



Annual Report

2019/20



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



This annual report details our performance during the 2019/20 financial year in meeting our strategic priorities.

It describes challenges faced and achievements made over the past year.

This information is for New Zealanders, local business owners, community groups and government agencies, as well as current and potential staff.

The objectives of the annual report are to:

- ▶ communicate our vision and commitments to stakeholders
- ▶ report on our performance in delivering our strategic priorities and other key achievements
- ▶ demonstrate our ability to deliver on our promises
- ▶ demonstrate our commitment to accountable and transparent governance
- ▶ build confidence and satisfaction in the partnerships that are being created with government agencies, Māori, Pacific and ethnic communities, community groups, industry and business, and international partners
- ▶ recognise the significant achievements of our staff
- ▶ meet the statutory requirements in accordance with the Public Finance Act 1989.

Contents

From the Commissioner	2
Organisational overview	4
Policing in New Zealand	5
Our role	6
Our history	7
Our Business 2019/20 (our strategic intent)	8
Our governance	9
Strategic risks	11
Our values	12
Our people	13
Wellness and safety	16
Prevention through partnerships	17
Strategic outlook	22
Performance	24
2019/20 performance of key targets	25
Our targets 2019/20	26
5% reduction in road deaths each and every year	27
10,000 fewer serious crime victimisations by 2021	33
25% reduction in reoffending by Māori by 2025	42
90% of people feel safe and have trust and confidence in Police by 2021	44
\$500 million cash and assets restrained from gangs and criminals by 2021	52
Asset performance	57
Statement of responsibility	63
Financial statements	64
Additional information	111
How we are achieving diversity and inclusiveness within Police	112
How we ensure our staff are well and safe	114
Profile of our people	118
Information required by statute	133
Glossary	148

From the Commissioner



The 2019/20 year brought with it a number of significant events – the Whaakari/ White Island volcanic eruption, the firearms amnesty and buyback, the first wave of the COVID-19 global pandemic, and the death of Constable Matthew Hunt whilst conducting a roadside stop.

Our people have met these challenges with professionalism and integrity. They have balanced the need to keep our communities safe alongside their own personal health and safety. They have walked toward danger when others have walked away. They have done so with respect and empathy.

I am proud to present this Annual Report; my first as Commissioner of Police. This report showcases the vast contributions our people make every day to help make New Zealand the safest country.

As I reflect on the year that has been, there are three key areas that stand out to me.

The environment we are operating within is constantly changing. Every day our people are responding to new and different threats to the safety of our communities. No one could have predicted that this year would require our people to respond to both a volcanic eruption and a global pandemic.

Additionally, organised criminal networks are becoming more sophisticated and are operating globally. Technology has enabled them to expand their reach into people's homes and businesses, in areas such as fraud and cybercrime. We will need to remain at the forefront of technological trends to tackle these types of threats.

This changing environment requires new and different responses and ways of working with our communities – requiring our people to continuously innovate and adapt.

The issues we face are more complex, requiring greater collaboration. COVID-19 in particular highlighted the importance of working together across government to achieve positive outcomes at a local level. Through this response we demonstrated the strength of the Police operating model, and our ability to work collaboratively with others at all levels of government to deliver an effective response to our communities. There have been some unprecedented challenges for Police in 2019/20, and while we have faced these head on, these challenges have impacted on some of our performance results.

However, when I compare internationally the way New Zealand Police has been able to support the country's response to COVID-19, maintaining the fine balance between enforcing compliance and policing by consent, I am incredibly proud of our organisation. We took on tasks that we have never been asked to do before – locking down our entire population – and did so in a way that maintained public trust and confidence.

It's clear that we have many challenges still ahead of us, but I am confident of our ability to navigate these well, for the wellbeing of all New Zealanders.

Our people continue to rise to the challenge. I am immensely proud of the work our people do in our communities every day. When I speak with our frontline officers they tell me that the constantly changing environment is one of their favourite things about

the role. This to me speaks volumes about our people – that they thrive on change and on a challenge, that they are resilient.

As I look ahead, there is still more for us to do if we are to realise our vision to be the safest country.

We need to strengthen how and who we are as an organisation. This means ensuring all of our people are safe and feel safe, are compassionate and reflective, and bring humanity to every interaction.

We need to deliver the services New Zealanders expect and deserve. This means ensuring we are getting the basics right – and understanding and providing what the public want from their Police.

We need to work with others to achieve better outcomes and to focus our police prevention efforts. We cannot be all things to all people – we need to focus our energy on the things that we can do to best make a difference, working with those who are able to provide the wrap-around supports many of the people we work with require.

I am entirely optimistic about our ability to prevent crime and harm through exceptional policing, while maintaining the trust and confidence of all. I commend this Annual Report to you.



Andrew Coster
Commissioner of Police

Organisational overview



Policing in New Zealand

Policing in New Zealand is about working together to build resilient and sustainable communities through engagement, education, and enforcement.

We recognise that while enforcement is sometimes necessary, it is not always the most effective way to bring lasting positive change.

We have the authority to arrest but we know that doing so is not always the most effective way of addressing crime and harm.

We look to prevention and an outcome-focused approach that helps victims heal and holds offenders to account. We want to reduce the likelihood that victims will be harmed again and that offenders will cause more harm.

Our policing model, *Prevention First*, operates on the guiding principle of 'taking every opportunity to prevent harm'. This sets the scene for how we police in New Zealand — with understanding and an open mind.

Rather than applying a 'one size fits all' approach, we work to understand the issues that drive the behaviours that lead to offending. These issues can take more time to resolve, but the long-term benefits for the individual and communities greatly outweigh the cost. With support and restorative resolutions, people who want to can make better decisions and change their future.

Our style of policing needs to be carried out in partnership with others. Police works with communities, iwi and ethnic groups and other government and public sector agencies to understand the challenges facing communities to help them reduce the harm to their communities.

Te Huringa o Te Tai is our jointly-developed approach to work with and beside Māori and iwi as treaty partners and to embrace a 'nothing about us without us' approach to working together. Our intent is to deepen the Māori-Crown relationship in a policing context.

Who we are

Our officers are you. They grew up in the same neighbourhoods, went to the same schools and now as officers, they draw on their own experiences and knowledge, to keep our communities safe and feeling safe.

Police is made up of approximately 10,000 constabulary officers and 4,000 employees, all working to make New Zealand the safest country and deliver exceptional policing services.

While we still have a way to go, we are more diverse than we have ever been: 23 percent of our officers are women; 13 percent are Māori; 6 percent are Pasifika; and 5 percent are Asian.

Reflecting the communities we serve remains a key component of who we are.

Culture

We want our culture to be one of inclusiveness. Individual differences and authenticity will continue to be welcomed at Police. We know it is our varied backgrounds that enable us to deliver better outcomes for New Zealanders.

We will strengthen who we are as an organisation by supporting our staff to bring humanity and compassion to every interaction, to be understanding and reflective, and to create an inclusive environment in which everyone can bring their best self to work.

Our role

Police receives its legislative mandate from the Policing Act 2008, which states that ‘principled, effective and efficient policing services are a cornerstone of a free and democratic society under the rule of law’.¹

Police has eight core legislated functions:

- ▶ Keeping the peace
- ▶ Maintaining public safety
- ▶ Law enforcement
- ▶ Crime prevention
- ▶ Community support and reassurance
- ▶ National security
- ▶ Participation in policing activities outside New Zealand
- ▶ Emergency management

While our mandate is found in legislation, we are clear as an organisation that to be effective requires us to police with the consent of our communities. The trust and confidence of our communities is the most important enabler for us to deliver exceptional policing services. It is what enables us to work in partnership with our communities to prevent crime and harm, and enables us to knock on a door and have confidence that a member of the public will help us with our investigations. Without the consent of our communities our ability to perform our legislated functions would become increasingly difficult, as recent events overseas have demonstrated.

We regularly measure the public’s trust and confidence in our services – and actively adapt to ensure that the way we police has the consent of our communities. This is not always straightforward – ‘the community’ is not a single entity with a single

voice – but is made possible through the devolution of responsibility and trust to our officers on the frontline to operate in the way that they know will work best for their community, within a national framework.

Our focus on policing by consent has led us to adopt a style of policing that is quite different from many other countries. Our officers are taught that every interaction is an opportunity to prevent harm and that communication is the first tactical option in engagement. This influences the way we respond to and approach our communities – recognising that by engaging, educating and encouraging those we work with, we are often more likely to achieve a positive long-term outcome than relying solely on enforcement.

We continue to work closely as part of the Hāpaitia Te Oranga Tangata criminal justice reform programme led by the Ministry of Justice to ensure we are an organisation that

reflects the needs and aspirations of our communities. We see our communities having increasingly sophisticated conversations about the role of the criminal justice system and their expectations about the way in which criminal issues are managed. This includes an increasing recognition of the importance of taking a wider, longer-term view of crime, with a focus on preventing and reducing the likelihood of future crime occurring or reoccurring.

¹ Section 8(a), Policing Act 2008.

Our history

The New Zealand Police is the national police service of New Zealand, responsible for enforcing criminal law, enhancing public safety, and maintaining order.

With approximately 14,000 personnel it is the largest law enforcement agency in New Zealand and, with few exceptions, has primary jurisdiction over the majority of New Zealand criminal law. Police also has responsibility for traffic and commercial vehicle enforcement as well as other key responsibilities including protection of dignitaries and matters of national security.

Policing in New Zealand was introduced in 1840 modelled on similar constabularies that existed in Britain at that time. The constabulary was initially part police and part militia. By the end of the 19th century, New Zealand moved to a system based on the Peelian principles of policing by consent. Police has generally enjoyed a high reputation nationally and internationally for its focus on prevention through partnerships.

While New Zealand Police is a government agency with a Minister responsible for it, the Commissioner and constabulary members swear allegiance directly to the Sovereign, and under the Policing Act 2008 they have constabulary independence from the government of the day.



Staff demonstrating the different uniforms women wore in Police over the past 85 years.

Our Business 2019/20

(our strategic intent)



E tū ki te iwi o te wāhine,
kia pōkai koe e ngā ngāru 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		WHAT WE DO HE AHA Ā TĀTOU MAHI		HOW WE DO IT HE PĒHEA E MAHIA AJ E TĀTOU	
OUR PURPOSE BE SAFE FEEL SAFE HOW WE POLICE MAKES PEOPLE FEEL SAFE WHAT WE DO KEEPS PEOPLE SAFE	OUR MISSION 	OUR STRATEGIES PREVENTION FIRST MODEL TAKING EVERY OPPORTUNITY TO PREVENT HARM  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	OUR PEOPLE ARE: <ul style="list-style-type: none"> » VALUED » EQUIPPED AND ENABLED » SAFE AND FEEL SAFE » HIGH PERFORMING » VICTIM FOCUSED » VISIBLE 	OUR TRANSFORMATION PROGRAMME <div style="border: 2px solid orange; padding: 5px; text-align: center; background-color: #f96;"> THE SAFEST COUNTRY POLICING 2021 </div> <ul style="list-style-type: none"> BUILDING THE FRONT LINE SAFER WHĀNAU IWI AND COMMUNITY PARTNERSHIPS EVIDENCE-BASED POLICING MODERNISING OUR SERVICE DELIVERY POLICE HIGH PERFORMANCE FRAMEWORK 
OUR VISION TO HAVE THE TRUST AND CONFIDENCE OF ALL		OUR GOALS <ul style="list-style-type: none"> » PREVENT CRIME AND VICTIMISATION » TARGET AND CATCH OFFENDERS » DELIVER A MORE RESPONSIVE COMMUNITY FOCUSED POLICE SERVICE 		OUR PARTNERSHIPS WORKING TOGETHER TO ACHIEVE COLLECTIVE IMPACT WITH OUR PARTNERS	

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

Our Business is a summary of Police's strategic intent. 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 they contribute through their role. It supports a high performance culture by providing all staff with a clear line of sight to our vision, mission and goals so we can all deliver outstanding results for New Zealanders.

We have recently refreshed Our Business. For more details please refer to our Strategic Outlook section in this report and our current 2020–2025 Statement of Intent, which is available on the Police website.

Our governance

In May 2020 we refreshed and updated our governance model to reflect the elements of a high performing organisation. This has allowed us to ensure we continue to set our direction and manage our operations to achieve the outcomes we want, and to also fulfil our accountability obligations.

The refreshed governance model is built on five key design principles:

Appropriate oversight

Enhancing our decision-making framework from a tactical short-term focus, to governance focused on trade-offs of long-term outcomes both from an operational and corporate stewardship perspective.

Collective accountability with earned autonomy

Our executive own our strategic goals collectively. Our refreshed governance model fully integrates collective accountability. Over time we expect our governance practice maturity to continue to lift.

Empowering

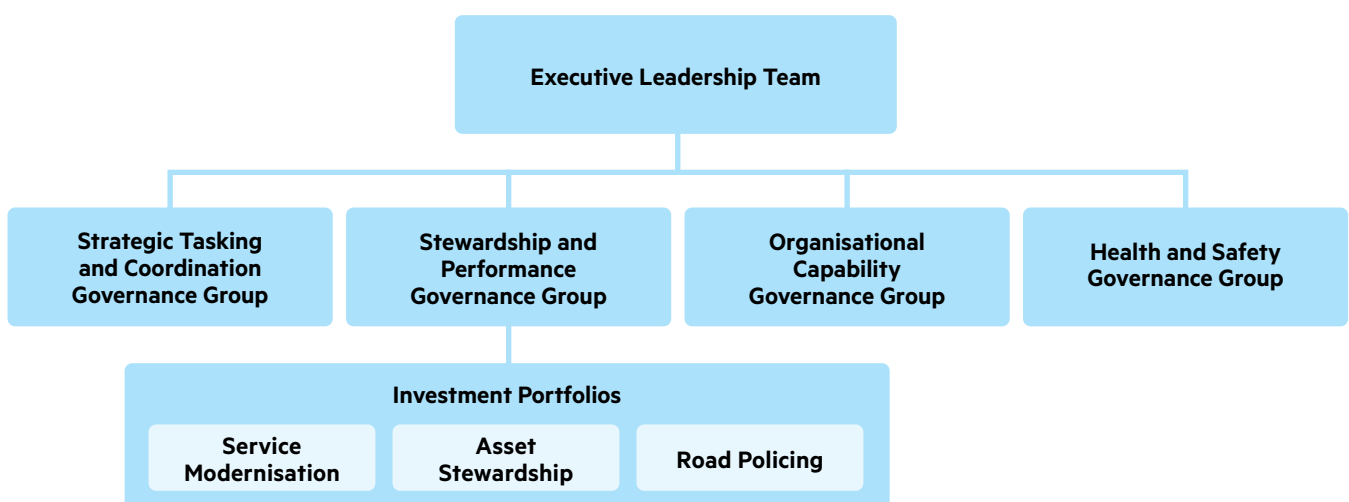
Our governance model provides tier-three leaders with broader responsibilities around the governance of the organisation. Each sub-governance group consists of two executive members that will co-chair, supported by tier-three leaders as members.

Community, iwi and sector focus

Our community, iwi and sector partners play an integral role in our ability to deliver on our strategic goals and therefore it is important that we include the voice of these partners in our decision-making.

Clear & efficient

There is an unambiguous governance pathway for all decision-making with clear roles and responsibilities and delegated financial authority established. All stakeholders understand the model and can consistently engage with it.



Our governance model

Our governance model enables the Executive Leadership Team (ELT) to focus primarily on long-term strategic performance. However, to address the breadth and depth of responsibilities that good organisational performance demands, the ELT has structured itself to differentiate between these responsibilities with four sub-governance groups that meet monthly.

The sub-governance groups play an important role in supporting ELT to execute its governance responsibilities. These sub-governance groups are an extension of ELT and have clear and discrete mandate and delegation, a mechanism by which

ELT can extend the reach and impact of its oversight.

To contribute to the key design principle around empowerment, each of these sub-governance groups has two executive members as co-chairs, supported by Assistant Commissioners and Executive Directors as members of each governance group.

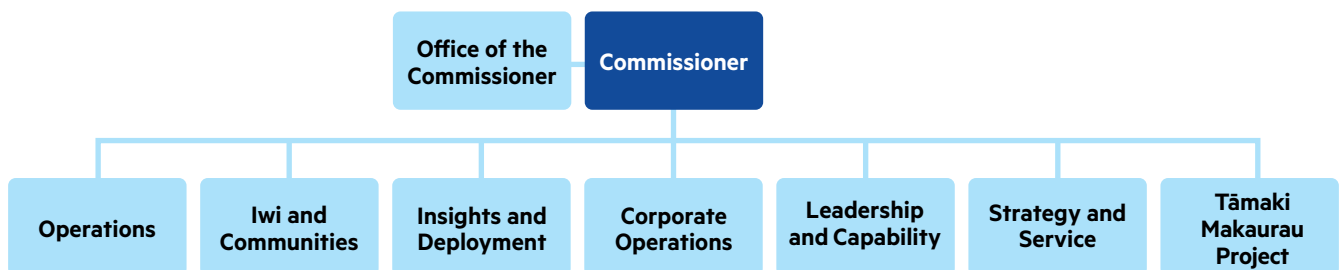
Assurance and Risk Committee

The Police Assurance and Risk Committee is designed to provide well-informed, and objective challenge on strategic risks and issues facing Police. In line with guidance issued by the Auditor-General, the Committee's role is

to bring a valuable outside-in focus on key aspects of Police's governance, risk, assurance, and resource management practices; and in doing so, contribute to the health, reputation and overall performance of Police as an organisation.

Our organisational structure

The Commissioner of Police is appointed by the Governor-General and is accountable to the Minister of Police for the administration of police services. The Commissioner also acts independently in carrying out law enforcement decisions.



Strategic risks

Police has robust risk management processes throughout our business from the Commissioner of Police and the Executive Leadership Team right through to our people in frontline roles.

Recognising the ever-changing range of risks both inherent and emergent, Police has been driving a more mature and deliberate approach across our business, strengthening executive governance and moving strategic risk management conversations from risk awareness to risk intelligence.

The Police Executive, as owners of our strategic risks, supported by our Assurance and Risk Committee, had the following focus throughout 2019/20:

Risk focus areas	Details
<i>Delivering on public expectations</i>	In line with Police's priorities outlined in our purpose – be safe and feel safe, our mission – to be the safest country, and our vision – to have the trust and confidence of all, throughout 2019/20 the Police Executive has had a strong focus on managing risks related to our ability to deliver on public expectations.
<i>Our relationships</i>	Crucial to delivering on public expectations and achieving our mission are key relationships with our stakeholders, partners, iwi, and Māori.
<i>Our people</i>	Our people are our greatest asset. In addition to our responsibility to keep our people safe and feeling safe, staff who are equipped, enabled, valued, and supported by a high performance culture will allow us to most effectively deliver the services the public expects and enable our valued relationships to thrive.
<i>Our obligations</i>	Police's legislative obligations will always be of strategic importance, as will other obligations to manage our information, finances, and assets responsibly, especially in the rapidly changing and complex environment in which we operate.
<i>External environment</i>	Events and trends in the external environment will always present risks and opportunities for Police, some of which we will be able to predict with reasonable confidence and others of which will be very difficult to anticipate but we must be prepared to respond to, as events in the past 12 months have demonstrated.
<i>Realising the benefits of change</i>	Our internal and external environments are changing at a pace that is previously unheard of, and Police must learn lessons from the past and use these to keep ahead of developments to enable us to deliver our mission. This means being comfortable to be in a state of constant change, recognising the opportunities this change brings, and ensuring we embed new and improved ways of working.

Our values



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

Police staff are in the unique position of being viewed by our communities as leaders regardless of position so it is important we align with our values.

Professionalism

Taking pride in representing Police and making a difference in the communities we serve.

Respect

Treating everyone with dignity, upholding their individual rights and honouring their freedoms.

Integrity

Being honest and upholding the highest ethical standards.

Commitment to Māori and the Treaty

Acting in good faith and respecting the principles of Te Tiriti o Waitangi.

Empathy

Seeking the understanding of, and considering the experiences and perspectives of those we serve.

Valuing diversity

Recognising the value different perspectives and experiences bring to make us better at what we do.

Our people

We value our 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.

The Police High Performance Framework is the mechanism by which we expect leaders to create a fair and inclusive environment where our staff can be their very best. The framework makes it easy for staff to see how their role contributes to our vision and priorities.

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 a very different organisation in 2020 having implemented the 47 Police-specific recommendations from the Commission's report.

Victims are at the centre of our policing approach, receiving more

empathetic and consistent services; we have a more diverse and inclusive workplace, better reflecting the communities we serve; opportunities are in place for talented staff to be identified and developed both in and out of Police, alongside a much improved career progression framework; we support women to develop and progress within



Police, with our Women's Advisory Network providing strong networks of guidance and support; and we have set very high expectations of standards of behaviour and integrity.

The independent external review of systems and processes for the prevention and management of bullying in Police, conducted by Debbie Francis in 2020, highlighted areas of improvement for us to ensure our internal systems and processes truly support our organisational values. The coming year will see changes to our disciplinary, talent management and appointments processes, an increased focus on hearing the voices of our employees and changes to the way in which we manage internal complaints.

Workforce growth

During the 2019/20 year the total Police Full Time Equivalent (FTE) numbers (including constabulary and other Police employees) increased by 910 (6.9%).

This now means that Police has achieved most of the Government's 1,800 constabulary and 485 employee growth targets, enabling greater service delivery to the people of New Zealand.

Full details of workforce composition and change are in the 'Additional Information' section of this report.

Diversity and inclusion

To achieve our vision to be the safest country, Police needs to have the trust and confidence of the communities we serve. We have made a commitment to reflect, understand and value the diversity of all of our communities.

Constabulary gender diversity

	Female FTE	% of workforce
30/06/2017	1,734	19.6%
30/06/2020	2,343	23.2%
Growth	609	35.1%

Ethnicity

Ethnic Group	Māori %	Pacific %	Asian %
30/06/2017	12.2%	5.4%	3.1%
30/06/2020	12.8%	6.5%	5.0%
FTE Growth	219 (22.5%)	176 (41.0%)	213 (85.5%)
Population	16.5%	8.1%	15.1%

New Zealand's communities are changing and we are evolving to meet their needs. Effective policing within diverse communities helps create an inclusive environment where everyone is safe and free to fully participate in New Zealand society.

Creating a diverse and inclusive culture within Police is crucial to enabling us to work successfully with our communities and remain responsive to their changing needs and emerging issues.

To achieve this we examine the behaviours and practices of the organisation as a whole to make sure we are operating in ways that are fair and equitable. We ensure our people are equipped and empowered to bring humanity to every interaction with our communities.

Police's desired diversity profile

We have set ambitious goals of ensuring our organisation's profile is representative of New Zealand's population.

Constabulary attrition rates in 2019/20 decreased. This was

exacerbated by the effects of COVID-19. Low attrition rates mean it will take some time for our workforce to reflect the gender and ethnic mix of the New Zealand population. We will continue to ensure that any recruitment is intentionally reflective of the community in order to make positive progress towards our diversity goals.

One of our goals is to have females make up 50% of police recruits. We are also committed to increasing the number of women at all levels of leadership across the organisation.

Other diversity goals include increasing the proportion of Māori constabulary staff to reflect the proportion of Māori in the general population by 2023. To achieve this Police needs to recruit Māori constabulary staff at a higher rate than their proportion of the population. We also want our constabulary workforce to include between 7%–9% Pacific and 11%–15% Asian ethnicities.

During the current growth phase (since June 2017) the constabulary FTE² workforce has increased by 13.3%.

² Full Time Equivalent.

Incorporating diversity and inclusion into human resources policies and practices

Cultural understanding is an important part of how we do our work. This is demonstrated by one of our core values, 'Valuing Diversity'. Staff recognise the value that different perspectives and experiences bring to their roles, making us better at what we do. This way of thinking leads to better problem-solving and results.

In February 2020 we delivered a new core competencies framework, 'How We Deliver our Business'. This provides staff with a clear understanding of what they need 'to be and do' to succeed in their roles. Cultural confidence is included as a core competency at every level of leadership within this framework.

Building inclusive leadership capability

Leaders play an important role across the organisation in creating an inclusive culture in which people can thrive. It is crucial that our leaders are enabled to lead in an inclusive way. They influence the work done every day by our people to ensure that New Zealanders are safe and feel safe. The capability of leaders will be particularly important in future years as increasing diversity among our recruits will mean frontline leaders are leading teams that are very different from previous years.

In early 2020 we introduced the Continuous Education Programme (CEP). The CEP is designed to support our staff throughout their career. Staff can use the CEP, alongside our core competencies, to identify and understand

their development needs, then find learning and development opportunities to meet those needs.

Through the CEP, current and aspiring leaders will be able to access relevant training and resources to enhance their ability to lead diverse and inclusive teams. Its availability to all staff, regardless of level of leadership, represents a more inclusive approach to leadership development than previously seen in Police.

The 'Additional Information' section of this report describes the work that Police is undertaking to increase diversity and inclusion within its workforce.

Wellness and safety

Police is strongly focused on the prevention of harm through our national operating model, *Prevention First*, and this ethos applies equally to our own people's safety and wellness.

We have applied our *Prevention First* approach to our people's health, safety and wellbeing in our new health and safety strategy *Safer People: Our Wellness and Safety 2020–2023*, which focuses on preventing harm to our people through a holistic approach to wellbeing.

The Te Whare Tapa Whā holistic model³ for wellbeing is the foundation of how we operate and will deliver on our strategy. We have chosen to openly encourage conversations around mental health and wellbeing and have continued

to develop and implement initiatives that support the 'it's ok to not be ok' mindset. In October 2019 Police launched an online wellness hub to give staff access to tools, resources, and support to ensure they can remain fit, healthy, and well.

Our approach to wellness and safety has been visible during recent major events including the Pike River Mine re-entry, Operation Whakaari/ White Island, the firearms buy-back programme, and COVID-19. During COVID-19 we ran a significant internal programme of work to keep

our staff safe that ran parallel to, and supported, the main policing operation. We have been nominated for two safety awards by external health and safety consultants, focusing on leadership and governance, as a result of the work completed through the firearms buy-back programme.

Further details about how Police has managed the wellness and safety of its staff over the 2019/20 year is provided in the 'Additional Information' section of this report.



³ "Te Whare Tapa Whā" is a Māori model of health articulated by Sir Mason Durie in his 1994 book *Whaiora – a model for Māori health* (Oxford University Press). This model has been widely adopted throughout New Zealand.

Prevention through partnerships

Focused prevention starts with our deployment model to ensure we are deploying our resources to prevent harm. We acknowledge that our 'Prevention First' approach can only be successful if we work with others.

We want to work in genuine partnerships with our communities, iwi and sector partners to achieve mutually desired outcomes. Creating an environment for partnerships to flourish is an ongoing challenge and requires us to be adaptable and to change our approach to fit the need.

We recognise that iwi in particular have high expectations for their relationships with Police. We want to meet their expectations, and engage in a 'nothing about us without us' approach. Our mechanism to enable this is *Te Huringa o Te Tai*.

We also need to focus resources 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, the 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.

Government partnerships

We work closely with other agencies to ensure New Zealanders can be safe and feel safe. We continue to work effectively across government, as well as with iwi and communities.

Justice Sector

Police continues to work with our justice sector partners to identify and deliver opportunities to improve safety and the effectiveness of the justice system, and to improve justice outcomes for New Zealanders.

Police has contributed to the 2020/21 Justice Sector Leadership Board Strategic Plan, which works towards transforming the criminal justice system. This builds on recommendations from Te Uepū Hāpai i te Ora – Safe and Effective Justice Advisory Group, the Ministry of Justice's Chief Victims Advisor, and Ināia Tonu Nei (Māori Justice Hui). Police is a key partner in this work and it closely aligns with our *Prevention First* model, and our

existing strong partnerships with iwi and Māori.

In the past year, Police partnered with the Registrar-General (a unit within the Department of Internal Affairs) to gain Cabinet approval for an Approved Information Sharing Agreement, which enables the sharing of death, name change and non-disclosure direction information with Police. Sharing this information will enable Police to improve the accuracy of the information we hold about individuals and our engagement with members of the public, as well as our ability to detect, investigate and prevent crime by better linking identities.

Police also worked with the Registrar-General to improve information sharing on registered child sex offenders. This included developing a Privacy Impact Assessment (in consultation with the Office of the Privacy Commissioner) to consider the privacy implications of extending the scope of the current information sharing to include registered child sex offenders.

Police has played a leadership role in an inter-agency working group that oversees coordination of deportee arrivals from Australia. Agencies

in this group include the Ministry of Foreign Affairs and Trade, the Department of the Prime Minister and Cabinet, Ara Poutama Department of Corrections, and the Ministry of Health, among other agencies.

