in public ownership, the number of prohibited items, their type and condition, and the price.

Police has estimated the buy-back will cost \$150 million by applying the following assumptions:

- ▶ All newly prohibited firearms will be handed in.
- ▶ All of the approximately 15,000 MSSAs are prohibited and will be handed in.
- ▶ Up to 20% of the estimated volume of 760,000⁴⁰ rifles are prohibited and will be handed in.
- ▶ Up to 2% of the estimated volume of 380,000 shotguns are prohibited and will be handed in.
- ▶ Police internal knowledge, informed by discussion with trusted retailers, has been used to estimate the likely condition of firearms. Police has assumed firearms will meet condition criteria (expressed as high, medium and low) in the proportions reflected below. The condition assessment impacts the price weapon owners will receive for their firearms:

	High	Medium	Low
MSSA	20%	30%	50%
Rifles	20%	30%	50%
Shotgun	25%	70%	5%

- ▶ The estimated average price at which firearms will be bought back, across all types of firearms, is \$861. This has been based on second-hand firearms data from the last three years, obtained by NZ Police

While these estimates could overstate or understate the volume, condition, or price of affected firearms handed back, there is no more reliable volume, condition, or price data available at this point. Further information will be forthcoming over the course of the buy-back.

Sensitivity Analysis

If the average price per firearm, or the volume increased by 10%, the total cost of the buy-back based on the above assumptions would increase by \$15 million.

If the average price per firearm, or the volume decreased by 10%, the total cost of the buy-back based on the above assumptions would decrease by \$15 million.

Schedule of Non-Departmental Revenue and Expenses

for the Year Ended 30 June 2019

	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supplementary Estimates 2018/19 \$000
Revenue				
<i>Non-Tax revenue:</i>				
Infringement Fees	74,360	101,473	76,600	76,600
Sale of Unclaimed Property	263	197	400	400
Crown Revenue	100	113	100	113
Other Revenue	21	50	–	–
Total Non-Departmental Revenue	74,744	101,833	77,100	77,113
Expenses				
United Nations Drug Control Programme	100	100	100	100
Provision of ACC-equivalent cover for New Zealand employees working overseas PLA	–	–	–	13
Firearms Buy-back Scheme (MYA Expense)	–	150,000	–	145,000
Total Non-Departmental Expenses	100	150,100	100	145,113
Net Surplus	74,644	(48,267)	77,000	(68,000)

Schedule of Non-Departmental Assets

as at 30 June 2019

	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supplementary Estimates 2018/19 \$000
Current Assets				
Cash	6,257	12,053	583	583
Accounts Receivable	16,051	29,684	16,342	15,946
Total Non-Departmental Assets	22,308	41,737	16,925	16,529

Schedule of Non-Departmental Liabilities

as at 30 June 2019

	Actual 2017/18 \$000	Actual 2018/19 \$000	Main Estimates 2018/19 \$000	Supplementary Estimates 2018/19 \$000
Current Liabilities				
Accounts Payable	105	1,604	–	–
Deferred Revenue	–	10,000	–	–
Provision for Firearms Buyback	–	150,000	–	–
Total Non-Departmental Liabilities	105	161,604	–	–

Schedule of Non-Departmental Commitments

as at 30 June 2019

Police, on behalf of the Crown has no non-departmental commitments as at 30 June 2019 (2018: nil).

Schedule of Non-Departmental Contingent Assets and Liabilities

as at 30 June 2019

Contingent Liabilities

Police, on behalf of the Crown has no non-departmental contingent liabilities as at 30 June 2019 (2018: nil).

Contingent Assets

Police, on behalf of the Crown has no non-departmental contingent assets as at 30 June 2019 (2018: nil).

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

for the Year Ended 30 June 2019

	Actual 2017/18 \$000	Actual 2018/19 \$000	Supp. Estimates 2018/19 \$000	Sec. 26A Changes 2018/19 \$000	Appropriation Voted 2018/19 \$000	Location of end-of-year performance information *
Appropriations for Departmental Output Expenses						
General Crime Prevention Services	193,608	220,270	211,048	9,500	220,548	1
Specific Crime Prevention Services and Maintenance of Public Order	171,581	184,090	185,650	(1,500)	184,150	1
Police Primary Response Management	416,212	453,575	459,493	(5,500)	453,993	1
Investigations	423,006	459,026	460,050	(1,000)	459,050	1
Case Resolution and Support to Judicial Process	144,768	153,733	156,181	(1,500)	154,681	1
Road Safety Programme	333,019	341,031	341,300	–	341,300	1
Total Appropriations for Departmental Output Expenses	1,682,194	1,811,725	1,813,722	–	1,813,722	–
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	71,564	122,797	126,659	–	126,659	1
Total Appropriation for Departmental Capital Expenditure	71,564	122,797	126,659	–	126,659	–
Appropriation for Non-Departmental Expenses						
Firearms Buyback Expense	–	150,000	145,000	–	145,000	1
Provision for ACC – equivalent cover for New Zealand employees working overseas PLA	–	–	13	–	13	2
United Nations Drug Control Programme	100	100	100	–	100	2
Total Appropriations for Non-Departmental Expenses	100	150,100	145,113	–	145,113	–

	Actual 2017/18 \$000	Actual 2018/19 \$000	Supp. Estimates 2018/19 \$000	Sec. 26A Changes 2018/19 \$000	Appropriation Voted 2018/19 \$000	Location of end-of-year performance information *
Appropriation for Multi-Category Expenses and Capital Expenditure						
<i>Policy Advice and Ministerial Services MCA</i>						
<i>Departmental Output Expenses:</i>						
Policy Advice	3,641	4,020	4,180	–	4,180	1
Ministerial Services	974	1,005	1,131	–	1,131	1
Total Appropriation for Multi-Category Expenses and Capital Expenditure	4,615	5,025	5,311	–	5,311	–
Total Annual and Permanent Appropriations	1,758,473	2,089,647	2,090,815	–	2,090,815	–

* 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 2019

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2019 (2018: nil).

Independent Auditor's Report



CHARTERED
ACCOUNTANTS

to the readers of New Zealand Police's Annual Report for the year ended 30 June 2019

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 72–77 and 79–99, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2019, 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 2019 on pages 11–58 and 116–122; and
- ▶ the statement of budgeted and actual expenses and capital expenditure incurred against appropriation and statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority of Police for the year ended 30 June 2019 on pages 105 and 106; and
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 78 and 102–104 that comprise:
 - ▶ the schedules of assets and liabilities; commitments; and contingent assets and liabilities as at 30 June 2019;
 - ▶ the schedules of revenue and expenses for the year ended 30 June 2019;
 - ▶ the statement of trust monies for the year ended 30 June 2019; 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 72–77 and 79–99:
 - ▶ present fairly, in all material respects:
 - ▶ its financial position as at 30 June 2019; 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 11–58 and 116–122:
 - ▶ presents fairly, in all material respects, for the year ended 30 June 2019:
 - ▶ 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 against, or in excess of, appropriation or other authority of Police on pages 105 and 106 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 78 and 102–104 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 2019;
- ▶ revenue and expenses for the year ended 30 June 2019; and
- ▶ the statement of trust monies for the year ended 30 June 2019.

Our audit was completed on 30 September 2019. This is the date at which our opinion is expressed.

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

Basis for our opinion

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

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

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

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

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

- ▶ financial statements that present fairly Police's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- ▶ performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.

- ▶ statements of expenses and capital expenditure of Police, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- ▶ schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by Police on behalf of the Crown.

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

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

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

Responsibilities of the auditor for the information to be audited

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

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

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

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

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

- ▶ We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Police's internal control.
- ▶ We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner of Police.
- ▶ We evaluate the appropriateness of the reported performance information within Police's framework for reporting its performance.
- ▶ We conclude on the appropriateness of the use of the going concern basis of accounting by the Commissioner of Police and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Police's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Police to cease to continue as a going concern.
- ▶ We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

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

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Commissioner of Police is responsible for the other information. The other information comprises the information included on pages 3–10, 59–70, 110–115 and 123–180, 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 2020

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2020 (the Forecast is 2019 Budget and Economic and Fiscal Update (BEFU 2019) 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 2019/20 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 23 April 2019. 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 23 April 2019 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 2018/19 was used as the opening position for the 2019/20 forecasts. The actual financial results achieved for 30 June 2020 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 2019/20 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 2020

	Note	Forecast 2019/20 \$000
Revenue		
Crown		1,907,353
Other Revenue		29,165
Total Revenue	1	1,936,518
Expenditure		
Personnel		1,324,668
Operating		473,453
Depreciation and Amortisation Expenses		88,422
Capital Charge		49,975
Total Operating Expenses		1,936,518
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of Financial Position

as at 30 June 2020

	Forecast 2019/20 \$000
Assets	
<i>Current Assets</i>	
Cash	8,816
Accounts Receivable	396,415
Prepayments	13,000
Total Current Assets	418,231
<i>Non-Current Assets</i>	
Property, Plant and Equipment	774,488
Intangible Assets	91,493
Total Non-Current Assets	865,981
Total Assets	1,284,212
Liabilities	
<i>Current Liabilities</i>	
Creditors and Payables	48,148
Accrued Expenses	35,200
Employee Entitlements	189,000
Total Current Liabilities	272,348
<i>Non-Current Liabilities</i>	
Employee Entitlements	174,087
Total Non-Current Liabilities	174,087
Total Liabilities	446,435
Net Assets	837,777
Taxpayers' Funds	
General Funds	543,742
Property, Plant and Equipment Revaluation Reserves	294,035
Memorandum Account	—
Total Taxpayers' Funds	837,777

Statement of Cash Flows

for the Year Ended 30 June 2020

		Forecast 2019/20 \$000
Cash Flows from Operating Activities		
<i>Cash provided from:</i>		
<i>Supply of Outputs to:</i>		
– Crown		1,905,911
– Others		29,007
		1,934,918
<i>Cash was applied to:</i>		
<i>Produce Outputs:</i>		
– Personnel		(1,402,378)
– Operating		(389,056)
– Capital Charge		(49,975)
		(1,841,409)
Net Cash Flows from Operating Activities		93,509
Cash Flows from Investing Activities		
<i>Cash provided from:</i>		
Sale of Non-Current Assets		2,760
<i>Cash was applied to:</i>		
Purchase of Property, Plant and Equipment		(71,513)
Purchase of Intangible Assets		(34,488)
Net Cash Flows from Investing Activities		(103,241)
Cash Flows from Financing Activities		
<i>Cash provided from:</i>		
Capital Contribution		9,732
Net Cash Flows from Financing Activities		9,732
Net Increase (Decrease) in Cash Held		–
Add Opening Cash		8,816
Closing Cash as at 30 June		8,816
Cash Balance Consists of		
Cash at Bank		7,716
Petty Cash		800
Overseas Posts		300
Total Cash		8,816

Note 1 To Forecast Financial Statements

Total Revenue

The table below summarises the key changes in revenue between the financial years 2018/19 and 2019/20:

<i>Departmental Output Expenses</i>	<i>Total Departmental Output Expenses</i>
2018/19 Supplementary Estimates Appropriations	1,819,033
<i>Higher/(Lower) funding in 2019/20 for New Policies/Outputs approved in 2018/19 (including Budget 2019)</i>	
Police Constabulary and Employee Bargaining	39,340
Ensuring Safe, Consistent and Effective Responses to Family Violence in Every Community	17,468
Implementation of the Firearms Buy-Back Scheme	18,013
Radio Assurance – Ensure the Operation of Emergency Services Critical Communications Radio Networks	10,800
Next Generation Critical Communications (NGCC) – Replacing Emergency Services Critical Communications Network	9,730
Victim Video Statements	2,094
Ensuring the Sustainability of the District Court by Appointing Additional District Court Judges	1,366
2018–21 Road Safety Partnership Programme	(27,413)
Other Initiatives	(2,393)
<i>Higher/(Lower) funding in 2019/20 for other Policies/Outputs approved in previous years</i>	
Safe, Confident and Resilient Communities: Investment in Policing	30,220
Striving Towards 1800 New Police	18,100
Burglary Prevention and Target Hardening	(1,075)
Iwi Panels	(2,750)
Integrated Safety Response – Pilot: Tranche 2	(11,196)
Radio Assurance	(11,640)

Departmental Output Expenses

**Total
Departmental
Output
Expenses**

Expense Transfers: Funds carried forward or transferred from previous appropriations

Road Policing – Special Projects [\$11.4m from 2018/19 to 2019/20 \$5.7m and 2020/21 \$5.7m]	17,100
Radio Assurance [\$2.7m from 2018/19 to 2019/20]	5,400
Technical and Evidence Based Support Equipment [\$1.5m from 2018/19 to 2019/20]	3,000
Burglary Target Hardening Project [\$1.053m from 2018/19 to 2019/20]	2,106
Aggravated Robbery [\$1.050m from 2017/18 to 2018/19]	(1,050)
Other initiatives, forecast and technical adjustments	265
2019/20 Main Estimates Appropriation – Total Revenue	1,936,518
Percentage increase (decrease)	6.5%

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

Departmental Output Class

\$000

Case Resolution and Support to Judicial Process	152,974
General Crime Prevention Services	240,201
Investigations	492,999
Police Primary Response Management	519,043
Road Safety Programme	331,615
Specific Crime Prevention Services and Maintenance of Public Order	195,198
Policy Advice and Ministerial Services MCA	4,488
2019/20 Main Estimates Appropriation – Total Revenue	1,936,518

APPENDIX 1:

Output expenses and alignment of our performance framework

Part A: Output class descriptions, and expenses

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.

Output Expense Statement

Policy advice and ministerial services for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates \$000
Revenue				
Revenue Crown	5,530	4,951	4,247	5,298
Revenue Department	2	47	1	1
Revenue Other	29	40	12	12
Total Revenue	5,561	5,038	4,260	5,311
Expenses				
Policy Advice	3,641	4,020	3,346	4,180
Ministerial Services	974	1,005	914	1,131
Total Expenses	4,615	5,025	4,260	5,311
Net Surplus (Deficit)	946	13	-	-

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.

Output Expense Statement

General crime prevention services for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	182,777	217,060	191,421	209,818
Revenue Department	104	2,065	161	161
Revenue Other	8,129	1,755	10,569	10,569
Total Revenue	191,010	220,880	202,151	220,548
Expenses				
Community Responsiveness	121,396	137,793	125,663	136,179
Youth Services	52,258	61,347	54,822	61,710
Vetting Services	3,480	3,633	4,543	4,747
Arms Act Services	12,967	13,664	13,427	14,031
Lost and Found Property	3,507	3,833	3,696	3,881
Total Expenses	193,608	220,270	202,151	220,548
Net Surplus (Deficit)	(2,598)	610	-	-

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.

Output Expense Statement

Specific crime prevention services for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	158,604	181,407	180,127	173,216
Revenue Department	13,078	1,726	10,358	10,358
Revenue Other	1,023	1,467	576	576
Total Revenue	172,705	184,600	191,061	184,150
Expenses				
Directed Patrols	129,818	140,650	145,688	139,736
Maintenance of Order	18,820	20,546	21,056	24,237
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	22,943	22,894	24,317	20,177
Total Expenses	171,581	184,090	191,061	184,150
Net Surplus (Deficit)	1,124	510	-	-

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.

Output Expense Statement

Police primary response management for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates \$000
Revenue				
Revenue Crown	413,475	446,965	450,291	450,603
Revenue Department	235	4,250	707	707
Revenue Other	2,207	3,615	2,683	2,683
Total Revenue	415,917	454,830	453,681	453,993
Expenses				
Communications Centres	46,316	52,005	51,047	402,128
Police Response to Incidents and Emergencies	369,896	401,570	402,634	51,865
Total Expenses	416,212	453,575	453,681	453,993
Net Surplus (Deficit)	(295)	1,255	-	-

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.

Output Expense Statement

Investigations for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	420,708	452,336	447,869	456,414
Revenue Department	239	4,303	546	546
Revenue Other	2,248	3,658	2,090	2,090
Total Revenue	423,195	460,297	450,505	459,050
Expenses				
Criminal Investigations	397,213	431,439	423,051	431,401
Other Investigations	25,793	27,587	27,454	27,649
Total Expenses	423,006	459,026	450,505	459,050
Net Surplus (Deficit)	189	1,271	-	-

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.

Output Expense Statement

Case resolution and support to judicial process for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	143,828	151,492	139,983	153,623
Revenue Department	89	1,441	404	404
Revenue Other	768	1,225	654	654
Total Revenue	144,685	154,158	141,041	154,681
Expenses				
Criminal Case Resolution	58,421	62,413	57,181	74,721
Execution of Court Summonses, Warrants and Orders	15,864	17,021	15,362	63,113
Custody and Escort Services	70,483	74,299	68,498	16,847
Total Expenses	144,768	153,733	141,041	154,681
Net Surplus (Deficit)	(83)	425	-	-

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.

Output Expense Statement

Road safety programme for the year ended 30 June 2019

	2017/18 Actual \$000	2018/19 Actual \$000	2018/19 Main Estimates \$000	2018/19 Supplementary Estimates \$000
Revenue				
Revenue Crown	333,064	336,061	325,287	341,300
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	333,064	336,061	325,287	341,300
Expenses				
Speed	76,661	78,726	74,880	78,748
Distraction	2,443	2,802	2,454	2,851
Restraints	15,709	16,122	15,151	16,124
Impaired Driving	55,364	55,882	54,045	56,155
Vulnerable Road Users	1,789	1,926	1,662	1,889
Other High Risk Behaviour	100,191	101,622	97,511	101,788
Network Maintenance and Efficiency	80,862	83,951	79,584	83,745
Total Expenses	333,019	341,031	325,287	341,300
Net Surplus (Deficit)	45	(4,970)	–	–

Part B: Our performance framework – alignment to Police targets and further development

In 2018/19 Police completed a full review of our performance framework. This review included current estimates measures, measures contained in our Four Year Plan, and additional measures.

A suite of measures that includes, but is not limited to the 2018/19 estimates measures, was selected to more closely support and align to the narrative of the Annual Report, and specifically link to our five Police Targets:

- ▶ 5% reduction in road deaths each and every year
- ▶ 10,000 fewer serious crime victimisations by 2021
- ▶ 25% reduction in reoffending by Maori by 2025
- ▶ 90% of people feel safe and have trust in confidence in Police by 2021
- ▶ \$500 million cash and assets retrained from gangs and criminals by 2021.

As a result of this realignment, our performance measures are now located in the front section of the 2018/19 Annual Report, under each of the Police targets, rather than in previous years where they were displayed by output class.

The outcome of this review of our performance framework has led to a

more comprehensive and compelling performance story that includes an enriched picture of how our activities are focused on the impact we want to make within our communities. This approach ensures that we remain focused on our Police targets, which in turn, ensures that we can measure our progress towards achieving our mission of being the safest country.

Further development of our performance framework

While we have achieved a closer alignment of our performance framework to our Police targets, we recognise there is still effort required to keep pace with the changing demand on our services and to meet increasing public expectations. Future areas for refinement and continuous development of our performance framework include:

- ▶ developing a systematic way to track Police referrals of offenders to social services programmes so that we can more accurately measure reoffending for the same or more serious offences.
- ▶ being able to more accurately report data by cohort and/or ethnicity so that we can focus on tailored interventions that may produce better outcomes for particular cohorts.
- ▶ continue to develop prevention measures that more directly attribute to our Police targets, including cost effectiveness and efficiency measures.

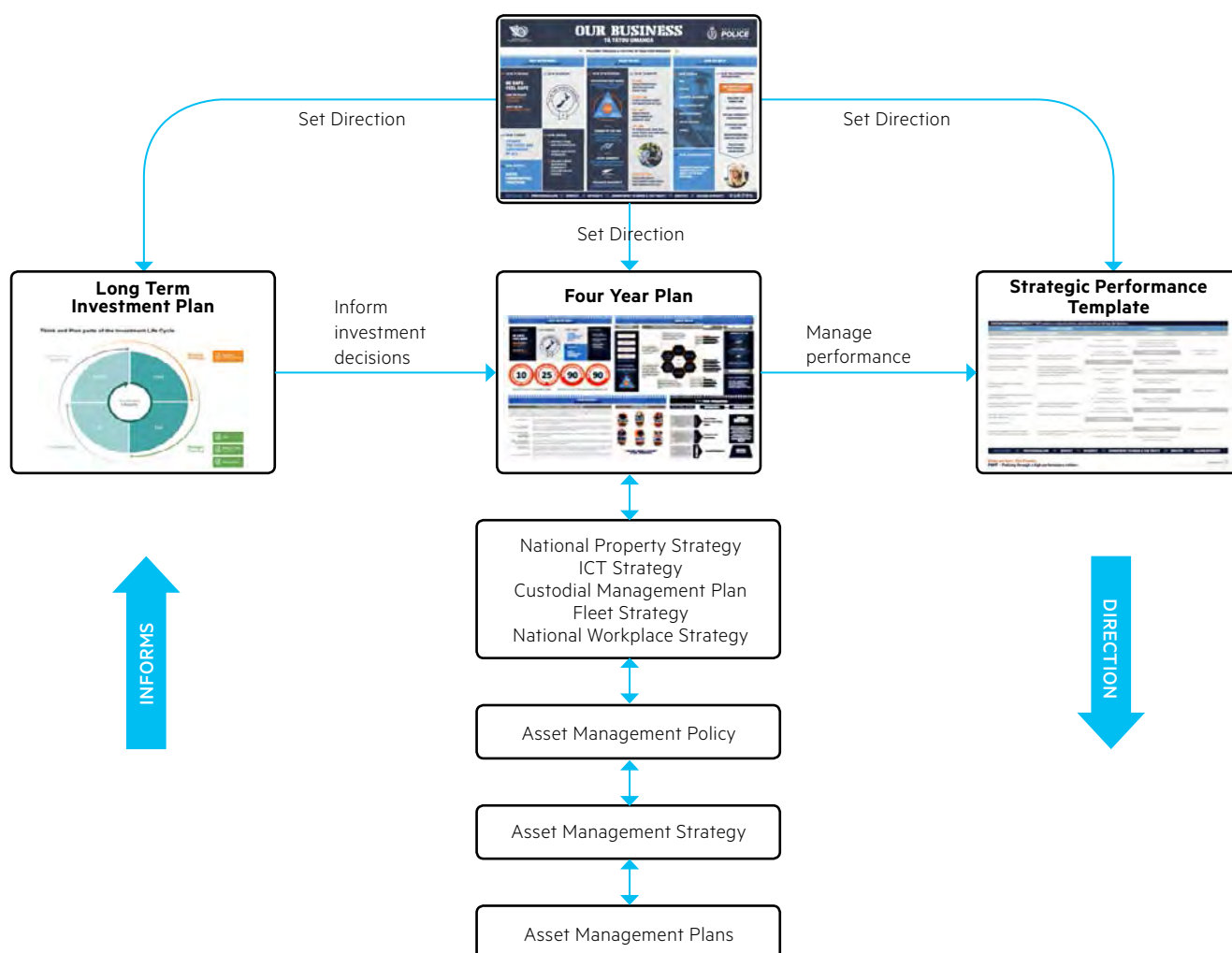
While it is likely that a technology solution can be developed for these areas with our current data, we will also continue to explore and develop our research capability and capacity through our Evidence-Based Policing Centre. This will ensure that our performance framework remains aligned to our outcomes, fit for purpose, and assists us to innovate in developing future measures to manage *Our Business*.

