



Annual Report

2020/21



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



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POLICE
Ngā Pirihimana o Aotearoa

This Annual Report details our performance during the 2020/21 financial year in meeting our strategic priorities.

It describes our achievements over the past year and the challenges we have faced.

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

The objectives of our Annual Report are to:

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

Achievement

The Police 2019/20 Annual Report was recognised for excellence, receiving a silver award in the prestigious 2020 Australasian Reporting Awards (ARA). This award recognises our commitment to continuous improvement in international best practice reporting.



This Annual Report has been developed to meet the ARA best practice standard, which is based on international best practice in integrated reporting.

Cover

The cover photo is of Constable Rangitawhiao Kingi at a community event at Gisborne Hospital Childcare & Education Centre, pictured with Timo Kuehn.



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Commissioner's introduction



I am immensely proud of the work our police staff do every day in our communities. Our people turn up to work ready and prepared to make a positive difference for New Zealand. They care deeply about the people they work with and will go above and beyond to help those in need of support. With this passion and commitment, I am confident our aspiration to be the safest country is an attainable vision for us to work towards in partnership with our communities.

As I reflect on the past year, some key themes stand out.

Safety and security continue to be integral, for both our communities and our staff. All New Zealanders deserve to be safe at home, on the roads, and in our communities without fear of harm. This sense of safety and security underscores the stability of our democracy and needs to be protected – whether from serious offenders, road trauma, or COVID-19. Ensuring security and safety gives us the freedom to focus on what is most important to each of us, whether that be running a business, participating in leisure or community activities, or simply enjoying time with whānau and friends.

Our staff also deserve to be safe and feel safe in the course of their duties. We have seen an increase in the propensity of some to use violence against Police, and our people are still feeling the impact of the murder of Constable Matthew Hunt last year. During 2020/21 we launched the Frontline Safety Improvement Programme to consider what more can be done to keep our people safe. Delivering on this work and other opportunities to improve the safety of our staff remains an absolute priority for me as Commissioner.

Our operating environment continues to drive an increase in demand for policing services. The environment in which Police operates is dynamic, unpredictable, and continues to evolve.

Police is on track to recruit an additional 1,800 officers by June 2023. However, demand for policing services continues to require us to prioritise our focus across existing and emerging areas of demand.

Our frontline responders have experienced a 60% increase in calls for service for both family harm and mental health-related events over the past five years. Demand in these areas continues to grow, which requires our staff to prioritise and manage competing demands in real time given the resources available on any particular shift and can impact on those things we can respond to and our response times.

At the same time, Police is seeing an increased level of sophistication and hardening of the criminal mindset, particularly across serious offenders and organised crime groups. We continue to refine our approach and increase our resourcing in this area to reduce the addiction, distress, dishonesty, and violence that it drives.

The past year has also meant policing in a COVID-19 environment and playing a role in ensuring compliance with health orders. I am immensely proud of the way our people brought the right balance of reassurance, engagement, and enforcement to maintain public confidence and help prevent the spread of COVID-19.

As our operating environment changes, it remains important we continue to perform and deliver the traditional services that New Zealanders expect and deserve. Our people do a great job of managing all these competing demands and deploying our resources where we can make the biggest difference. Nonetheless, we anticipate calls for service will continue to grow in the years ahead, and we know that this will result in further challenges in our work to meet expectations around our overall service delivery.

Our people are truly our greatest asset. We have invested over many years in our Prevention First operating model, building a culture among our staff of taking every opportunity to prevent harm, and policing with the consent of our community.

During the year more than 200 staff were deployed to police 31 managed isolation facilities (MIQs), hundreds of others managed travel restrictions and regional borders following several small outbreaks of COVID-19, and thousands of frontline officers – together with critical staff in our public facing call and service centres – provided the necessary support to uphold higher alert level restrictions. With the arrival of the COVID-19 Delta variant we face further uncertainty and demands on our workforce, yet our people continue to meet these challenges with professionalism and integrity.

Amid this, Police launched Operation Tauwhiro in February 2021 to target firearms-related violence by criminal gangs and organised criminal groups. Our staff made a significant impact in the organised crime area by restraining more than \$100 million in assets during the year, marking a key milestone of \$520 million in combined value of restraints from criminal activities since 2017.

Our work during 2020/21 also saw additional investment to expand Te Pae Oranga (iwi community panels) to 30 locations. This is just one example of work underway to strengthen relationships with our iwi partners and to support better outcomes for Māori and all New Zealanders, and we continue to look for innovative ways to do more.

Overall, the past year has shown our staff to be adaptable, resilient, and able to find ways to do what needs to be done. I am particularly proud of not just the outcomes we've been able to deliver, but the way we've delivered them in even the most challenging environments.

I am pleased to present this Annual Report, which showcases the breadth and depth of the contribution our people make alongside communities every day to help make New Zealand the safest country.



Andrew Coster
Commissioner of Police

Organisational overview



New Zealand Police

The mission of New Zealand Police is to prevent crime and harm through exceptional policing. This is why our 14,000 people come to work each day – it's the mahi we do, and do well, to make a difference in our communities. Ultimately, we aspire for New Zealand to be the safest country.

Legislative basis

The Policing Act 2008 mandates the functions of New Zealand Police. The functions describe our core role in delivering policing services every day for New Zealand. The functions also require us to plan and remain prepared for unpredictable or infrequent high-impact events such as earthquakes, acts of terrorism, and helping manage pandemics.