Over the past year Police has worked to advance the policy for establishing a legislative framework for the Police Vetting Service. This project required significant stakeholder engagement with both the private sector and government agencies, including Oranga Tamariki.

National security

Police is a member of the Security and Intelligence Board and works in partnership with agencies across the national security sector to identify national security risks and prevent national security incidents from occurring.

Police has contributed to developing a Counter-Terrorism Strategy. This is a comprehensive work programme to reduce the threat of terrorism and violent extremism in New Zealand, while ensuring the systems and capabilities are in place to act early and respond when needed.

Police leads the workstream of 'Keeping communities and crowded places safe' through community engagement, prevention, intelligence gathering and analysis, investigation, emergency response, working with domestic and offshore partners. Police is the operational lead for reducing risk and responding to terrorism threats domestically.

On 17 September 2020, Police launched a Crowded Places Strategy. The strategy and supporting documents provides owners

and operators of crowded places with a greater awareness of the risk of terrorism or similar incidents, and resources to help them assess risk and vulnerability for their crowded place irrespective of size, location and complexity. Messaging of 'escape, hide, tell' is being promoted to inform all New Zealanders what to do if they are caught in a terrorist attack or similar incident.

Transnational organised crime

Transnational organised crime (TNOC) is a national security risk that requires a national-level strategic response. Organised criminal groups and networks are gaining greater access in and out of New Zealand, becoming more sophisticated and globally connected and their business here is growing.



TNOC involves a range of enforcement and regulatory agencies, and requires a system-wide joined-up approach, so we can pick up early on risks across our system and respond before harm is done.

Police is working in partnership with an Inter-Agency Working Group comprising 15 agencies on a national TNOC Strategy to improve coordination, agility and prioritisation, and build a whole system view to mitigate the wide range of TNOC risks.

Cyber security

Cyber-enabled threats to New Zealand's security continue to grow in number, scope and scale. Police have contributed to the Cyber Security Strategy 2019 which outlines the areas where Government will prioritise action and how it will work together with individuals, businesses, and communities to ensure that New Zealand is confident and secure in the digital world. This includes work to proactively tackle cybercrime.

Cyber security will continue to be a focus for Police as this type of crime continues to increase and evolve.

Social Sector

Social Wellbeing Committee organised crime work programme

Organised crime is a complex social, economic, community and criminal issue. Effective responses require government agencies and community partners to come together to design solutions. Police has worked with local iwi, providers, council, and agencies to develop responses to address the harms associated with organised crime, including the methamphetamine trade.

The work programme enables Police to partner with social agencies and communities to achieve better wellbeing outcomes across sectors. To support vulnerable whānau and individuals impacted by organised crime, the work programme brings together social interventions that build community resilience and address or help prevent the drivers of harm, and combines these with targeted enforcement against organised criminal groups.

Family violence and sexual violence

Police is an active partner in the Family Violence and Sexual Violence (FVSV) Joint Venture (JV) and in local responses to FVSV in communities across New Zealand. Our contribution to the JV recognises that preventing and eliminating family violence and sexual violence is one of the greatest opportunities to improve the wellbeing of New Zealanders.

Police worked closely with JV and community partners to support the COVID-19 response. This included work on prevention, support for children and young people, and the workforce. During the COVID-19 Alert level 4 and 3 lockdown in March/April 2020, Police worked with Courts and housing providers to ensure Police Safety Orders and Protection Orders could still be used to keep people safe from family harm.

At a local level, Police play a key role in communities in preventing further harm. Engaging with whānau as a result of a family harm incident presents an opportunity to prevent future harm by connecting them with necessary support services. We partner with social workers, iwi, specialist FVSV providers (including kaupapa Māori specialists), mental

health workers, schools, counsellors, parenting supports, addictions specialists and other local connections to support whānau to access services.

Central to this, Police play a lead role in the two Integrated Safety Response (ISR) pilots (in Christchurch and Waikato) and the Whāngaia Ngā Pā Harakeke (WNPH) sites in Counties Manukau, Te Hiku and Tairāwhiti. These initiatives are partnerships, and involve multi-agency risk assessment and case management, and connection to support services. In addition to the two ISR pilot sites and WNPH sites, Police continues to evolve its partnerships with local iwi, non-governmental organisations (NGOs) communities and other government agencies through a range of initiatives.

Partnering to improve outcomes for children and young people

Through the Children's Act 2014, Police is designated a children's agency and has a statutory responsibility to work with partner children's agencies to improve the wellbeing of particular groups of children.

Police has contributed to the Child and Youth Wellbeing Strategy and associated Programme of Action. In this context, Police has been involved in work to encourage safe and healthy relationships, reduce online harm and child sexual exploitation, and family violence.

Police has led work to support the uptake of Loves-Me-Not, a 'whole-school approach' to prevent relationship abuse and promote healthy relationships among senior secondary students. Police has partnered with school staff and

relevant local NGOs to deliver this programme, and will continue to develop the programme in line with the evaluation of existing Healthy Relationships Programmes undertaken this year.

Police has also contracted a review this year to modernise the Keeping Ourselves Safe child protection education programme for primary and intermediate schools. Police is also partnering with other agencies around a number of other education programmes, such as addressing online safety, bullying, and harm caused by alcohol and other drugs.

Related to this, Police has also contributed to development work on the Oranga Tamariki Action Plan. This has recently been reshaped to drive collective cross-agency effort to support children and young people during the medium to long-term recovery from the COVID-19 pandemic. This will focus on supporting children involved in, or with early risk factors for future involvement in, the care and protection and youth justice systems.

At a local level, Police has partnered with Oranga Tamariki and a secondary school in Huntly to deliver Oranga Rangatahi, a youth crime prevention programme. The success of the pilots and the recognition of the role of local partnerships in that success means that further locally focused prevention initiatives are now being considered.

Police also piloted Te Pae Oranga – Rangatahi in four districts in 2019. These pilots were Māori-led, restorative practice-based alternative action for young people who had offended. Initial results of this work showed positive impacts.

Transport Sector

Police plays a key role in road safety and preventing road-related harm. Over the past year, Police worked closely with the Ministry of Transport, Waka Kotahi NZ Transport Agency and other community groups and organisations on developing the Road to Zero Strategy. The strategy outlines the Government's approach to road safety challenges over the next decade, and replaces the current Safer Journeys strategy, which expired at the end of 2019. The target of the new Road to Zero Strategy is to reduce annual deaths and serious injuries on New Zealand's roads by 40% by 2030 (from 2018 levels).

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

Emergency management

Next Generation Critical Communication

Police has worked with St John New Zealand, Wellington Free Ambulance, and Fire and Emergency New Zealand to progress the Next Generation Critical Communications programme. This programme will invest in replacing the critical communications infrastructure for emergency services with new broadband cellular communications capability, supported by a digital radio service where cellular coverage is not available.

Arms legislation

Police as administrator of the firearms regulatory regime maintains partnerships with representatives of both the firearm-owning and non-firearm-owning community. These are important for getting the

balance right between protecting public safety by making it harder for firearms to be in the wrong hands while limiting the burden on the legitimate users of firearms. In the 2019/20 year, the established partnerships with members of the Firearms Community Advisory Forum, and Gun Control New Zealand, were critical to informing the legislative response to the 15 March 2019 Christchurch terror attack.

New forums were also established with dealers, auctioneers and gunsmiths to assist with the development and management of a firearms buy-back and amnesty scheme. This response also relied on established working relationships with officials within the New Zealand Customs Service, Ministry of Foreign Affairs, Ministry of Primary Industries, Department of Conservation, New Zealand Defence Force and Treasury.

Iwi partnerships

In 2019, *Te Huringa o Te Tai* was developed to refresh our collective approach while maintaining the original intent and wairoa of the *Turning of The Tide* strategy. We have opportunities to making a significant contribution to improving outcomes for Māori through how we police.

Te Huringa o Te Tai recognises that to be effective we must continue to build mutual trust and confidence with our iwi partners and support their aspirations for the betterment of all. *Te Huringa o Te Tai* has three strategic pillars to drive our focus and support the achievement of the intended outcomes:

▶ **Pou mataara** – our people and their mindset – focusing on building our people to deliver more effective outcomes for Māori, iwi, and our communities.

▶ **Pou mataaho** – effective initiatives and improved practice – focusing on a whānau ora approach of co-design and joint delivery of initiatives with Māori.

▶ **Pou hourua** – effective partnerships – focusing on building relationships, which lead to more effective partnerships, with iwi, Māori, and other organisations.

The strategy was developed by listening to the voices of the community, Police staff, and iwi. The strategy encourages the enhancement of our organisational values with uara Māori. While having a direct impact for Māori, *Te Huringa o Te Tai* will produce benefits for all New Zealanders through improved service delivery and reducing crime and victimisation for all.



Strategic outlook

This section describes our refreshed strategic direction from 1 July 2020. It also signals the new areas that we will report against in subsequent Annual Reports.

Our new vision and mission

Our vision is to be the safest country. This means everyone in New Zealand can go about their daily life without fear of harm or victimisation.

Our mission is to prevent crime and harm through exceptional policing.

Our new goals

We will realise our vision of being the safest country when we have safe homes, safe roads, and safe communities.

- ▶ **Safe homes** means families are free from violence, abuse and neglect, and homes are safe from burglary and other threats to their property that make people feel unsafe.
- ▶ **Safe roads** means working with our partners to prevent death and injury resulting from crashes, so that everyone who leaves home to travel on our roads can return home safely.
- ▶ **Safe communities** means that people are safe and feel safe wherever they go and whatever they do in public spaces where businesses, social gatherings and entertainment are enjoyed without fear of crime or harm.

Our new priorities

To prevent crime and harm through exceptional policing we need to look at who we are as an organisation and who we need to become. The Commissioner has set three priorities to help us become the organisation we need to be to achieve our goals and deliver on our mission.

- ▶ **Be first, then do** – strengthening how and who we are as an organisation, creating the culture we want.
- ▶ **Delivering the services New Zealanders expect and deserve** – understanding and providing what the public want from their police service.
- ▶ **Focused prevention through partnerships** – focused police effort and working with others to achieve better outcomes.

These priorities will drive how we continue to evolve as an organisation.

Our Business 2020

Our new strategic direction including our vision, goals and priorities is summarised in the graphic below. This will replace the version noted earlier in this report.



Performance

This section outlines what we achieved in the past year against the priorities we set in our 2018/19 – 2021/22 Four Year Plan.



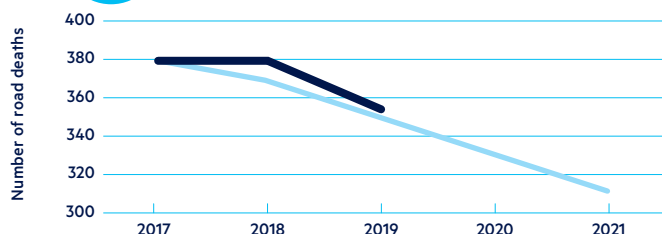
2019/20 performance of key targets

— Result — Target
Results compared to baseline

Targets

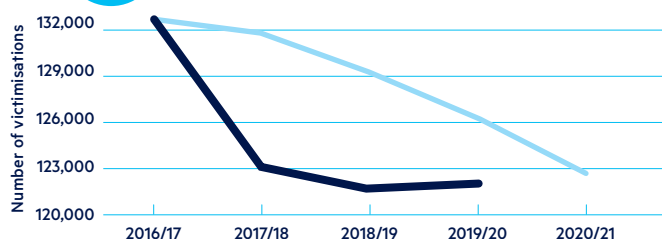
5

5% reduction in road deaths each and every calendar year



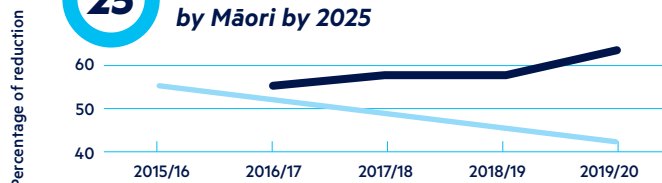
10

10,000 fewer serious crime victimisations by 2021



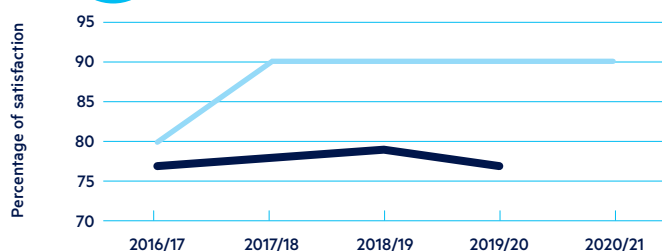
25

25% reduction in reoffending by Māori by 2025



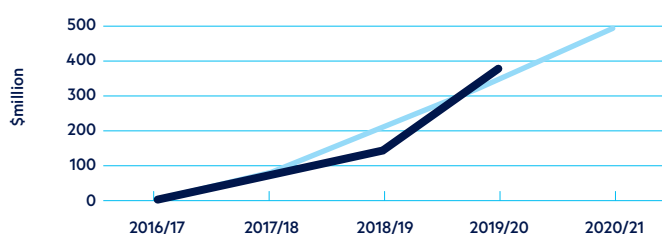
90

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



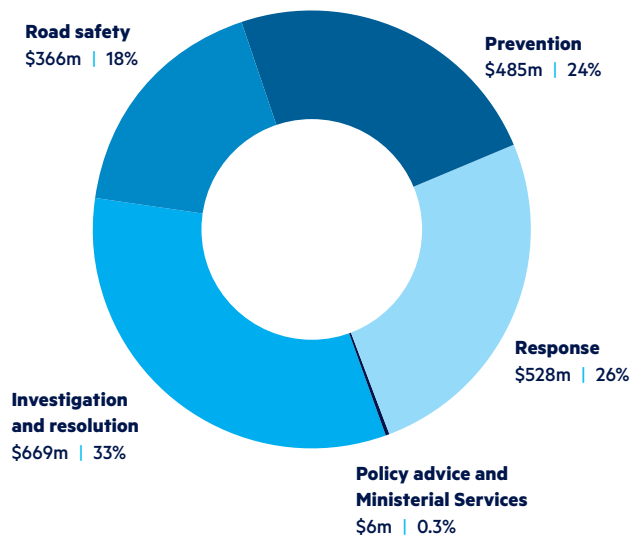
500

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



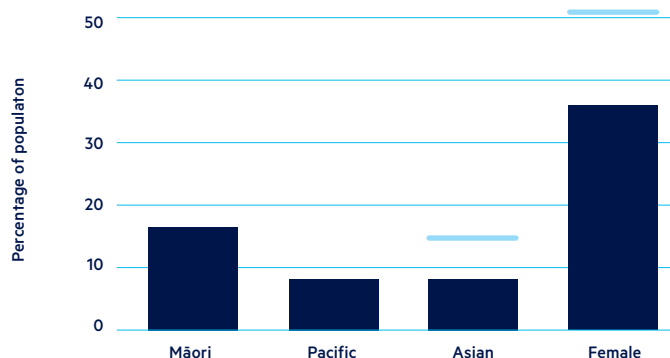
Finance

Expenditure by appropriation

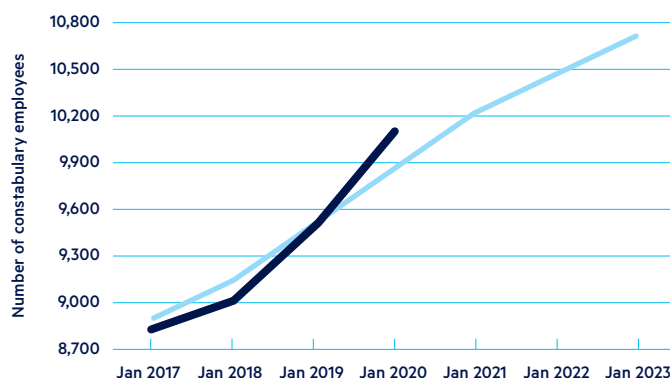


Our people

2019/20 Recruitment diversity vs population (2018 census)



Constabulary funded growth



Our targets 2019/20

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

Police's five key targets in 2019/20 were:



5% reduction in road deaths each and every year⁴ – reducing harm on our roads.



10,000 fewer serious victimisations by 2021⁵ – reducing the most significant causes of harm to people.



25% reduction in reoffending by Māori by 2025⁶ – 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 from gangs and criminals by 2021 – reducing the harm caused by gangs and organised crime through the supply of drugs to our communities.

The issues that New Zealand Police faced in the past year were far more complex, requiring greater collaboration than ever before. COVID-19, in particular, highlighted the importance of working together across government to achieve positive outcomes and performance at an all-of-government level. These unprecedented challenges in 2019/20 have impacted on some of our targets and underlying performance results.

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

⁵ Baseline: 132,790 (total number of recorded serious crime victimisations for the year ended 30 June 2017).

⁶ Baseline reoffending rate: 58% for the year ending June 2016.



5% reduction in road deaths each and every year

Fewer deaths / Fewer crashes / Fewer injuries / Safe behaviour / Safe roads

Our road safety target of a 5% reduction in road deaths each and every year focused on keeping people safe on our roads and ensuring that those who use our roads are demonstrating safe road behaviour.

In the 2019 calendar year there were 352 deaths. This is a 6.6% reduction, or 25 deaths fewer, from the previous calendar year.

Road fatalities create significant impact to families and also generate financial and economic costs to society. The average social cost of one road fatality is estimated at \$4.4 million⁷. This means that over the 2019 calendar year the social costs avoided from 25 fewer deaths is estimated at \$109.2 million.

Police's road safety effort has been focused on the four driving behaviours that cause the most harm on our roads. These behaviours are:

- ▶ **Restraints** – ensuring people are wearing safety restraints
- ▶ **Impaired driving** – driving under the influence of drugs and alcohol
- ▶ **Distractions** – distraction caused by using a mobile phone
- ▶ **Speed** – driving within a safe speed and to the conditions.

Alcohol-related harm

Alcohol is a significant factor in people being killed and injured on New Zealand roads. Those who have been drinking are more likely to crash due to alcohol impairment and more likely to die when they crash due to factors such as not wearing a seatbelt. Even small amounts of alcohol can exacerbate the risks from fatigue and inattention while driving.

High volume checkpoint operations designed to check large numbers of drivers for alcohol impairment have been, and continue to be, an important part of our prevention approach. The proportion of offences detected from this volume testing is low, which is good, and the deterrence effect is valuable.

Supported resolutions

We also look to provide alternative outcomes for those who commit a minor traffic offence rather than having people entering the justice system unnecessarily. In partnership with other road safety partners, we run a number of locally-led prevention programmes to reduce

recidivist high-risk behaviours in a fair and equitable way.

Results from one such programme, *Automotivate* in Northland, show that 96% of participants had not reoffended or received infringements since participating in the programme.

Whānau, and in particular rangatahi, in Northland were featuring in all negative road user statistics in the region. Analysis highlighted over 40 barriers and issues that affect people obtaining driver licences and operating safe vehicles, leading to ongoing infringements and entry into the criminal justice system.

Consultation with the community, iwi, and NGO partners identified early interventions and alternative resolutions as a positive response, enabling youth and their families to become licensed in a whānau ora model. This initiative has directly contributed to improved job prospects, safer driver behaviour, and improved trust and confidence. It has empowered rangatahi and their whānau to achieve their goals, leading to positive outcomes for the community.

⁷ Refer to page iii of *Social Costs of Road Crashes and Injuries 2018 Update* published by the Ministry of Transport.

Our continued focus on driving behaviours has resulted in 97% compliance across our national road network, with only 3% of people reoffending after receiving an infringement notice.

Operation Five

To support delivery against Police's target to reduce road deaths by 5%, a long-term national road safety operation was introduced. *Operation Five* focuses on effectively using intelligence to better inform deployment decisions and working closely with road safety partners. It places a strong emphasis on undertaking the enforcement activities that have the most impact on road trauma.

Operation Five uses increased enforcement activity that specifically addresses 'RIDS' (restraints, impaired driving, distracted driving, and speed), as each of these behaviours are known to have the most severe

Policing our roads during COVID-19 restrictions

Over the Easter 2020 weekend, Police conducted more than 200 checkpoints across the country to ensure people were complying

impact on road trauma. *Operation Five* targets one of the behaviours per month, in alignment with Police's road safety sector partners' campaigns.

Since *Operation Five* started, and the adoption of a strategy that explicitly targets high-risk behaviours in high-risk areas, overall alcohol-related offence detection has increased. It is anticipated that persisting with this strategy, and increasing the number of low and medium-volume checkpoints that target high-risk factors, will ensure that offence detection continues to improve, thus seeing more high-risk drivers removed from the roads.

with COVID-19 Level 4 restrictions imposed by the Government to help stop the spread of the virus.

Results showed that the majority of people stopped by Police were complying with restrictions, with only a small number of people failing to comply. For example, almost 400 vehicles were stopped in Southern District, with only five warnings given for minor breaches. Across Central District, 2,123 vehicles were stopped and 57 warnings were given out. Of those given warnings, 26 vehicles were turned around. In Rotorua, 600 vehicles were stopped with three turned back for non-essential travel.

Prior to the Easter weekend, more than 2,000 vehicles went through checkpoints across Auckland, with 46 drivers issued warnings.



Police officer conducting a checkpoint over Easter.

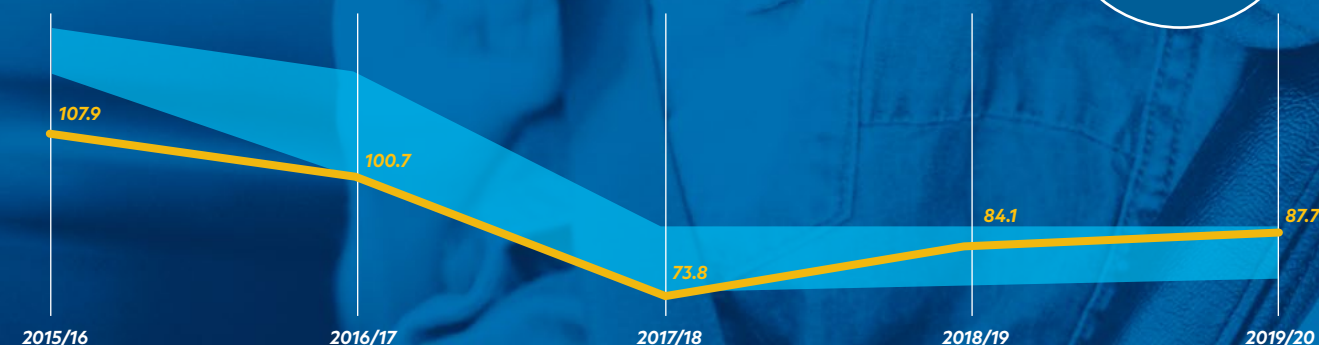
Reducing the impact of high risk behaviours

Officer-issued enforcement actions

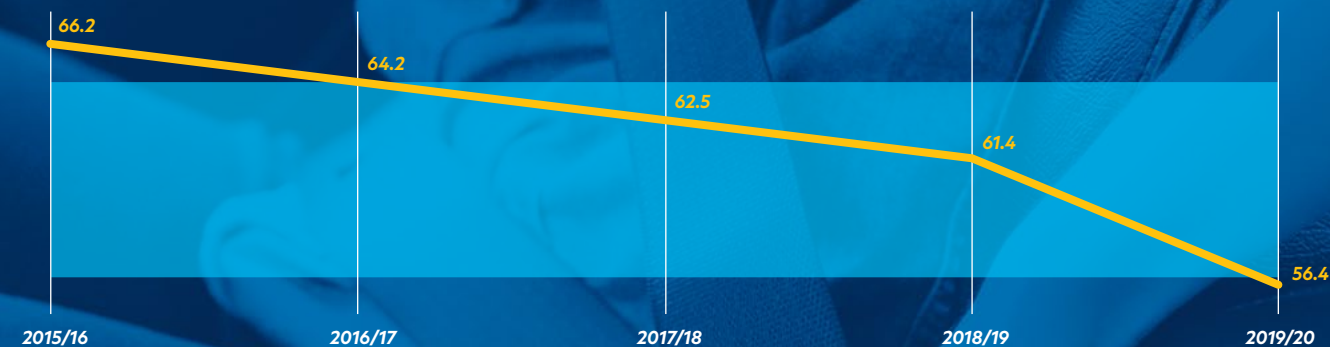
(infringement notices, summons, and written warnings) per 10,000 population

Estimated result range
Actual result

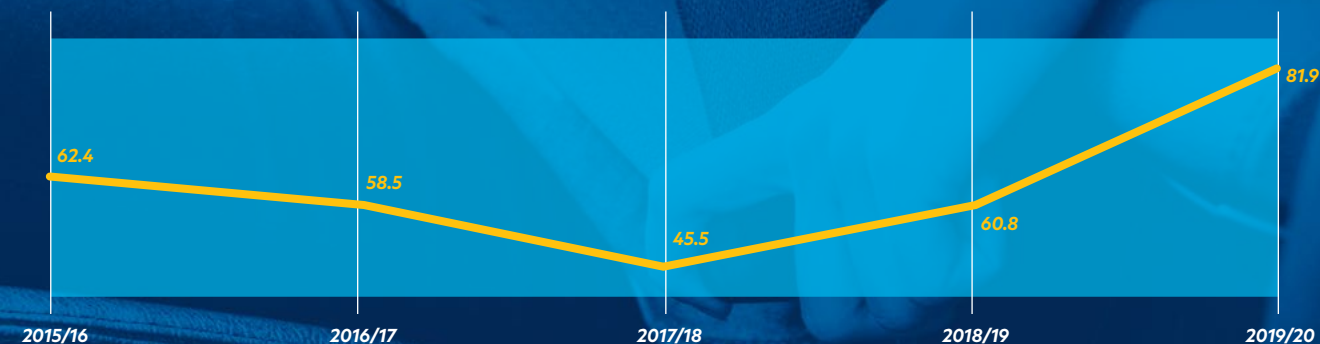
Restraints



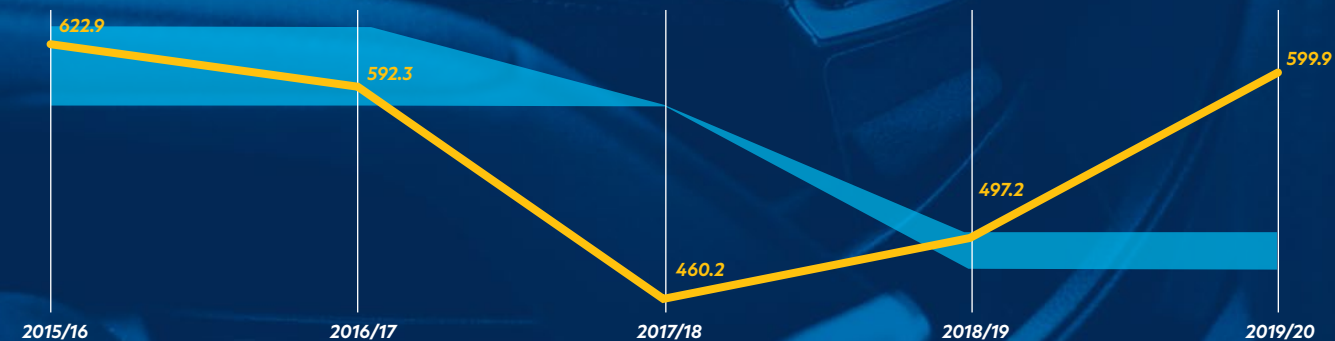
Impaired driving



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 2019/20.

Measure	Calendar Year		2019 standard
	2018 result	2019 result	
5% reduction in road deaths each and every year (from a 2017 baseline of 378 road deaths) ⁸	377	352 ⁹	349

Impairment

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of breath tests conducted	1,270,648	1,615,359	1,600,000 to 2,000,000
Median breath alcohol limit for under 20-year-olds caught exceeding the limit (in micrograms per litre (µg/L))	448	420	Less than 2018/19
Median breath alcohol limit for adults caught exceeding the limit (in micrograms per litre (µg/L)) ¹⁰	655	657	Less than 2018/19
Number of blood samples tested for drugs resulting from compulsory impairment tests	434	474 ¹¹	350 to 400

Speed

Measure	Calendar Year		2019 standard
	2018 result	2019 result	
Median speed passing a 'safe speed camera' in 50km/h zone			
Fixed camera	45km/h	44km/h	45km/h
Mobile camera	New measure for 2019/20	47km/h	45km/h
Median speed passing a 'safe speed camera' in 100km/h zone			
Fixed camera	87km/h	87km/h	90km/h
Mobile camera	New measure for 2019/20	88km/h	90km/h

⁸ Baseline: 2017 calendar year when 378 lives were lost on our roads. The target means 19 fewer lives lost every year.