APPENDIX 2:

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.



Investor Confidence Rating

Over the year Police made significant progress in terms of investment management as evidenced by our “B” rating improvement in December 2018 from Treasury, up from a “C” rating in 2017. There has also been significant embedding of this work and focussing on internal capability to sustain these improvements.

In December 2018 Treasury commented that Police had made good progress towards improving its asset management maturity since its last Investor Confidence Rating (ICR) assessment, and that Police had taken significant steps forward to improve its portfolio and change management maturity.

Treasury also noted that the organisational long-term investment plan (LTIP) was well developed and clearly articulated, and showed strong alignment with agency and government priorities.

Overall, the current state and future improvements planned in investment management should position Police well to deliver our mission and to ensure high levels of trust and confidence in Police.

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, together with continuous improvement activities. Future revisions of our Asset Management Policy and Strategy will also cover weaponry and body armour.

Asset group	Current maturity assessment (high level)	Goal	Continuous improvement activity (high level)
Operational property	Basic to Core	Core to Intermediate depending on criticality	<ul style="list-style-type: none"> ▶ Property Implementation Plan has been developed and is awaiting approval. ▶ Multi-year Capital Fund has been approved for initial investment in creating a fit for purpose Police Property portfolio. ▶ Treasury reviewed Police's property AMMA and ICR in December 2018. Police has shown positive development in both aspects. ▶ An Asset Management plan has been drafted and is under review.
Residential property	Basic	Core	<ul style="list-style-type: none"> ▶ A review of Residential Policy is underway. ▶ A LINZ proposal to manage Police residential leases is under review. ▶ The initial upgrade of targeted residentials is underway. ▶ Insulation of all residentials is nearing completion.
Fleet	Core	Intermediate	<ul style="list-style-type: none"> ▶ Police are developing a Fleet Strategy which will document our plan to meet the government's goal that virtually all new vehicles entering the government's fleet should be emissions free by 2025/26. ▶ Police has commenced installation of new technology (Telematics) in our vehicles which will enable enhanced asset management of our vehicle fleet.
ICT	Working towards core	Intermediate	<ul style="list-style-type: none"> ▶ An ICT Asset Management Strategy and Plan exists and will be aligned to the Police Asset Strategy once finalised. ▶ The in-progress implementation of the ServiceNow platform means we are developing the capability for better asset recording, life cycle administration and KPI management.

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		Book value (\$) 2017/18	Book value (\$) 2018/19
Property	566 properties	487 properties owned by Police	79 leased properties	586,569,849	588,214,112
	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)	529,033,823	530,516,802
	203 residential houses			57,536,026	57,697,310
	279 radio sites			1,915,837	1,623,164

Property asset performance indicators

Measure	Indicator	Source data	2018/19 Actual	2018/19 Target	2019/20 Target	2020/21 Target
Office properties: Headcount per sqm net lettable area of office Operational properties: % occupied	Utilisation	Colliers 360 and HR data	Data currently being identified and then to be put into Colliers database as required	Office: 80% of sites at a ratio of 1:15 sqm Operational: review of occupancy rates of 80% of operational properties	Office: 80% of sites at a ratio of less than 1:14 sqm Operational: review of occupancy rates of 100% of operational properties	Office: 100% of sites at a ratio of less than 1:14 sqm Operational: develop plans to maximise occupancy rates
Identification of critical properties by end of financial year	Functionality	Strategic Property Plan and Colliers 360	Draft identification of 80% of critical sites carried out	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	Approximately 80% of sites now have had condition surveys completed Data under review in 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	Completed approximately 95% of owned operational asbestos site surveys Developed asbestos management plans for these sites	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	Data now in Colliers 360 and tenure agreements are under review	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	Approximately 90% of residential sites have now been insulated and will comply with the basic residential legislative requirements	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 to have an action plan agreed

Fleet asset performance

Description of assets within fleet portfolio

Asset group	Asset categories ⁴¹	Comprised of	Book value (\$) 2017/18	Book value (\$) 2018/19
Fleet	2,800 cars	Ground	63,405,039	63,393,577
	400 specialist vehicles (e.g. trucks and vans)		9,431,480	10,773,893
	27 motorbikes		591,219	546,554
	5 mobile police stations		395,575	285,785
	Eagle helicopters (3 leased)	Air	n/a – leased	n/a – leased
	Dive boat	Maritime	3,433	0 ⁴²
	Rigid hull inflatable boats (3)		17,348	101,652 ⁴³
	Deodar III and Lady Elizabeth IV (larger boats)		3,128,900	2,563,920

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

42 Asset has fully depreciated.

43 Increase in value accounts for engine replacements for all three boats.

Fleet asset performance indicators

Measure	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target
% of fleet maintained to manufacturer's specification ⁴⁴	Condition	96% ⁴⁵	91%	>98%
Average age of replacement of the fleet ⁴⁶	Condition	7.1	6.5	>7 years
Number of vehicles travelling less than 10,000 kilometres per annum ⁴⁷	Utilisation	180 ⁴⁸	185	>150
All vehicles being deployed in enforcement roles assessed as fit-for-purpose against specifications and assigned a category ⁴⁹	Functionality	100%	100%	100%

ICT asset performance

Description of assets within ICT portfolio

Asset group	Asset Purpose	2017/18 Quantity	Book value (\$) 2017/18	2018/19 Quantity	Book value (\$) 2018/19
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 End user computers and associated servers and storage infrastructure 350 radio sites	103,950,787	35 core systems 365 total applications 10,000 mobile devices 10,000 End user computers and associated servers and storage infrastructure 350 radio sites	99,182,690

⁴⁴ Vehicles to be within the current service period.

⁴⁵ New system introduced in May 2018 to align all vehicles to manufacturer's recommended service mileage (rather than 15,000 kilometres since last service) has resulted in a spike of vehicles considered overdue at the end of June.

⁴⁶ Benchmark being seven years for the passenger vehicle fleet.

⁴⁷ As a measure of efficiency to challenge degree of utilisation of the number of sedans, utilities and station wagons travelling less than 10,000 kilometres per annum.

⁴⁸ 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 three years.

⁴⁹ 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.

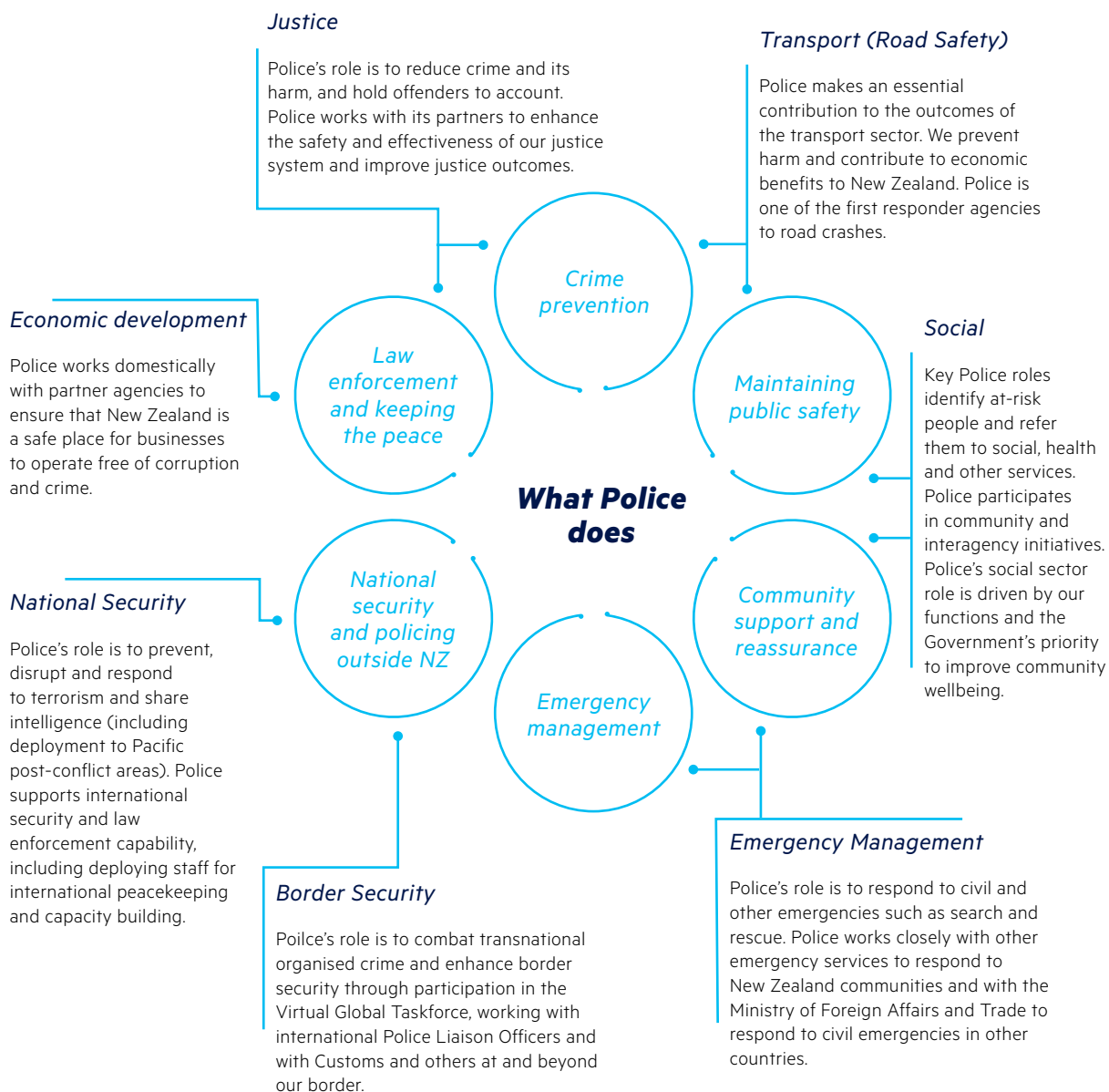
ICT asset performance indicators

Measure	Indicator	2017/18 Actual	2018/19 Actual	Target
% of time our systems are available (five key applications)	Availability	99% Estimate	99% Estimate	99%
% of our ICT assets with a condition rating of poor	Condition	10%	10%	<15%
% of users who are able to access the network and systems remotely	Functionality	40%	70%	>40%
% of our services completed in the digital environment	Utilisation	90%	90%	>80%
% of front line staff utilising mobile technology with clients	Utilisation	100%	100%	>95%

APPENDIX 3:

Our partnerships

The safety and wellbeing of 4.8 million New Zealanders and 3.8 million tourists annually is at the heart of policing. To achieve this outcome we actively partner with the justice, social, national security, transport, and emergency management sectors of government as well as with communities. We work together with our partners to tackle challenges that affect the lives of New Zealanders. Police offers key points of prevention and intervention, and identifies opportunities to minimise harm, working with our partners to achieve collective impact.