Our eight core legislated functions are:

- ▶ 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

Policing in New Zealand

Our legislative functions cover a wider range of activities and responsibilities to help ensure New Zealanders are safe and feel safe. Our performance measures are focused on a range of functions, and we maintain a strong focus on law enforcement and crime prevention in everything we do. To be effective in these areas, and across all our functions, this requires our people

to be skilled, equipped, and bring a wide range of expertise and experience.

In addition to our own capability, Police requires strong partnerships in order to be truly successful. This is critical to performing across our full range of functional responsibilities. In times of crisis the purposeful investment Police has made over many years – and continues to make – to deepen our community partnerships comes to the fore.

Our ability to work with and alongside iwi Māori, Pacific and ethnic communities, businesses, community groups, international partners, sector agencies, and others is key. It enables us to reach and provide support and reassurance to those in need, to leverage capability to prevent serious threats to individual or community safety, and to effectively support others during emergencies or other significant events.

Our approach to community policing – policing by consent – enables us to work in good faith across and alongside people of all walks of life to achieve joint outcomes. This is a critical aspect of how we interact within our operational environment, and how we deliver policing services to the public.

The changing nature of our operating environment

The world has become increasingly interconnected as a result of increased trade, cultural exchange, and advances in transportation and communication technologies. The global impact of COVID-19 is, in part, a result of this interconnectedness, and has created a new level of uncertainty in our operating environment.

Alongside the many benefits, advances in technology and social media usage create challenges for policing by offering new avenues for crime, networking, extremism, hacking, and the potential for increased polarisation and social division.

Other global factors that could impact on policing in the medium to long term include any potential consequences from geopolitical tensions, terrorism, future pandemics, and an expected increase in climate-related emergencies in coming years.

Additionally, Police face immediate pressures at home that provide a challenge to our service delivery goals, as calls for service from across our wider operating environment often exceed the capacity of those on-shift to immediately respond, due to attendance at other priority events.

Family harm is Police's single largest demand type for frontline responders.

Calls to family harm events have increased year-on-year as a growing percentage of actual family harm is reported to Police. Mental health events have been growing at a similar rate and these trends are projected to continue. Police is not able to keep up with the current demand for mental health-related calls for service – around half of all mental-health related calls are cancelled without Police attendance – and this unmet demand is likely to increase.

These trends exist alongside other traditional demand areas – such as theft, burglary, and public place violence – and from areas of increasing focus such as organised crime, national security (following the Royal Commissioner of Inquiry), and firearms. Further increase in demand is likely should proposed hate speech laws come into effect.

While this demand is felt daily by frontline police, our deployment model is designed to help manage demand through triage and prioritisation in the short term. In the medium term, Police is continuing to recruit additional staff, and expects to have an additional 500 officers in place over the next two years, which will help manage our demand picture.

Over the longer term, Police continues to look for innovative and co-designed solutions to help at-risk people and therefore reduce repeat demand, while working more closely with our sector partners to connect people with the social and health services they need.

Key areas of demand for policing services are outlined in a little more detail below.

Family harm

New Zealand has one of the highest recorded rates of child abuse and domestic violence in the OECD¹. We know that family harm is often just one symptom of wider harm and dysfunction occurring within a home,

and is often an indicator of more deep-seated wellbeing issues, such as poverty, drug and alcohol use or intergenerational harm.

Family harm continues to be one of the largest demand areas for Police. In 2020/21 there were 155,338 family harm incidences which accounted for 16% of all police frontline activity.

Family harm events have increased 60% over the past 5 years and are predicted to increase by a further 35% by 2025.

Research indicates that over 67%² of family harm events are not reported. Police encourages the reporting of family harm – yet the risk from currently under-reported events on police resources in the future is potentially significant.

Mental distress, alcohol, and drugs

We continue to be the key first responder to events involving mental distress. In 2020/21 we attended 70,225 events involving a person having a mental health crisis or threatening or attempting suicide. This is a 10% increase from the previous year.

As a result, around half of all mental health call outs were cancelled by Police Communications Centres without us attending them due to even higher priority emergency events.

Mental health-related events have also increased by 60% over the past 5 years and are predicted to increase by a further 44% by 2025.

Organised crime

Organised criminal groups and networks are displaying a level of sophistication that has not previously been seen in New Zealand. As new groups establish themselves and tensions build, violence and criminal activity is becoming more prominent, and police are routinely uncovering illegal firearms. This is exacerbated by advances in technology that create

new ways of committing crime or harm through online channels, and the addition of so-called s501 deportees from Australia.

Use of advanced technology continues to accelerate. The internet means New Zealanders share a global digital platform with the rest of the world, which alongside its many benefits, also makes it easier for criminals to operate on an international scale.

Over the next two years, Police will gain the benefit of nearly 400 additional officers that will focus on serious and organised crime as part of the Government's investment for 1,800 extra Police. This will make a significant difference in our ability to disrupt, deter and combat organised criminal networks in New Zealand.

Roads

On average, one person is killed every day on New Zealand roads, and another seven are seriously injured. We have thousands of interactions with New Zealand road users, including responding to an average of 800 traffic events and conducting 4,110 breath tests each day. We are a key partner in educating road users and enforcing laws that contribute to the reduction of death and serious injury and we are absolutely committed to supporting the Government's Road to Zero strategy. In the near future we will need to manage approximately 30,000 additional drug driving tests each year.