⁹ The 2018 calendar year target was 10 fewer deaths than baseline or a road toll of 368. The 2019 calendar year target was 19 fewer deaths than 2018 or a road toll of 349 (29 fewer deaths than a baseline of 378).

¹⁰ The result excludes the infringement-level offending of 250–400µg/L and reports the offence-level breath alcohol levels above 400µg/L.

¹¹ Results are demand driven.

Fatal and serious injury crashes

Measure	Calendar Year		
	2018 result	2019 result	2019 standard
Number of young drivers (15–24 years) killed or seriously injured in crashes	408	384	Fewer than 2018
Number of fatal and serious injury crashes per 10,000 population	5.0	4.9	Fewer than 2018
Number of fatal and serious injury crashes per 10,000 licensed vehicles	6.2	5.4	Fewer than 2018
Number of pedestrians killed or seriously injured per 10,000 population	0.67	0.53	Fewer than 2018
Number of cyclists killed or seriously injured per 10,000 population	0.37	0.40	Fewer than 2018

Supported resolutions

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of eligible traffic offences resolved by way of supported resolution (including warnings, compliance, diversion, Te Pae Oranga, Driver Licensing Programmes)	10%	10%	7% to 12%
Percentage of licence condition violations dealt with through supported resolutions compared to prosecutions:			
Adult	8%	8%	7% to 12%
Youth	12%	13%	11% to 15%
Percentage of referrals to driver licensing programmes where person gets licence	87%	35% ¹²	90%
Number of supported resolutions:			
Compliance completed		39,364	31,950 to 33,540
Referral to driver licensing programmes	New measure for 2019/20	5,463	2,500 to 2,620
Referral to Te Pae Oranga		791	1,135 to 1,380
Written Traffic Warning		38,039	34,515 to 36,240

Reoffending

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of repeat offending within six months where driver was issued with an infringement offence notice	2.8%	2.5%	3% to 5%
Percentage of repeat offending within 12 months where driver was issued with an infringement offence notice	3.3%	3.1%	3% to 5%

Schools

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of road safety programmes delivered to schools	30,990	20,873 ¹³	29,000 to 35,000

¹² Of the 5,463 participants, Police received pass rate data for 283 participants from He Tangata, Balclutha, Dunedin and Marlborough driver license programmes, 99 of whom successfully completed the programme.

¹³ Delivery of school programmes in 2019/20 were affected by the timing of the COVID-19 lockdown.

Response

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of emergency traffic events responded to	40,657	41,046 ¹⁴	40,000 to 50,000
Number of non-emergency traffic events responded to	250,552	232,805 ¹⁴	240,000 to 260,000
Median response time to emergency traffic events: urban policing areas	10 minutes 17 seconds	11 minutes 37 seconds ¹⁵	7 minutes to 8 minutes
Median response time to emergency traffic events: rural policing areas (includes the Greater Auckland Motorway system)	15 minutes 51 seconds	16 minutes 22 seconds ¹⁵	11 minutes to 13 minutes
Time taken to respond to 90% of emergency traffic events: urban policing areas	New measure for 2019/20	51 minutes 42 seconds ¹⁵	10 minutes ¹⁶
Time taken to respond to 90% of emergency traffic events: rural policing areas (including the Greater Auckland Motorway System)	New measure for 2019/20	64 minutes 56 seconds ¹⁵	30 minutes ¹⁶

Customer satisfaction

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of survey respondents who had contact with Police at the roadside that agree they were treated fairly	87%	92%	87% to 91%
Percentage of people who agree/strongly agree that Police effectively deal with road safety	New measure for 2019/20	80%	90%

Compliance

Measure	2018/19 result	2019/20 result	2019/20 standard
Officer-issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population: Other high risk behaviours	243.2	237.3	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)	174.5	161.9	200 to 210
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) ¹⁷	327.7	291.3	435 to 445
Percentage of road policing offences compared to infringements for: Youth	9%	9%	5% to 10%
Adult	6%	7%	5% to 10%
Percentage of waived enforcement actions for Warrant of Fitness where compliance was achieved within 28 days	17%	20%	50%
Percentage of fatal notifications submitted to the Ministry of Transport within 24 hours of crash or death ¹⁸	94%	93%	100%

¹⁴ Results are demand driven.

¹⁵ In 2019/20 Police responded to 181,357 more events than the previous year. Increases in demand may have contributed to increased responses times.

¹⁶ This standard has been set at this level for a number of years. The standard may be reviewed as part of our annual performance measures review prior to the Government's annual Estimates process.

¹⁷ WOF: Warrant of Fitness, COF: Certificate of Fitness, RUC: road user charges, VDAM: vehicle dimensions and mass.

¹⁸ Road death specific reporting used as a proxy for all reporting as the 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 10,000 fewer serious crime victimisations by 2021

Fewer victims / Less crime / Safe homes / Safe whānau / Safe Communities

10,000 fewer serious crime victimisations recognises our contribution to improving the wellbeing and safety of New Zealanders.

In 2019/20 there were 10,768 fewer serious crime victimisations than July 2017 when the target was set.

We expect to see fluctuations in volumes as we deploy more officers to prevent and respond to crime (increasing detection rates) and as changes occur in people's confidence to report crimes to Police (increasing reporting rates). New reporting options such as the 105 non-emergency number provides another channel to report crime, and we are starting to see an increase in reporting as the uptake of these services continues.

We remain confident that this target will be achieved by 2021 as we continue our *Prevention First* focus and prevention activities.

Burglary

We continued efforts to prevent, respond to, investigate and resolve burglaries, recognising the impact burglaries have on New Zealanders.

In 2019/20 police attended 92% of dwelling burglaries within 48 hours. While this is below our target of 98%, the result is still significant. At every attendance we provide prevention advice to minimise the risk of revictimisation because burglary

victims are typically revictimised following replacement of the stolen items. Prevention advice includes suggestions such as ensuring adequate locks are on windows, trimming trees, and installing security lighting and home alarm systems. Of the premises where we have provided burglary-related prevention

advice, only 10% have been burgled again.

Burglary clearance is 13%. There are a number of factors that can make resolving a burglary challenging, but our focus on collecting quality forensic evidence and carrying out focused investigation has helped to improve case resolution.

In May 2020, a police officer attended a burglary, and saw an opportunity to reassure a worried family and help a young boy feel safe and keep his possessions secure. During the COVID-19 level 4 restrictions, Police in Masterton received a report of a house break-in where the intruder probably got in through the back door.

Among the items taken was a small safe belonging to a four-year-old boy. The safe was used to store his trinkets and special possessions. When the police officer attended later that day, he could see the boy was still very upset and shaken by the incident. The officer explained to the boy that he was there to collect forensic evidence. The officer asked the boy to get a glass from the kitchen and dusted it for his

fingerprints so the boy could see how collecting that evidence works.

Back at the office, the police officer asked Victim Support if they could stretch their budget a bit and buy the boy a replacement safe. The police officer also got hold of a police dog soft toy to give to the young boy. When the safe arrived, the boy and his mother went to the local police station to pick it up. The young boy was very happy with these items and his mother was very grateful for the lengths the team went to, to help her son feel safe again.

A palm print was obtained from the back door. When the print was run through the fingerprint database a link was made to a well-known local offender.

Robbery

Aggravated robbery is of concern to small retail business owners. In recent years, dairies have been a particular target for aggravated robberies, and dairy owners often report feeling vulnerable when working alone in their shop. Police has focused on addressing aggravated robberies by using a three-phased approach that aims to understand what drives them, prevent them happening, and catch offenders.

Over the year, officers have undertaken assessments of small businesses identified as being at most risk, using the principles of Crime Prevention Through Environmental Design, as well as providing prevention advice and offering installation of fog cannons. Fog cannon installation has been shown to be highly effective as a deterrent. To June 2020 there have been 586 fog cannons installed nationwide and we have provided prevention advice to an excess of 740 locations.

In March 2020, further funding was made available, with an estimated 470 additional retail premises eligible for fog cannon installations.

Precision Targeting Teams

A Precision Targeting Team is a tactical team whose function is to identify, target and hold to account at the earliest opportunity our most prolific offenders causing the most harm for any crime type. The teams are specialists who are trained and equipped to face offenders and situations where the risk is considered above the tolerable level for Public Safety Teams. The teams work closely with the Police Drug,

Organised Crime, Tactical Crime, Public Safety and Intelligence teams. Currently we have Precision Targeting Teams across Auckland City, Bay of Plenty, Canterbury, Central, Eastern, Southern, Tasman, Waikato and Waitematā Districts.

Safer Whānau

The Safer Whānau programme aims to assist the most vulnerable and disadvantaged communities who are exposed to family harm and reduce the volume of family harm episodes.

Police are part of the whole-of-government family violence and sexual violence joint venture. The joint venture is developing new ways of working across government and with iwi and communities to reduce family violence and sexual violence through an integrated response.

Additional investment in Budget 2020 provides \$13.30m split between Police and Oranga Tamariki to provide interventions to assist children who experience family harm and flexi-funding that can be applied for to provide bespoke services for children.

Integrated Safety Response

Integrated Safety Response (ISR) is a multi-agency intervention designed to ensure the immediate safety of victims and children, and to work with perpetrators to prevent further violence. ISR takes a whole-of-family and whānau approach that puts the risk to the family and whānau and their needs at the centre of the response. The operational delivery of ISR is hosted by Police as part of the broader government joint venture.

An evaluation in 2019 of ISR showed significant benefits for families and whānau when Police works with its partners to deliver coordinated family harm responses.

Key findings from the evaluation include:

- ▶ The ISR model is effective and makes a positive difference for many families and whānau
- ▶ A 48% relative reduction in children witnessing or being exposed to family harm
- ▶ Māori impacted by violence had an 18% reduction in family violence offence related re-victimisation compared to matched controls from non-ISR sites
- ▶ There is good overall evidence that ISR is responsive to Māori

when assessed against a whānau-centred delivery and practice model. This is due to a number of factors, including: effective relationships with whānau, culturally competent staff and responsive funding arrangements

- ▶ ISR represents good value for money.

The evaluation also identified areas for further improvements including improved implementation in rural areas, improved responses for children and youth, and greater efficiencies in managing the increasing volumes of referrals.

The joint venture agencies will be using these findings to inform the development of safe, consistent and effective responses to family harm in every community.

From 1 July 2019 to 30 June 2020 there were 81,946 family harm episodes referred to the two ISR pilot sites and the four Whāngaia Ngā Pā Harakeke sites in Counties Manukau, Waitematā, Auckland City and Rotorua. Nearly 96% of episodes involved women aged 18 years and over and about 46% involved children under 18 years.

Whāngaia Ngā Pā Harakeke

Whāngaia Ngā Pā Harakeke (WNPH) is a Police initiated family harm operating model. The model is based on a national principles framework that focuses on reducing family harm and the impact of family harm on those families and whānau who endure family harm or are at risk of experiencing it.

Additional investment in Budget 2020 provides for \$3.03m over two years to fund the WNPH family harm response site in Counties Manukau. The funding includes operations support to enable the successful triage and risk assessment processes that are in place, provide staff to assist families and whānau through the family harm process, and provide services for families and whānau who experience family harm.

Victim Video Statements

Using video statements for victims provides a better service during the crucial first 60 minutes of attending a family harm episode. The video statement is used in court as a victim's evidence-in-chief. The pilot is currently being rolled out across Police districts.

As at June 2020 victim video statements are live in six districts, with the remaining districts to go live by October 2020.

Across the live districts, 6,648 family harm victim video statements have been taken.

Charges have been laid in 84% of cases where a video statement was taken. This result is lower than last year's 91%, due to offenders yet to be dealt with in a number of family harm cases where the victim has been made video statement. Resolution of these cases will see an increase in the percentage of charges laid.

“Compared to a written statement the victim's language, body language and emotional fluctuations do a good job of creating more of an impact”

Constable, Public Safety Team

A Judge Alone Trial was carried out recently where a victim video statement had been taken. The video statement was conducted in Auckland hospital. The presiding Judge provided excellent feedback on the quality of the video statement saying it was one of the best he had seen and was a model interview. He said it allowed the victim to give her own narrative, while asking short and relevant questions. All relevant information was able to be obtained and recorded appropriately. It is unusual for Judges to give feedback during a trial, and also uncommon to mention the quality of video statements when giving their decisions. The fact the presiding Judge made a point to mention this on both occasions indicates how powerful a good victim video statement can be.

Firearms buy-back and amnesty scheme

As part of its response to the 15 March 2019 Christchurch mosque attacks, Parliament introduced a firearms buy-back and amnesty scheme that was implemented by Police.

During the six months from June to December 2019, the scheme collected 56,250 firearms mainly through local collection events. Nearly 2,000 more were surrendered through other channels (e.g. at police stations and firearms dealers). A further 2,717 firearms were modified to make them lawful. Owners also handed-in 194,245 parts, with more surrendered through other channels that are yet to be collected.

Police held 605 collection events and attended a number of private residences to collect firearms. Additionally, 43 firearms dealers participated as hand-in locations – 6,145 firearms were collected in this way. Police stations were also able to accept firearms. As expected, there was a late surge, with more than 4,154 hand-ins in the last week of the June to December 2019 buy-back period.

Despite reported tensions over the buy-back, 93% of people surveyed at collection events reported that they had a positive experience with Police and the event.

In May 2020 the Office of the Auditor-General (OAG) published its report *Implementing the Firearms Buy-Back and Amnesty Scheme*, which examined how effectively and efficiently the Police implemented the scheme. The OAG report agreed that geographic coverage, frequency of hand-in events, and number

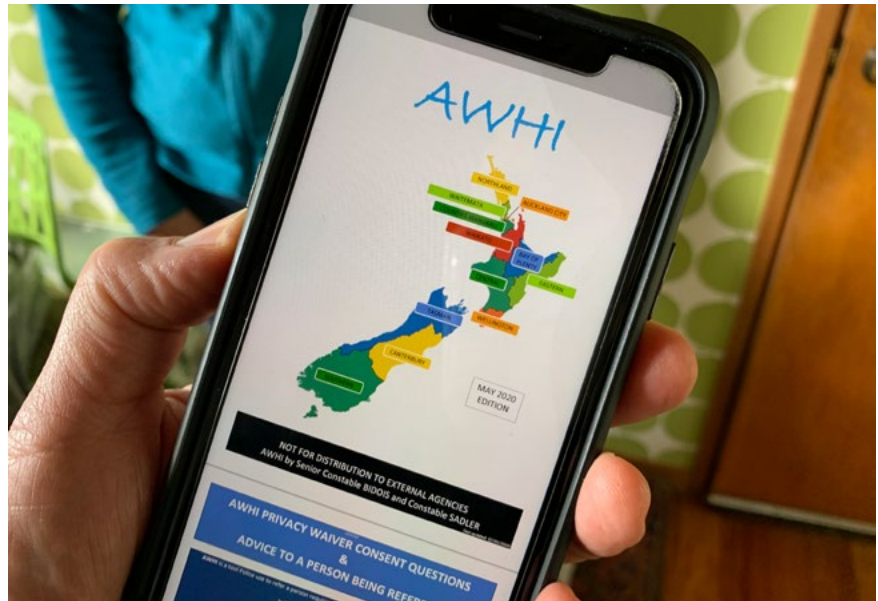
of hand-in channels facilitated by Police as part of the buy-back, was significant. The Report also commended Police's communication with the public and efforts to treat people with empathy and respect.

AWHI – 'Alternative Ways for Help Interventions' referral tool

AWHI is an online mobile referral tool that gives Police the ability to connect and provide an individual with a support agency or organisation. AWHI has active links to hundreds of support agencies and organisations, allowing an officer to instantly email a referral.

AWHI was developed in Bay of Plenty District by two local police officers. They were asked to create a new way to connect people to organisations that could assist them, rather than those people coming back to the attention of Police in the future.

Once referred by a police officer, the agency or organisation makes contact with the individual, making



Police AWHI online referral tool.

it more likely that person will receive support than if they were left to make the call themselves.

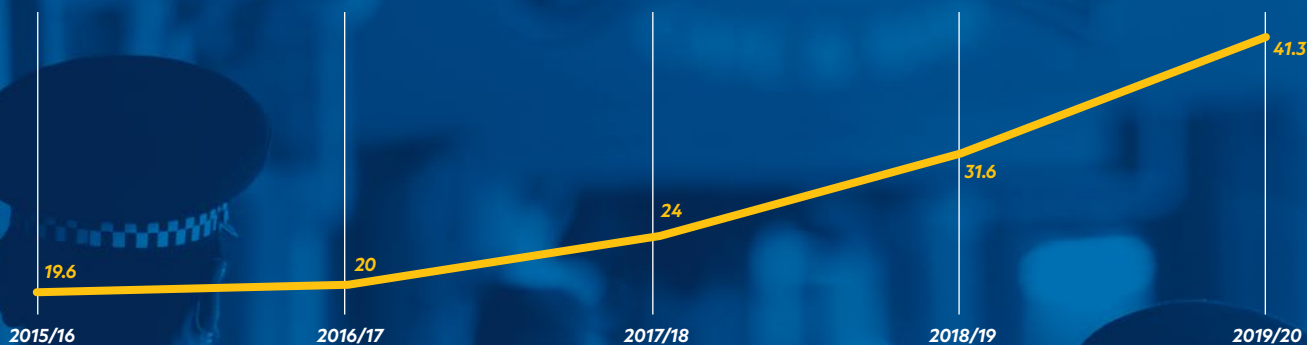
Since AWHI went live, more than 14,000 referrals have been made, and 7,193 AWHI referrals were made in 2019/20 to agencies and organisations dealing with a wide range of social issues. One of the

largest users within Police is Road Policing, with referrals to licensing schemes for unlicensed drivers. During COVID-19 Alert Level 4 there were 840 referrals made.

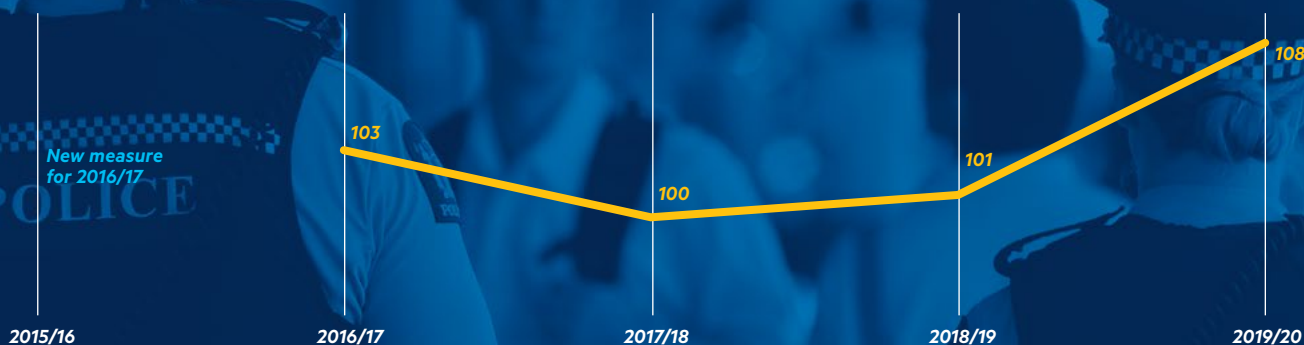
AWHI's reputation has spread, with police in New South Wales and Canada expressing interest in its potential.

Reducing the impact of victimisations

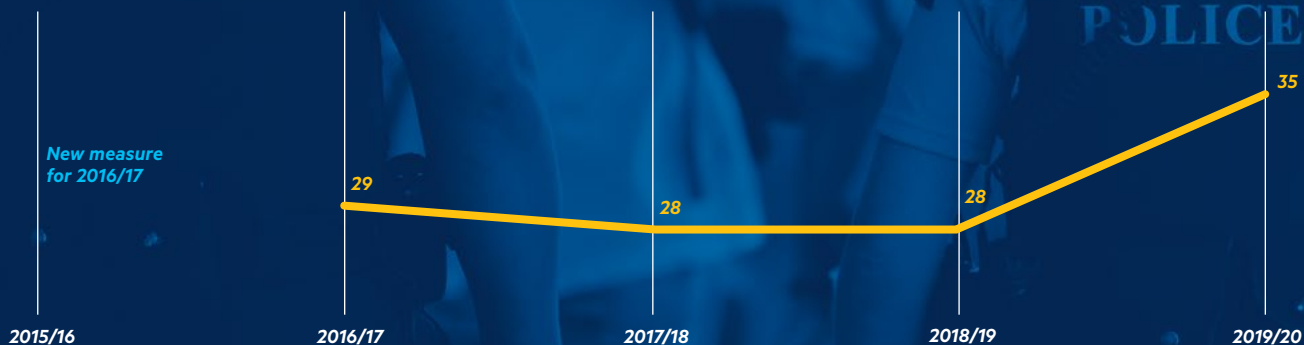
Number of victimisations for serious assault resulting in injury per 10,000 population



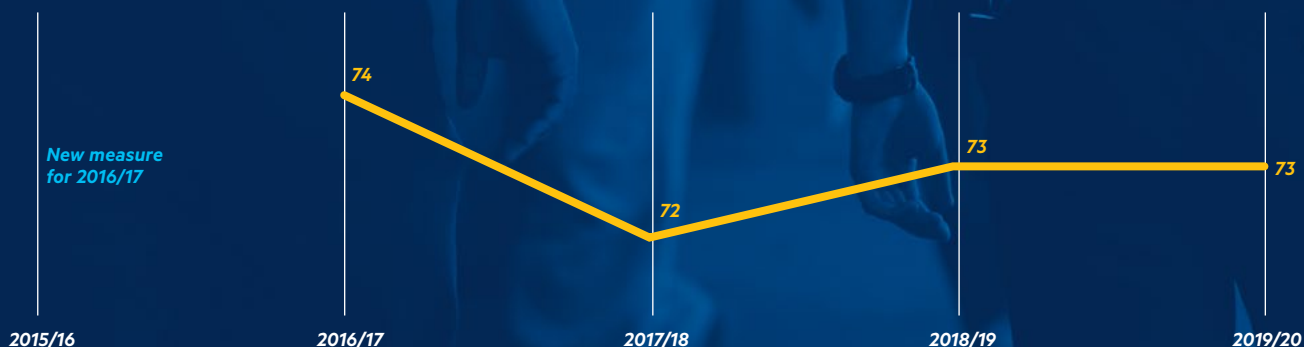
Number of repeat victimisations recorded per 10,000 population – Total



Number of repeat victimisations recorded per 10,000 population – Crime against the person



Number of repeat victimisations recorded per 10,000 population – Property crime



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 2019/20.

Victimisations

Measure	2018/19 result	2019/20 result	2019/20 standard
Reduce the number of serious crime victimisations by 10,000 by 2021 ¹⁹	121,793 ²⁰	122,022 ²⁰	122,790
Total victimisations recorded per 10,000 population	532.5	562.7	Fewer than 2018/19
Total victimisations recorded per 10,000 population: Crime against the person	122.0	137.9	Fewer than 2018/19
Total victimisations recorded per 10,000 population: Property crime	410.5	424.8	Fewer than 2018/19
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%	28% ²¹	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%	8%	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	41%	36% ²¹	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 12 months	54%	52%	59% to 61%

Burglary

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of home/dwelling burglaries attended by Police within 48 hours	93%	92%	At least 98%
Percentage of repeat victimisations after burglary prevention advice	10%	10%	5% to 10%
Percentage of repeat victimisations after robbery prevention advice	New measure for 2019/20	62% ²²	30% to 50%

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

20 2018/19 result was 10,997 fewer serious crime victimisations than baseline. 2019/20 result was 10,768 serious crime victimisations fewer than baseline.

21 The number of victimisations recorded within the year (crime against the person) increased by 5,086.

22 While we strongly encourage business owners to act on our prevention advice there is no obligation for business owners to implement any changes.

Clearance rates

Measure	2018/19 result	2019/20 result	2019/20 standard
Aggravated sexual assault clearance rate	25%	28%	24% to 29%
36 month homicide clearance rate (for offences recorded up to the end of the prior financial year)	68%	75%	67% to 72%
Dwelling burglary clearance rate	12%	13%	11% to 15%

Supported resolutions

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of people who were eligible for supported resolution who received a supported resolution			
Total (all adults and all youth)	53%	66%	50% to 55%
Total adults	41%	54%	40% to 45%
Māori adults	36%	47%	35% to 40%
Non-Māori adults	42%	55%	40% to 45%

Victims

Measure	2018/19 result	2019/20 result	2019/20 standard
Total number of victims recorded within the year:			
Crime against the person	53,654	58,740	52,000 to 53,000
Total number of victims recorded within the year:			
Property crime	154,891	152,705	163,000 to 164,000
Number of red ²³ victims	1,112	2,032 ²⁴	950 to 1,150
Percentage reduction in the number of high risk victims (red victim attrition)	52%	47% ²⁴	50% to 65%

School programmes

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of prevention programmes delivered to schools	44,872	32,257 ²⁵	42,000 to 47,000
Number of schools and educational institutions registered to implement 'Loves-Me-Not' programme	109	63 ²⁵	100 to 150
Percentage satisfaction of attendees of 'Loves-Me-Not' programme	85%	83%	90%

²³ A high risk (red) victim is defined as someone who has had five victimisations within the previous 12 months; or a serious victimisation; and/or is at high risk of repeat victimisation.

²⁴ As Police has recorded more victims, and the number of repeat victimisations per 10,000 population, for crimes against the person, it is likely fewer red victims have been attrited over the 2019/20 year.

²⁵ Delivery of school programmes in 2019/20 were affected by the timing of the COVID-19 lockdown.

Safer whānau

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of family violence reoffending at same or greater level of seriousness	82%	82%	Less than 2018/19
Percentage of eligible family harm incidents referred to Whāngaia Ngā Pā Harakeke/Integrated Safety Response programmes	50%	72%	45% to 65%
Percentage of Police districts with a Whāngaia Ngā Pā Harakeke/Integrated Safety Response programme	83%	91%	83%
Percentage of breaches of Police Safety Orders	8%	9%	Less than 2018/19

Maintenance of order

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of serious occurrences recorded by Police while at Parliament or airport attendance	New measure for 2019/20	657	500 to 800

Community services

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of satisfaction of people dealing with Police for lost and found property	89%	86%	90%

Vetting

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of vetting requests processed within agreed timeframes: Priority (within one to five working days)	73%	86% ²⁶	98%
Percentage of vetting requests processed within agreed timeframes: General (within 20 working days)	67%	75% ²⁶	90%

Firearms

Measure	2018/19 result	2019/20 result	2019/20 standard
Median number of days to follow-up with expired firearms licence holders to ensure renewal of firearms licence, or appropriate disposal, or removal, of firearms	64 days	63 days	60 days
Percentage of firearms licence applications processed within 30 days (includes both new applications and renewals)	44%	33% ²⁷	80%
Percentage of firearms dealers inspected for compliance with the Arms Act 1983	99%	93%	100%
Percentage of pistol clubs inspected for compliance with the Arms Act 1983	68%	90%	100%
Percentage of pistol endorsement holders investigated for fewer than 12 days of club activities annually ²⁸	64%	82%	100%

²⁶ 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 has positively impacted processing times. Additionally, demand over March 2020 COVID-19 lockdown decreased volumes temporarily.

²⁷ Due to COVID-19 restrictions the processing (e.g. security inspections and interviews) of a number of firearms applications were delayed.

²⁸ Pistol endorsement holders are required to actively participate in the activities (at least 12 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.

Firearms buy-back scheme

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of registered (via permit) military-style semi-automatic (E-Cat) firearms that have been legally disposed of during the 2019 amnesty period since becoming prohibited in 2019	New measure for 2019/20	97%	100%

Offshore capability

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of staff deployed offshore annually	68	47 ²⁹	80 to 100
Percentage of host country satisfaction with support provided (i.e. capacity building programmes delivered to standard)	100%	100%	100%

Response


Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of repeat calls for service to the location of crimes where Police has attended crimes in the previous 12 months	44%	45%	Less than 2018/19
Percentage of repeat calls for service to the location of emergencies where Police has attended emergencies in the previous 12 months	22%	25%	Less than 2018/19

Youth services

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of youth offenders who reoffend where the initial proceeding decision was: Warning	254 ³⁰	582	Fewer than 2018/19
Number of youth offenders who reoffend where the initial proceeding decision was: Supported Resolution	1,059 ³⁰	926	Fewer than 2018/19
Number of youth offenders who reoffend where the initial proceeding decision was: Intention to Charge – Family Group Conference	273 ³⁰	281	Fewer than 2018/19
Number of youth offenders who reoffend where the initial proceeding decision was: Prosecution	466 ³⁰	686	Fewer than 2018/19
Percentage of youth who reoffend following referral to a Youth Aid intervention	29%	26%	20% to 30%

²⁹ The number of staff deployed overseas was impacted by COVID-19.