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 to work effectively across government, with iwi and communities, particularly within the following work programmes and groups:

- ▶ National Security
- ▶ Developing a cross government approach to building community resilience against organised crime
- ▶ Gang Intelligence Centre
- ▶ Transnational Organised Crime Strategy
- ▶ Cyber Security Strategy and Action Plan
- ▶ Oranga Tamariki transformation programme
- ▶ Child and Youth Wellbeing Strategy and Programme of Action
- ▶ Family Violence and Sexual Violence Joint Venture Board
- ▶ Te Pae Oranga
- ▶ Mental health, alcohol and other substance addictions
- ▶ Next Generation Critical Communications
- ▶ National Road Safety Committee
- ▶ Emergency Services Coordination Group
- ▶ Hāpaitia te Oranga Tangata / Safe and Effective Justice System and a particular focus on improving Māori justice outcomes
- ▶ Youth justice age change implementation

Justice sector

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

The Hāpaitia te Oranga Tangata cross agency work programme is identifying opportunities to reform the criminal justice system and improve its effectiveness. The sector is developing an intergenerational whole of sector plan to reform the system. This work builds on an ongoing public conversation about the purpose of the criminal justice system including input from Te Uepū, the Minister of Justice's advisory group. Police is a key partner in this work, and we see it closely aligned with our Prevention First model, and our existing strong partnerships with iwi and Māori.

Over the past year, the New Zealand Gang Intelligence Centre, hosted by Police, gained Cabinet approval for an Information Sharing Agreement across twelve agencies to improve information flow and management. The cross-agency approach aims to combine intelligence across sectors to reduce gang-related harm in communities.

A related programme of work led by Police is the establishment of a cross-government organised crime work programme. The work programme will be overseen by the Government's Social Wellbeing Committee and seeks a balanced prevention and enforcement approach. Police and other social and economic agencies aim to support communities to build social capital and resilience against the negative wellbeing

impacts of organised crime. In conjunction with this, Police and other partner agencies will relentlessly investigate and enforce the law against organised crime groups here in New Zealand and increasingly overseas to prevent harm from reaching our shores and communities.

Police has worked with Oranga Tamariki, the Ministry of Justice, and Crown Law to implement changes to include 17 year olds in the youth justice jurisdiction. This has required collaboration across the agencies to develop practice changes, training, and communications to frontline staff and to pass urgent legislation to ensure the consistent treatment of 17 year olds across criminal justice legislation.

Social sector

Police works with its social sector partners to prevent offending and reoffending, and reduce harm to individuals, families, and communities, including harm arising from family violence. These relationships are driven by Police's functions and by the Government's priority to ensure the safety and wellbeing of our communities. Our contribution to the Family Violence and Sexual Violence Joint Venture recognises that preventing and eliminating family violence and sexual violence is one of the greatest opportunities to improve wellbeing of New Zealanders.

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 practices. 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.

In the wake of the events of 15 March we demonstrated the depth of our partnerships with our communities and iwi. During Operation Whakahaumanu, in addition to Police's community reassurance activities, a team of 18 experts from Federation of Islamic Associations of New Zealand (FIANZ) was deployed to support Christchurch communities. Police worked with Ngai Tahu to support the Muslim community as well as participate in the daily briefings. Ngai Tahu opened their marae to accommodate the community and Police.

Transport sector

Police, the New Zealand Transport Agency (NZTA) and the Ministry of Transport continue to build on the cross-agency road safety partnership to

achieve better alignment in the delivery of road safety activity. Over the last year, we have also been working closely with road safety partners in developing the next ten-year road safety strategy. Police continues to build strong agency partnerships to improve road safety outcomes. For example, we work with the Accident Compensation Corporation (ACC) and the NZTA on joint media and social media campaigns, and work with the NZTA to support the development and implementation of the land transport regulatory framework.

Police also works with local and regional Road Controlling Authorities and other road safety stakeholders to deliver improved road safety outcomes. This includes identifying road improvements through Police serious crash reviews, and working with local community providers to deliver road safety programmes, such as the He Tangata pilot programme.

Police also continues to build and maintain relationships across the wider transport sector, including our maritime and aviation partners.

Border security

Departmental Deputy Chief Executives responsible for Transnational Organised Crime (TNOC) initiated development of a TNOC strategy to guide a more strategic, prioritised and prevention first-focused response to TNOC in New Zealand. Police has led this work with the support of a cross-agency working group. The TNOC Strategy will link with a broader social sector work programme. It focuses more on the effective investigation and disruption of organised crime in the transnational context and aims to make New Zealand the hardest place for

organised crime to function. We want to maximise our opportunities to prevent harm caused by transnational crime groups offshore, so that it never reaches our shores.

Police has formalised its close working relationships with its Pacific neighbours. The new Pacific Island Prevention Programme aims to support police in the Cook Islands, Kiribati, Niue, Samoa, Tokelau, Tuvalu and Vanuatu and help them develop prevention operating models.

Emergency management

During the Tasman District fires we worked with Civil Defence, Fire and Emergency New Zealand (FENZ) and Defence Force staff to assist with evacuations, manage cordons, support re-entry programmes and complete reassurance visits to hundreds of homes in evacuated areas. Police Iwi Liaison Officers (ILOs) coordinated the iwi response at three marae that welcomed evacuees. ILOs were deployed when a cultural response was required, for example, performing karakia, pōwhiri, mihi and other cultural practices as the need arose.

The Next Generation Critical Communications (NGCC) programme lead by Police has completed several clinics (with representatives from The Treasury, DPMC, DIA, SSC and MBIE) and confirmed the short list options for delivering NGCC for the Emergency Services (Police, Fire and Emergency, St John and Wellington Free Ambulance) and proposed a way forward for the technology strategy and delivery approach.

APPENDIX 4:

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 we are capable of responding to those needs and emerging issues. Ethnic diversity is seen as a regular part of policing.

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

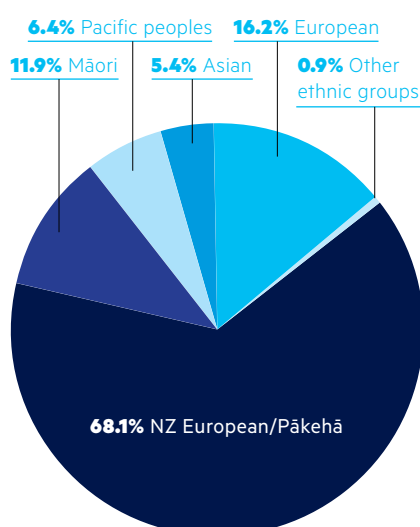
As part of the investment of the 1,800 additional officers, we will be recruiting additional Ethnic Liaison Officers in the next financial year. We have a strategy to ensure that this investment can best improve the interactions between Police and the diverse ethnic communities, and

ensure that these populations both are safe and feel safe.

Police's desired diversity profile

We have set ambitious goals of ensuring our 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.

Current ethnic profile



Our goal is for half of our recruits to be female, and we are committed to increasing the number of women at all ranks. The additional recruitment

associated with our current growth allows the increase in diversity to be accelerated. 2018/19 saw a record number of women officers graduate from the Royal New Zealand Police College and significant increases in the number of women across the ranks. Women hold a range of key leadership roles within Police, including on the Police Executive, as District Commanders, and as the leads of major operations and work groups.

We also strive to represent the communities we serve. Police has workforce goals that include having the same proportion of Māori constabulary staff as there are Māori in the general population by 2023. In order to achieve this, we have 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 ethnicities.

Our recruitment activities, and advertising is specifically designed to ensure that people from all walks of life want to join Police. We have examined all parts of our recruitment process with the goal of removing any unconscious bias from the process, which means that for the first time the proportion of applicants who are successful is unaffected by gender or ethnicity biases. 2018/19 has been a record year for diversity recruitment and these rates will be sustainable in future years.

Flexibility for Work-Life Balance

One partner in a Police dual-career couple passed away leaving the partner, who was employed in a full-time management role, as the sole carer for their four children.

The resulting stress began to place high risks on the health of the remaining partner. An FEO arrangement was agreed reducing working hours from 40 to 32 Monday to Thursday, with all external meetings scheduled on Monday mornings.

This restructuring of working time resulted in the officer being able to complete in 32 hours what previously took 40, attributed in part to an increased level of engagement after experiencing how 'a good employer' put provisions into effect.

Benefits

- ▶ Retention of a skilled specialist and experienced manager due to being able to access a working pattern that accommodated family needs at a time of crisis.
- ▶ Elimination of the health risks being faced by the officer.
- ▶ Continuity in care provided to children.

Challenges

- ▶ Retention of skilled specialised employees.

Productivity gains are frequently exhibited by staff who achieve the same outcomes within an FEO reduced hours agreement as they did in a traditional 40 hours per week schedule.

Constabulary diversity growth

	Achieved since July 2017
Total	7%
Women	20%
Men	4%
Māori	12%
Pacific	25%
Asian	57%

Addressing gender and ethnic pay gaps

Police is committed to paying all employees fairly, regardless of their gender or ethnicity. As part of this commitment, in 2018/19 Police developed a Gender Pay Gaps Action Plan. This plan identified the reasons why some groups have traditionally been paid less than others. As a result of this plan we have made commitments to remove these gaps.

Increasing work flexibility

We are committed to recruiting and retaining skilled and valued employees by accommodating, wherever possible, reasonable flexible working arrangements that help employees achieve a work-life balance, while continuing to deliver the highest standards of service delivery expected by New Zealanders. We have developed a number of initiatives in this area, including a Flexible Employment Options (FEO) policy, flexible parental leave arrangements and continuing to

provide 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 challenging job that can become more challenging 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 our ethnic officers and communities.



Incorporating diversity and inclusion into human resource policies and practices

We consider cultural understanding to be an important part of how we do our work. 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.