Youth

Many children and young people are facing significant, often ongoing, hardships and challenges in their lives, including violence, family harm, abuse and neglect, mental illness and suicide, and poverty. We continue to invest in support for at risk youth at a critical time in their development. While youth offending is declining, we need to maintain focus in this area to ensure this trend continues.

1 https://www.massey.ac.nz/massey/about-massey/news/article.cfm?mnarticle_uid=C61AEFE4-B1D7-0794-48A1-CFA90FEDDEFF

2 <https://www.justice.govt.nz/justice-sector-policy/research-data/nzcvs/resources-and-results/>
(Table 6.1.3: Reporting to police for offences by family members, by offender relationship to victim).



Ongoing impacts of COVID-19

The COVID-19 pandemic continues to have a significant effect on the global environment. The pandemic response has highlighted the importance of our model of policing by consent, requiring us to engage, educate, encourage and enforce restrictions across the country. The recession that is forecast over coming years will also create new challenges for social cohesion in our communities.

More than 200 frontline officers across Tāmaki Makaurau (greater Auckland), Hamilton, Rotorua, Wellington, and Christchurch were redeployed to support the 31 managed isolation facilities (MIQ). During the year, officers also managed lockdown travel restrictions following several small outbreaks of COVID-19. Demand for our services in MIQs and further travel restrictions are expected to continue as New Zealand's borders progressively reopen.

As a result of ongoing COVID-19 impacts this year, police attended family harm incidents that were related to stress put on families due to the pandemic. Some of the people involved had no previous record of family harm.

Operating environment impact on performance

The past year has seen material changes in our operating environment. These changes, combined with an overall increase in demand for policing services, have impacted our ability to meet some of our performance standards, particularly, processing of firearms applications, response times to emergency events, and conducting breath tests.

We expect that the full complement of 1,800 additional frontline officers and 485 employees will be in place by June 2023, and this additional resourcing will help alleviate some of these demand pressures. Police will continue to monitor our current and future demand pressures to ensure that our deployment best meets the growing demand of the public for our services.

2020/21 at a glance



Police responded to
1,238,083
events



7,505
fewer serious crime
victimisations than last year



886,726
calls to 111 answered



98%
of priority vetting requests
processed on time



Police answered
1,087,911
non-emergency calls



family harm incidents
155,338



Police conducted
1,500,268
breath tests



70,225
mental health
events attended



Police has prevented
\$46.5m
of social harm from
the illicit drug trade

Our strategic outlook

Our vision

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

Our mission

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

Our goals

We will realise our vision of being the safest country when we have:

Safe homes – families are free from violence, abuse and neglect, and homes are safe from burglary and other threats to property that make people feel unsafe.

Safe roads – 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 – 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 priorities

To achieve our goals we need to look at who we are as an organisation, and who we need to become. Our three priorities will help us become the organisation we need to be to prevent crime and harm through exceptional policing.

▶ **Be first, then do** – strengthening how we are and who we are as an organisation.

▶ **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 focuses our organisation to achieve our vision and goals. It is a visual representation of why we exist,

what we're doing, and how we're doing it to support each other and deliver services for our communities.

Our Business describes our aspirations to achieve outstanding results to enable New Zealand to be the safest country.

Our values



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

Future strategic focus

The current and future changing context of our operating environment requires a greater level of flexibility and agility from Police. It requires a new level of capability from our officers to rapidly assess and understand each situation they encounter to determine the most appropriate response.

Police officers need to keep themselves and the community safe, meet the needs of victims, be fair, and achieve an outcome that prevents further offending or harm from occurring.

Our strategic focus is on embedding this mindset into everything we do. To be successful in reducing harm requires us as an organisation to operate in new and innovative ways, and requires our people to bring diverse skills, capabilities, and mindsets to their roles.

In the coming years we will continue to work towards our vision by focusing on increasing safety in our homes and communities, and on our roads as described in our 2020–2025 Statement of Intent³.

³ <https://www.police.govt.nz/about-us/publication/new-zealand-police-statement-intent-2020-2025>

Performance



How we measure performance

To ensure consistency over a sustained period, focus on long-term objectives, and to measure progress towards our strategic goals, we have been developing a future-focused integrated performance reporting framework. The framework will be used to drive improvement across the organisation.

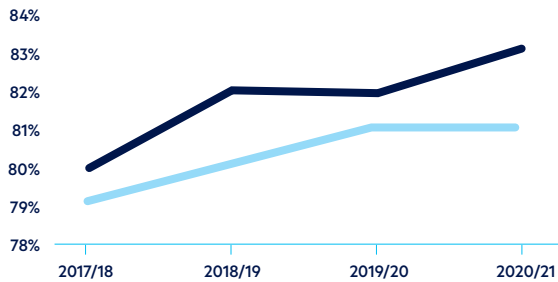
While the framework is being developed, this year's operational activity and accompanying measures are aligned to the most appropriate goal from our strategy – safe homes, safe communities, or safe roads. The measures within each goal will follow the same structure as our operating model: prevention, response, investigation, and resolution.