³⁰ A system change was made in 2018 to improve the way Police record youth referrals and youth aid. To capture this new information, Police has updated the counting rules for youth in the Recorded Crime Offenders Statistics released publicly each month. This change has been backdated to 2018 for comparability between annual results. Total counts for youth do not change – the update splits the previous 'Youth Aid Not Further Defined' category into the full range of interventions for youth (i.e. warning, supported resolution, Family Group Conference, and prosecution).



25% reduction in reoffending by Māori by 2025

Increased *waiora* / Empowers *whānau* / Participating members of communities / Safe communities / Social wellbeing

Police are uniquely placed to make significant contributions to improving outcomes for Māori. Our target to reduce reoffending by Māori focuses our efforts to improve long-term outcomes for tangata whenua, and support the Justice Sector to reduce over-representation of Māori in the criminal justice system.

It will take several years to realise full benefits as our initiatives address intergenerational offending, cultural connectedness, and long-term social wellbeing.

In 2019/20 we have been working to improve results in areas that are likely to contribute most to long-term reductions in reoffending. We have seen encouraging results, such as declining volumes of first-time offenders (a reduction of 14% or 967 first-time offenders when compared to last year), and a 31% increase in the use of supported resolutions for Māori adults (compared to 2018/19). Continued focus in these areas is expected to positively contribute to our overall target.

Te Pae Oranga

Te Pae Oranga (Iwi Community Panels) is a nationally-coordinated partnership with iwi Māori providers across 11 Police districts to address low-level offending. The initiative is for people who want to take

responsibility for what they did and put things right. In particular, it provides support for people and their whānau to address underlying risks and harm to help bring their life back onto a positive pathway. Victims can also have their say on how the offending affected them.

Police staff refer participants to a local Te Pae Oranga panel, made up of people from the community who have been vetted and trained. Together, panel members and the participant design a plan to support development of the participant, such as getting a driver licence, writing a CV to get a job or accessing training. The plan also may include things like doing an anger management course or receiving support to quit drugs and alcohol. Other common actions include apologising to the victim if there is one, paying for damage (reparation) or doing community service work.

In 2019/20 2,134 people were referred to Te Pae Oranga rather than being

A police officer spoke to a man who had been arrested. The officer noticed the man's feet were covered in plastic bags to keep them dry because the man couldn't afford new boots.

With the man's criminal background, if he was charged he would not be granted bail and his job would be at risk. The man cooperated and accepted responsibility for his offending. He provided corroborated information that meant he could be released without charge. The officer sought advice from an Iwi Liaison Officer and helped the man get new boots and budgeting advice through Whānau Ora. The man was grateful someone had taken the time to help him after many negative encounters with Police in the past.

prosecuted before the courts. An evaluation published in 2019 showed Te Pae Oranga reduced harm from reoffending by 22% compared to similar people who did not participate in the programme. Te Pae Oranga won the *Excellence in reducing harm at a national level award* and *Whaia to Iti Kahurangi – the Supreme Award* at the 2020 Evidence-Based Problem Oriented Policing Awards in March 2020.

The following case illustrates the mindset shift by Police and Māori working together to make a difference and prevent further offending.

Additional funding

Funding for the next financial year was confirmed for the continuation of Te Pae Oranga across 15 sites. This funding will enable Police to continue to deliver an effective service, and to make a difference for both victims and offenders who will gain access to professional services to address their situation.

The funding for the year to 30 June 2021 allows a more

dedicated focus and expansion of the programme. There will be further discussions with the Judiciary

Te Huringa o te Tai o Ngā Wāhine

Under the umbrella of both Turning of the Tide (2012/13 – 2017/18) and Te Huringa o te Tai, Police Districts have developed their own local partnerships to improve long-term outcomes for Māori. An example of this is when Counties Manukau East Police identified an increase in offending by young Māori and Pasifika women aged 14–18 years in 2015. Youth Aid staff partnering with Otara Blue Light, and local iwi representatives, Ngāti Tamaoho Trust, garnered local business support to develop Te Huringa o te Tai o Ngā Wāhine (Turning the Tide for Young Women) programme. The tikanga Māori, strengths-based, mana-enhancing, and future-focused initiative works with whānau from the outset, builds rapport, and provides ongoing

to provide alternative sentencing options in response to Te Pae Oranga.

mentoring and support to the young women to make positive life choices and improve their life outcomes.

Te Huringa o te Tai O Ngā Wāhine won the *Excellence in reducing harm award* at the 2020 Evidence-Based Problem Oriented Policing Awards in March 2020. Results showed:

- ▶ improvements in the participants' outlook and confidence
- ▶ 48% were engaged in secondary school
- ▶ 21% were engaged in tertiary study
- ▶ 13% were employed
- ▶ 5%, who had become mothers, were receiving ongoing support
- ▶ 92% had not reoffended, which reduced victimisation in the community.

Performance measures

The following 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 2019/20.

Effectiveness

Measure	2018/19 result	2019/20 result	2019/20 standard
25% reduction in reoffending rate by Māori by 2025 (Baseline reoffending rate: 58% for the year ending June 2016)	59%	62% ³¹	43%

Youth (Māori)

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of Māori youth who reoffend following completion of a Youth Aid intervention	35%	35%	20% to 30%

³¹ The 25% reduction in reoffending rate, given the June 2016 baseline, would equate to a June 2025 reoffending rate of 43%. The straight-line target for 2019/20 was 51%. The 2019/20 result was 62%. Police recognises that it will take several years to realise the full benefits of this target as our initiatives address intergenerational offending, cultural connectedness, and long-term social wellbeing.



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

**Better relationships
with communities**

**Improved reporting
of crime**

Improved safety / Safe communities

Policing in New Zealand is dependent on the public's approval of police actions – whether they are fair, humane and proportionate – and their willingness to cooperate with us. This means we work with the support of the communities we ourselves come from, in order to be effective.

People's trust and confidence in us is not attributed to a single factor, but is the outcome of how well we meet their expectations across a number of areas, including cultural awareness, ethical behaviour, empathetic response, and fair and equitable outcomes.

Trust and confidence is the responsibility of all Police staff – we ask that staff approach every interaction in a fair, humane and compassionate way. We can influence how people feel about us by doing the things we said we would do, acting how we ourselves would want to be treated, and ensuring people can access our services when they need us.

Citizens' Satisfaction Survey

New Zealanders' trust and confidence in Police sits stably at 77% as at 30 June 2020. Positive responses to our Citizens' Satisfaction Survey (CSS) this year indicated that the rapidness of our response was the biggest driver of trust and confidence in Police and

that the follow-up support offered by our staff was impressive.

Over the past two years, we have been modernising our approach to understanding how the public experiences Police's services, particularly how we measure public trust and confidence. Following extensive research and evaluation, and reviewing international best practice, this year we incorporated eight new questions into the CSS together with a slightly reworded trust and confidence question. The new questions are based on aspects of policing that influence trust and confidence such as how effectively we deal with burglary and theft, and whether we treat people with fairness and respect. This provided more information to better understand what is important to the public and where we can make improvements to service delivery.

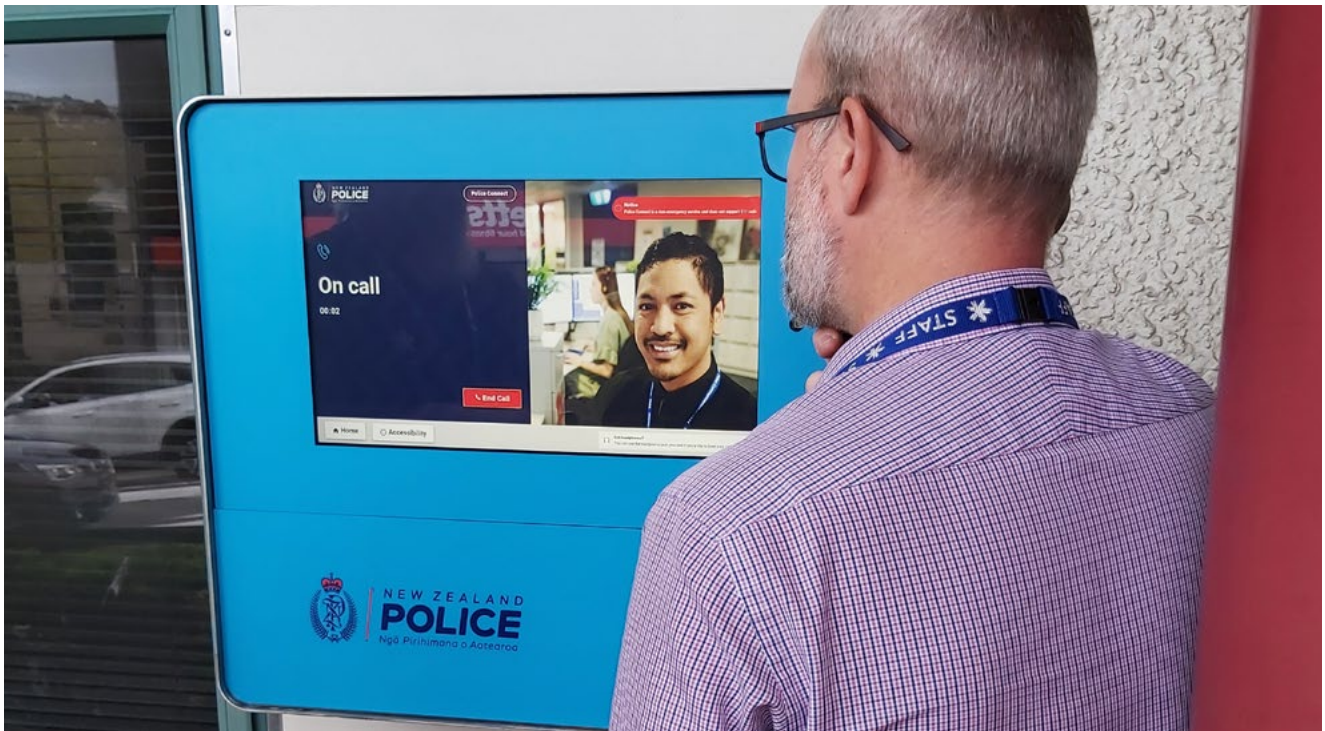
Service delivery

Our communities' expectations continue to change, and we continue to adapt to their needs. We have increased our accessibility by expanding the ways in which our communities can contact us, and we are also trialing some new technology options.

Non-emergency options

Our 105 phone number has provided a new and convenient way for people to get in contact with Police when it is not an emergency. More people are calling us and sharing information. This new access point has given people confidence that they can get hold of Police, anywhere, anytime, without holding up Police's emergency services.

We actively encourage people to use the 105 number as we know that only a small proportion of victims report



to Police. It is important that we have as full a picture as possible of what is happening in communities so that we can deploy to that information and prevent further harm. People should use 105 to report non-emergency situations online or via the phone, such as when their car has been stolen, property has been damaged, or anyone who wants to give Police information about crime in their area. These calls and online reports are vital to understanding the crime picture in New Zealand and keeping communities safe.

We have more than 300 people answering non-emergency calls who deal with over 1.415 million calls and almost 85,000 online reports across a vast array of Police-related and other issues, from simple safety questions or concerns to crime tips that revive cold cases.

Self-service options

In February 2020 a new customer self-service trial started called Police Connect. This trial showcases the innovative ways Police is modernising its services and is in addition to existing staff, services, and offices.

Police Connect is an electronic service point that provides some basic non-emergency services 24 hours a day, creating more options for how, where and when people can contact us. Four prototype units are being trialed at Wellington Central, Featherston and Johnsonville Police Stations. Like online reporting and 105, Police Connect will be an important tool that will enable our non-emergency services to be in more places, more of the time.

The touch-screen prototypes have three key functions: report a non-emergency incident, speak with someone from Police, and

find answers to commonly asked questions.

We will make improvements based on what we learn from the trial and we intend to roll out Police Connect to other police stations. Depending on the outcome of the trial, we may consider public locations such as shopping malls, transport centres and major events, in the near future.

Police response to COVID-19

As in other parts of the world, policing has been a critical component of the response to COVID-19 in New Zealand. Frontline and other operational police staff have provided a visible presence across the country and played a critical role in underpinning the country's four-tier alert level system by applying the principles of Police's well-established Prevention First operating model and bringing cohesiveness to communities.

Alert Level 4 restrictions started at 11:59pm on 25 March 2020. Police were required to help enforce the restrictions, while managing new ways of working themselves, with hand hygiene, physical distancing, and use of personal protective equipment (PPE) where appropriate.

Our approach

Our COVID-19 pandemic focus was to maintain public safety, security and public order. We aimed to deliver policing services in a calm, compassionate and confident way, and with the consent of our communities.

We applied our graduated response model and a common sense understanding to what was being asked of everyone in our communities. Our graduated response model included four stages:

- ▶ **Engage** – with the parties and communicate with them to identify whether their current behaviour or activities are contrary to the Government's response to the COVID-19 pandemic
- ▶ **Educate** – people on the current requirements (if necessary) to correct their behaviour or activities
- ▶ **Encourage** – compliance measures if required
- ▶ **Enforce** – only resort to warnings or prosecutorial measures if absolutely necessary and only for serious or persistent breaches.

Staff safety

In March 2020 all frontline staff were issued with a 'personal pandemic pack' including goggles, face masks, alcohol wipes and hand sanitiser. PPE guidelines, including a link to a PPE instructional video, were sent to all frontline staff.

Staff care during COVID-19 was measured through two pulse

Police COVID-19 reporting (as at 30 June 2020):

COVID-19 online submissions for alleged breaches	63,643
Pandemic directed patrols	51,847
Pandemic self-isolation checks	5,555
Pandemic business checks	13,718
Pandemic checkpoints	4,167
Pandemic mass gathering checks	3,292
Pandemic response/person checks	15,201
Pandemic reassurance checks on essential facilities	33,929
Total number of pandemic checks by Police	127,709
Warnings for Health Act, COVID-19, and CDEM Act breaches or offences	6,384
Prosecutions for Health Act, COVID-19, and CDEM Act breaches or offences	1,008
Youth referrals for Health Act, COVID-19, and CDEM Act breaches	294
Total clearances for Health Act and CDEM Act breaches	7,686

surveys. The results of the surveys demonstrated very high feelings of safety, support, and connectedness of staff through Alert Levels 3 and 4.

Communications Centres

In response to COVID-19 the 105 service responded quickly to new types of demands, from callers anxious for COVID-19 information to reports of breaches under the alert level restrictions.

On a single day in March 2020, more than 40,000 calls were received, quickly overwhelming the call system. New online reporting options were established quickly to support the additional influx of reports. More than 80,000 COVID-19 breach reports were received in Alert Level 4. This was more than the total number of 111 calls received over the same period.

Whakaari/White Island eruption

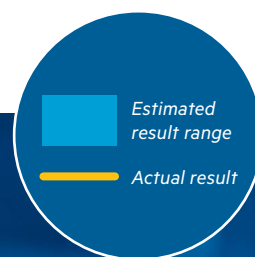
On 9 December 2019, an eruption of Whakaari/White Island saw 21 people die, including two who are missing and declared dead, and a further

26 people suffered injuries. A large-scale natural disaster response unfolded over the following week.

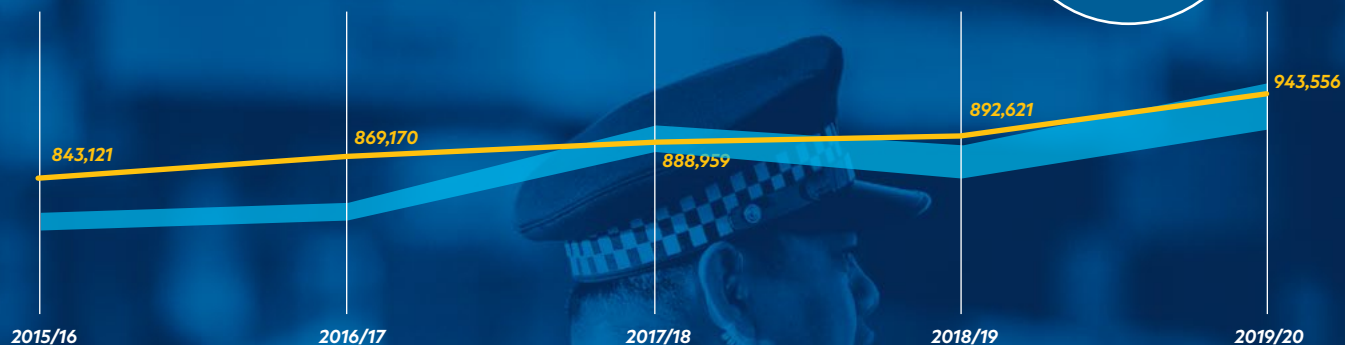
Police led the rescue operation with support from local and national Civil Defence, our emergency services partners, and other partner agencies. One of those partners was GNS Science, whose scientific analysis was used to inform Police's risk assessment when making decisions for recovery efforts.

A recovery mission on 13 December 2019 saw six bodies removed from the island by specially-trained Defence Force members. A further rescue attempt on 15 December 2019 to recover two missing bodies was not successful. On 18 December 2019 the national response was downscaled to a local-led response. On 24 December 2019 further potential recovery attempts were called off. Police and partner agencies had shown compassion and professionalism when recovering the bodies, caring for the families, identifying the victims, and supporting the community of Whakatāne.

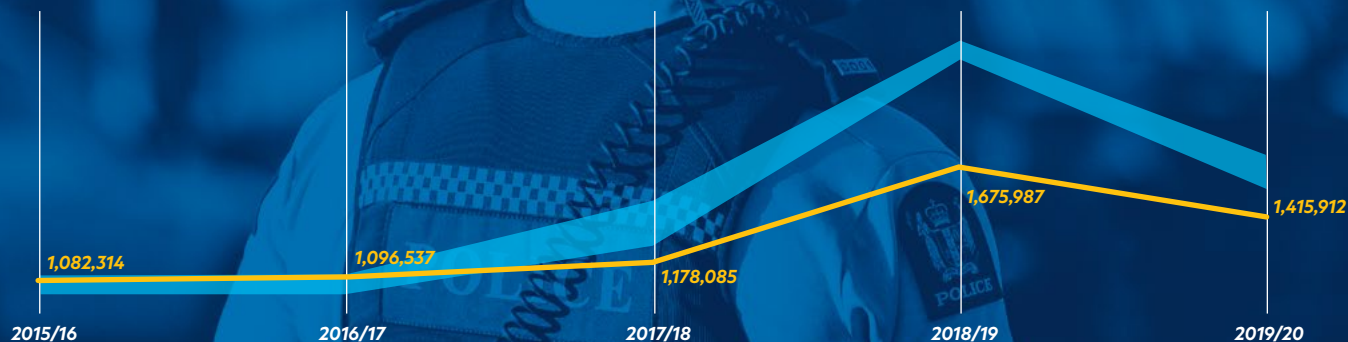
Service demand volumes



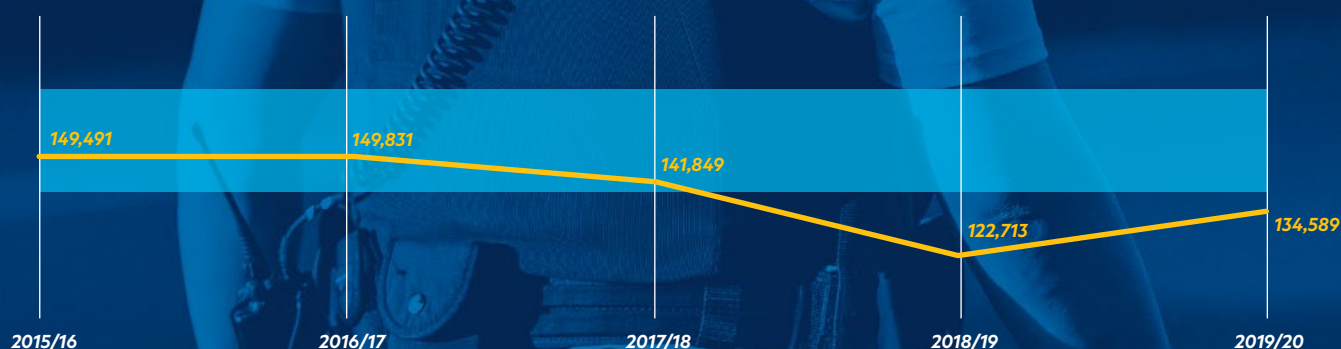
Number of 111 calls answered



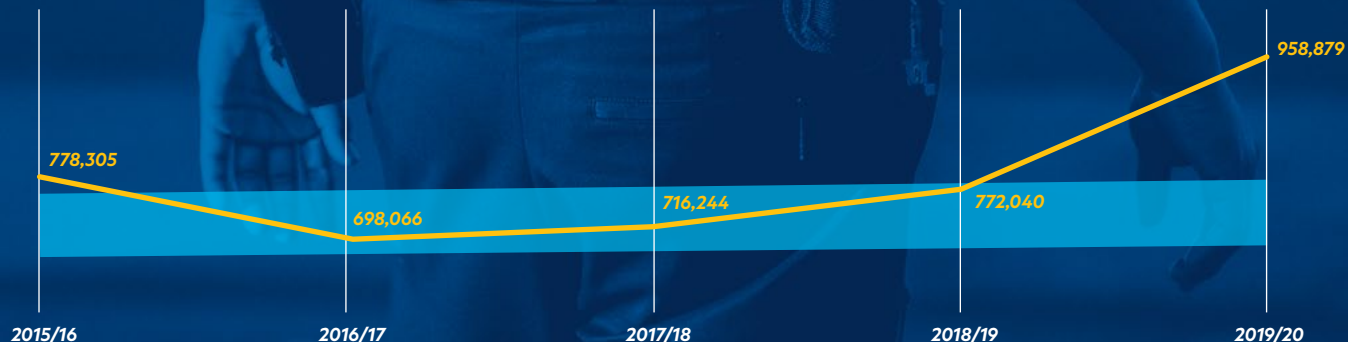
Number of non-emergency calls answered



Number of emergency events responded to



Number of non-emergency events responded to



Performance measures

The following suite of performance measures support and align to the overall Police target of 90% of people feeling safe and having trust and confidence in Police including agreed Estimates measures for 2019/20.

Citizen satisfaction

Measure	2018/19 result	2019/20 result	2019/20 ³² standard
Percentage of people who expressed full or quite a lot of trust and confidence in Police:			
Total	79%	77%	90%
Māori	70%	65%	90%
Youth	76%	72%	90%
Victims	74%	73%	90%
Percentage of people reporting a positive service experience among:			
Total	82%	80%	90%
Māori	82%	75%	90%
Youth	79%	79%	90%
Victims	77%	76%	90%
90% of New Zealanders feel safe	83%	82%	90%
Percentage of overall satisfaction with service delivery among victims of crime	77%	74%	75% to 80%
Percentage of satisfaction with service delivery from Police Communications Centres	80%	80%	83%
Overall satisfaction with service delivery among members of the public who had contact with Police	80%	79%	90%
Percentage of victims who agree 'they were treated fairly'	91%	88%	90%
Percentage of victims who agree 'staff made me feel my situation mattered to them'	82%	80%	90%
Percentage of victims who agree 'staff did what they said they would do'	84%	83%	90%
Percentage of Victim Support offices' satisfaction with Police services	73%	74%	90%
Percentage of people who agree/strongly agree that 'Police treat people with fairness and respect'		79%	90%
Percentage of people who agree/strongly agree that 'Police respond quickly if I need them'		69%	80% to 85%
Percentage of people who agree/strongly agree that 'Police are easy to contact for non-emergencies'		61%	80% to 85%
Percentage of people who agree or strongly agree that 'Police deal effectively with major/significant crime'		84%	80% to 85%
Percentage of people who agree or strongly agree that 'Police deal effectively with burglary and theft'		47%	80% to 85%
Percentage of people who agree or strongly agree that 'Police have a suitable presence in my community'		68%	80% to 85%
Percentage of people who agree or strongly agree that 'Police focus on what matters in my community'		63%	80% to 85%
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	72%	74%	80% to 85%
Percentage of survey respondents who feel safe in their neighbourhood after dark	71%	71%	75%
District Court judges' satisfaction with the performance of Police prosecutors	80%	79%	90%

32 The standard for the majority of our customer survey measures was set between 80%–90% to align with the aspirational Police target of 90% of people feel safe and have trust and confidence in Police by 2021. These standards may be reviewed as part of our annual performance measures review prior to the Government's annual Estimates process.

Response

Measure	2018/19 result	2019/20 result	2019/20 standard
Median response time to emergency events: urban policing areas	8 minutes 5 seconds	8 minutes 16 seconds ³³	7 minutes to 8 minutes
Median response time to emergency events: rural policing areas	14 minutes 14 seconds	15 minutes 8 seconds ³³	11 minutes to 13 minutes
Time taken to respond to 90% of emergency events: urban policing areas	29 minutes 38 seconds	29 minutes 16 seconds ³³	10 minutes ³⁴
Time taken to respond to 90% of emergency events: rural policing areas (including the Greater Auckland Motorway System)	61 minutes 15 seconds	54 minutes 24 seconds ³³	30 minutes ³⁴
Percentage of satisfaction with the speed of Police response	69%	64%	65% to 75%
Percentage of satisfaction with overall quality of Police response	80%	80%	90%
Percentage of satisfaction that Police did what they said they were going to do in relation to response	82%	82%	90%
Median response time for attempted suicide emergency events	9 minutes	11 minutes 18 seconds ³⁵	10 minutes

Custody and escort services

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of escapes from Police custody	7	9	Fewer than 2018/19
Number of deaths and serious injuries in Police custody	14	7 ³⁶	Fewer than 2018/19
Number of prisoners escorted and/or held in custody	170,799	168,114	140,000 to 170,000

Communications Centres

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of 111 calls answered within ten seconds	67%	77% ³⁷	Greater than 90%
Percentage of other non-emergency calls answered within 30 seconds by the Communications Centres	55%	46% ³⁷	70%
Percentage of online reporting cases responded to within 24 hours (service level agreement timeframe)	100%	65% ³⁸	95%
Percentage of people who called Communications Centres that agree staff were competent	92%	92%	90%
Percentage of people satisfied with 105 service	New measure for 2019/20	87%	90%
Percentage of people satisfied with online reporting service	77%	78%	90%

³³ In 2019/20 Police responded to 181,357 more events than the previous year. Increases in demand may have contributed to increased response times.

³⁴ This standard has been set at this level for a number of years. The standard may be reviewed as part of our annual performance measures review prior to the Government's annual Estimates process.

³⁵ In 2019/20 Police responded to 181,357 more events than the previous year. Increases in demand may have contributed to increased response times.

³⁶ One death (suicide) in custody.

³⁷ 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.

³⁸ In November 2019 online reporting functionality expanded to allow reporting of any victimisation type resulting in increased demand. In March 2020 Communications Centres and IT integration was completed and has since restored the online reporting service levels to the target standard.

Case management

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of cases (charges) resolved by: Prosecution	189,933	188,055	190,000 to 200,000
Number of cases (charges) resolved by: Warnings	68,449	81,402	60,000 to 70,000
Number of cases (charges) resolved by: Supported Resolution (incl. Family Group Conference)	16,495	19,487	10,000 to 15,000
Number of cases (charges) resolved by: Not proceeded with	243	188	150 to 250
Percentage of adult sexual assault or child protection cases in status 'not assigned' for more than five days	0.8%	1%	0% to 1%
Percentage of burglaries resolved within 30 days (excluding those 'early case closed'):			
Dwelling	9%	5%	10% to 12%
Other residential	3%	3%	10% to 12%
Non-residential	9%	10%	10% to 12%
Percentage of burglaries that are 'early case closed':			
Dwelling ³⁹	2% ⁴⁰	2%	0%
Other residential	73% ⁴⁰	71%	65% to 75%
Non-residential	60% ⁴⁰	60%	55% to 65%
Percentage of burglaries that are 'early case closed' for which an offender is later identified:			
Dwelling	6%	38% ⁴¹	0%
Other residential	3%	3%	2% to 5%
Non-residential	8%	9%	5% to 10%
Percentage of judge alone trial cases withdrawn/dismissed at trial stage due to Police providing insufficient evidence	9%	10%	6%
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%	2%	Less than 3%
Percentage of charges laid by Police that result in conviction	73%	73%	70% to 75%
Percentage of cases assigned within timeframe:	100% within:	100% within:	100% within:
Total	96%	99.6%	28 days
Adult sexual assault and child protection	99%	99%	5 days
Mandatory	97%	97.8%	7 days
Critical	99%	99.6%	14 days
Priority	98%	98.1%	21 days
Volume	96%	99.6%	28 days
Percentage eligible for pre-charge warnings (PCW) receiving PCW	26%	23%	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%	78%	90%

³⁹ Police policy states that dwelling burglaries should not be 'early case closed'.