APPENDIX 5:

Profile of our people

All employees: by gender

Table 1: Employees by gender, 2012–2019:

Gender	As at 30 June 2018				As at 30 June 2019			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,879	2,129	88	4,096	2,083	2,410	109	4,602
Male	7,138	1,056	177	8,371	7,399	1,242	215	8,856
Total	9,017	3,185	265	12,467	9,482	3,652	324	13,458
Percentage female (%)	20.8%	66.8%	33.2%	32.9%	22.0%	66.0%	33.6%	34.2%

Gender	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,693	2,033	27	3,753	1,727	2,037	37	3,801
Male	7,206	998	78	8,282	7,107	1,031	83	8,221
Total	8,899	3,031	105	12,034	8,834	3,068	120	12,022
Percentage female (%)	19.0%	67.0%	25.7%	31.1%	19.6%	66.4%	30.8%	31.6%

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

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

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, 2014–2019

Age	As at 30 June 2018				As at 30 June 2019			
	Constabulary	Non- constabulary	Recruits	Total	Constabulary	Non- constabulary	Recruits	Total
0 to 24	386	251	79	716	409	304	108	821
25 to 34	2,141	601	140	2,882	2,435	782	166	3,383
35 to 44	2,498	577	37	3,112	2,399	606	42	3,047
45 to 54	2,819	874	9	3,702	2,858	932	8	3,798
55 to 64	1,124	695	–	1,819	1,307	803	–	2,110
65+	48	187	–	235	73	225	–	298
Total	9,017	3,185	265	12,466	9,482	3,651	324	13,457

Age	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	313	221	38	572	344	244	45	633
25 to 34	1,863	491	51	2,405	1,971	541	59	2,571
35 to 44	2,775	578	12	3,365	2,668	582	15	3,265
45 to 54	2,885	885	4	3,775	2,795	857	1	3,653
55 to 64	1,003	665	–	1,669	1,015	673	–	1,688
65+	60	189	–	248	43	170	–	213
Total	8,899	3,031	105	12,034	8,836	3,067	120	12,023

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

NOTES TO TABLE 2:

- ▶ 1 FTE in 2018/19 does not have a Date of Birth provided within the data affecting the total FTE count by 1 when compared 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 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.

Employees – sworn staff only: by rank and gender:

Table 3: Constabulary employees by rank and gender, 2012–2019

	As at 30 June 2018				As at 30 June 2019			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy Commissioner	3	–	3	–	3	–	3	–
Assistant Commissioner	8	1	9	11.1%	7	3	10	30.0%
Superintendent	31	6	37	16.2%	34	6	40	15.0%
Inspector	250	40	290	13.8%	267	41	308	13.3%
Senior Sergeant	414	61	475	12.8%	447	73	519	14.0%
Sergeant	1,247	169	1,416	11.9%	1,283	195	1,478	13.3%
Constable	5,184	1,596	6,780	23.5%	5,166	1,691	6,857	24.7%
Authorised Officer	–	–	–	–	193	75	268	28.2%
Recruits	177	88	265	33.2%	213	109	322	33.9%
Total	7,315	1,961	9,276	21.1%	7,614	2,192	9,806	22.4%

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

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

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

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, unless otherwise specified.
- Secondments out of Police have been excluded from the data.
- Police had 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, 2012–2019:**

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June							
		2012 (%)	2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
New Zealand European/Pākehā	69.6	72.4	71.8	70.9	70.4	70.3	69.4	68.9	68.1
Māori	14.9	10.9	11.0	11.2	11.3	11.3	11.4	11.8	11.9
Pacific peoples	7.4	4.9	5.0	5.1	5.4	5.5	5.7	6.5	6.4
Asian peoples	11.8	2.3	2.5	2.7	2.8	3.0	3.8	4.6	5.4
European	6.0	15.9	15.6	17.6	15.1	14.7	14.8	15.3	16.2
Other ethnic groups	1.2	0.5	0.7	0.5	0.6	0.6	0.6	0.7	0.9

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, 2012–2019:

	As at 30 June							
	2012	2013	2014	2015	2016	2017	2018	2019
Constabulary turnover rate	3.6%	5.3%	4.5%	4.1%	4.2%	5.3%	4.8 %	4.1%
Constabulary terminations	319	474	398	364	375	472	443	383
Non-constabulary turnover rate	9.9%	9.8%	8.4%	9.9%	9.1%	10.4%	11.1 %	10.9%
Non-constabulary terminations	309	291	254	303	276	331	358	348

NOTES TO TABLE 5:

▶ This excluded planned terminations

Table 6: Turnover and terminations by gender, 2011–2019:

	As at 30 June							
	2012	2013	2014	2015	2016	2017	2018	2019
Constabulary – Female turnover rate	4.3%	5.5%	5.4%	4.4%	4.6%	5.2%	4.3%	4.2%
Constabulary – Female terminations	70	92	91	76	81	94	94	87
Constabulary – Male turnover rate	3.5%	5.3%	4.3%	4.0%	4.1%	5.3%	4.9%	4.1%
Constabulary – Male terminations	250	382	307	288	294	378	360	296
Non-constabulary – Female turnover rate	9.6%	9.3%	9.5%	10.0%	7.7%	10.9%	10.8%	11.3%
Non-constabulary – Female terminations	191	180	185	199	154	232	276	243
Non-constabulary – Male turnover rate	10.4%	10.6%	6.3%	9.3%	11.5%	9.6%	11.6%	10.1%
Non-constabulary – Male terminations	117	111	69	104	122	99	138	105

NOTES TO TABLE 6:

▶ This excluded planned terminations

Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay), 2012–2019

Organisational Group	As at 30 June 2019			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Northland District	389	13	57	5
Waitematā District	815	28	115	12
Auckland City District	823	35	144	14
Counties Manukau District	1,093	35	169	17
Waikato District	661	32	76	10
Bay of Plenty District	710	15	89	10
Central District	690	23	95	16
Eastern District	453	26	48	10
Wellington District	807	39	118	10
Tasman District	317	24	39	11
Canterbury District	884	77	107	19
Southern District	561	23	74	16
Commissioner	3	0	15	0
Corporate	1	0	1	0
AC Districts	3	0	3	0
AC Service	5	0	141	5
DC Districts	0	0	1	3
DC Strategy & Partnership	1	0	1	0
DCE Service Delivery	1	0	2	0
Executive and Ministerial Services	0	0	12	1
Finance	0	0	45	2
Information Technology	3	0	272	14
International and National Security	75	2	21	0

Organisational Group	As at 30 June 2019			
	Constabulary		Non-constabulary	
	Full	Part	Full	Part
Investigations	289	9	231	22
Legal	3	0	13	4
Mobility	4	0	1	1
Māori, Pacific, and Ethnic Services	8	0	6	0
Museum	0	0	3	2
National Operations	2	0	2	1
People	8	1	211	39
Performance and Insight	18	0	95	9
Policy	1	0	24	3
Prevention	29	0	43	3
Professional Conduct	21	1	24	3
Public Affairs	0	0	35	1
Response and Operations	393	3	883	142
Royal New Zealand Police College	169	7	432	4
Road Policing	125	1	113	7
Strategy & Transformation	0	0	18	1
Total	9,365	394	3,779	417

Organisational Group	As at 30 June 2017				As at 30 June 2018			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland District	335	15	49	2	350	10	50	4
Waitematā District	702	37	102	11	770	33	102	8
Auckland City District	767	38	150	11	767	37	146	11
Counties Manukau District	1,031	44	162	7	1,061	39	161	11
Waikato District	597	32	68	14	625	29	70	12
Bay of Plenty District	645	25	83	7	666	20	81	7
Central District	659	25	93	16	644	21	88	16
Eastern District	425	22	52	7	433	23	49	6
Wellington District	758	35	115	8	774	34	107	8
Tasman District	320	20	36	11	305	22	36	14
Canterbury District	830	70	104	17	827	76	89	14
Southern District	545	19	71	16	540	20	66	14
Commissioner	3		2		4		2	
Corporate	1		1		1		1	
District Operations	4		3	1	3		3	
Enterprise Portfolio Management Office			7	1			19	
Executive and Ministerial Services	3		23	1	1		18	1
Finance			48	4			43	2
Information and Technology	2		238	21	1		265	16
Infrastructure	2		21		2		16	
International and National Security	158	2	146	19	145	3	174	35
Legal	3		14	3	3		14	3
Mobility	2		9	1	3		5	1
Māori, Pacific, and Ethnic Services	9		2		10		4	1
National Operations	6		5		1		1	

Organisational Group	As at 30 June 2017				As at 30 June 2018			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Organisational Security Group	2		7	1	2		5	2
People	7		196	15	5	1	153	21
Performance and Insight			9				13	
Policing Excellence	1		9					
Policy	3		15	3	1		20	2
Prevention	36		68	4	37		78	4
Professional Conduct	18	1	7		19		6	
Public Affairs			35	1			32	2
Research and Evaluation	1		2	2	1		6	1
Resource Management			1	1	2			1
Response and Operations	366	4	616	141	377	2	622	132
Risk and Assurance	3		6	2	4		9	3
Royal New Zealand Police College	257	2	106	7	413	6	107	6
Road Policing	105		108	8	107		118	9
Serious and Organised Crime	175	3	68	4	152	6	70	3
Strategic Integration			5				6	
Strategy	3		5		1		1	
Total	8,784	394	2,867	367	9,057	382	2,856	370

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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

NOTES TO TABLE 7:

- ▶ 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.

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

Remuneration

Table 8: Remuneration of staff by salary band, 2017/18 and 2018/19:

Total remuneration band	2017/18					2018/19				
	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	429	17	57	338		555	13	68	461	
\$10,000-\$19,999	389	12	95	278		518	7	119	384	
\$20,000-\$29,999	335	13	99	155		446	10	102	277	
\$30,000-\$39,999	362	11	72	174		385	23	85	169	
\$40,000-\$49,999	578	15	81	202		548	10	89	256	
\$50,000-\$59,999	979	9	83	151		928	9	85	220	
\$60,000-\$69,999	1,273	2	73	35		1,240	2	77	113	
\$70,000-\$79,999	2,042	5	59	13		2,230	3	52	22	
\$80,000-\$89,999	1,585	1	48	10		1,563	1	30	8	
\$90,000-\$99,999	1,670	1	40	5		1,428		30	5	
\$100,000-\$109,999	1,257		28	2		1,482	1	28	9	
\$110,000-\$119,999	1,037		27	1		1,011		18	6	
\$120,000-\$129,999	803		12	1		901		16	4	
\$130,000-\$139,999	545		16	1		649		10	3	
\$140,000-\$149,999	234		14	2		410		12		
\$150,000-\$159,999	134		11	2		213		9	2	
\$160,000-\$169,999	52		7	1		135		10		
\$170,000-\$179,999	33		6			68		4		
\$180,000-\$189,999	16		5	1		34		4	1	
\$190,000-\$199,999	14		3			15		1		
\$200,000-\$209,999	9		1			20		3	1	
\$210,000-\$219,999	9		3			5		2		

Total remuneration band	2017/18					2018/19				
	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]
\$220,000–\$229,999	8		2			8		2		
\$230,000–\$239,999						7				
\$240,000–\$249,999	6		1	1		2				
\$250,000–\$259,999	3		1			3				
\$260,000–\$269,999	3		2	1		4			1	
\$270,000–\$279,999	4		1			1				
\$280,000–\$289,999	4		1			4				
\$290,000–\$299,999	2					1				
\$300,000–\$309,999	2									
\$310,000–\$319,999	2					2				
\$320,000–\$329,999	1					3		1		
\$330,000–\$339,999	1					2				
\$340,000–\$349,999	1		1							
\$350,000–\$359,999						2		1		
\$360,000–\$369,999	1		1							
\$370,000–\$379,999										
\$380,000–\$389,999										
\$400,000–\$439,999										
\$430,000–\$409,999	1		1							
\$450,000–\$459,999						1				
\$460,000–\$469,999										
\$490,000–\$499,999	1				1					
\$500,000–\$509,999										
\$510,000–\$519,999										

Total remuneration band	2017/18					2018/19				
	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]
\$670,000–\$679,999	1				1					
\$690,000–\$699,999						1				1
\$940,000–\$949,999						1		1		1
Total	13,826	86	851	1,374	2	14,826	79	859	1,942	2

NOTES TO TABLE 8:

- ▶ 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 2017/18 and 2018/19, not the full-time remuneration at any point of the year.
- ▶ [a] Employees who received additional allowances relating to their overseas postings are included.
- ▶ [b] Employees who left Police during 2017/18 and 2018/19 may have been paid contractual entitlements.
- ▶ [c] Employees who began working for Police during 2018/19, and have not yet received a full year's remuneration, are included.
- ▶ [d] Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year are included.