Performance Dashboard

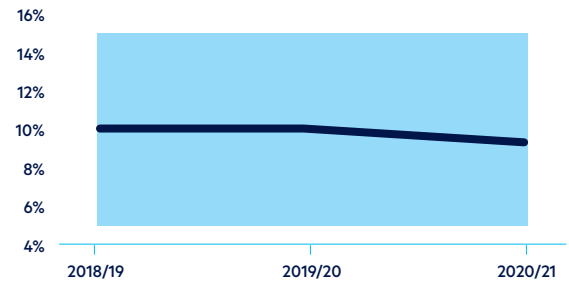
Result —
Target/Range —

Safe homes

Percentage of family violence reoffending at same or greater level of seriousness.

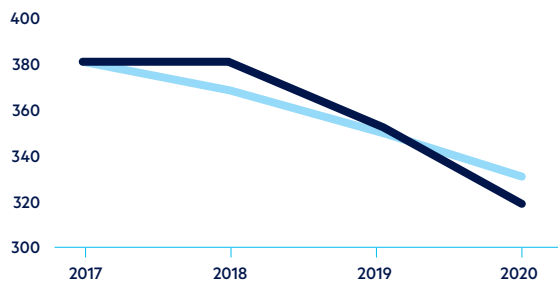


Percentage of repeat victimisations after burglary prevention advice.

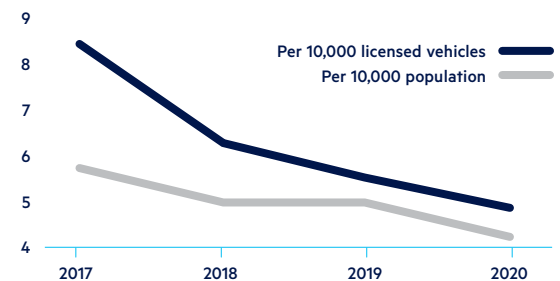


Safe roads

Number of road deaths.

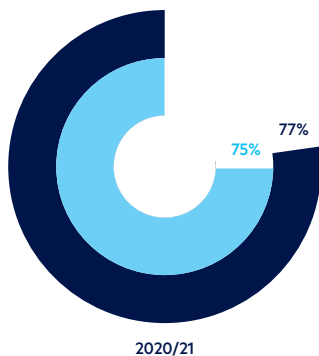


Number of fatal and serious injury crashes per 10,000 licensed vehicles and population.

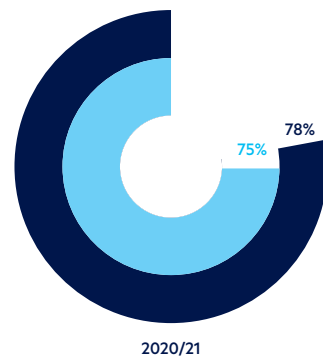


Safe communities

People who agree or strongly agree that Police concentrate their efforts to deal with the most harmful crimes in New Zealand.



People who agree or strongly agree that Police deal effectively with serious crimes.



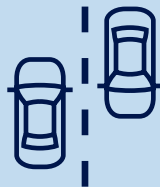
Our goals

Our vision is for New Zealand to be the safest country. To us, this means everybody can be safe and feel safe in their homes, in their communities, and on New Zealand roads.



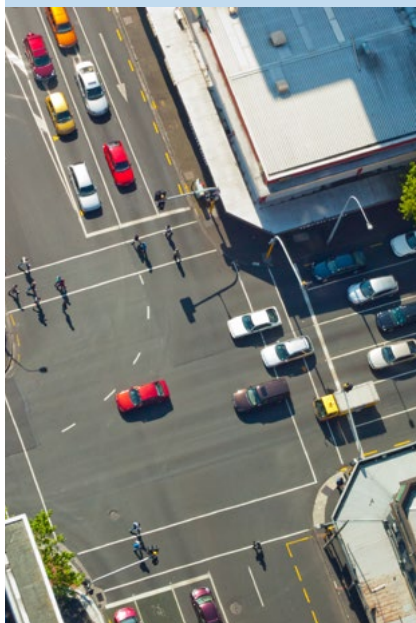
Safe homes

means families are free from violence, abuse, and neglect. It means preventing burglary and other threats to the places where people should always feel safe.



Safe roads

means working with our partners to prevent death and injury resulting from crashes, so that everyone who leaves home can return safely.



Safe communities

means that people are safe and feel safe, wherever they go and whatever they do. It means safe public spaces where businesses, social gatherings and entertainment can be enjoyed without fear of crime or harm.





Safe homes

Feeling safe and secure in the home is a key indicator of an individual's overall wellbeing. The security of a home is generally compromised in one of two ways – as a result of harm caused within the home, or through an intrusion into the home, usually in the form of burglary.

Family harm

Harm within the home continues to affect too many New Zealanders. The *New Zealand Crime and Victims Survey (NZCVS)* estimates that 88,000 of New Zealand adults were victimised once or more by family members. Year-on-year, we have seen an increasing volume of family harm events – even though the NZCVS estimates that only 33% is reported. On average, Police attends one episode of family harm every four minutes.

Family harm is often a symptom of wider harm and dysfunction including issues such as poverty, drug use, or intergenerational harm. Over the past five years, we have changed the way we respond to family harm incidents, and we continue to evolve our approach as we learn what works most effectively. We now look holistically at what is going on within a home and work to connect the family with the appropriate services to address the underlying issues that lead to harm.

As part of the Family Harm and Sexual Violence Joint Venture, we are supporting a partnership approach to reduce family harm. The Joint Venture brings together 10 government agencies⁴ to deliver sustained cross-agency commitment to integrated, collective actions. These are working more effectively across agency boundaries to transform the response to family harm and sexual violence, and deliver better support and improved

outcomes for the people and whānau who are affected.