⁴⁰ Result was incorrectly reported in the 2018/19 Annual Report.

⁴¹ In 2018/19, 1,789 dwelling burglaries were early case closed with 114 offenders later identified. In 2019/20, 358 dwelling burglaries were early case closed with 135 offenders later identified. The significant percentage change is a result of low sample size.

Policy advice and ministerial servicing

Measure	2018/19 result	2019/20 result	2019/20 standard
Performance of the Multi-Category Appropriation (MCA) as a whole assessed by average performance success of the below measures	75%	75%	75%
Number of policy related briefings (formal and additional) for the Minister	284	207	280 to 480
Number of second opinion advice items and contributions to policy advice led by other agencies	356	276	350 to 750
The satisfaction of the Minister of Police with the policy advice service as per the common survey	82%	90%	80%
Technical quality of policy advice papers assessed by the Policy Quality Framework	7.4	4 ⁴²	Better than 2018/19
Total cost per hour producing policy outputs	\$105	\$107	\$90 to \$120
Number of briefings for the Minister	509	409	300 to 500
Percentage of draft responses to parliamentary questions provided within specified timeframes	90%	92%	95%
Percentage of items of ministerial correspondence provided within the timeframes specified	92%	92%	95%

Other service delivery

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of complaints upheld against Police	211	695 ⁴³	Fewer than 2018/19
Rate of infringements paid online	81%	92%	75%
Percentage of infringement notices processed without error	91%	93%	90%

42 In 2019/20 the rating scale changed to a maximum score of 5, in previous years the maximum score was 10.

43 A significant number of files that were opened in previous financial years were completed in 2019/20 and the IPCA have expanded their criteria to include investigating 'expressions of dissatisfaction' with Police. When an 'expression of dissatisfaction' is upheld it is now included in the upheld complaints count.



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

Removes ability to fund crime

Disincentivises criminals

Less attractive for gang prospects

Improved safety

Safe Communities

Our ‘\$500 million cash and assets restrained from gangs and criminals by 2021’ target reflects our strategy to suppress the occurrence of crime. Activity towards the target provides a proactive opportunity to expose criminals, remove their ability to reinvest in criminal activity and inhibit the influence and power that they are able to exert over others in both a physical and criminal business sense.

Organised and transnational crime is a corrupting influence worldwide, undermining community wellbeing, economic development, and national security. The impact that criminal groups and gangs have on communities is wide-reaching and its victims are not limited to any one demographic.

Police continues to face challenges in combatting organised crime, gangs and the influence of illegal drugs. Our target of restraining \$500 million of cash and assets from criminals and gangs recognises that organised crime is profit driven and targeting profits is how we can have the biggest impact on those who commit this type of offending.

Between 2017 (when the target was established) and June 2020, the value of assets and cash restrained from gangs and criminals was over

\$370 million. This was above our target for the year.

In 2019/20 Police restrained an estimated \$230.75 million worth of assets. The crime type which yielded

the highest value of assets was money laundering (\$152.23m). This year, 307 money laundering charges have been laid against a total of 118 people for 132 prosecution cases/files.

Estimated value of asset restraints by crime type

Crime Type	Value of restraints (in millions)⁴⁴		
	2017/18	2018/19	2019/20
Money laundering	–	–	152.23
Other offence	0.02	19.26	22.90
Fraud	14.73	23.59	18.87
Cannabis	6.47	4.98	17.32
Methamphetamine	27.32	19.08	16.53
Tax crime	9.34	11.63	2.45
Other drugs	5.20	0.23	0.45
Migrant exploitation	0.60	–	–
Total	63.68	78.78	230.75

⁴⁴ Due to fluctuations in the value of assets over time, the total value of restraints may change depending on when the data is reported.

Collaborating to combat organised crime

To enhance our work to combat organised crime, gangs and the influence of illegal drugs, Police are leading a cross-agency work programme to address the harm associated with organised crime.

The intended outcomes are to improve individual, whānau, and community wellbeing and resilience through coordinated social interventions, while at the same time creating an untenable operating environment for organised crime through targeted enforcement. Agencies collaborating with Police include the Ministries of Social Development, Business Innovation and Employment, Health, Justice, Oranga Tamariki, Te Puni Kōkiri, Department of Corrections, New Zealand Customs Service, and Housing and Urban Development.

The Transnational Organised Crime (TNOC) Strategy is one component of an over-arching organised crime response, particularly focusing on supply and internationally connected organised crime. Police has led the development of the TNOC Strategy and an action plan with the support of partner agencies, including New Zealand Customs Service, Ministry of Business Innovation and Employment, Serious Fraud Office, Ministry for Primary Industries, Department of Conservation, Department of Corrections, Ministry of Foreign Affairs and Trade, Ministry of Defence, New Zealand Defence Force, National Maritime Coordination Centre (an agency within Transport), Inland Revenue, Department of Prime Minister and Cabinet, Ministry of Justice, and the Government Communications Security Bureau.

Operation Silk

In June 2020 Police executed search warrants at 10 properties across the Bay of Plenty as part of Operation Silk, an operation targeting senior leaders and patched members of the Mongols motorcycle gang.

Ten people were arrested on 228 charges including participating in an organised crime group, money laundering, conspiracy to deal methamphetamine, supplying methamphetamine, supplying cocaine, unlawful possession of firearms, and unlawful possession of explosives.

Eight firearms including two AK47s and two military-style semi-automatics were seized, along with 19 vehicles – five motorcycles, one light truck, one heavy truck, seven cars, four utes and a quad bike. Other items seized include six Molotov cocktails, ammunition, cannabis, methamphetamine and cash.

Operation Silk involved staff from the Asset Recovery Unit (ARU), Bay of Plenty Criminal Investigation Bureau, the Armed Offenders Squad (AOS), Police and the Department of Corrections dog sections, and other specialised search staff.

While Operation Silk took place in the Bay of Plenty, the Auckland National Organised Crime Group (NOCG) also ran Operation Nestegg, which focused on Auckland-based Mongols members. In May 2020 a number of search warrants were executed



in Auckland and Tokoroa. Items seized included five firearms, approximately \$400,000 and methamphetamine.

The combined investigations will have a serious impact on the influence and offending of this gang for some time to come.

Canton Business Corporation

In April 2020 Police restrained \$140 million from Canton Business Corporation and its owner Alexander Vinnik, who were holding funds in a New Zealand company. Canton and its owner previously operated cryptocurrency company BTC-e.

It is alleged that BTC-e, which operated from the United States, had no anti-money laundering controls and policies. This resulted in criminals and cybercriminals laundering through BTC-e proceeds derived from a range of criminal activities including computer hacking, ransomware attacks, theft, fraud, corruption and drug crime.

Vinnik was arrested on money laundering allegations in Greece in 2017 and has since been extradited to France where he remains in custody. Police worked closely with the Internal Revenue Service of the United States. These funds are likely to reflect the profit gained from the victimisation of thousands, if not hundreds of thousands, of people globally as a result of cybercrime and organised crime.

Money laundering is a global activity and no country is immune. However, we are focused on ensuring that New Zealand is not, and will not, be used as a safe haven for the illicit proceeds generated from crime in other parts of the world.

Operation Casino

In May 2020 Police executed search warrants across Hawke's Bay as part of Operation Casino targeting the sale of methamphetamine and cannabis.

Twenty people were arrested on serious charges with quantities of methamphetamine, cannabis, cash and firearms seized. Other assets worth around \$1 million were also seized. Most of those arrested were either patched Mongrel Mob members or associates, and included the leader of a local Mongrel Mob chapter. A number of those arrested have since appeared in court.

The warrants were linked to the arrest of three senior Mongrel Mob members in Auckland and Flaxmere, where a further \$315,000 in cash was seized. The three senior members were jointly charged with conspiracy to supply methamphetamine.



Operation Shoe

This investigation targeted money laundering offending and drug dealing during April to September 2019. The syndicate was working across different organised crime groups, primarily the Hells Angels and the Head Hunters.

A financial review by Police of a mechanic business in 2017 identified in excess of \$500,000 in unexplained cash deposits, consistent with intelligence that the business had been purchased with the intent to launder drug proceeds. Syndicate leaders were accruing substantial assets and registering them in third party nominee names. A real estate agent was involved and provided advice on laundering cash through the mechanic business.

A 9-month money laundering investigation took place which included the installation of a covert listening device at the mechanic business. Clear evidence of money laundering was established, with the money leading to drug offending.

Police restrained 38 expensive high-end motor vehicles, a coffee cart, four properties, \$136,000 cash, jewellery and life-time Ruapehu ski passes (\$20,000 worth). This is in addition to \$100,000 and a small amount of drugs that Police had restrained at an earlier date.

The directors of the companies that were used to launder funds have all been charged with money laundering and relevant assets of the directors and companies have been restrained.

Fourteen people were arrested in September 2019 with four of



them charged solely with money laundering. The remaining people were charged with methamphetamine, MDMA and LSD drug dealing offences, as well as money laundering. In excess of 40 money laundering charges were filed and the case is still before the court.

Operation Maddale

Police investigated an organised crime group that included gang members from the Comanchero Motorcycle Club, Head Hunters Motorcycle Club, Mongrel Mob, and King Cobras gangs, although of note the leaders of this syndicate were not patched gang members.

The organised crime group was responsible for supplying methamphetamine to Auckland, Wellington and Christchurch, supported by an extensive domestic network.

Operation Maddale was terminated in August 2019 with 10 arrests and a total of 78 charges. Cash, drugs and assets including several high-end vehicles and jewellery were recovered by Police.

Three more offenders were subsequently arrested, and additional charges were laid against other offenders already in prison. This resulted in a further combined 38 charges.

Several offenders had already been arrested prior to termination due to other Police activity, with 21 kilograms of methamphetamine and \$390,455 already seized from these individuals. Twelve individuals have been charged with 26 money laundering offences.

Operation Maddale had strong international cooperation from the US Drug Enforcement Administration (commonly known as the DEA) and the Australian Federal Police.

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 2019/20.

Financial crime

Measure	2018/19 result	2019/20 result	2019/20 standard
\$500 million of cash and assets restrained from gangs and criminals by 2021 (total accruing since baseline)	\$144.102m	\$374.869m	\$500m (year-3 phased target of \$350m)
Dollar value of assets restrained from organised and financial crime (annual dollar amount only)	\$76.382m	\$230.767m	\$140m
Number of money laundering investigations (charges) that resulted in prosecution	92	307	100 to 200

Cost effectiveness

Measure	2018/19 result	2019/20 result	2019/20 standard
Dollar amount of social harm ⁴⁵ avoided by disrupting illicit drug trade (Police attributed) ⁴⁶	\$37.17m	\$755.346m ⁴⁷	More than 2018/19
Organised crime disruption value for money: Related personnel spend : value disrupted (disrupted = restrained)	\$20.5m : \$76.4m	\$25.3m : \$230.8m	\$20.5m : \$76.4m

Child wellbeing

Measure	2018/19 result	2019/20 result	2019/20 standard
Percentage of drug dealing houses with children present (with the intent that this decreases over time)	22%	18%	15% to 20%
Number of instances where children were saved from harm following an organised crime investigation	334	329 ⁴⁸	300 to 350

Gang and organised crime prevention

Measure	2018/19 result	2019/20 result	2019/20 standard
Number of adults identified as belonging to gangs	6,535	7,409	6,000 to 6,600
Number of international gang members that Police has been advised are travelling to New Zealand ⁴⁹	83	59	80 to 85
Number of international gang members that have been refused entry	9	5	10

⁴⁵ The 2016 Drug Harm Index published by the Ministry of Health is used to calculate the harm prevention value.

⁴⁶ 1kg of methamphetamine seized represents \$1.239m in social harm costs avoided.

⁴⁷ Police and Customs seized 1.8 tonnes of methamphetamine during 2019/20, three times as much as the previous year. Police attributed methamphetamine seizures totalled 609.6kg compared to 30kg in 2018/19.

⁴⁸ This result includes 130 instances where children have been saved from online exploitation. Each instance will result in at least one child being saved from further harm.

⁴⁹ As and when notified by country of origin.

Asset performance

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 ensures that our strategic planning provides direction for assets required to support and enable delivery of our policing services and operations; and our asset management decisions inform our strategic planning.

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.

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 tactical options (includes firearms and Tasers) 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. A Multi-year Major and Minor Capital Fund has been approved for initial investment in creating a fit-for-purpose Police property portfolio. Treasury reviewed Police's property Asset Management Maturity Assessment (AMMA) and Investor Confidence Rating (ICR) in December 2018. Police has shown positive development in both aspects. An Asset Management Plan has been drafted and is awaiting formal approval by the Police Executive.
Residential property	Basic	Core	<ul style="list-style-type: none"> A review of Police's residential policy is underway. A LINZ proposal to manage Police residential leases is under review. The initial upgrade of targeted residentials (25%) is now complete. Planning is continuing for the next tranche of upgrades. Insulation of all residentials is complete. Healthy Homes assessments is 75% complete. The remainder are to be completed, as required, by December 2020.
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. The strategy is due for completion in October 2020. Police has commenced installation of new technology (Telematics) in our vehicles which will enable enhanced asset management of our vehicle fleet. 55% of fleet have had Telematics installed.
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 it is finalised. ServiceNow ITSM (including Discovery & Event Management of ITOM) went live on 27 February 2020. ICT is progressing ITAM (IT Asset Management) and the remainder of ITOM (IT Operations Management) through Q1 of FY20/21. ITAM will take our ITSM baseline and Discovery work and begin the integration of the CMDB and Asset Management core for ICT. This will significantly enhance ICT's capability for 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 tactical options (includes firearms and Tasers) 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 (\$) 2018/19	Book value (\$) 2019/20
Property	566 properties	487 properties owned by Police	588,214,112	615,786,574
	363 operational properties	328 stations including 65 houses considered operational	541,261,765 ⁵⁰	567,005,884
	203 residential houses		46,952,347 ⁵¹	48,780,690
	279 radio sites		1,623,164	1,413,878

50 This number has been restated based on updated information available in 2019/20.

51 This number has been restated based on updated information available in 2019/20.

Property asset performance indicators

Measure	Indicator	Source data	2018/19 Actual	2019/20 Actual	2019/20 Target	2020/21 Target
Office properties: headcount per sqm Net Lettable Area (NLA) 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.	All leased properties now in the Colliers 360 Database.	Office: 80% of sites at a ratio of less than 1:14sqm. Operational: review of occupancy rates of 100% of operational properties.	Office: 100% of sites at a ratio of less than 1:14sqm. 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.	90% critical sites identified.	100% 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.	Approximately 90% of sites now have had condition surveys completed. Approximately 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.	Completed approximately 95% of owned operational asbestos site surveys. Developed enhanced asbestos related information including basic site plans at selected sites. Now using asbestos specific (BMIS) database to hold this information.	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.
Tele-communications sites (property related): Site tenure (as required for network coverage)	Functionality	Colliers 360	Data now in Colliers 360 and tenure agreements are under review.	Initiating radio site lease to a maximum of 5 years. This is due to new Police radio network requirements.	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.	Healthy Homes assessments 75% completed, remainder to be completed, as required by December 2020.	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	Comprised of	Asset categories ⁵²	Book value (\$) 2018/19	Asset categories	Book value (\$) 2019/20
Fleet	Ground	2,800 cars	63,393,577	2,771 cars	69,709,055
		400 specialist vehicles (e.g. trucks and vans)	10,773,893	626 specialist vehicles (e.g. trucks, vans and utilities)	10,251,621
		27 motorbikes	546,554	28 motorbikes	465,746
		5 mobile police stations	285,785	14 mobile police stations	2,897,231
	Air	Eagle helicopters (3 leased)	n/a–leased	Eagle helicopters (3 leased)	n/a–leased
		Dive boat	0 ⁵³	Dive boat	35,024
	Maritime	Rigid hull inflatable boats (3)	101,652 ⁵⁴	Rigid hull inflatable boats (3)	103,429
		Deodar III and Lady Elizabeth IV (larger boats)	2,563,920	Deodar III and Lady Elizabeth IV (larger boats)	2,001,447

Fleet asset performance indicators

Measure	Indicator	2018/19 Actual	2019/20 Actual	2019/20 Target
% of fleet maintained to manufacturer's specification ⁵⁵	Condition	91%	90.8%	>98%
Average age of replacement of the fleet ⁵⁶	Condition	6.5	7.6	<7 years
Number of vehicles travelling less than 10,000 kilometres per annum ⁵⁷	Utilisation	185	206	<150
All vehicles being deployed in enforcement roles assessed as fit-for-purpose against specifications and assigned a category ⁵⁸	Functionality	100%	100%	100%

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

53 Asset has fully depreciated.

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

55 Vehicles to be within the current service period.

56 Benchmark being seven years for the passenger vehicle fleet.

57 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.

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

ICT asset performance

Description of assets within ICT portfolio

Asset group	Asset Purpose	2018/19 Quantity	Book value (\$) 2018/19	2019/20 Quantity	Book value (\$) 2019/20
ICT	To enable the delivery of core services through provision of computer hardware, software, radio, network and mobility assets	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	35 core systems 365 total applications 11,400 mobile devices 11,168 end user computers and associated servers and storage infrastructure ⁵⁹ 350 radio sites	98,499,283

ICT asset performance indicators

Measure	Indicator	2018/19 Actual	2019/20 Actual	Target
% of time our systems are available (five key applications)	Availability	99% Estimate	99%	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	70%	Up to 85% ⁶⁰	>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%

⁵⁹ Increases in end user devices and mobility are leased assets.

⁶⁰ During COVID-19.

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 2020, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2021.



Andrew Coster
Commissioner of Police

30 September 2020

Financial statements



Financial overview

For the Year Ended 30 June 2020

Police continues to grow significantly. The 2019/20 financial year was memorable as it was the first time that Police received an appropriation of over \$2 billion.

A total of \$2.115 billion in departmental funding was appropriated, an increase of \$296.072 million from \$1.819 billion in 2018/19.

This increase mainly comprised of new or higher funding in 2019/20 for:

- ▶ COVID-19 Response and Recovery \$125.032 million
- ▶ Police Constabulary and Employee Bargaining \$39.34 million
- ▶ 2018-21 Road Safety Partnership Programme \$36.371 million
- ▶ Administration costs for firearms buy-back \$31.413 million
- ▶ Safe, Confident and Resilient Communities: Investment in Policing \$30.22 million
- ▶ Striving Towards 1,800 New Police \$18.1 million.

In terms of actual results, Police recorded a surplus of \$53.613 million in 2019/20 compared to a deficit of \$0.886 million in 2018/19. This surplus, which will be returned to the Crown, was largely influenced by new funding for COVID-19: Response and Recovery Fund of \$125.032 million, of which \$77.613 million was expensed on response costs including the procurement of personal protective equipment and cancellation of annual leave.

2019/20 also saw the completion of the firearms buy-back scheme. Out of the total of \$150 million appropriated, \$121 million was paid in compensation and the remaining \$29 million returned to Crown.

This \$29 million has been reinvested by the Government for firearms buy-back with \$13.4 million allocated to meet the increased administration cost of the buy-back and \$15.5 million allocated to a tagged contingency to provide for future buy-backs of prohibited firearms, magazines, and parts.



John Bole

Deputy Chief Executive: Finance

Financial statements

For the Year Ended 30 June 2020

Statement of comprehensive revenue and expenses

For the Year Ended 30 June 2020

	Note	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supp. Estimates 2019/20 \$000
Revenue					
Crown		1,790,272	2,085,940	1,907,353	2,085,940
Other Revenue	2	25,592	22,238	29,165	29,165
Total Revenue		1,815,864	2,108,178	1,936,518	2,115,105
Expenditure					
Personnel	3	1,291,218	1,420,933	1,324,668	1,396,507
Operating	4	393,453	488,183	473,453	580,247
Depreciation and Amortisation Expenses	6	82,764	95,943	88,422	88,422
Capital Charge	7	49,315	49,506	49,975	49,929
Total Operating Expenses		1,816,750	2,054,565	1,936,518	2,115,105
Surplus (Deficit) from Outputs		(886)	53,613	-	-
Revaluation of Land and Buildings		-	-	-	-
Other Comprehensive Revenue and Expenses		-	-	-	-
Total Comprehensive Revenue and Expenses		(886)	53,613	-	-

The accompanying notes form part of the financial statements.

Statement of movements in taxpayers' funds

For the Year Ended 30 June 2020

	General Funds \$000	Reval. Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2019	533,003	294,035	119	827,157	828,045	827,159
Net Surplus (Deficit) for the year	54,024	–	(411)	53,613	–	–
Other Comprehensive Revenue and Expenses	–	–	–	–	–	–
Total Comprehensive Revenue and Expenses for the Year	54,024	–	(411)	53,613	–	–
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	(53,613)	–	–	(53,613)	–	–
Capital Contribution	9,990	–	–	9,990	9,732	9,990
Total Transactions with Owners in Their Capacity as Owners	(43,623)	–	–	(43,623)	9,732	9,990
Total Taxpayers' Funds as at 30 June 2020	543,404	294,035	(292)	837,147	837,777	837,149

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	Reval. 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)	–	–
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	–	–	–	–	–	–
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

Statement of financial position

As at 30 June 2020

	Note	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supp. Estimates 2019/20 \$000
Assets					
Current Assets					
Cash		50,999	59,765	8,816	44,945
Accounts Receivable	8	399,104	436,748	396,415	408,672
Prepayments		13,995	13,158	13,000	24,500
Assets Held for Sale	9	7,495	5,114	–	–
Total Current Assets		471,593	514,785	418,231	478,117
Non-Current Assets					
Property, Plant and Equipment	10	726,403	769,352	774,488	806,221
Intangible Assets	11	57,128	64,224	91,493	93,449
Capital work-in-progress	12	53,384	51,806	–	–
Total Non-Current Assets		836,915	885,382	865,981	899,670
Total Assets		1,308,508	1,400,167	1,284,212	1,377,787
Liabilities					
Current Liabilities					
Creditors and Payables	13	36,560	32,070	48,148	46,294
Accrued Expenses	14	55,309	68,941	35,200	42,200
Employee Entitlements	15	211,199	220,302	189,000	233,057
Provision for Repayment of Surplus to the Crown		–	53,613	–	–
Total Current Liabilities		303,068	374,926	272,348	321,551
Non-Current Liabilities					
Employee Entitlements	15	178,283	188,094	174,087	219,087
Total Non-Current Liabilities		178,283	188,094	174,087	219,087
Total Liabilities		481,351	563,020	446,435	540,638
Net Assets		827,157	837,147	837,777	837,149
Taxpayers' Funds					
General Funds		533,003	543,404	543,742	543,114
Property, Plant and Equipment Revaluation Reserves		294,035	294,035	294,035	294,035
Memorandum Account	21	119	(292)	–	–
Total Taxpayers' Funds		827,157	837,147	837,777	837,149

The accompanying notes form part of the financial statements.

Statement of cash flows

For the Year Ended 30 June 2020

	Note	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supp. Estimates 2019/20 \$000
Cash Flows from Operating Activities					
Cash provided from:					
Supply of Outputs to:					
– Crown		1,780,591	2,043,478	1,905,911	2,085,940
– Others		24,708	27,056	29,007	29,007
		1,805,299	2,070,534	1,934,918	2,114,947
Cash was applied to:					
Produce Outputs:					
– Personnel		(1,268,150)	(1,391,558)	(1,402,378)	(1,404,408)
– Operating		(396,532)	(486,585)	(389,056)	(529,414)
– Capital Charge		(49,314)	(49,506)	(49,975)	(49,929)
		(1,713,996)	(1,927,649)	(1,841,409)	(1,983,751)
Net Cash Flows from Operating Activities	16	91,303	142,885	93,509	131,196
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		2,727	2,996	2,760	2,760
Cash was applied to:					
Purchase of Property, Plant & Equipment		(83,349)	(114,306)	(71,513)	(112,820)
Purchase of Intangible assets		(38,823)	(32,799)	(34,488)	(37,180)
Net Cash Flows from Investing Activities		(119,445)	(144,109)	(103,241)	(147,240)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		6,250	9,990	9,732	9,990
Cash was applied to:					
Net Cash Flows from Financing Activities		6,250	9,990	9,732	9,990
Net Increase (Decrease) in Cash Held		(21,892)	8,766	–	(6,054)
Add Opening Cash		72,891	50,999	8,816	50,999
Closing Cash as at 30 June		50,999	59,765	8,816	44,945
Cash Balance Consists of					
Cash at Bank		49,951	58,583	7,716	43,775
Petty Cash		755	755	800	820
Overseas Posts		293	427	300	350
Total Cash		50,999	59,765	8,816	44,945

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2019: nil).

The accompanying notes form part of the financial statements.

Statement of trust monies

For the Year Ended 30 June 2020

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	8	–	6	2
Reparation	1	–	–	1
Money in Custody	15,184	12,603	9,060	18,727
Found Money	195	218	299	114
Forfeited Money Payable to Crown	201	8,614	8,683	132
Total	15,589	21,435	18,048	18,976

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 2020

	Actual 2018/19 \$000	Actual 2019/20 \$000
Legal Proceedings and Disputes	854	947
Personal Grievances	51	128
Total	905	1,075

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 2020 (2019: nil).

Statement of commitments

As at 30 June 2020

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 2018/19 \$000	Actual 2019/20 \$000
Capital Commitments		
Capital Works		
Less Than One Year	6,716	15,260
Total Capital Works	6,716	15,260
Plant, Equipment and Intangible assets		
Less Than One Year	11,376	25,433
Total Plant, Equipment and Intangible assets	11,376	25,433
Motor Vehicles		
Less Than One Year	27,089	14,084
One to Two Years	39	1,741
Total Motor Vehicles	27,128	15,825
Total Capital Commitments	45,220	56,518
Operating		
Accommodation Leases		
Less Than One Year	20,788	21,711
One to Two Years	37,532	38,534
Two to Five Years	33,076	43,848
Greater Than Five Years	127,338	115,763
Other Non-Cancellable Leases		
Less Than One Year	12,555	11,082
One to Two Years	19,367	10,791
Two to Five Years	9,811	10,746
Greater Than Five Years	1,311	1,434
Total Leases	261,778	253,909
Total Commitments	306,998	310,427

Notes to the financial statements

For the Year Ended 30 June 2020

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 2020.

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).

The effects of COVID-19 on Police

On 11 March 2020, the World Health Organisation declared the outbreak of Covid-19 a pandemic and two weeks later the New Zealand Government declared a State of National Emergency. The country was in lockdown at Alert Level 4 from 26 March to 27 April, and then remained in lockdown at Alert Level 3 until 13 May.

Police was appropriated new funding for COVID-19: Response and Recovery Fund of \$125.032m, of which \$77.613m was expensed on response costs including the procurement of Personal Protective Equipment (PPE) and cancellation of annual leave. The underspend from this funding will be returned to the Crown.

The effect on our operations of COVID-19 is reflected in these financial statements, based on the information available to the date these financial statements are signed. To date there has not been a significant impact on Police's financial performance or position.

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:

PBE IPSAS 2 Statement of Cash Flows

The amendments require entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. The amendments are effective for annual periods beginning on or after 1 January 2021. Earlier application is permitted. There is no requirement to provide comparative information for preceding periods. Application of amendments will result in additional disclosures provided by the entity.

Police has not yet determined how application of PBE IPSAS 2 will affect its Statement of Cash Flows.

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

- ▶ 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
- ▶ 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 2020 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:

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

The useful life and estimated residual value of motor vehicles are classified into four separate categories, sedans and station wagons, light commercial, motor cycles and heavy vehicles. The weighted average depreciation rate across these categories is 12.4% (2019: 12.2%).

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

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

Intangible Assets

Software Acquisition and Development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

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

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is de-recognised.

The useful life and associated amortisation rate of a major class of intangible assets being

“Acquired and developed computer software” has been estimated at 5 years (20%).

Impairment of Property, Plant and Equipment and Intangible Assets

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

Non-Cash Generating Assets

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

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

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

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

Employee Entitlements

Short-Term Employee Entitlements

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

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

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

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

Long-Term Employee Entitlements

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

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

Termination Benefits

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

Presentation of Employee Entitlements

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

Provisions

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

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a discount

rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an increase in the appropriate item of expenditure in surplus or deficit.