Table 9: Remuneration of staff by salary band and age group, 2017/18 and 2018/19

Total remuneration band	Age at 30 June 2018						Age at 30 June 2019					
	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	103	178	89	35	21	3	137	203	74	82	40	19
\$10,000-\$19,999	97	161	52	47	28	4	129	200	81	69	27	12
\$20,000-\$29,999	48	119	83	47	27	11	81	154	95	68	35	13
\$30,000-\$39,999	58	124	79	59	24	18	58	119	78	74	39	17
\$40,000-\$49,999	79	199	137	97	48	18	93	205	105	88	39	18
\$50,000-\$59,999	83	330	170	208	146	42	96	317	182	178	120	35
\$60,000-\$69,999	98	451	253	237	179	55	118	462	226	207	171	56
\$70,000-\$79,999	92	953	532	274	138	53	167	1,110	462	258	178	55
\$80,000-\$89,999	1	425	650	375	112	22	9	550	543	325	107	29
\$90,000-\$99,999		184	555	613	288	30	1	244	542	461	162	18
\$100,000-\$109,999	1	53	373	564	242	24		113	412	587	338	32
\$110,000-\$119,999		20	249	511	240	17		41	246	486	217	21
\$120,000-\$129,999		2	118	429	241	13		17	169	429	268	18
\$130,000-\$139,999		1	44	310	177	13		3	87	357	193	9
\$140,000-\$149,999			15	141	73	5		1	39	226	132	12
\$150,000-\$159,999			8	64	59	3			12	105	87	9
\$160,000-\$169,999			2	20	27	3			5	66	61	3
\$170,000-\$179,999			2	17	14				8	32	24	4
\$180,000-\$189,999			1	7	6	2			7	13	11	3
\$190,000-\$199,999				6	6	2				9	5	1
\$200,000-\$209,999				5	3	1				8	9	3
\$210,000-\$219,999				3	5	1				3	2	
\$220,000-\$229,999				2	6					4	4	
\$230,000-\$239,999										5	2	
\$240,000-\$249,999				2	3	1					2	
\$250,000-\$259,999				1	2					1	2	

Total remuneration band	Age at 30 June 2018						Age at 30 June 2019					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$260,000-\$269,999			1	1	1					3	1	
\$270,000-\$279,999			1		3				1			
\$280,000-\$289,999				2	2				1	1	2	
\$290,000-\$299,999			1	1							1	
\$300,000-\$309,999					2							
\$310,000-\$319,999			1	1							2	
\$320,000-\$329,999				1					1	1	1	
\$330,000-\$339,999					1					1	1	
\$340,000-\$349,999						1						
\$350,000-\$359,999										1	1	
\$360,000-\$369,999					1							
\$370,000-\$379,999												
\$380,000-\$389,999												
\$400,000-\$409,999					1							
\$450,000-\$459,999												1
\$490,000-\$499,999				1								
\$500,000-\$509,999												
\$670,000-\$679,999					1							
\$690,000-\$699,999											1	
\$940,000-\$949,999											1	
Total	660	3,200	3,416	4,081	2,127	342	889	3,739	3,376	4,148	2,286	388

NOTES TO TABLE 10:

- ▶ 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 2017/18 and 2018/19, not the full-time remuneration at any point of the year.

Length of Service

Table 11: Average length of service in years, 2012–2019:

Role	As at 30 June							
	2012	2013	2014	2015	2016	2017	2018	2019
Constabulary	13	13.4	13.4	13.7	14.1	13.9	14.7	13.4
Non-constabulary	9.4	9.4	9.5	9.7	9.5	9.4	10.7	8.6

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, 2015–2019:

Gender	As at 30 June 2015		As at 30 June 2016		As at 30 June 2017		As at 30 June 2018		As at 30 June 2019	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
Female	10.6	9.8	11.0	9.6	11.2	9.6	11.1	10.7	10.2	8.5
Male	14.5	9.5	14.8	9.4	14.6	9.0	15.7	10.7	14.4	7.8

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, 2015–2019:

Age Range	As at 30 June 2015		As at 30 June 2016		As at 30 June 2017		As at 30 June 2018		As at 30 June 2019	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
0–24	1.5	1.1	1.7	1.2	1.9	1.6	1.2	1.1	1.5	0.9
25–34	4.9	3.5	5.0	3.3	5.2	3.4	4.8	3.3	4.6	2.8
35–44	11.2	7.7	11.3	7.7	11.7	7.7	12.0	8.1	10.7	6.3
45–54	18.8	10.6	18.8	10.5	19.1	10.8	20.7	12.6	18.6	10.1
55–64	28.7	15.3	28.5	15.3	27.3	15.0	31.3	17.9	26.9	13.9
65+	35.6	16.1	36.8	16.6	27.5	16.7	33.5	20.0	30.0	15.5

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 6:

Safer people

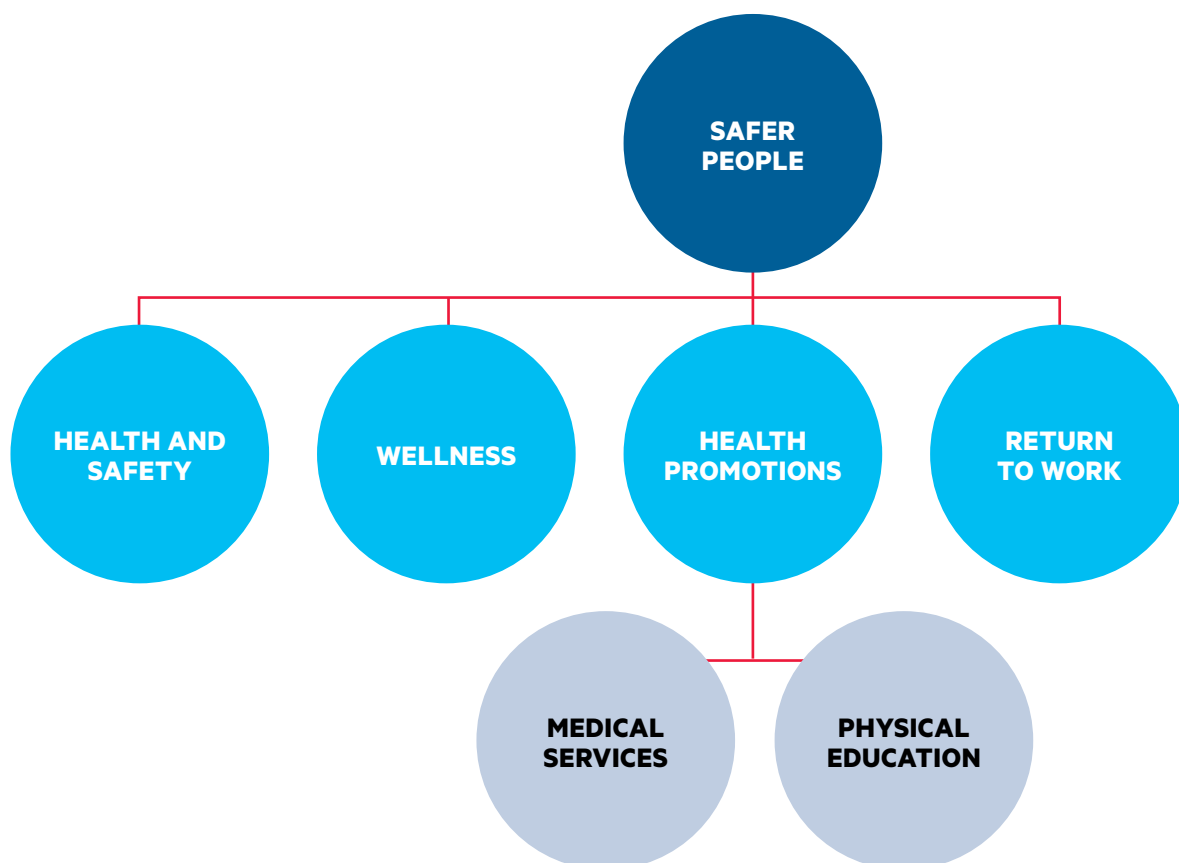
The safety of the public and our people is fundamental to the way Police delivers Our Business. To 'Be Safe and Feel Safe' we must have a range of options to protect the public and ensure their own physical and emotional safety and health. As part of our commitment to our people, Police is a member of the ACC Accredited Employer Programme – maintaining a 'Secondary' level in 2018/19.

In 2018 an external review of the way we deliver wellbeing and safety services to our people resulted in a reorganisation of resources to support Our Wellness and Safety Strategy. The review identified a need to provide a more holistic approach to our people's wellness, reflected in a proactive and prevention-focused service delivery to ensure our people remain fit for work and fit for life. Reducing stigma attached to mental health and identifying

the need to provide a strategic approach to wellness resulted in the creation of a National Wellness Manager and a Health Promotions Advisory Manager.

The Safer People group exists to make health and safety an integral part of what we do to ensure everyone stays safe and healthy. Its services cover all Police staff from recruitment to retirement. The vision of Safer People is to create a culture

where safety and wellness is understood, valued, and is intrinsic in everything we do as we strive to keep ourselves and our communities safe. Safer People has a distributed service delivery model with specialists in health and safety, wellness, return to work and physical education servicing every district across the country – ensuring a consistent level of service is delivered to all staff.



Health and safety

This team aims to prevent our people from physical harm by increasing awareness and capability, and strengthening control measures. Investigation of injuries and near-miss events provides information to help prevent similar events. The Health and Safety Advisors ensure our people have access to professional support and advice when required to enable them to perform their role in a safe and healthy manner. There are also over 90 elected Health and Safety Representatives who represent their colleagues on health and safety matters across the organisation. All Health and Safety Representatives are trained to NZQA Unit Standard 29315 and can exercise the powers of a Health and Safety Representative under the Health and Safety at Work Act 2015.

Wellness

The Wellness team consists of experienced health professionals who provide confidential advice, guidance, and support to all Police employees. They help to build emotional resilience by increasing individual and organisational awareness and capability. They provide support and guidance when our people experience difficulty at work or at home. Trauma support due to critical incidents is also provided by this team or by external psychologists.

Return to work

The Return to Work team supports the safe and timely return to work by engaging with medical professionals to provide sound and knowledgeable advice. The team provides focus, guidance and direction on all return to work activities

to the injured person and their supervisor so the injured person can focus on their rehabilitation in a holistic way. The Return to Work team also supports the injured person through any claim-related activities to ensure a high level of service.

Physical education

Our physical education specialists help our people remain physically fit and healthy by providing training and support to develop physical health awareness and capability to enhance performance and build resilience. They enable people to develop and maintain their physical health and wellbeing.

Medical services

Registered health professionals assess and attend to all recruit and residential course attendees at the Royal New Zealand Police College. They conduct medical screening to ensure people are medically and psychologically fit to join Police, and provide appropriate health services to ensure people can complete their training.