Integrated Safety Response

Police hosts Integrated Safety Response (ISR) sites in Canterbury and Waikato on behalf of the Joint Venture. At the core of the ISR response are daily triage meetings, multi-agency personnel to identify risks and issues, problem-solving, planning of co-ordinated responses and family safety plans, reviewing case progress, and weekly intensive case management of high-risk cases. Family safety plans are made with family and whānau involvement.

ISR was evaluated in 2017 and 2019. Results from both evaluations have shown that we are making a tangible difference for families and whānau.

Key points from the evaluations⁵ include:

- ▶ Cost benefit analysis found the avoided social cost of family violence to be 3.2 times the investment within a five-year horizon, which increases to 5.2 times over a 10-year period.
- ▶ Māori impacted by violence and living within the operating area of an ISR site, had an 18% reduction in family violence offence-related re-victimisation compared to matched controls from areas without an ISR site.
- ▶ A 48% relative reduction in children witnessing or being exposed to family violence (based on analysis of support service data).

▶ 88% of stakeholder survey respondents reported collaborative working and trusting relationships were “better” or “much better” with ISR.

▶ 73% of people that had experienced violence engaged and received support, which included safety alarms, safe housing, counselling, legal support, parenting programmes, safety programmes, alcohol and drug programmes, and mental and physical health support (based on the 12-week case review).

▶ The Kaupapa Māori evaluation rated whānau rangatiratanga in the ISR process as “very good” and found evidence that ISR strives to operate within a whānau-centred approach.

The seven-day-a-week triage, multi-agency participation (mandated in ISR sites), and efficient sharing of information ensures rapid responses are routinely being made to victims, family, and whānau. Improved relationships and connections ensure there is better access to support services.

From 1 July 2020 to 30 June 2021 there were 30,174 family harm episodes referred to the two ISR pilot sites with 16,572 (new) family safety plans put in place.

The Integrated Safety Response and three WNPH sites (Counites Manukau, Tairāwhiti and Whiria Te Muka (Te Hiku) received in perpetuity funding in Budget 2020 and are now business as usual. The Government has been engaging on the national strategy

⁴ The Department of the Prime Minister and Cabinet, Oranga Tamariki, Ministry of Health, Te Puni Kōkiri, Ministry of Social Development, Ministry of Education, Ministry of Justice, Police, ACC and Ara Poutama Aotearoa.

⁵ <https://www.justice.govt.nz/justice-sector-policy/key-initiatives/addressing-family-violence-and-sexual-violence/work-programme/isr-evaluations/>

and action plans for family violence and sexual violence and as part of this process, learnings from initiatives underway like the Integrated Safety Response and Whāngaia Ngā Pā Harakeke will feed into the action plans to develop integrated responses with communities. It is recognised by the Government that as well as safety responses, there is a need to invest in prevention, early intervention and long-term healing and recovery as part of the action plans.

Whāngaia Ngā Pā Harakeke

Following the implementation of three Whāngaia Ngā Pā Harakeke (WNPH) pilot sites in Counties Manukau, Te Hiku (known as *Whiria Te Muka*), and Tairāwhiti, the model has been extended to Whanganui, Auckland City, Waitemātā, Kapiti Mana, Hawke's Bay, Dunedin and Bay of Plenty – Rotorua/Tauranga/Taupo (where it is known as *Collective Impact*).

As part of the development of responses in other regions and locations, the Budget 2019 Family Violence and Sexual Violence package included \$26.6 million over three years for Family Violence Capability and Regional Support. This initiative is focused on building safe, consistent, and effective responses to family violence in every community. The lessons learned from ISR and WNPH have supported funding decisions, and the lessons continue to inform operational activity and future regional development.

The implementation of the first element of the Budget 2019 funding is underway, where we have partnered with the Ministry of Social Development. This relates to NGOs being funded for attendance at WNPH Safety Assessment meetings and Family Violence Interagency Response meetings that occur at locations that sit outside WNPH and ISR sites. This ensures NGOs are recognised for their participation and provide their expertise for the

decisions made at those family violence response sites. We continue to develop this approach across the country by engaging with iwi and communities.

Navigators in Cells – a partnership between ISR, He Waka Tapu, and Police

Navigators in Cells is a programme focused on engaging with family harm offenders in the Christchurch Central Custody Unit. The programme is a partnership between ISR, He Waka Tapu, and Police.

Cell Navigators from He Waka Tapu work with family harm perpetrators, both inside and outside of the custody environment, to identify and address the causes of offending. They work to reduce both the incidence and seriousness of family harm in Christchurch communities.

From 1 January 2020 to 31 October 2020, 378 whaiora (service users) were visited by Cell Navigators and over 80% of whaiora took the opportunity to have a conversation with the Cell Navigator. Feedback from the Cell Navigators suggested that one of the reasons why some whaiora did not engage was because they would not accept ownership of their issues, which was characteristically observed in those whaiora who had a significant family harm history.

Of the 303 whaiora who accepted engagement with a Cell Navigator in the custody unit, only 9% had a repeat visit to the unit. This represents a reduction in reoffending of 91% for those whaiora who engaged with a Cell Navigator. Other areas around New Zealand are looking to use learnings from this programme.