Commitments

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

Contingencies

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

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

Accident Compensation Corporation (ACC) Partnership Programme

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

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

Equity

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

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.

2019/20 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2020.

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 15)**Note 2: Other Revenue**

	Actual 2018/19 \$000	Actual 2019/20 \$000
Arms Act Services	2,633	2,453
Chargeable Police Services	6,964	5,961
Department of Corrections Remand Prisoners	12	11
Overseas Deployments	12,732	10,516
Pacific Island Chiefs of Police Secretariat Support	687	703
Pacific Peoples Domestic Violence Programme	0	0
Property Rentals	731	603
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	17	21
Other	1,816	1,970
Total Other Revenue	25,592	22,238

Note 3: Personnel

	Actual 2018/19 \$000	Actual 2019/20 \$000
Accident Compensation Costs	(533)	(1,811)
Fringe Benefit Tax	2,431	2,652
Salaries/Wages	1,102,607	1,226,538
Staff Insurance	3,052	1,806
Superannuation	127,264	137,992
Training	3,905	3,918
Transfer/Removal Expenses	2,122	2,373
Increase in Employee Entitlements	50,549	43,088
Other	(179)	4,377
Total Personnel	1,291,218	1,420,933

Note 4: Operating

	Actual 2018/19 \$000	Actual 2019/20 \$000
Audit fees	365	366
Bad Debts Expense	16	–
Changes in Doubtful Debts Provision	314	1,812
Clothing, Equipment and Consumables	40,456	58,233
Communications	27,917	30,481
Computer Charges/Leasing Expenses	67,619	80,874
Equipment Rental	3,264	3,950
ESR Forensic Science Services	24,821	24,455
Foreign Exchange Rate (Gain)/Loss	133	(19)
(Gain)/ Loss on Sale of Non-Current Assets (Note 5)	2,231	1,159
Other Operating Expenses	9,400	29,064
Physical Asset Write-offs	58	2,139
Printing	6,225	5,784
Professional Services	62,150	86,513
Professional Services – Non Government Organisations	9,356	14,409
Legal Expenses	5,671	7,476
Property Rentals	27,420	30,792
Property Utilities, Rates and Maintenance	42,260	39,352
Third Party Expenses	3,570	4,006
Travel	20,834	21,055
Vehicle/Aircraft/Launch Rentals	8,021	12,677
Vehicle Expenses	31,352	33,605
Total Operating	393,453	488,183

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

	Actual 2018/19 \$000	Actual 2019/20 \$000
Sale of Motor Vehicles	2,231	1,159
(Gain)/Loss on Sale of Non-Current Assets	2,231	1,159

Note 6: Depreciation and Amortisation Expenses

	Actual 2018/19 \$000	Actual 2019/20 \$000
Buildings	19,376	19,526
Plant and Equipment, Computer Equipment and Communication Assets	20,965	22,505
Vessels	605	622
Furniture and Fittings	1,054	1,270
Motor Vehicles	18,012	18,836
Amortisation of Intangibles	22,752	33,184
Total Depreciation	82,764	95,943

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 2019/20 (2018/19: 6%).

Note 8: Accounts Receivable

	Actual 2018/19 \$000	Actual 2019/20 \$000
Trade Debtors	8,593	7,696
Sundry Debtors	5,859	3,828
Less: Provision for Doubtful Debts	(2,020)	(3,910)
Net Debtors	12,432	7,614
Debtor Crown	386,672	429,134
Total Accounts Receivable	399,104	436,748

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

	Actual 2018/19 \$000	Actual 2019/20 \$000
Balance at 1 July	(1,773)	(2,020)
Additional Provisions/(Reductions) made during the year	(263)	(1,890)
Debts written off during the period	16	–
	(2,020)	(3,910)

Note 9: Assets Held for Sale

In 2017/18, a number of residential properties held by Police with a net book value of \$7.495m were declared surplus, classified as held for sale and set aside to be transferred to LINZ.

In 2019/20, these assets were reclassified back into Property, Plant and Equipment, as the transfer to LINZ could not happen as Police are currently reviewing the overall Housing Policy. The balance of \$5.114m as at 30 June 2020 reflects net book value of other properties which were declared surplus and classified as assets held for sale during 2019/20.

Note 10: Property, Plant and Equipment

As at 30 June 2020

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equip., Computer & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	240,969	381,832	23,403	376,515	151,672	8,806	1,183,197
Additions	–	44,228	3,556	29,988	31,667	93	109,532
Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	(649)	729	(372)	(5,084)	(17,657)	–	(23,033)
Closing Balance	240,320	426,789	26,587	401,419	165,682	8,899	1,269,696

Accumulated Depreciation: \$000	Land	Buildings	Furniture & Fittings	Plant, Equip., Computer & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	–	38,352	17,624	317,736	76,955	6,127	456,794
Depreciation for the year	–	19,526	1,270	22,505	18,836	622	62,759
Reversal of Depreciation relating to Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	–	(317)	(351)	(5,035)	(13,506)	–	(19,209)
Closing Balance	–	57,561	18,543	335,206	82,285	6,749	500,344
Closing Book Value	240,320	369,228	8,044	66,213	83,397	2,150	769,352

For the year ended 30 June 2019

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

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.

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 2020, there was no land that Police has in possession and use, for which legal title is not completely established (2019: nil).

Any surplus Land and Buildings are subject to the Crown land disposal process as specified by the Public Works Act 1981.

Note 11: Intangible Assets

	Actual 2018/19 \$000	Actual 2019/20 \$000
Cost		
Opening Balance	241,919	260,519
Additions	18,811	39,103
(Disposals) and Transfers in/(out)	(211)	–
Balance at 30 June	260,519	299,622

Accumulated Amortisation and Impairment Losses		
Opening Balance	180,640	203,391
Amortisation During the Year	22,751	33,184
Disposals and Transfers	–	–
Other Movements		(1,177)
Balance at 30 June	203,391	235,398
Book Value	57,128	64,224

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 12: Capital work-in-progress

The total capital work-in-progress as at 30 June 2020 was \$51.806 million (2019: \$53.384 million). This included \$19.085 million for Intangibles Assets (2019: \$22.666 million) and \$32.721 million for Property, Plant and Equipment (2019: \$30.718 million).

Note 13: Creditors and Payables

	Actual 2018/19 \$000	Actual 2019/20 \$000
Creditors and Payables	24,796	14,814
GST Payable	11,623	17,098
Unclaimed Salaries and Wages	141	158
Total Accounts Payable	36,560	32,070

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

Note 14: Accrued Expenses

	Actual 2018/19 \$000	Actual 2019/20 \$000
Sponsorship Reserve	25	217
Accident Compensation and Accredited Employer Programme Provisions*	8,444	7,555
Other Accrued Expenses	36,060	39,657
Payroll Accruals	10,780	21,512
Total Accrued Expenses	55,309	68,941

* 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 2020, resulting in a provision for work-related accidents of \$5.642 million (2019: \$6.940 million).

These costs are included in the provision above.

Note 15: Employee Entitlements

	Actual 2018/19 \$000	Actual 2019/20 \$000
Current Liabilities		
Annual Leave	147,019	166,486
Long Service Leave	14,172	14,114
Sick Leave	2,487	1,397
Shift Leave	19,807	22,317
Other Employee Entitlements*	27,714	15,988
Total Current Portion	211,199	220,302
Non-Current Liabilities		
Long Service leave	171,910	181,567
Sick Leave	6,373	6,527
Total Non-Current Portion	178,283	188,094
Total Employee Entitlements	389,482	408,396

* 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 2020 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 \$11.640 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$10.508 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 \$10.661 million. If the discount rate were to decrease by 1%, the liability would increase by \$12.069 million.

Note 16: Reconciliation of Net Surplus to Net Cash Flow from Operating Activities

	Actual 2018/19 \$000	Actual 2019/20 \$000
Net Surplus (Deficit)	(886)	53,613
Add (less) Non-Cash items		
Depreciation and Amortisation Expense	82,765	95,943
Physical Asset Write Offs	58	2,139
Total non-cash items	82,823	98,082
Add (Less) Items classified as Investing Activities		
(Gain)/Loss on Disposal of Property, Plant and Equipment	2,231	1,159
Net investing Activities	2,231	1,159
Add (Less) Movements in Working Capital Items:		
Inc/(Dec) in Accounts Payable	(1,918)	(6,422)
(Inc)/Dec in Accounts Receivable	(881)	4,818
Inc/(Dec) in Employee Entitlements	21,566	29,663
(Inc)/Dec in Debtor Crown	(9,681)	(42,462)
(Inc)/Dec in Prepayments	(788)	837
Inc/(Dec) in Other Accrued Expenses	(1,163)	3,597
Net Working Capital Movements	7,135	(9,969)
Net Cash Flows from Operating Activities	91,303	142,885

Note 17: 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 18: Key Management Personnel Compensation

	Actual 2018/19 \$000	Actual 2019/20 \$000
Salaries and other short term employee benefits	3,436	4,052
Post-employment and other long-term employee benefits	379	496
Total Compensation	3,815	4,548
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 19: 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 2020. 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
2020					
Creditors and Payables (Note 13)	14,710	29	75	–	14,814
2019					
Creditors and Payables (Note 13)	17,269	4,246	3,281	–	24,796

Note 20: Categories of Financial Instruments

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 2018/19 \$000	Actual 2019/20 \$000
Loans and Receivables		
Cash and Cash Equivalents	50,999	59,765
Accounts Receivable (Note 8)	399,104	436,748
Total Loans and Receivables	450,103	496,513
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 13)	24,796	14,814
Total Financial Liabilities	24,796	14,814

Note 21: 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 2018/19 \$000	Actual 2019/20 \$000
Balance as at 1 July	(26)	119
Revenue	3,687	3,501
Expenses	(3,542)	(3,912)
Surplus/(Deficit) for the year	145	(411)
Balance as at 30 June	119	(292)

Note 22: Explanation for Significant Variances

New Zealand Police's departmental output expense appropriation for 2019/20 increased by \$178.587 million to \$2,115.105 million.

This increase mainly comprised of new funding for:

- ▶ COVID-19 Response and Recovery \$125.032 million
- ▶ 2018-21 Road Safety Partnership Programme \$51.056 million
- ▶ Increased administration costs for Firearms buy-back \$13.400 million
- ▶ APEC 21 Security Programme \$10.491 million.

These were partially offset by expense transfers from 2019/20 to 2020/21 for:

- ▶ Next Generation Critical Communications \$6.238 million
- ▶ APEC21 Security Programme \$6.236 million
- ▶ Road Safety Partnership Programme \$5 million

Explanation by output class for variances from the Main Estimates were outlined in the Supplementary Estimates, and the Addition to the Supplementary Estimates. Refer to "The Supplementary Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2020", and "The Addition to the Supplementary Estimates of Appropriation 2019/20" for an explanation of budget changes by output class between the 2019/20 Main Estimates and 2019/20 Supplementary Estimates for Vote Police.

Note 23: Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2019: 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 2020.

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.

Schedule of non-departmental revenue and expenses

For the Year Ended 30 June 2020

	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supplementary Estimates 2019/20 \$000
Revenue				
Non-Tax revenue:				
Infringement Fees	101,473	102,603	76,600	76,600
Sale of Unclaimed Property	197	215	413	400
Crown Revenue	113	100	100	100
Other Revenue	50	24,210	–	40,000
Total Non-Departmental Revenue	101,833	127,128	77,113	117,100
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	–	5,000	(29,275)
Total Non-Departmental Expenses	150,100	100	5,113	(29,175)
Net Surplus	(48,267)	127,028	72,000	146,275

Schedule of non-departmental assets

As at 30 June 2020

	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supplementary Estimates 2019/20 \$000
Current Assets				
Cash	12,053	41,970	583	7,053
Accounts Receivable	29,684	25,744	15,946	18,080
Total Non-Departmental Assets	41,737	67,714	16,529	25,133

Schedule of non-departmental liabilities

As at 30 June 2020

	Actual 2018/19 \$000	Actual 2019/20 \$000	Main Estimates 2019/20 \$000	Supplementary Estimates 2019/20 \$000
Current Liabilities				
Accounts Payable	1,604	785	–	–
Deferred Revenue	10,000	–		
Provision for Firearms Buy-back	150,000	5,576	–	–
Provision for Repayment of Surplus to the Crown	–	29,220		
Total Non-Departmental Liabilities	161,604	35,581	–	–

Schedule of non-departmental commitments**As at 30 June 2020**

Police, on behalf of the Crown, has no non-departmental commitments as at 30 June 2020 (2019: nil).

Schedule of non-departmental contingent assets and liabilities**As at 30 June 2020****Contingent Liabilities**

Police, on behalf of the Crown, has no non-departmental contingent liabilities as at 30 June 2020 (2019: nil).

Unquantifiable Non-Departmental Contingent Liabilities

There is a potential for legal actions against Police, on behalf of the Crown, relating to compensation under the Firearms buy-back scheme. At this stage the number of potential claimants and the outcomes of these cases are uncertain and it is not practical to quantify any possible contingent liability that could arise.

Contingent Assets

Police, on behalf of the Crown, has no non-departmental contingent assets as at 30 June 2020 (2019: nil).

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations
For the Year Ended 30 June 2020

	Actual 2018/19 \$000	Actual 2019/20 \$000	Supp. Estimates 2019/20 \$000	Sec. 26A Changes 2019/20 \$000	Appro. Voted 2019/20 \$000	Location of end-of-year performance information *
Appropriations for Departmental Output Expenses						
General Crime Prevention Services	220,270	273,074	273,556	3,000	276,556	1
Specific Crime Prevention Services and Maintenance of Public Order	184,090	211,451	222,892		222,892	1
Police Primary Response Management	453,575	528,287	570,028	(15,000)	555,028	1
Investigations	459,026	495,990	484,994	12,000	496,994	1
Case Resolution and Support to Judicial Process	153,733	173,410	178,985		178,985	1
Road Safety Programme	341,031	366,018	377,671		377,671	1
Total Appropriations for Departmental Output Expenses	1,811,725	2,048,230	2,108,126	–	2,108,126	
Appropriation for Departmental Other Expenses						
Compensation for Confiscated Firearms	–	–	10	–	10	N/A
Total Departmental Appropriation for Other Expenses	–	–	10	–	10	
Appropriation for Departmental Capital Expenditure						
New Zealand Police Capital Expenditure–Permanent Legislative Authority under 24(1) of the PFA	122,797	147,056	150,000	–	150,000	1
Total Appropriation for Departmental Capital Expenditure	122,797	147,056	150,000	–	150,000	
Appropriation for Non-Departmental Other Expenses						
Firearms Buy-back Expense	150,000	–	–	–	–	1
United Nations Drug Control Programme	100	100	100	–	100	2
Total Appropriations for Non-Departmental Expenses	150,100	100	100	–	100	
Appropriation for Multi-Category Expenses						
Policy Advice and Ministerial Services MCA						
Departmental Output Expenses:						
Policy Advice	4,020	5,346	5,458		5,458	1
Ministerial Services	1,005	988	1,521		1,521	1
Total Appropriation for Multi- Category Expenses	5,025	6,334	6,979	–	6,979	
Total Annual and Permanent Appropriations	2,089,647	2,201,720	2,265,215	–	2,265,215	

* 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 2020**

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2020 (2019: nil)

Independent auditor's report



**CHARTERED
ACCOUNTANTS**

To the readers of New Zealand Police's Annual Report for the year ended 30 June 2020

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

- ▶ the financial statements of Police on pages 68 to 72 and 74 to 91, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2020, the statement of comprehensive revenue and expense, 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 2020 on pages 26 to 58 and 105 to 111; and
- ▶ the statements 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 2020 on pages 95 to 96; and
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 73; and 92 to 94 that comprise:
 - ▶ the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2020;
 - ▶ the schedules of expenses; and revenue for the year ended 30 June 2020;
 - ▶ the statement of trust monies for the year ended 30 June 2020; and
 - ▶ the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- ▶ the financial statements of Police on pages 68 to 72 and 74 to 91:
 - ▶ present fairly, in all material respects:
 - ▶ its financial position as at 30 June 2020; 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 26 to 58 and 105 to 111:
 - ▶ presents fairly, in all material respects, for the year ended 30 June 2020:
 - ▶ 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 of Police on pages 95 to 96 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 73; and 92 to 94 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - ▶ the assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2020; and
 - ▶ expenses; and revenue for the year ended 30 June 2020; and
 - ▶ the statement of trust monies for the year ended 30 June 2020.

Our audit was completed on 30 September 2020. 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.

Emphasis of matter – Covid-19

Without modifying our opinion, we draw attention to the disclosures about the impact of Covid-19 on Police as set out in Note 1 to the financial statements.

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 4–25, 59–64, 100–104, 113–152, 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: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

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



Grant Taylor
Ernst & Young

On behalf of the Auditor-General
Wellington, New Zealand

Forecast financial statements

For the Year Ended 30 June 2021

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2021 (the Forecast is 2020 Budget and Economic and Fiscal Update (BEFU 2020) 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 2020/21 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 14 April 2020. 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 14 April 2020 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 2019/20 was used as the opening position for the 2020/21 forecasts. The actual financial results achieved for 30 June 2021 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 2020/21 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 2021

	Note	Forecast 2020/21 \$000
Revenue		
Crown		2,079,410
Other Revenue		27,714
Total Revenue	1	2,107,124
Expenditure		
Personnel		1,400,050
Operating		565,590
Depreciation and Amortisation Expenses		90,834
Capital Charge		50,650
Total Operating Expenses		2,107,124
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of financial position

As at 30 June 2021

	Forecast 2020/21 \$000
Assets	
Current Assets	
Cash	53,100
Accounts Receivable	363,284
Prepayments	13,000
Total Current Assets	429,384
Non-Current Assets	
Property, Plant and Equipment	827,381
Intangible Assets	83,400
Total Non-Current Assets	910,781
Total Assets	1,340,165
Liabilities	
Current Liabilities	
Creditors and Payables	56,953
Accrued Expenses	54,073
Employee Entitlements	209,000
Total Current Liabilities	320,026
Non-Current Liabilities	
Employee Entitlements	168,946
Total Non-Current Liabilities	168,946
Total Liabilities	488,972
Net Assets	851,193
Taxpayers' Funds	
General Funds	557,158
Property, Plant and Equipment Revaluation Reserves	294,035
Memorandum Account	—
Total Taxpayers' Funds	851,193

Statement of cash flows

For the Year Ended 30 June 2021

	Forecast 2020/21 \$000
Cash Flows from Operating Activities	
Cash provided from:	
Supply of Outputs to:	
– Crown	2,072,241
– Others	27,853
	2,100,094
Cash was applied to:	
Produce Outputs:	
– Personnel	(1,431,017)
– Operating	(525,131)
– Capital Charge	(50,650)
	(2,006,798)
Net Cash Flows from Operating Activities	93,296
Cash Flows from Investing Activities	
Cash provided from:	
Sale of Non-Current Assets	2,760
Cash was applied to:	
Purchase of Property, Plant and Equipment	(88,403)
Purchase of Intangible Assets	(13,542)
Net Cash Flows from Investing Activities	(99,185)
Cash Flows from Financing Activities	
Cash provided from:	
Capital Contribution	14,044
Net Cash Flows from Financing Activities	14,044
Net Increase (Decrease) in Cash Held	8,155
Add Opening Cash	44,945
Closing Cash as at 30 June	53,100
Cash Balance Consists of	
Cash at Bank	52,000
Petty Cash	800
Overseas Posts	300
Total Cash	53,100

Note 1 to forecast financial statements

Total Revenue

The table below summarises the key changes in revenue between the financial years 2019/20 and 2020/21:

Total Departmental Output Expenses and Multi-Category Expenses	\$000
Total Departmental Output Expenses and Multi-Category Expenses (restated) as at 2019/20 Supplementary Estimates	1,990,073
Higher/(Lower) funding in 2020/21 for New Policies and initiatives approved in 2019/20 (Including Budget 2020)	
Police Constabulary and Employee Bargaining	39,734
2019–21 Road Safety Partnership Programme	11,163
APEC 21 Security Programme – drawdown of Vote Police funding from tagged contingency	6,024
Next Generation Critical Communications (NGCC) establish Emergency Services critical communications capability	4,204
Proceeds of Crime Fund – Cross Sector Coordination – Organised Crime	771
FVSV – Specialist Responses to Strangulation	575
Return to Crown – Road Safety Programme	500
Proceeds of Crime Fund – Drug, Alcohol and Mental Health Support	468
Proceeds of Crime Fund – Rotorua Whanau Harm and Drug Harm Reduction Programme	228
Proceeds of Crime Fund – Covert Operations Group	100
Effective Justice Fund – Targeted Case Progression	25
Higher/(Lower) funding in 2020/21 for New Policies and initiatives approved in previous years	
Safe, Confident and Resilient Communities: Investment in Policing	28,311
Striving Towards 1,800 New Police	25,000
Ensuring Safe, Consistent and Effective Responses to Family Violence in Every Community	3,482
Transfer from Vote: Justice – Burglary Prevention and Target Hardening	1,973
Ensuring the Sustainability of the District Court by Appointing Additional District Court Judges	(48)
Increasing Access To Mental Health And Addiction Support	(147)
Victim Video Statements	(530)
Next Generation Critical Communications (NGCC) – Replacing Emergency Services Critical Communications Networks	(4,460)
Radio Assurance – Ensure the Operation of Emergency Services Critical Communications Radio Networks	(7,110)
Expense Transfer from 2019/20 to 2020/21	
Next Generation Critical Communications (NGCC) (\$6.238m)	12,476
APEC21 Security Programme (\$6.236m)	12,472
Road Safety Partnership Programme (\$5m)	10,000
Radio Assurance (\$3.499m)	6,998
Burglary Target Hardening Project (\$3.089m)	6,178
Family Harm Transformation (\$2.358m)	4,716
Technical and Evidence Based Support Equipment (\$2m)	4,000
Aggravated Robbery (\$1.298m)	2,596
Proximity Alarms (\$0.560m)	1,120

Total Departmental Output Expenses and Multi-Category Expenses	\$000
Expense Transfer from 2018/19 to 2019/20	
Radio Assurance	(2,700)
Technical and Evidence Based Support Equipment	(1,500)
Burglary Target Hardening Project	(1,053)
One-off/Time Limited funding ceasing in 2019/20	
Implementation of the Firearms Buy-Back Scheme	(18,013)
Increased administration costs for Firearms buy-back	(13,400)
Effective Justice Fund – Te Pae Oranga	(5,000)
Proceeds of Crime Fund – Recovery of Legal Costs for Civil Actions taken under CPRA	(3,556)
15 March Terror Attacks – Management of Leave Movements	(3,306)
Proceeds of Crime Fund – Aggravated Robbery	(1,908)
Justice Sector Funding – Marae based service model at Nga Hau e Wha Marae	(1,478)
Alcohol And Other Drug Treatment Court: Operational Funding 2019/20	(250)
Fiscally Neutral Transfer from Vote Justice: FVSV Joint Venture ICT Prototype	(120)
Other adjustments	
Solomon Is Policing Support Programme (SIPSP)	(1,266)
Timor-Leste Community Policing Support Programme	(185)
Reduction in Capital Charge rate from 7% to 6%	(33)
Total Departmental Output Expenses and Multi-Category Expenses as at 2020/21 Main Estimates	2,107,124
Total increase/(decrease) in appropriation	117,051
Percentage increase/(decrease)	5.9%

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

Total Departmental Output Expenses and Multi-Category Expenses	\$000
Policing Services (MCA)	
Crime Prevention	470,473
Investigations and Case Resolution	684,806
Policy Advice and Ministerial Services	4,584
Primary Response Management	546,648
Road Safety Programme	400,613
2020/21 Main Estimates Appropriation – Total Revenue	2,107,124

Output 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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates \$000
Revenue				
Revenue Crown	4,951	6,431	4,475	6,966
Revenue Department	47	41	1	1
Revenue Other	40	43	12	12
Total Revenue	5,038	6,515	4,488	6,979
Expenses				
Policy Advice	4,020	5,360	3,514	5,458
Ministerial Services	1,005	974	974	1,521
Total Expenses	5,025	6,334	4,488	6,979
Net Surplus (Deficit)	13	181	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	217,060	274,196	229,471	265,826
Revenue Department	2,065	1,764	161	161
Revenue Other	1,755	1,832	10,569	10,569
Total Revenue	220,880	277,792	240,201	276,556
Expenses				
Community Responsiveness	137,793	150,924	137,754	165,426
Youth Services	61,347	66,917	62,169	72,473
Vetting Services	3,633	3,895	4,220	4,220
Arms Act Services	13,664	47,113	32,148	29,879
Lost and Found Property	3,833	4,224	3,910	4,558
Total Expenses	220,270	273,073	240,201	276,556
Net Surplus (Deficit)	610	4,719	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	181,407	214,680	183,860	211,554
Revenue Department	1,726	1,366	10,762	10,762
Revenue Other	1,467	1,419	576	576
Total Revenue	184,600	217,465	195,198	222,892
Expenses				
Directed Patrols	140,650	162,527	148,120	175,226
Maintenance of Order	20,546	23,528	21,387	21,654
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	22,894	25,396	25,691	26,012
Total Expenses	184,090	211,451	195,198	222,892
Net Surplus (Deficit)	510	6,014	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates \$000
Revenue				
Revenue Crown	446,965	551,584	515,653	551,638
Revenue Department	4,250	3,412	707	707
Revenue Other	3,615	3,543	2,683	2,683
Total Revenue	454,830	558,539	519,043	555,028
Expenses				
Communication Centres	52,005	60,879	59,297	58,922
Police Response to Incidents and Emergencies	401,570	467,409	459,746	496,106
Total Expenses	453,575	528,288	519,043	555,028
Net Surplus (Deficit)	1,255	30,251	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	452,336	491,381	490,363	494,358
Revenue Department	4,303	3,204	546	546
Revenue Other	3,658	3,331	2,090	2,090
Total Revenue	460,297	497,916	492,999	496,994
Expenses				
Criminal Investigations	431,439	466,014	463,305	467,783
Other Investigations	27,587	29,978	29,694	29,211
Total Expenses	459,026	495,992	492,999	496,994
Net Surplus (Deficit)	1,271	1,924	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	151,492	176,061	151,916	177,927
Revenue Department	1,441	1,120	404	404
Revenue Other	1,225	1,163	654	654
Total Revenue	154,158	178,344	152,974	178,985
Expenses				
Criminal Case Resolution	62,413	69,997	62,416	83,266
Execution of Court Summonses, Warrants and Orders	17,021	19,287	16,661	17,610
Custody and Escort Services	74,299	84,126	73,897	78,109
Total Expenses	153,733	173,410	152,974	178,985
Net Surplus (Deficit)	425	4,934	-	-

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 2020

	2018/19 Actual \$000	2019/20 Actual \$000	2019/20 Main Estimates \$000	2019/20 Supplementary Estimates \$000
Revenue				
Revenue Crown	336,061	371,607	331,615	377,671
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	336,061	371,607	331,615	377,671
Expenses				
Speed	78,726	83,046	76,514	85,570
Distraction	2,802	2,934	2,770	3,134
Restraints	16,122	17,132	15,667	17,556
Impaired Driving	55,882	60,935	54,561	62,748
Vulnerable Road Users	1,926	2,060	1,836	2,175
Other High Risk Behaviour	101,622	109,356	98,898	112,196
Network Maintenance & Efficiency	83,951	90,554	81,369	94,292
Total Expenses	341,031	366,017	331,615	377,671
Net Surplus (Deficit)	(4,970)	5,590	–	–

This page intentionally left blank

Additional information



- Police Reception and General Enquiries ←
- Prisoner | Bail Enquiries ↑
- After Hours
- Tuam St Entry Only 2-3 Minute walk



How we are achieving diversity and inclusiveness within Police

Our recruitment activities and advertising are specifically designed to ensure that people from all walks of life can join Police. For example, 'The Ink beneath the Blue' campaign, which featured members of staff telling the stories behind their tattoos, focused on uniqueness and saw an increase in applications from diverse communities.

Addressing gender and ethnic pay gaps

Police is committed to paying its employees fairly, regardless of gender or ethnicity. A number of activities were undertaken in 2019/20 to reduce pay gaps including the development of a Gender Pay Gap Action Plan. An update of the plan is scheduled for mid-2020.

There are a number of ways of reporting gender pay gaps. The easiest is to report the difference in average remuneration levels – this is the raw pay gap. Measured in this way, Police has remained almost static over the last year, with a raw pay gap of 14.3%.