Governance

The Health and Safety Governance Group meets quarterly and is attended by the Commissioner of Police. Members of our Executive Leadership Board are members of this group, which also includes the Police Association and the Police Leaders Guild. An external health and safety consultant sits on this group to ensure effective governance. The group have received training from an external lawyer around due diligence and officer responsibilities.

The Governance Group has discussed topics ranging from new drugs in circulation, firearms return, health and safety statistics, critical risks to the organisation and our people, and how Police districts contribute to the national health and safety landscape.

To help inform the Governance Group of specific health and safety concerns, the National Health and Safety Committee is comprised of representatives from Safer People, the Police Association, the Police Leaders Guild, and elected health and safety representatives. The number of health and safety representatives on the National Health and Safety Committee has been doubled during this reporting year to ensure effective representation of frontline staff.

Risks

Safer People enables a consistent approach to safety and risk management focusing on four key priorities:

- ▶ Effective leadership
- ▶ Organisational capability
- ▶ Actively managing our risks and hazards
- ▶ Continually improving through measuring and monitoring.

Critical risks include risks from motivated offenders, vehicles, maritime operations, and the psychological effects of policing. These risks are being analysed in depth using Bow Tie methodology to ensure pre- and post-event risk controls are as effective as possible to give Police Commanders confidence they are mitigating risks effectively.

Health monitoring

Police conduct health monitoring to:

- ▶ Reduce the risk of exposure to health hazards in the workplace
- ▶ Enable Police and other organisations in the workplace to take remedial action
- ▶ Facilitate the treatment and protection of workers exposed to health hazards
- ▶ Inform Worksafe and other agencies when results indicate a worker may have contracted a notifiable disease or illness as a result of carrying out police work.

Specific groups who have been identified as requiring health monitoring include members of the National Clandestine Laboratory Response Team, scenes-of-crime members, fingerprint staff, tactical options trainers, dog handlers, and other specialist groups. Health monitoring covers physical and emotional health. There have been no reports to Worksafe

or other agencies regarding notifiable diseases or illnesses as a result of carrying out police work in this reporting period.

Major incidents

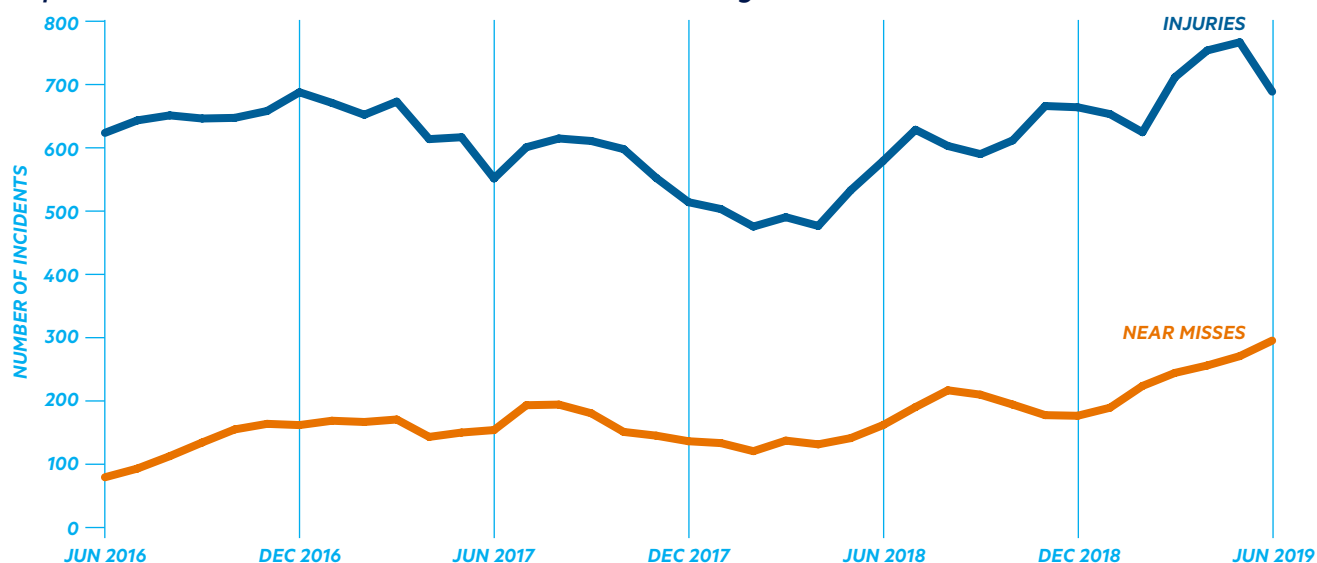
Several events of national significance have involved Safer People including the fires in Tasman District and the terrorist event in Christchurch. Both of these events saw members of the Safer People team quickly deploy to the area and assist local and national commanders in ensuring the wellbeing of staff involved. The Christchurch event in particular resulted in a comprehensive wellness response plan being developed to assist staff during the event and through to 12 months post-event. The initial response included engaging external psychologists within hours of the event occurring and referring hundreds of staff involved in the operation for specialist trauma support. The trauma support for those involved in this event is ongoing.

Statistics

Police's reported accidents are similar to what they were two years ago, following a dip in 2017, despite increases in staffing levels. This is positive and we will continue to proactively prevent injuries to our staff with the aim of decreasing injuries.

Near miss reporting has increased and is 51% higher in the year to June 2019 than in the year prior. The Safer People group is committed to encouraging people leaders to boost near miss reporting. As near misses are investigated this can proactively reduce injuries to our staff. Although increases in both accidents and near misses may come from improvements in reporting and a larger workforce, the increase in near misses indicates an improved reporting culture. 28 events were notified to Worksafe this reporting year.

Reported accidents and near misses (three month rolling)



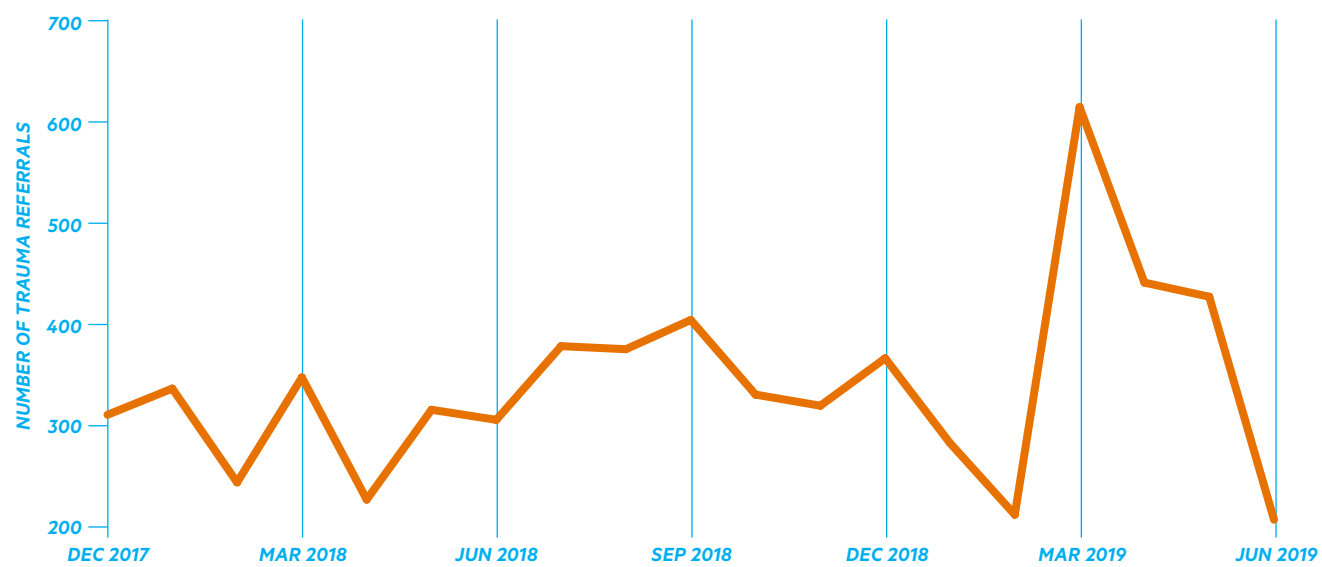
Trauma referrals

When employees have been exposed to traumatic events we refer them to clinical psychologists. There was a significant increase in the demand for trauma

referrals following the events of 15 March 2019. This indicates both the need for the service and the willingness of people to engage with the process. As a result of lessons learnt from this event, a new staff mobile phone app (CheckPoint) has been

developed to provide easier access to wellness services and a 0508 number has also been established. With the exception of this incident, trauma referrals have been relatively stable.

Initial Trauma Referrals



Employee Assistance Programme

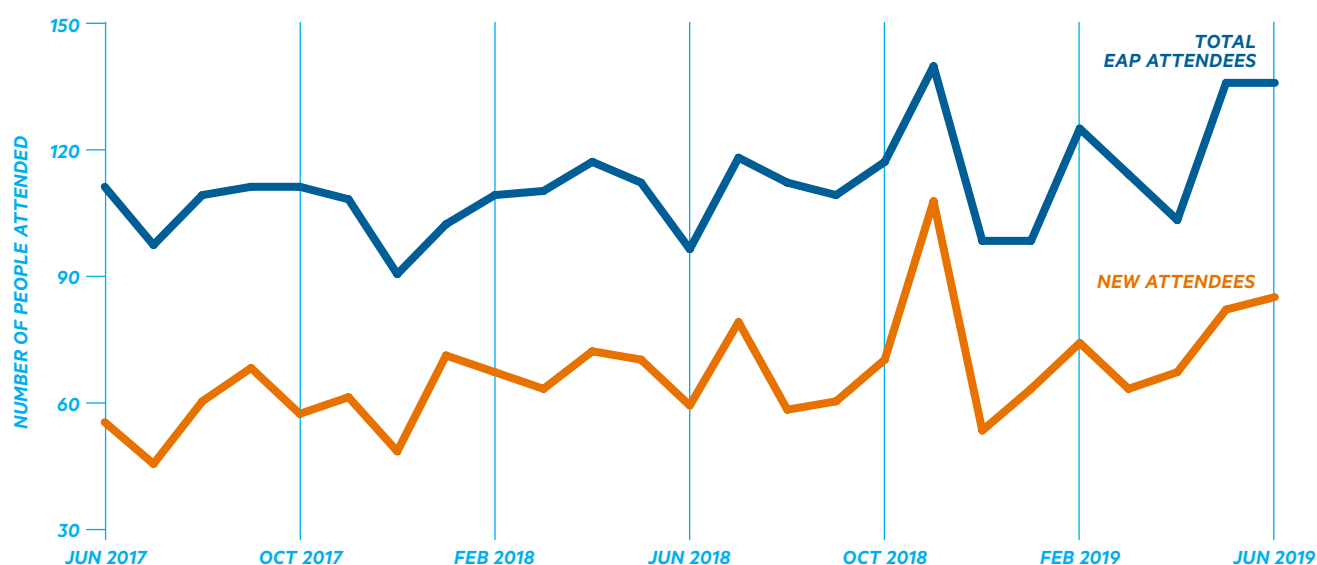
The Employee Assistance Programme (EAP) has seen a steady increase in the number of employees attending EAP

counselling. This confidential service is available to all staff (and their family) and the majority of Police attendees were self-referred.