Family harm performance measures (audited)

Outcome

Measure	2019/20 result	2020/21 result	2020/21 standard
Percentage of family violence reoffending at same or greater level of seriousness	82%	83%	Less than 2019/20

Prevention

Measure	2019/20 result	2020/21 result	2020/21 standard
Compliance with Police Safety Orders	91%	92%	Greater than 2019/20

Investigation and Resolution

Measure	2019/20 result	2020/21 result	2020/21 standard
Aggravated sexual assault victimisation clearance rate	28%	26%	24% to 29%
Percentage of eligible family harm incidents referred to Integrated Safety Response/Whāngaia Ngā Pā Harakeke programmes	72%	72% ⁶	45% to 65%
Percentage of drug (dealing/manufacturing) houses with children present (with the intent that this decreases over time)	18%	19%	15% to 20%

⁶ The 28% of eligible incidents that are not referred to WNPH/ISR programmes are in areas of the country that do not use the Family Safety System (the system used by ISR and some WNPH). These are managed in Districts according to the processes for each place. The Family Safety System is not a national system.

Burglary

Our policy of attending dwelling burglaries within 48 hours signals our commitment to respond to the needs of victims. Staff ensure that victims feel safe after the event and provide advice to prevent revictimisation. Timely collection of scene evidence means there is a greater chance of solving the crime and improves the quality of data gathered to inform the intelligence picture, enabling us to link burglary events to prolific offenders, and to better target our prevention activities.

Research⁷ suggests that revictimisation frequently occurs soon after the initial burglary and that installing security measures as soon as possible following a burglary event is a successful

deterrent. In 2020/21, we introduced *Locks, Lights, and Lines of Sight*, a burglary prevention initiative to assist homeowners who have been burgled to identify security weaknesses and take steps to prevent revictimisation. Phase one of *Locks, Lights, and Lines of Sight* concluded with security measures installed in 2,200 homes across Canterbury, Bay of Plenty, Eastern, and Waikato Districts.

A 'Be Safe, Feel Safe' booklet was provided to homeowners, which proved to be a successful approach for crime prevention conversations. The conversations revealed that some homeowners were still suffering from the impact of burglary, and we were able to refer them for further victim support.



Other homeowners provided new intelligence which we were able to share with our investigators. The *Locks, Lights, and Lines of Sight* initiative is now being rolled out to all police districts.

Burglary performance measures (audited)

Outcome

Measure	2019/20 result	2020/21 result	2020/21 standard
Percentage of repeat victimisations after burglary prevention advice	10%	9%	5% to 10%

Investigation and Resolution

Measure	2019/20 result	2020/21 result	2020/21 standard
Dwelling burglary clearance rate	13%	13%	11% to 15%
Percentage of home/dwelling burglaries attended by Police within 48 hours	92%	89%	At least 98%

⁷ Grove, L. E., Farrell, G., Farrington, D. P., & Johnson, S. D. (2012). *Preventing repeat victimization: A systematic review*. Stockholm, Sweden: Swedish National Council for Crime Prevention.



Safe roads

Police is one of several agencies with responsibility for ensuring New Zealand's roads are safe for all road users. Alongside Waka Kotahi New Zealand Transport Agency and the Ministry of Transport, we have committed to *Road to Zero* – a sector partnership strategy with the vision of a New Zealand where no one is killed or seriously injured in road crashes.

We have made considerable commitments to road safety through the *Road Safety Partnership Programme 2018–2021* and have identified operational priorities for road safety that directly address the factors known to contribute to the greatest harm – not wearing seatbelts, driving impaired or distracted, and speed.

Other operational priorities include targeting high-risk drivers; and working with communities to prevent road harm from occurring by identifying high risk

locations, supporting, and referring to locally led prevention programmes such as driver licensing schemes, and through public communication campaigns.

Road deaths

In the 2020 calendar year there were 318 road deaths. This is a 10% reduction and 34 deaths fewer than 2019. A large proportion of this reduction is attributable to COVID-19 travel restrictions during the year.

Road fatalities have a significant impact on families and generate significant financial and social costs to society. The average social cost of one road fatality is estimated at \$4.56 million⁸. This means that in the 2020 calendar year the social costs avoided from 34 fewer deaths is estimated at \$155.04 million.

During the year, we continued our engagement, education, and enforcement activities to prevent road trauma.

Measure (audited)	Calendar Year		
	2019 result	2020 result	2020 standard
5% reduction in road deaths each and every year (2017 baseline of 378 road deaths)	352 6.6% reduction	318 10% reduction	330 5% reduction
Number of fatal and serious crashes per 10,000 licensed vehicles	5.4	4.8	Fewer than 2019
Number of fatal and serious injury crashes per 10,000 population	4.9	4.2	Fewer than 2019



⁸ Refer to page 3 of Social Cost of Road Crashes and Injuries 2019 published by the Ministry of Transport.

Focus on behaviours

We continue to deliver *Operation Five* (named for the 5% targeted annual reduction in road deaths), our national thematic road policing operation RIDS, which is focused on the leading behaviours that contribute to harm on the roads where enforcement can have the greatest impact:

- ▶ not wearing seatbelts or using child Restraints
- ▶ Impaired driving from alcohol, drugs, or fatigue
- ▶ Distracted driving
- ▶ Speed

Operation Five targets one of the four behaviours each month. Police's Media and Communications Group also promote that road safety focus for the month, supported by Waka Kotahi's advertising schedule where possible.