One of the reasons for this is that the growth of the proportion of women in constabulary roles has been achieved by a higher proportion of female graduates from the Royal New Zealand Police College, who are paid at the bottom of the constabulary pay structure along with their male counterparts. This results in a lower average remuneration.

For the first time in 2020 Police is formally including ethnic differences within its Pay Gap Action Plan. Raw ethnic pay gaps for Māori, Pacific and Asian workforces compared to overall levels range from 4.1%–14.7%. As with the gender pay gap, these rates reflect issues such as the recent growth of these groups, where they



are entering the police workforce at the lower end of their progressive pay scales.

Another way of looking at pay gaps is to consider individuals in like-for-like situations and determine if they are being paid the same when at the same level within their pay scale. This accounts for constabulary service levels and employee pay bands. Using this like-for-like comparison, this year's average gender pay gap decreased from 1.3% to 0.8%. For ethnic groups, the like-for-like pay gap ranges from 1.1% to 2.1%.

The Pay Gap Action Plan is designed to deal with both raw and like-for-like pay gaps as part of Police's wider goal of treating all staff fairly.

Mitigating bias

As an organisation we must be able to identify whether the way in which we're making decisions creates different outcomes for different communities, and find ways to change this.

We understand the potential for bias to influence decision-making and the way we interact, particularly unconscious bias. The first step in mitigating bias is enabling staff to recognise it and how it influences their decisions and behaviours, and providing them with the tools to overcome bias.

To achieve this we are focusing on strengthening our culture and who we are as an organisation. We are currently developing an extensive approach to

mitigating bias throughout Police to build on the training we already have in place.

Increasing flexible working

We are committed to recruiting and retaining diverse, skilled and valued employees by accommodating flexible working arrangements wherever possible to help employees achieve a positive work/life blend, while continuing to deliver the highest standards of service.

We have embedded flexible employment opportunities (FEO) throughout the organisation following a mindset shift in 2019 to a default setting of 'yes' for FEO applications. As a result there have been significant developments in FEO including:

- ▶ Appointment of a dedicated project officer for FEO.
- ▶ Improved ICT capacity to support working remotely.
- ▶ Inclusion of FEO in the Continuous Education Programme and the Core Policing Knowledge exams.
- ▶ Evidence-based research into flexible working in 24/7 organisations and their people's FEO experiences.
- ▶ Greater working-from-home activity as a result of COVID-19 and looking to incorporate this into business-as-usual.

Gender balance and developing women in Police

Alongside our goal of increasing the proportion of women in constabulary roles, we are committed to supporting the development of female staff to ensure they are able to succeed at all levels. Women already hold a range of key leadership roles within Police, including on the Police Executive, as District Commanders, and as leads of major operations and work groups. Seeing women in the full range of roles throughout the organisation is key to fostering the inclusive culture we want, and to fairly represent our communities.

Police has a number of strong and active Women's Advisory Networks (WANs) throughout districts and service centres who work to recruit, retain, promote and develop women. The WANs are supported by a national governance group that has significantly progressed the collective understanding and strategic alignment of

the WANs. This has empowered a range of gender equity advocates to improve gender equity in Police. Further work is underway to update the strategic direction of the governance group and WANs.

We recognise the importance that female leaders have within the organisation and specific development opportunities are available to support them to become great leaders. These include:

- ▶ Seven Connect and Aspire Courses for women's development were offered in 2019. All of which resulted in the development of employee-led initiatives to promote the role of women in Police.
- ▶ Support was provided for female staff to attend the Women in Public Sector Summits and National Council of Women Conference in 2019. One hundred and thirty Police staff attended these events.
- ▶ An inaugural Mana Wāhine workshop was held to encourage the removal of barriers facing Māori and Pasifika female staff in realising their career potential. A Mana Wāhine representative was selected for the Women's Advisory Network Governance Group membership.
- ▶ Specialist squad 'open days' were held over the year to encourage female staff to join these specialist work groups.

We work closely with partner organisations in New Zealand and internationally to identify and promote development opportunities for our female staff, and to ensure that we remain at the forefront of women's development within policing internationally. One of our constabulary female employees was recognised with a highly commended award in the Most Outstanding Female Practitioner category at the Australasian Council of Women and Policing awards in 2019.

Community liaison roles

We understand the importance of recognising and responding to the unique needs of New Zealand's communities. Police has established liaison officer roles to build and maintain relationships with specific communities and their leaders.

Ethnic Liaison Officers work with ethnic communities to ensure the issues they face are well understood at all levels of Police. These roles are important in strengthening

the connections between Police and our ethnic communities.

Diversity Liaison Officers are the stewards of the relationship between Police and rainbow communities throughout New Zealand. Examples of the work undertaken by Diversity Liaison Officers include developing and improving relationships with rainbow community groups, assisting at incidents involving members of the rainbow community, facilitating gender identity and sexuality training for district staff and representing Police at Pride events throughout New Zealand.

We see these roles and the work they do as an important part of everyday policing, and as a representation of our commitment to strong and healthy relationships with all communities.

How we ensure our staff are well and safe

Governance

The Executive Leadership Team has strategic oversight and is accountable for organisational health and safety.

The Health and Safety Governance Group is responsible for the organisational delivery and oversight of health and safety matters, and holds managers to account for wellness and safety performance.

Performance is tracked, monitored and reported on through monthly dashboard reporting to the Health and Safety Governance Group. Decisions made are recorded and made available online to all staff.

Critical risks

Our health and safety critical risk programme is actively managed, with further development underway, including bowtie software that will enhance and streamline the development of our programme.

In 2019 we assigned executive sponsorship across our 13 health and safety critical risks. We also added custody and psychological harm as two further critical risks. Our monthly executive dashboard ensures focused reporting on our critical risks. A formal review of all critical risks was completed in July 2020.

Staff engagement

There are over 90 elected health and safety representatives across Police who represent staff on health and safety matters at a local level. The National Health and Safety Committee has six elected representatives who attend monthly meetings. District Committees elevate matters requiring national oversight to the National Health and

Safety Committee, which is chaired by an Assistant Commissioner.

Counties Manakau District have established a learning team whereby common themes or concerning issues are identified and the *TapRoot*® review process is applied to identify root causes so learnings can be identified and shared. This initiative will be further developed to ensure there is consistency across districts in how health and safety reviews are conducted.

Health and safety capability

Health and safety advisors are encouraged to undertake formal training to increase their health and safety qualifications. Professional development opportunities for advisors are provided by Police through the New Zealand Institute of Safety Management.

Externally facilitated training began in early 2020. Health and safety representatives are trained in accordance with legislative requirements to NZQA Unit Standard 29315. Further training requirements for the Health and Safety Governance Group have been identified and planning is underway to deliver training to the Governance Group.

Health and safety incident investigation training has been provided to Districts to enable better outcomes from incidents and near-miss events. Further training has been provided to those who manage health and safety of major events in Auckland and is intended to be rolled out to other Police Districts. Enquiries with local authorities has been made for assistance with training for dangerous dog events.

Training in respiratory protection was provided for officers on cordon duty

during the Sky City fires in Auckland and training videos on correct use of personal protection equipment and hand washing were made available during the COVID-19 pandemic.

Our online health, safety and wellness training has been refreshed. It is now mandatory for all staff to complete the online course. The course focuses on the 'why' of health and safety, moving away from transactional and compliance based to a purpose-driven approach to being safe because it is the right thing to do.

Inspections and reviews

A review of fire evacuation procedures was undertaken in 2019/20. Procurement of a national provider for trial evacuations has commenced. A review to ensure current processes remain fit for purpose has also been completed for Scene of Crime laboratories.

Wellness

An online wellness hub was developed in 2019/20 and rolled out across the organisation. The hub encourages a proactive and preventative approach to staff wellness, and is also available to families of staff members as we recognise that police work can impact the family as much as the individual. The content is relevant to the unique nature and demands of police work.

Police established a Health Promotions Advisory Manager role to ensure wellbeing and health is proactively promoted. This role is responsible for keeping our 'Fit for Work, Fit for Life' mindset at the forefront of how we Police.

A Police Drug and Alcohol Policy was implemented in 2019. The policy takes a rehabilitative approach to drug and alcohol

use in the workplace. Testing applies to prospective employees, who are subject to pre-employment testing, all employees where reasonable cause exists, and those in safety sensitive areas including critical incidents and designated workgroups.

Our wellness service is comprehensive with staff having availability to external mental health specialists through the Trauma Support Policy, facilitated by a team of 18 advisors, two team leaders and a wellness manager. The Police Chaplaincy Service and Employee Assistance Programme (EAP) are further avenues for support for our people, as well as informal channels encouraged through initiatives implemented in the last year including online resilience training, the 'Mate to Mate' programme, and an online psychological first aid training package.

Health monitoring

To reduce the risk of exposure to health hazards in the workplace, specific groups have been identified as requiring health monitoring due to the nature of their roles. Health monitoring covers physical and emotional health. Groups requiring health monitoring include the National Clandestine Laboratory Response Team, scenes-of-crime members, fingerprint staff, tactical options trainers, dog handlers, and other specialist groups.

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.

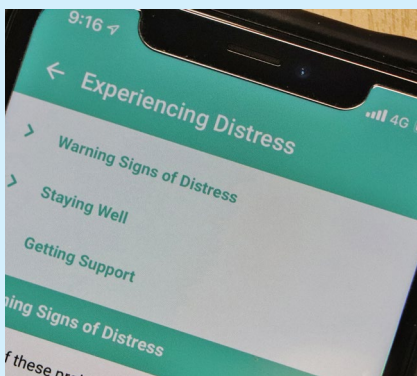
Free health assessment tests conducted by an external provider were made available to all staff in 2019. Individual results were uploaded to the Wellness Hub so individuals could proactively manage their health. The Wellness Hub offers activities, articles and challenges that help individuals improve result areas that fall outside a healthy range.

Wellness on CheckPoint

A wellness, health and safety module was added to our 'CheckPoint' mobile app following the terror attack in March 2019, to ensure staff have quick and easy access to wellness support.

The module facilitates immediate advice and guidance to ensure staff wellbeing, allow staff to make contact directly with a Wellness Advisor in their district for themselves or on behalf of a colleague. The module also provides guidance on dealing with specific situations, such as a traumatic incident.

Since its launch 365 referrals were made to a Wellness Advisor through Checkpoint showing that this channel complements other referral methods. Staff continue to access support via traditional channels such as phone calls and walk-ins with the addition of a modern app-based avenue for those who prefer this mode of contact; expanding the reach and accessibility of this service.



COVID-19 Health and Safety and Wellbeing Survey

The 'New Zealand Police Safer People Health & Safety and Wellbeing' pulse survey was designed to check in on our people throughout stages of COVID-19 to ensure their health and safety and wellbeing needs were being met, or in the event any gaps were identified, to be able to address issues raised. The survey formed one of the many initiatives included in the 'Safer People Wellness Response plan to COVID-19'. The survey provided assurance to the Executive that duty of care was being provided to our people as we navigate and operate through the pandemic.

Two surveys were run a month apart, with a 48-hour period to complete each survey. The first survey was run through Alert level 4 (20–22 April 2020) and the second survey was run after 10 days of operating in Alert level 2 (25–27 May 2020).

There were 3,968 respondents to survey one and 2,527 respondents to survey two. The survey consisted of 14 questions and was divided into two parts; the first being a check in on the employees wellbeing and the second part specific to those working on Police premises to ensure they had what they needed to keep themselves, their colleagues and the community safe and well during the COVID-19 pandemic.

Results from both surveys were overwhelmingly positive with feelings of safety, support and connection scoring favourably across workgroups. Feelings of connection to colleagues and safety received higher scores in survey two.

Wellbeing responses saw an increase in feelings of calm, positivity and happiness through survey two. Insights into working from home, the challenges, as well as opportunities, will be used as lessons learnt for the future.

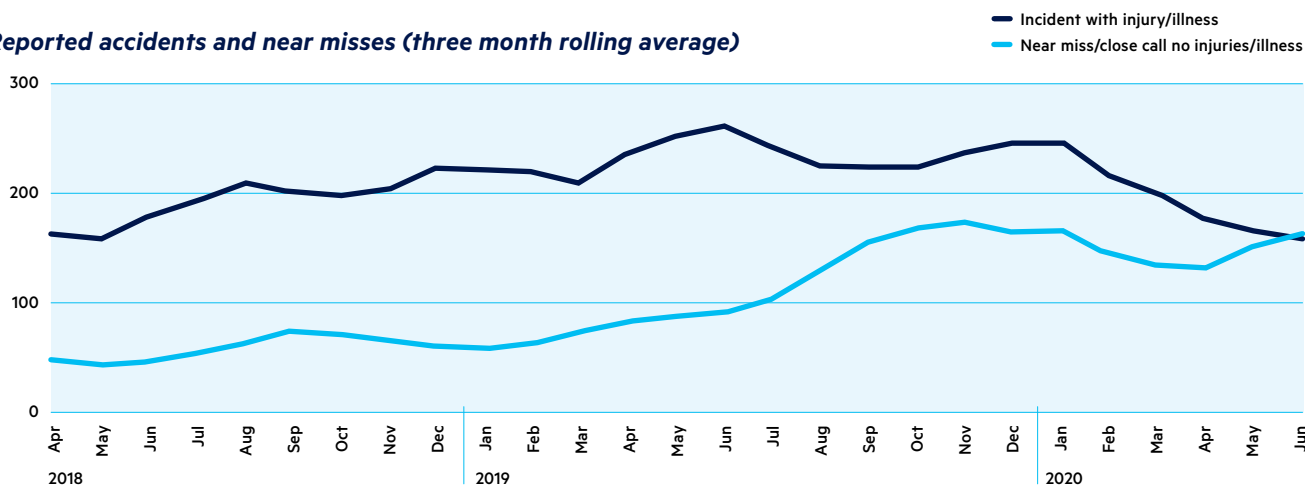
Performance monitoring

National health and safety goals and measures were established by the National Health and Safety Committee in 2019.

Near-miss reporting

Near-miss reporting has increased significantly over the last two years. Increases in incident and near-miss reporting indicate an improved reporting culture. Leaders are encouraged to report all near-misses. Near-miss incidents are investigated to proactively prevent future staff injury.

Reported accidents and near misses (three month rolling average)

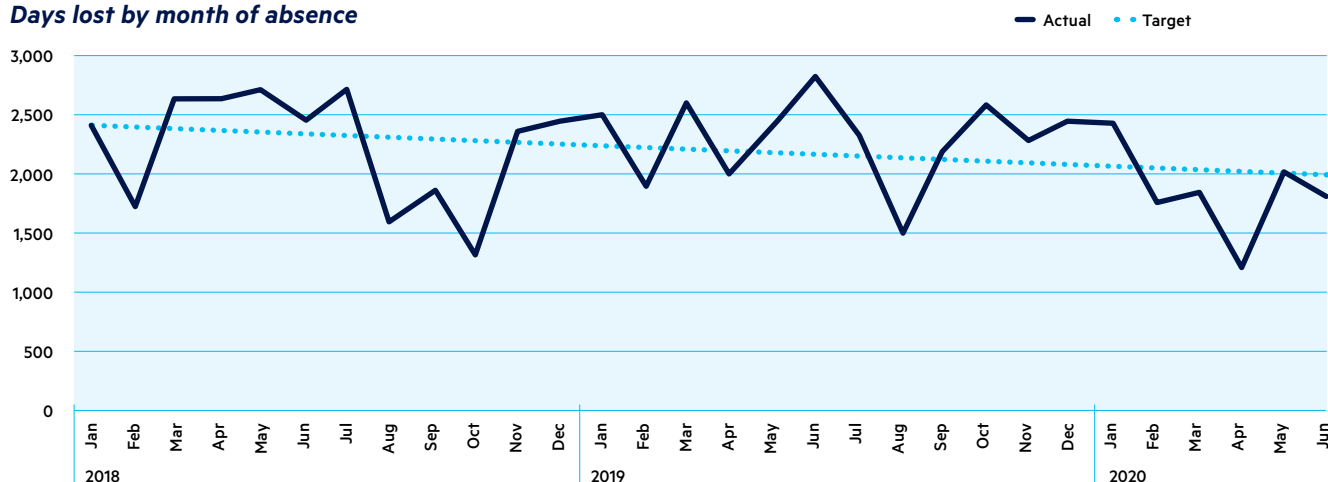


Injury management programme

Police participates in the ACC Accredited Employers Programme, with injuries being managed through a third party administrator. Active case management and rehabilitation are supported by an in-house 'return to work' team.

Milestones over 2019/20 have included a significant reduction in cover decision timeframes – from an average of 21 days to 3.8 days. The number of days lost due to injury has continued to decrease.

Days lost by month of absence

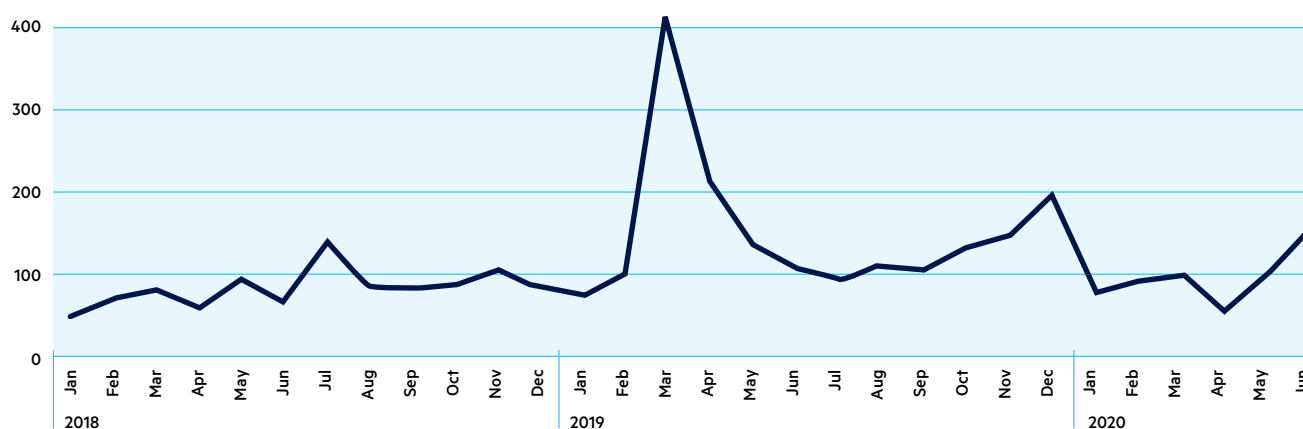


Psychologist referrals

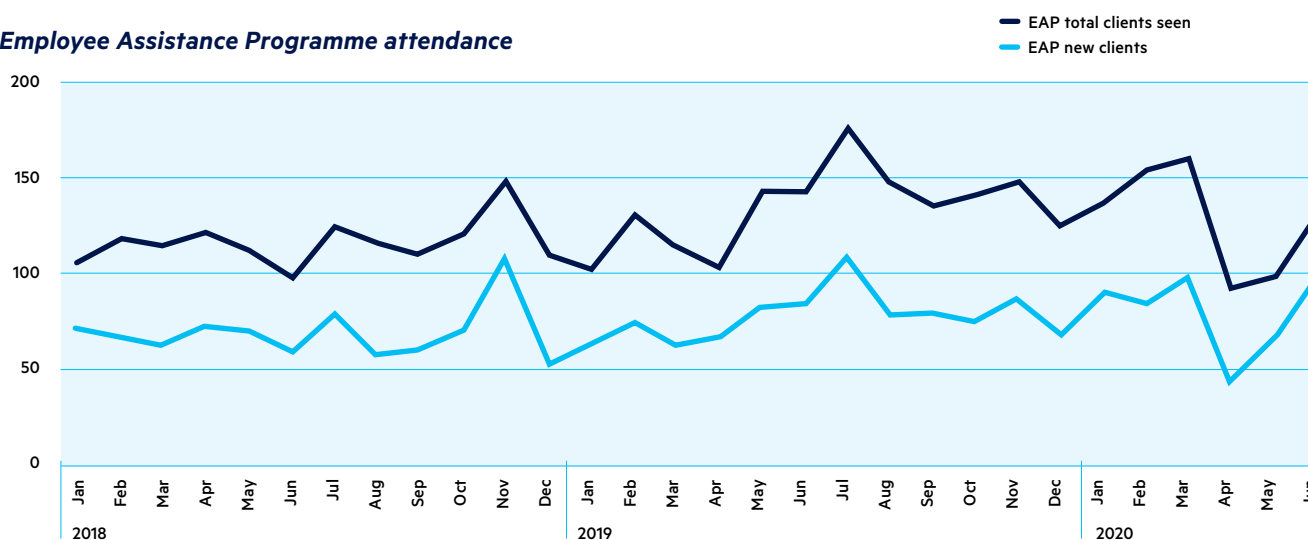
Psychologist referrals decreased in April 2020 as a result of the COVID-19 lockdown. Following lockdown, referrals increased being a result of both operational incidents and organisational impacts requiring more employees to require specialist support. Reaching out for help is actively encouraged so upward trends with both Psychologist and EAP referrals are expected as the Safer People strategy is fully realised.

The increase in psychological referrals in March 2019 relates to maintaining the wellness of staff following the terrorist attack in Christchurch.

Psychologist referrals



Employee Assistance Programme attendance



Profile of our people

All employees: by gender

Table 1: Employees by gender 2013 – 2020

	As at 30 June 2019				As at 30 June 2020			
Gender	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	2,083	2,410	109	4,602	2,343	2,634	49	5,026
Male	7,399	1,242	215	8,856	7,749	1,321	76	9,146
Total	9,482	3,652	324	13,458	10,092	3,955	125	14,172
Percentage female (%)	22.0%	66.0%	33.6%	34.2%	23.2%	66.6%	39.2%	35.5%

	As at 30 June 2017				As at 30 June 2018			
Gender	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
Female	1,730	2,037	36	3,803	1,879	2,129	88	4,096
Male	7,108	1,031	81	8,220	7,138	1,056	177	8,371
Total	8,838	3,068	117	12,023	9,017	3,185	265	12,467
Percentage female (%)	19.6%	66.4%	30.8%	31.6%	20.8%	66.8%	33.2%	32.9%

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

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

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.
- 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 2015 – 2020

	As at 30 June 2019				As at 30 June 2020			
Age	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	409	304	108	821	473	343	40	856
25 to 34	2,435	782	166	3,383	2,805	929	61	3,795
35 to 44	2,399	606	42	3,047	2,435	672	21	3,128
45 to 54	2,858	932	8	3,798	2,912	940	3	3,855
55 to 64	1,307	803		2,110	1,377	843	0	2,220
65+	73	225		298	90	228	0	318
Total	9482	3651	324	13,457	10,092	3,955	125	14,172

	As at 30 June 2017				As at 30 June 2018			
Age	Constabulary	Non-constabulary	Recruits	Total	Constabulary	Non-constabulary	Recruits	Total
0 to 24	345	244	44	633	386	251	79	716
25 to 34	1,972	541	58	2,571	2,141	601	140	2,882
35 to 44	2,668	582	14	3,265	2,498	577	37	3,112
45 to 54	2,795	857	1	3,653	2,819	874	9	3,702
55 to 64	1,015	673		1,688	1,124	695		1,819
65+	43	170		213	48	187		235
Total	8,838	3,068	117	12,023	9,017	3,185	265	12,466

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

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 2013 – 2020

	As at 30 June 2019				As at 30 June 2020			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	3	–	3	–
Assistant commissioner	7	3	10	30.0%	6	3	9	33.3%
Superintendent	34	6	40	15.0%	35	6	41	14.6%
Inspector	267	41	308	13.3%	278	49	327	15.0%
Senior sergeant	447	73	519	14.0%	463	82	544	15.1%
Sergeant	1,283	195	1,478	13.3%	1,339	216	1,555	13.9%
Constable	5,164	1,691	6,855	24.7%	5,399	1,897	7,295	26.0%
Authorised officer	193	75	268	28.0%	226	91	316	28.8%
Recruits	215	109	324	33.6%	76	49	125	39.2%
Total	7,614	2,192	9,806	22.4%	7,826	2,393	10,216	23.4%

	As at 30 June 2017				As at 30 June 2018			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	3	–	3	–
Assistant commissioner	8	1	9	11.1%	8	1	9	11.1%
Superintendent	30	5	35	14.3%	31	6	37	16.2%
Inspector	253	36	289	12.5%	250	40	290	13.8%
Senior sergeant	422	63	485	13.0%	414	61	475	12.8%
Sergeant	1,271	174	1,445	12.0%	1,247	169	1,416	11.9%
Constable	5,121	1,451	6,572	22.0%	5,184	1,596	6,780	23.5%
Authorised officer	–	–	–	–	–	–	–	–
Recruits	81	36	117	30.8%	177	88	265	33.2%
Total	7,189	1,766	8,955	19.7%	7,315	1,961	9,276	21.1%

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

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

Notes to Table 3:

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

All employees: by ethnicity

Table 4: Ethnicity profile of Police 2013 – 2020

Ethnicity	2013 Census population base (%)	As at 30 June							
		2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)
New Zealand European/Pākehā	69.6	71.8	70.9	70.4	70.3	69.4	68.9	68.1	68.2
Māori	14.9	11.0	11.2	11.3	11.3	11.4	11.8	11.9	12.0
Pacific peoples	7.4	5.0	5.1	5.4	5.5	5.7	6.5	6.4	6.6
Asian peoples	11.8	2.5	2.7	2.8	3.0	3.8	4.6	5.4	5.7
European	6.0	15.6	17.6	15.1	14.7	14.8	15.3	16.2	16.6
Other ethnic groups	1.2	0.7	0.5	0.6	0.6	0.6	0.7	0.9	1.0

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 2013 – 2020

	As at 30 June							
	2013	2014	2015	2016	2017	2018	2019	2020
Constabulary turnover rate	5.3%	4.5%	4.1%	4.2%	5.3%	4.8 %	4.1%	2.9%
Constabulary terminations	474	398	364	375	472	443	383	290
Non-constabulary turnover rate	9.8%	8.4%	9.9%	9.1%	10.4%	11.1 %	10.9%	8.7%
Non-constabulary terminations	291	254	303	276	331	358	348	306

Notes to Table 5:

- This excluded planned terminations

Table 6: Turnover and terminations by gender 2013 – 2020

	As at 30 June							
	2013	2014	2015	2016	2017	2018	2019	2020
Constabulary – Female turnover rate	5.5%	5.4%	4.4%	4.6%	5.2%	4.3%	4.2%	2.7%
Constabulary – Female terminations	92	91	76	81	94	94	87	62
Constabulary – Male turnover rate	5.3%	4.3%	4.0%	4.1%	5.3%	4.9%	4.1%	3.0%
Constabulary – Male terminations	382	307	288	294	378	360	296	228
Non-constabulary turnover rate – Female	9.3%	9.5%	10.0%	7.7%	10.9%	10.8%	11.3%	8.7%
Non-constabulary terminations – Female	180	185	199	154	232	276	243	206
Non-constabulary turnover rate – Male	10.6%	6.3%	9.3%	11.5%	9.6%	11.6%	10.1%	8.8%
Non-constabulary terminations – Male	111	69	104	122	99	138	105	100

Notes to Table 6:

- This excluded planned terminations

Total employee numbers

Table 7: Staff numbers (headcount, including provision for leave without pay) 2013 – 2020

Organisational Group	As at 30 June 2019				As at 30 June 2020			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland District	389	13	57	5	401	16	38	4
Waitematā District	815	28	115	12	850	30	93	8
Auckland City District	823	35	144	14	848	29	130	11
Counties Manukau District	1,093	35	169	17	1,170	43	134	12
Waikato District	661	32	76	10	704	31	59	12
Bay of Plenty District	710	15	89	10	745	20	70	5
Central District	690	23	95	16	757	22	71	20
Eastern District	453	26	48	10	481	28	37	10
Wellington District	807	39	118	10	854	43	92	11
Tasman District	317	24	39	11	324	27	30	10
Canterbury District	884	77	107	19	932	69	65	14
Southern District	561	23	74	16	584	21	50	19
Commissioner	3	–	15	–	5	–	4	–
Corporate	1	–	1	–	1	–	2	3
AC Districts	3	–	3	–	4	–	2	–
AC Service	5	–	141	5	17	–	681	117
DC Districts	–	–	1	3	–	–	–	–
DC Strategy & Partnership	1	–	1	–	2	–	19	2
DCE Service Delivery	1	–	2	–	–	–	2	–
Executive and Ministerial Services	–	–	12	1	–	–	10	1
Finance	–	–	45	2	–	–	43	2
Information Technology	3	–	272	14	3	–	284	16
International and National Security	75	2	21	–	71	1	23	3
Investigations	289	9	231	22	393	11	252	21
Legal	3	–	13	4	3	–	13	4
Mobility	4	–	1	1	5	–	1	1
Māori, Pacific, and Ethnic Services	8	–	6	–	11	–	6	–
Museum	–	–	3	2	–	–	3	2
National Operations	2	–	2	1	6	1	11	1
People	8	1	211	39	7	–	223	37
Performance and Insight	18	–	95	9	15	–	106	7
Policy	1	–	24	3	2	–	27	6
Prevention	29	–	43	3	31	–	53	5
Professional Conduct	21	1	24	3	22	2	22	3
Public Affairs	–	1	35	1	1	–	38	1
Response and Operations	393	3	883	142	388	6	708	120
Royal New Zealand Police College	169	7	432	4	158	10	111	7
Road Policing	125	1	113	7	123	1	112	11
Strategy & Transformation	–	1	18	1	–	–	20	2
COVID-19 Response	–	–	–	–	13	–	33	1
Total	9,365	394	3,779	417	9,931	411	3,678	509