The increase is likely attributed to both increasing numbers of staff, as well

as a growing acceptance of mental health needs by New Zealanders. EAP counsellors primarily discussed personal issues that staff raised, but also discussed some work issues.

EAP Attendance



Continuous improvement

Continuous improvement of the services Safer People deliver happens partly as a result of goals set by the Health and

Safety Governance Group. A number of goals are currently being developed for the upcoming year, to ensure Police and the public have confidence in the way that the wellbeing of our people is

being managed. Lessons from incident investigations and updates from professional forums also contribute to our overall wellbeing picture and continue to drive improvements.

APPENDIX 7:

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		2017/18	2018/19
Number of applications made		89	76
Number of applications granted		88	75
Number of applications refused		1	1
Number of warrants granted for use of interception device		79	69
Number of warrants granted for use of visual surveillance device		58	44
Number of warrants granted for use of tracking device		73	55
Number of warrants that authorised entry onto private premises		37	17
Number of interception devices used	No more than 24 hours	2	6
	1–3 days	22	36
	3–7 days	41	31
	7–21 days	50	49
	21–60+ days	217	130
Number of visual surveillance devices used	No more than 24 hours	17	2
	1–3 days	24	14
	3–7 days	32	4
	7–21 days	24	7
	21–60 days	38	27
Number of tracking devices used	No more than 24 hours	4	4
	1–3 days	14	26
	3–7 days	41	28
	7–21 days	36	33
	21–60 days	154	99
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		214	164
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		Nil	Nil

Warrantless Search Powers Exercised

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

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

Section 170(1) Warrantless Powers	2017/18	2018/19
Number of occasions warrantless search powers were exercised	7,537	10,855
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	4,553	3,698

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		2017/18	2018/19
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		26	37
Number of interception devices used	No more than 24 hours	40	22
	24–48 hours	14	79
Number of visual surveillance devices used	No more than 24 hours	16	4
	24–48 hours	52	2
Number of tracking devices used	No more than 24 hours	34	19
	24–48 hours	72	68
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		32	11
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		2017/18	2018/19
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		2017/18	2018/19
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		2017/18	2018/19
(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	304	291
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	59	59
	juvenile compulsion orders	3	3
(c)	The number of applications referred to in paragraph (b) that were*:		
	suspect compulsion orders – granted	46	46
	suspect compulsion orders – refused	1	1
	juvenile compulsion orders – granted	1	1
	juvenile compulsion orders – refused	0	1
	*(twelve suspect compulsion orders were outstanding, withdrawn or discontinued, two juvenile compulsion orders were either withdrawn or discontinued)		
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	1	3
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	70	63
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	1	0
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	808*	599
	*(Increase due to Returning Offenders sampling)		
(ce)	The number of:		
	(i) databank compulsion notice hearings requested and	4	4
	(ii) Part 3 orders made	3	3
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	0*	0
	*(1 databank compulsion notice hearing was withdrawn)		

Bodily Samples		2017/18	2018/19
(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	Information not captured nationally
(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	38 39	32 30
(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 fingerprint 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	8	0
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	14,679	13,056
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	12,970	11,674
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	1,911	1,815
(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.	54	323
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	19	11
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	8,286	7,792
(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	186,019 95,786 255 26,212 63,766	194,269 94,871 269 26,548 72,581
(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	205	180
(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	588	651

The information required by subsection (1) (eb) to (eg) of the Act 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.

		<i>Ethnicity</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>Young persons 2016/17</i>	<i>Young persons 2017/18</i>	<i>Young persons 2018/19</i>
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	376	403	338	4	1	4
		European	6,114	5,766	4,915	106	90	107
		Indian	515	560	495	7	0	3
		Latin American	56	51	41	0	0	0
		Māori	6,097	5,699	4,854	370	328	280
		Middle Eastern	71	93	98	0	2	0
		Native African	83	64	65	0	1	0
		Pacific Islander	1,790	1,805	1,562	66	79	46
		Other	100	119	110	4	6	9
		Unknown	161	126	125	7	1	3
		Total	15,363	14,686	12,603	564	508	452
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	365	378	310	2	0	5
		European	5,443	5,236	4,443	87	83	88
		Indian	488	519	451	7	0	3
		Latin American	54	50	37	0	0	0
		Māori	5,270	4,881	4,291	333	296	253
		Middle Eastern	64	82	87	0	1	0
		Native African	75	56	60	0	1	0
		Pacific Islander	1,581	1,535	1,376	59	64	43
		Other	89	113	100	3	5	9
		Unknown	153	118	115	7	1	3
		Total	13,582	12,968	11,270	498	451	404

		<i>Ethnicity</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>Young persons 2016/17</i>	<i>Young persons 2017/18</i>	<i>Young persons 2018/19</i>
(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	31	11	9	1	0	0
		European	649	384	408	8	16	20
		Indian	28	26	17	0	0	0
		Latin American	4	1	1	0	0	0
		Māori	1,379	1,195	896	100	244	201
		Middle Eastern	0	1	12	0	0	1
		Native African	12	4	12	0	0	0
		Pacific Islander	292	279	184	27	78	44
		Other	10	6	2	3	5	0
		Unknown	22	4	5	10	0	3
		Total	2,427	1,911	1,546	149	343	269
(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	1	1	0	0	0
		European	24	17	66	0	1	2
		Indian	4	3	7	0	0	0
		Latin American	0	0	0	0	0	0
		Māori	26	21	170	3	3	19
		Middle Eastern	0	0	2	0	0	0
		Native African	0	1	0	0	0	0
		Pacific Islander	14	10	49	1	2	4
		Other	2	0	0	0	0	0
		Unknown	0	1	3	0	0	0
		Total	72	54	298	4	6	25

		Ethnicity	2016/17	2017/18	2018/19	Young persons 2016/17	Young persons 2017/18	Young persons 2018/19
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	1	0	0	0	0	0
		European	7	5	3	0	0	0
		Indian	1	1	0	0	0	0
		Māori	5	9	6	0	0	0
		Middle Eastern	0	0	1	0	0	0
		Native African	0	1	1	0	0	0
		Pacific Islander	0	1	0	0	1	0
		Total	14	17	11	0	1	0
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	Ethnicity information not captured	7,871	8,286	n/a*	n/a*	n/a*	n/a*

*(ESR systems no longer allow for this information to be identified)

Children's Act 2014⁵⁰

In accordance with the provisions of section 16(c) of the Children's 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 enters 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 Children's 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 Children's 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 crimes⁵¹ 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 Children, Oranga Tamariki staff can tell victims if they are eligible and give them an application form.

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

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

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

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

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

<i>Victims' Rights Act 2002</i>	2018/19				
	<i>Number of events giving rise to allegations</i>	<i>Total allegations received*</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	36	14	14	8
Sections 17–19, 21, 28	n/a	11	1	7	3
Sections 29A, 30–33B, 34	n/a	3	1	1	1
Section 15	n/a	5	2	3	0
Section 16	n/a	2	2	0	0
Section 51	n/a	1	0	1	0
Total	56	58	20	26	12

<i>Victims' Rights Act 2002</i>	2017/18				
	<i>Number of events giving rise to allegations</i>	<i>Total allegations received*</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

Notes to Table 7:

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

<i>Victims' Rights Act 2002</i>	<i>Allegation Category</i>	<i>Nature of Complaint</i>
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:

1 July 2018 – 30 June 2019

Country making request	Fingerprint match	Type of information disclosed
United States	Yes	Criminal history record
United States	Yes	Criminal history record
United States	Yes	Criminal history record
New Zealand	Yes	No criminal history held
United States	Yes	Criminal history record
United States	Yes	Criminal history record
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	Yes	No criminal history held

13 December 2017 – 30 June 2018

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:**1 July 2018 – 30 June 2019**

Country making proactive disclosure	Type of information disclosed
New Zealand	Criminal history record
New Zealand	Criminal history record
New Zealand	Criminal history record

3 December 2017 – 30 June 2018

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

Table 9: Misuse of Drugs Amendment Act 1978

In accordance with the provisions of section 13M of the Misuse of Drugs Amendment Act 1978, the information in Table 9 is provided

Section 13E: Detention warrants	2018/19
Number of applications for detention warrants made under section 13E	1
Number of applications for renewals of detention warrants made under section 13I	0
Number of applications granted	1
Number of applications refused	0
Average duration of the detention warrants (including renewals) granted:	
i. Days granted	7
ii. Days applied	1
Number of prosecutions that have been instituted in which has been adduced evidence obtained directly during the detention of any persons pursuant to detention warrants granted on application	7 charges
Results of those prosecutions:	
i. Convicted	n/a
ii. Dismissed	n/a
iii. Withdrawn	n/a
iv. Ongoing	7
Number of rub-down searches and strip searches under section 13EA	1

Table 10: Enhancing Identity Verification and Border Processes Legislation Act 2017

Queries made by Police to Immigration New Zealand		26 August 2018 – 30 June 2019
<i>Number of queries by query reason: Police OnDuty mobility application</i>		
Liable to detain, arrest, summon		16,457
Breach (or attempted) of any sentence condition		736
Verify suspect/offender identity		45,118
Administrative query		15,300
ICT/supervisor audit		394
Total number of queries from 26 August 2018 (when the capability went live) to 30 June 2019		78,005
<i>Number of queries by query reason: Police NIA desktop application</i>		
Liable to detain, arrest, summon		138,180
Breach (or attempted) of any sentence condition		567
Verify suspect/offender identity		25,105
Administrative query		14,997
ICT/supervisor audit		1,434
Total number of queries from 26 August 2018 (when the capability went live) to 30 June 2019		180,263
<i>Police provision of identity information to Immigration NZ (INZ)</i>		
Total number of times data sent to INZ from 26 August 2018 (when capability went live) to 30 June 2019		6,215

Queries Made by Police to Department of Internal Affairs (DIA)

14 April
2019 –
30 June 2019

PASSPORT QUERIES

Number of queries by query reason: Police OnDuty mobility application

Liable to detain, arrest, summon	627
Breach (or attempted) of any sentence condition	37
Verify suspect/offender identity	1,616
Administrative query	6
ICT/supervisor audit	25
Total number of queries from 14 April 2019 (when the capability went live) to 30 June 2019	2,311

Number of queries by query reason: Police NIA desktop application

Liable to detain, arrest, summon	15,533
Breach (or attempted) of any sentence condition	49
Verify suspect/offender identity	2,079
Administrative query	30
ICT/supervisor audit	121
Total number of queries from 14 April 2019 (when the capability went live) to 30 June 2019	17,812

BIRTH QUERIES

Number of queries by query reason: Police OnDuty mobility application

Liable to detain, arrest, summon	230
Breach (or attempted) of any sentence condition	29
Verify suspect/offender identity	0
Administrative query	0
ICT/supervisor audit	22
Total number of queries from 14 April 2019 (when the capability went live) to 30 June 2019	281

Queries Made by Police to Department of Internal Affairs (DIA)**14 April
2019 –
30 June 2019***Number of queries by query reason: Police NIA desktop application*

Liable to detain, arrest, summon	1,813
Breach (or attempted) of any sentence condition	42
Verify suspect/offender identity	0
Administrative query	2
ICT/supervisor audit	202
Total number of queries from 14 April 2019 (when the capability went live) to 30 June 2019	2,059