Prevention (audited)

Measure	Calendar Year		
	2019 result	2020 result	2020 standard
Median breath alcohol limit for adults caught exceeding the limit (in micrograms per litre (µg/L))	657	669	Less than 2019
Median breath alcohol for under 20-year olds caught exceeding the limit (in micrograms per litre (µg/L))	420	454	Less than 2019
Median speed passing a 'safe-speed camera' in 50km zone:			
• fixed camera	44 km/h	44 km/h	45 km/h
• mobile camera	47 km/h	46 km/h	45 km/h
Median speed passing a 'safe-speed camera' in 100km zone:			
• fixed camera	87 km/h	87 km/h	90 km/h
• mobile camera	88 km/h	88 km/h	90 km/h

Measure	2019/20 result	2020/21 result	2020/21 standard
Number of breath tests conducted	1,615,359	1,500,268 ⁹	Greater than 2,000,000
Number of blood samples tested for drugs resulting from compulsory impairment tests	474	502	350 to 400
Percentage of repeat offending where driver was issued with an infringement notice:			
• within 6 months	2.5%	2.9%	3% to 5%
• within 12 months	3.1%	3.6%	3% to 5%
Number of road safety programmes delivered to schools	20,873	26,415	29,000 to 35,000
Percentage of waived enforcement actions for Warrant of Fitness where compliance was achieved within 28 days	20%	19%	50%

⁹ Breath alcohol test counts are electronically recorded on the 'Sniffer' testing devices when a breath test is conducted. Test volumes are downloaded and reported when they are returned to Dräger (the manufacturer of the devices) for calibration, which occurs every 12 months. The test volumes reported in 2020/21 include the COVID-19 lockdown period where breath alcohol testing was paused for health and safety reasons. As no tests were recorded for this period, overall test volumes reported in the 2020/21 Annual Report are significantly reduced. The 2020/21 reported test numbers do not necessarily reflect the current level of activity.

Investigations and resolution (audited)

Measure	2019/20 result	2020/21 result	2020/21 standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population relating to:			
• Restraints	87.7	73.3	75 to 90
• Impaired driving (alcohol, drugs, logbooks, and worktime)	56.4	57.2	55 to 65
• Distractions (mobile phones)	81.9	85.4	40 to 60
• Speed	599.9	635.7	480 to 500
• Other 'high risk' driving behaviours	237.3	203.0	270 to 300
• Vulnerable road users (includes pedestrians, cyclists, moped riders, motorcyclists, elderly, and disabled)	161.9	128.8	200 to 210
• Network Maintenance and Efficiency (includes WOF, COF, RUC, VDAM, and Licensing)	291.3	194.1	435 to 445

Supported resolutions

Where an infringement may not be the most suitable approach, we encourage the appropriate application of supported resolutions, compliance, or written traffic warnings. In 2020/21, 69,130 supported resolutions were provided for road offences, including referrals to driver licensing programmes.

Referrals to driver licensing programmes across districts are proving to be a beneficial alternative

to an infringement. The aim of the programmes is to make the roads safer for all users. Driver licensing programmes contribute to reducing the number of people entering the justice system for driver licence breaches, and reduce subsequent recidivist offences related to unlicensed driving. Not only does the individual become a legal road user, it gives them a sense of accomplishment and confidence. Holding a driver licence also presents

job opportunities that would be otherwise unavailable. Driver licensing programmes help those who do not have the resources to learn to drive and achieve a driver licence.

Driver licensing programmes are run across the country in partnership with communities, iwi, local councils, and agencies. During the year 5,821 people were referred to driver licensing programmes with a success rate of 95%.

Measure (audited)	2019/20 result	2020/21 result	2020/21 standard
Number of supported resolutions:			
• Compliance completed	39,364	30,246	31,950 to 33,540
• Referral to driver licensing programme (DLP)	5,463	5,821	2,500 to 2,620
• Referral to Te Pae Oranga (TPO)	791	670	1,135 to 1,380
• Written traffic warning	38,039	32,393	34,515 to 36,240
Percentage of eligible traffic offences resolved by way of supported resolution (including warnings, compliance, diversion, TPO, and DLP)	10%	9%	7% to 12%
Percentage of licence condition violations dealt with through supported resolutions compared to prosecutions:			
• adult	8%	5%	7% to 12%
• youth	13%	8%	11% to 15%
Percentage of referrals to driver licensing programmes where person gets licence	35%	95%	90%

Fleeing drivers

Officers routinely signal drivers to stop for a wide range of reasons. While the vast majority stop when signalled, a small number of drivers choose to not stop, or remain stopped, and flee instead. Fleeing drivers may carry out high-risk driving behaviours, which exposes all road users (including the fleeing driver themselves, and any passengers) to significant risk. Fleeing driver events are frequently the subject of considerable media scrutiny and public commentary.

To ensure the safety of the public, the vehicle occupants, and our staff, we have undertaken a programme of work to implement the eight high-level recommendations arising from the joint Police/IPCA thematic review into fleeing driver events.¹⁰

A revised fleeing driver policy was introduced in December 2020. While the policy principles remain largely unchanged, there is increased emphasis on the application of the TENR (threat, exposure, necessity, response) risk assessment methodology to ensure our operational response to fleeing drivers is appropriate and proportionate to the

level of threat they pose. The policy prioritises safety over the immediate apprehension of the fleeing driver, with increased emphasis on identifying and holding the fleeing driver to account through a subsequent investigation.