Organisational Group	As at 30 June 2018				As at 30 June 2017			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland District	350	10	50	4	335	15	49	2
Waitematā District	770	33	102	8	702	37	102	11
Auckland City District	767	37	146	11	767	38	150	11
Counties Manukau District	1,061	39	161	11	1,031	44	162	7
Waikato District	625	29	70	12	597	32	68	14
Bay of Plenty District	666	20	81	7	645	25	83	7
Central District	644	21	88	16	659	25	93	16
Eastern District	433	23	49	6	425	22	52	7
Wellington District	774	34	107	8	758	35	115	8
Tasman District	305	22	36	14	320	20	36	11
Canterbury District	827	76	89	14	830	70	104	17
Southern District	540	20	66	14	545	19	71	16
Commissioner	4	–	2	–	3	–	2	–
Corporate	1	–	1	–	1	–	1	–
District Operations	3	–	3	–	4	–	3	1
Enterprise Portfolio Management Office	–	–	19	–	–	–	7	1
Executive and Ministerial Services	1	–	18	1	3	–	23	1
Finance	–	–	43	2	–	–	48	4
Information and Technology	1	–	265	16	2	–	238	21
Infrastructure	2	–	16	–	2	–	21	–
International and National Security	145	3	174	35	158	2	146	19
Legal	3	–	14	3	3	–	14	3
Mobility	3	–	5	1	2	–	9	1
Māori, Pacific, and Ethnic Services	10	–	4	1	9	–	2	–
National Operations	1	–	1	–	6	–	5	–
Organisational Security Group	2	–	5	2	2	–	7	1
People	5	1	153	21	7	–	196	15
Performance and Insight	–	–	13	–	–	–	9	–
Policing Excellence	–	–	–	–	1	–	9	–
Policy	1	–	20	2	3	–	15	3
Prevention	37	–	78	4	36	–	68	4
Professional Conduct	19	–	6	–	18	1	7	–
Public Affairs	–	–	32	2	–	–	35	1
Research and Evaluation	1	–	6	1	1	–	2	2
Resource Management	2	–	–	1	–	–	1	1
Response and Operations	377	2	622	132	366	4	616	141
Risk and Assurance	4	–	9	3	3	–	6	2
Royal New Zealand Police College	413	6	107	6	257	2	106	7
Road Policing	107	–	118	9	105	–	108	8
Serious and Organised Crime	152	6	70	3	175	3	68	4
Strategic Integration	–	–	6	–	–	–	5	–
Strategy	1	–	1	–	3	–	5	–
Total	9,057	382	2,856	370	8,784	394	2,867	367

Organisational Group	As at 30 June 2016				As at 30 June 2015			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland District	324	16	53	3	326	16	52	3
Waitematā District	716	35	112	11	717	33	109	11
Auckland District	808	37	154	16	776	35	145	13
Counties Manukau District	1,019	55	175	10	1,017	58	167	12
Waikato District	603	30	72	12	606	24	76	13
Bay of Plenty District	662	25	88	6	658	28	91	5
Central District	672	21	96	17	678	25	90	17
Eastern District	415	21	54	5	412	23	54	4
Wellington District	806	34	119	10	775	34	116	15
Tasman District	306	17	42	11	316	20	39	8
Canterbury District	841	64	97	14	846	62	96	17
Southern District	550	17	74	14	559	17	71	14
Police National Headquarters	130	1	459	43	116	1	406	33
Financial Crime Group	34	1	34	3	33	1	31	1
Licensing & Vetting	–	–	–	–	–	–	–	–
National Prosecutions	186	3	92	23	182	4	96	19
National Communications	76	–	495	108	81	–	488	108
National Intelligence Centre	11	–	52	2	10	–	47	3
Police Infringement Bureau	3	–	88	4	4	–	95	4
Commercial Vehicle Investigation Unit	103	1	6	3	106	–	6	3
Crime	142	1	134	18	132	1	137	16
Information & Communication Technology Service Centre	3	–	206	15	2	–	211	17
Training Service Centre	142	3	200	5	204	2	215	8
Legal	2	–	16	2	3	1	15	2
Tactical Groups	106	–	1	2	105	–	2	2
International Service Group	51	–	18	1	57	–	20	1
Organised & Financial Crime Agency, New Zealand	74	3	23	1	73	3	21	–
Total	8,785	385	2,960	359	8,794	388	2,896	349

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 2013			
	Constabulary		Non-constabulary		Constabulary		Non-constabulary	
	Full	Part	Full	Part	Full	Part	Full	Part
	322	14	47	8	317	11	46	5
	723	32	111	15	693	33	97	17
	794	35	145	15	820	35	141	14
	1,012	55	176	11	989	44	164	9
	606	23	89	12	583	21	83	10
	662	24	98	2	662	21	87	2
	672	26	95	19	663	30	93	16
	411	20	63	9	424	19	61	7
	787	27	126	21	767	25	118	24
	320	17	38	13	323	14	38	8
	851	68	102	18	839	71	97	19
	551	16	70	15	547	17	66	16
	99	1	402	31	108	4	367	26
	27	1	27	1	25	1	27	2
	1	–	3	–	1	–	17	1
	186	3	102	17	182	2	138	26
	81	1	461	97	89	3	449	75
	15	1	48	1	10	1	39	2
	5	–	90	5	4	–	86	5
	100	–	6	2	89	–	12	1
	132	–	114	9	127	2	126	7
	1	–	226	17	2	–	233	14
	139	2	343	7	133	2	174	8
	3	1	15	–	3	–	17	2
	108	–	1	2	108	1	1	2
	47	–	13	2	34	–	12	–
	65	3	24	–	62	2	26	1
	8,720	370	3,035	349	8,604	359	2,815	319

Remuneration

Table 8: Remuneration of staff by salary band 2018/19 and 2019/20

Total remuneration band	2018/19					2019/20				
	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	555	13	68	461		224	9	63	157	
\$10,000–\$19,999	518	7	119	384		426	15	131	274	
\$20,000–\$29,999	446	10	102	277		399	15	125	214	
\$30,000–\$39,999	385	23	85	169		493	14	110	258	
\$40,000–\$49,999	548	10	89	256		486	8	71	242	
\$50,000–\$59,999	928	9	85	220		938	10	86	258	
\$60,000–\$69,999	1,240	2	77	113		1,234	4	53	119	
\$70,000–\$79,999	2,230	3	52	22		2,475	1	42	38	
\$80,000–\$89,999	1,563	1	30	8		1,719	1	32	19	
\$90,000–\$99,999	1,428		30	5		1,428		15	15	
\$100,000–\$109,999	1,482	1	28	9		1,655		31	9	
\$110,000–\$119,999	1,011		18	6		1,110		23	5	
\$120,000–\$129,999	901		16	4		1,003		12	6	
\$130,000–\$139,999	649		10	3		755		12	1	
\$140,000–\$149,999	410		12			506		5	4	
\$150,000–\$159,999	213		9	2		275		9	2	
\$160,000–\$169,999	135		10			164		4	1	
\$170,000–\$179,999	68		4			108		4		
\$180,000–\$189,999	34		4	1		35		1		
\$190,000–\$199,999	15		1			21		2		
\$200,000–\$209,999	20		3	1		22		2	2	
\$210,000–\$219,999	5		2			11		3		
\$220,000–\$229,999	8		2			9		1		
\$230,000–\$239,999	7					3		1		
\$240,000–\$249,999	2					3		2		
\$250,000–\$259,999	3					7		2	1	
\$260,000–\$269,999	4			1		3				
\$270,000–\$279,999	1					4		1		
\$280,000–\$289,999	4					1		1		
\$290,000–\$299,999	1					2				
\$300,000–\$309,999						3				
\$310,000–\$319,999	2									
\$320,000–\$329,999	3		1							
\$330,000–\$339,999	2					2				
\$340,000–\$349,999						2				

Total remuneration band	2018/19					2019/20				
	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remun-eration Authority ^[d]	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remun-eration Authority ^[d]
\$350,000–\$359,999	2		1			1				
\$360,000–\$369,999						1				
\$370,000–\$379,999						1		1		
\$380,000–\$389,999										
\$400,000–\$439,999										
\$430,000–\$409,999										
\$450,000–\$459,999	1									
\$460,000–\$469,999						2			1	1
\$490,000–\$499,999										
\$500,000–\$509,999										
\$510,000–\$519,999										
\$670,000–\$679,999										
\$690,000–\$699,999	1				1					
\$940,000–\$949,999	1		1		1					
\$1,360,000–\$1,369,999						1		1		1
Total	14,826	79	859	1,942	2	15,532	77	846	1,626	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 2018/19 and 2019/20, 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 2018/19 and 2019/20 may have been paid contractual entitlements.
- [c] Employees who began working for Police during 2019/20, 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.

Total remuneration band	Age at 30 June 2019						Age at 30 June 2020					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$380,000-\$389,999												
\$400,000-\$409,999												
\$450,000-\$459,999						1						
\$460,000-\$469,999									1			1
\$490,000-\$499,999												
\$500,000-\$509,999												
\$510,000-\$519,999												
\$670,000-\$679,999												
\$690,000-\$699,999					1							
\$940,000-\$949,999					1							
\$1,360,000-\$1,369,999											1	
Total	889	3,739	3,376	4,148	2,286	388	1,336	4,100	3,443	4,101	2,218	334

Notes to Table 9:

- 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 2018/19 and 2019/20, not the full-time remuneration at any point of the year.

Length of service

Table 10: Average length of service in years, 2013 – 2020

Role	As at 30 June							
	2013	2014	2015	2016	2017	2018	2019	2020
Constabulary	13.4	13.4	13.7	14.1	13.9	14.7	13.4	13.1
Non-constabulary	9.4	9.5	9.7	9.5	9.4	10.7	8.6	8.0

Notes to Table 10:

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

Table 11: Average length of service in years by gender, 2016 – 2020

Gender	As at 30 June 2016		As at 30 June 2017		As at 30 June 2018		As at 30 June 2019		As at 30 June 2020	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
Female	11.0	9.6	11.2	9.6	11.1	10.7	10.2	8.5	9.9	8.2
Male	14.8	9.4	14.6	9.0	15.7	10.7	14.4	7.8	14.1	7.8

Notes to Table 11:

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

Table 12: Average length of service in years by age, 2016 – 2020

Age Range	As at 30 June 2016		As at June 2017		As at June 2018		As at 30 June 2019		As at 30 June 2020	
	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.	Constab.	Non-constab.
0–24	1.7	1.2	1.9	1.6	1.2	1.1	1.5	0.9	1.6	1.2
25–34	5.0	3.3	5.2	3.4	4.8	3.3	4.6	2.8	4.5	2.9
35–44	11.3	7.7	11.7	7.7	12.0	8.1	10.7	6.3	10.4	6.0
45–54	18.8	10.5	19.1	10.8	20.7	12.6	18.6	10.1	18.6	10.0
55–64	28.5	15.3	27.3	15.0	31.3	17.9	26.9	13.9	26.9	13.8
65+	36.8	16.6	27.5	16.7	33.5	20.0	30.0	15.5	32.1	16.6

Notes to Table 12:

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

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		2018/19	2019/20
Number of applications made		76	81
Number of applications granted		75	81
Number of applications refused		1	0
Number of warrants granted for use of interception device		69	77
Number of warrants granted for use of visual surveillance device		44	46
Number of warrants granted for use of tracking device		55	72
Number of warrants that authorised entry onto private premises		17	19
Number of interception devices used	No more than 24 hours	6	9
	1–3 days	36	10
	3–7 days	31	35
	7–21 days	49	61
	21–60+ days	130	407
Number of visual surveillance devices used	No more than 24 hours	2	2
	1–3 days	14	14
	3–7 days	4	19
	7–21 days	7	46
	21–60 days	27	55
Number of tracking devices used	No more than 24 hours	4	7
	1–3 days	26	9
	3–7 days	28	30
	7–21 days	33	36
	21–60 days	99	292
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities under the authority of the surveillance device warrant		164	122
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	2018/19	2019/20
Number of occasions warrantless search powers were exercised	10,855	22,516
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search power	3,698	n/a ⁶¹

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	2018/19	2019/20
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device	37	35
Number of interception devices used		
No more than 24 hours	22	31
24–48 hours	79	119
Number of visual surveillance devices used		
No more than 24 hours	4	2
24–48 hours	2	0
Number of tracking devices used		
No more than 24 hours	19	25
24–48 hours	68	111
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	11	47
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

⁶¹ This result is unavailable at the time of printing due to an ICT system upgrade.

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		2018/19	2019/20
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		2018/19	2019/20
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		2018/19	2019/20
(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	291	226
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	59	92
	juvenile compulsion orders	3	13
(c)	The number of applications referred to in paragraph (b) that were:		
	suspect compulsion orders – granted	46	60
	suspect compulsion orders – refused	1	0
	juvenile compulsion orders – granted	1	2
	juvenile compulsion orders – refused	1	10
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	3	1
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	63	58
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	0	1
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	599	389
(ce)	The number of:		
	(i) databank compulsion notice hearings requested and	4	3
	(ii) Part 3 orders made	3	2
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	0	0
(d)	The number of:		
	(i) occasions on which a DNA profile obtained under Part 2 procedure has been used as evidence against a person in trial; and	Information not captured nationally	Information not captured nationally
	(ii) persons referred to in subparagraph (i) in respect of whom a conviction has been entered as a result of the trial		
(da)	The number of:		
	(i) occasions on which a DNA profile obtained under a Part 3 procedure has been used in support of an application for a suspect compulsion order under Part 2	32	17
	(ii) suspect compulsion orders granted in respect of those applications	30	17
(e)	The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a 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	0	2
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	13,056	10,672
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	11,674	9,185

Bodily samples		2018/19	2019/20
(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)	1,815	1,799
(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.	323	112
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	11	10
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	7,792	8,065
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	194,269	200,013
	number of bodily samples obtained by consent	94,871	91,872
	number of bodily samples obtained pursuant to a compulsion order	269	277
	number of bodily samples obtained pursuant to a databank compulsion notice	26,548	26,782
	number of Part 2B bodily samples obtained	72,581	81,082
(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	180	258
(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	651	553

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.

						Young persons 2017/18	Young persons 2018/19	Young persons 2019/20
Bodily samples		Ethnicity	2017/18	2018/19	2019/20			
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	403	338	272	1	4	2
		European	5766	4,915	4,210	90	107	95
		Indian	560	495	423	0	3	4
		Latin American	51	41	43	0	0	2
		Māori	5699	4,854	4,080	328	280	278
		Middle Eastern	93	98	75	2	0	2
		Native African	64	65	67	1	0	5
		Pacific Islander	1805	1,562	1,309	79	46	49
		Other	119	110	94	6	9	0
		Unknown	126	125	99	1	3	4
			Total	14,686	12,603	10,672	508	452
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	378	310	248	0	5	2
		European	5,236	4,443	3,580	83	88	74
		Indian	519	451	382	0	3	4
		Latin American	50	37	39	0	0	1
		Māori	4,881	4,291	3,513	296	253	236
		Middle Eastern	82	87	64	1	0	1
		Native African	56	60	57	1	0	3
		Pacific Islander	1,535	1,376	1,124	64	43	39
		Other	113	100	88	5	9	9
		Unknown	118	115	90	1	3	4
			Total	12,968	11,270	9,185	451	404
(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	11	9	8	0	0	0
		European	384	408	471	16	20	28
		Indian	26	17	16	0	0	1
		Latin American	1	1	1	0	0	0
		Māori	1,195	896	1090	244	201	220
		Middle Eastern	1	12	5	0	1	1
		Native African	4	12	6	0	0	0
		Pacific Islander	279	184	183	78	44	33
		Other	6	2	14	5	0	9
		Unknown	4	5	5	0	3	3
			Total	1,911	1,546	1,799	343	269

Bodily samples		Ethnicity	2017/18	2018/19	2019/20	Young persons 2017/18	Young persons 2018/19	Young persons 2019/20
(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	1	1	3	0	0	0
		European	17	66	35	1	2	4
		Indian	3	7	1	0	0	0
		Latin American	0	0	0	0	0	0
		Māori	21	170	62	3	19	14
		Middle Eastern	0	2	1	0	0	0
		Native African	1	0	2	0	0	0
		Pacific Islander	10	49	7	2	4	2
		Other	0	0	1	0	0	0
		Unknown	1	3	0	0	0	0
		Total	54	298	112	6	25	20
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	0	0	1	0	0	0
		European	5	3	5	0	0	0
		Indian	1	0	0	0	0	0
		Māori	9	6	0	0	0	0
		Middle Eastern	0	1	3	0	0	0
		Native African	1	1	0	0	0	0
		Pacific Islander	1	0	0	1	0	0
		Total	17	11	1	1	0	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	8,286	ESR systems no longer allow for this information to be identified				

Children's Act 2014⁶²

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 crimes⁶³ 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

⁶² Act name: amended on 21 December 2018, by [section 5](#) of the Children's Amendment Act 2018 (2018 No 58).

⁶³ Serious crimes include crimes of a sexual nature or serious assault, including where a person is killed or becomes unable to look after themselves. Police will inform victims if they have these rights.

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

Victims' Rights Act 2002	2019/20				
	<i>Alleged breaches⁶⁴</i>	<i>Upheld⁶⁵</i>	<i>Facilitated resolution⁶⁶</i>	<i>Not upheld</i>	<i>Ongoing</i>
Inform victim of services or proceedings (s.11–12)	70	24	11	24	11
Inform victim of charges filed, amended or withdrawn (s.12(1)(b))	10	4	0	6	0
Breach of victims privacy (s.15)	14	3	3	8	0
Victims details disclosed in court (s.16)	0	0	0	0	0
VIS management (s.17–19, s.21)	2	1	1	0	0
Victims views on name suppression (s.28)	1	1	0	0	0
Determine a s.29 victim (s.29A, s.32)	1	1	0	0	0
s.29 Victims views on bail (s.30)	0	0	0	0	0
Inform s.29 victim of rights re bail (s.31, s.32B)	0	0	0	0	0
Register/notify s.29 victim of bail (s.34)	2	0	0	2	0
Victims property as evidence (s.51)	4	2	0	2	0
Total	104	36	15	42	11
Total Incidents⁶⁴					91

Victims' Rights Act 2002	2018/19				
	<i>Number of events giving rise to allegations</i>	<i>Total allegations received⁶⁴</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

⁶⁴ A single event may breach more than one section of the Act.

⁶⁵ "Upheld" indicates some form of action was taken with the employee concerned, or there was a change to Police policy or procedure. There may also be a facilitated resolution with the complainant.

⁶⁶ Facilitated resolutions are only recorded as such if the matter was not upheld, but some form of action was taken that was satisfactory to all concerned.

<i>Victims' Rights Act 2002</i>	<i>Allegation category</i>	<i>Nature of complaint</i>
Sections 11–12	6.14 Failure to notify/inform	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	Breach of victim's privacy
Section 16	6.17 Inappropriate/unlawful disclosure	Victim's details disclosed in court
Sections 17–19, 21, 28	6.15 Inadequate victim management	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	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	Failure to return property held as evidence
	6.19 Cause damage to property	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.

Table 8: Requests for information

Country making request	Fingerprint match	Type of information disclosed
1 July 2019 – 30 June 2020		
New Zealand	Yes	Criminal History record
New Zealand	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	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	No	No criminal history held
United States	No	Criminal History record
United States	No	Criminal History record
New Zealand	No	Residency of criminal subjects
United States	No	Travel of criminal subjects
United States	No	Travel of criminal subject
New Zealand	No	Criminal History record
United States	No	Criminal History record
United States	No	No criminal history held
1 July 2018 – 30 June 2019		
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
New Zealand	Yes	No criminal history held

Proactive disclosure of information

Country making proactive disclosure	Type of information disclosed
1 July 2019 – 30 June 2020	
United States	Criminal history
United States	School shooting threat
New Zealand	Travel of person on Red Notice
New Zealand	Criminal history
1 July 2018 – 30 June 2019	
New Zealand	Criminal history record
New Zealand	Criminal history record
New Zealand	Criminal history record

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	2019/20
Number of applications for detention warrants made under section 13E	1	0
Number of applications for renewals of detention warrants made under section 13I	0	0
Number of applications granted	1	0
Number of applications refused	0	0
Average duration of the detention warrants (including renewals) granted:		
i. Days granted	7	0
ii. Days applied	1	0
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	0
Results of those prosecutions:		
i. Convicted	n/a	n/a
ii. Dismissed	n/a	n/a
iii. Withdrawn	n/a	n/a
iiii. Ongoing	7	n/a
Number of rub-down searches and strip searches under section 13EA	1	0

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

<i>Queries made by Police to Immigration New Zealand</i>	<i>26 August 2018 – 30 June 2019⁶⁷</i>	<i>1 July 2019 – 30 June 2020</i>
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	16,457	28,154
Breach (or attempted) of any sentence condition	736	915
Verify suspect/offender identity	45,118	82,078
Administrative query	15,300	n/a ⁶⁸
ICT/Supervisor audit	394	1,713
Total number of queries	78,005	112,860
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	138,180	173,906
Breach (or attempted) of any sentence condition	567	561
Verify suspect/offender identity	25,105	66,710
Administrative query	14,997	n/a ⁶⁸
ICT/supervisor audit	1,434	11,051
Total number of queries	180,263	252,228
Police provision of identity information to Immigration NZ		
Total number of times data sent to Immigration NZ	6,215	7,352

67 Reporting commenced on 26 August 2018 when the query capability went live.

68 Query no longer exists as the category is too ambiguous.

<i>Queries Made by Police to Department of Internal Affairs (DIA)</i>	<i>14 April 2019 – 30 June 2019⁶⁹</i>	<i>1 July 2019 – 30 June 2020</i>
PASSPORT QUERIES		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	627	2,856
Breach (or attempted) of any sentence condition	37	96
Verify suspect/offender identity	1,616	6,760
Administrative query	6	n/a ⁷⁰
ICT/supervisor audit	25	183
Total number of queries	2,311	9,962
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	15,533	53,221
Breach (or Attempted) of any sentence condition	49	133
Verify suspect/offender identity	2,079	9,768
Administrative query	30	n/a ⁷⁰
ICT/supervisor audit	121	702
Total number of queries	17,812	65,071
BIRTH QUERIES		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	230	1,424
Breach (or attempted) of any sentence condition	29	106
Verify suspect/offender identity	0	0
Administrative query	0	0
ICT/supervisor audit	22	212
Total number of queries	281	1,837
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	1,813	6,323
Breach (or attempted) of any sentence condition	42	98
Verify suspect/offender identity	0	0
Administrative query	2	n/a ⁷⁰
ICT/supervisor audit	202	1,886
Total number of queries	2,059	12,888

69 Reporting commenced on 14 April 2019 when the query capability went live.

70 Query no longer exists as the category is too ambiguous.

Table 11: Privacy Commissioner's reporting requirements

Privacy Commissioner's reporting requirements	1 July 2019 – 30 June 2020
Registrar-General disclosures to Police	
Number of name changes notified to Police	4,077
Number of name changes resulting in an updated NIA record	979
Number of deaths notified to Police	25,593
Number of deaths resulting in an updated NIA record	4,227
Number of non-disclosure directions notified to Police	0
Number of non-disclosure directions resulting in an updated NIA record	0
Number of non-disclosure direction resulting in the created of a NIA record	0
Benefits (Quantitative)	
A reasonable estimate of the number of deaths resulting in ceasing of enforcement action	Not possible to determine
The number of individuals previously unknown to Police who hold non-disclosure directions	Not possible to determine
The number of firearms license holders whose details have been updated as a result of a name change or death notification.	955
Benefits (Qualitative)	
Feedback about the effectiveness of information sharing under the agreement including:	
Examples of how information from the sharing has supported law enforcement activity; and	Not possible to determine
Examples of how information from the sharing has supported the delivery of advice/protection.	Not possible to determine
Adverse actions	
The estimated number of individuals in respect of whom adverse action was taken where there was no requirement to give prior notice under the agreement.	Not possible to determine
The types of adverse action taken as a result of the sharing of personal information under the agreement.	Not possible to determine
Assurance	
Details of any difficulties experienced (for example, data breach) and how they are being, or have been, overcome.	Not possible to determine
Number of complaints received about an alleged interference with privacy under the agreement and the disposition of those complaints.	0
Where an audit or other assurance process has been undertaken, commentary on the adequacy of security measures and other safeguards.	0
Details of any amendments made to the agreement since the Order in Council came into force (if the first report), or since the last report prepared (if the report is not the first report prepared).	0
Costs	
Number of full-time equivalent staff responsible for the agreement.	Not possible to determine
Estimated on-going operating cost.	Not possible to determine
One-off reporting for first report	
Number of non-disclosure directions notified in retrospect	0

Glossary

Auditor-General	By law, the Auditor-General audits all public entities in New Zealand that are required to prepare general purpose financial reports. The Auditor-General is an Officer of Parliament who is independent of executive government and Parliament.
CheckPoint	A Police mobile application designed to provide effective procedural and guidance information and checklists.
Clearance	A clearance describes the way an offence or offender has been dealt with by Police. For example, if the offender was prosecuted, the offender and offence has been cleared by 'prosecution'.
Constabulary	A sworn staff member of Police.
District Commander	A District Commander is a staff member who is delegated powers, functions and duties of the Commissioner of Police under the Policing Act 2008. A District Commander is a Superintendent.
Executive Leadership Team (ELT)	The Executive Leadership Team (ELT) is primarily responsible for the strategic direction of Police. Its purpose is leadership and governance of performance monitoring, and strategic oversight of and ultimate responsibility for organisational health and safety.
Governor-General	The Governor-General is the Queen's representative of the monarch of New Zealand.
Iwi	The Māori-language word iwi means "people" or "nation", and is often translated as "tribe", or "a confederation of tribes". The word is both singular and plural in the Māori language.
Loves-me-not	Loves-Me-Not is a ground-breaking initiative which helps young people understand what makes healthy relationships.
Mana wāhine	Woman of strength.
Militia	A military force that is raised from the civil population to supplement a regular army.
NZQA	New Zealand Qualifications Authority.
Oranga Tamariki	Oranga Tamariki is the name of the government agency that is dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. They also work with young people who may have offended, or are likely to offend.
Prevention First	Prevention First is Police's operating model. It is a balanced approach that maintains a focus on resolving crime while emphasising the immediate and longer-term benefits of integrating prevention into all aspects of how we police.
Rangatahi	Youth
Supported resolution	A national initiative that aims to reduce the harm from low-level offending through providing options other than prosecution. Supported resolutions includes pre-charge warnings, referrals to Te Pae Oranga panels, and informal warnings.
TapRoot®	TapRoot® is a systematic root cause analysis process, training, and software tool to analyse and fix the real root causes of problems.
Te Huringa o Te Tai	Te Huringa o Te Tai is a strategy that has been in place since 2012 and has helped Police transformed itself to be an organisation that is much better positioned to respond to the needs of the communities we serve. Te Huringa o Te Tai translates to Turning of the Tide.
Uara	Values
Whānau	An extended family or community of related families who live together in the same area.
Whānau ora	Whānau ora (family health) is a major contemporary initiative in New Zealand, driven by Māori cultural values. The approach supports whānau and families to achieve their aspirations in life. It places whānau at the centre of decision making and supports them to build a more prosperous future. The core goal of whānau ora is to empower communities and extended families (whānau) to support families within the community context.
Whāngaia Ngā Pā Harakeke	Whāngaia Ngā Pā Harakeke is a police sponsored initiative where Police and local iwi are working in partnership to reduce family harm.



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

180 Molesworth Street

Thronndon, Wellington

PO Box 3017, Wellington, 6011

Tel: +64 4 474 9499

www.police.govt.nz