If well understood and properly applied, the fleeing driver policy provides the necessary balance between ensuring that everyone is safe and feels safe, our goals of safe roads and safe communities, and our law enforcement function. Getting this right means fewer families will be impacted by the loss of someone they love as a result of a pursuit, and we can deliver the service that New Zealanders expect and deserve – one that puts safety first and foremost.

During the year we commissioned six research reports from our Evidence-Based Policing Centre to improve our understanding of fleeing drivers. The research reports describe the motivations of fleeing drivers, how to improve the use of post-event interviews, and relationships with other offending. This research will help us better understand why drivers flee, help

us identify prevention opportunities, and guide us in how we can work with partner agencies to effect positive change.

Since the implementation of the policy to 30 June 2021, there has been:

- ▶ a 64% reduction in pursuits compared with the previous 3 years
- ▶ a 28% increase in fleeing driver notifications
- ▶ a 34% reduction in crashes
- ▶ a 51% reduction in injuries
- ▶ 1,524 court proceedings against drivers who failed to stop for Police.

¹⁰ Fleeing Drivers in New Zealand; a collaborative review of events, practices, and procedures March 2019.

Other safe roads performance measures (audited)

Response

Measure	2019/20 result	2020/21 result	2020/21 standard
Number of emergency traffic events responded to	41,046	44,471	40,000 to 50,000
Number of non-emergency traffic events responded to	232,085	248,242	240,000 to 260,000
Median response time to emergency traffic events:			
• Urban	11 mins 37 secs	11 mins 47 secs ¹¹	10 to 11 mins
• Rural (including Greater Auckland Motorway system)	16 mins 22 secs	16 mins 34 secs ¹¹	15 to 16 mins
Time taken for 90% of emergency events to be attended:			
• Urban	51 mins 42 secs	53 mins 57 secs ¹¹	20 to 30 mins
• Rural (including Greater Auckland Motorway system)	64 mins 56 secs	64 mins 30 secs ¹¹	56 to 62 mins

Investigations and resolution

Measure	2019/20 result	2020/21 result	2020/21 standard
Percentage of fatal notifications submitted to the Ministry of Transport within 24 hours of crash or death	93%	93%	100%
Percentage of road policing offences compared to infringements for:			
• adult	7%	6%	5% to 10%
• youth	9%	9%	5% to 10%
Percentage of survey respondents who had contact with Police at the roadside that agree they were treated fairly	92%	66% ¹²	87% to 91%

11 Several factors have impacted on emergency response times which include a recent rise in calls for service, an increase in the number of licenced vehicles on the roads, and general growth in population and housing has increased congestion and has meant that population centres have spread across larger urban areas. Additional factors such as priority events happening at the same time, and demand in other work areas – such as family harm and mental health incidents, have also contributed to longer response times to emergency events.

12 At the end of the 2019/20 financial year, the contract for the New Zealand Police Citizen Satisfaction Survey concluded. Police commissioned an interim customer survey to provide results for reporting in the 2020/21 financial year. A random sample of 6,635 people were surveyed over the three-month period 1 April – 30 June 2021. Due to the differing survey methods and limited time-period over which the survey was run, results that differed from prior years were expected.



Safe communities

Feeling safe in the community is an important part of participating in community life. *Safe communities* mean that people can enjoy public spaces, businesses, social gatherings, and entertainment without the fear of crime or harm. We help New Zealanders feel safe by having a visible presence on our streets and in our communities.

Partnerships with iwi, private sector, and local agencies are essential and form the basis of building safe and resilient communities. This is an important part of protecting our national security.

Our primary community focus over the coming years is on tackling organised crime and gangs. It is our aim to make New Zealand the hardest place for organised crime groups and networks

to do business and make it harder for people to financially benefit from organised crime.

Outcome measures (audited)

Measure	2019/20 result	2020/21 result	2020/21 standard
Percentage of people who agree or strongly agree that Police concentrate their efforts to deal with the most harmful crimes in New Zealand	New measure	77% ¹³	75% to 80%
Percentage of people who agree or strongly agree that Police deal effectively with serious crimes	New measure	78% ¹³	75% to 80%



¹³ New Zealand Crime and Victims Survey – 1 April 2021 – 30 June 2021.

Organised crime

Organised crime presents a significant threat to both the perception and physical safety of individuals and their communities. It has particularly complex social, economic, community and criminal impacts. The harm caused by organised crime is widespread and is not limited to any single demographic. The organised criminal landscape has evolved substantially in recent times. Offenders are no longer confined within our borders and adapt at pace. The criminal groups who are now setting up in New Zealand are internationally connected and run sophisticated money laundering operations across wide ranging networks, both locally and offshore.

Public and media interest has drawn attention to tensions over control of the illegal commodity trade, over-saturation of the gang environment fuelling territory conflict, and the influence of Australian deportees leading to the establishment of new outlaw motorcycle gangs, which display an increased sophistication of existing criminal business models.

Our goal is for communities to be resilient, strong, and thrive in the absence of harm caused or exacerbated by organised crime. To ensure we are taking a more coordinated national approach to addressing organised crime, its social drivers, and the harm that it causes, Police launched a five-year organised crime strategy in February 2021 – *Organised Crime and Our Operational Response*. This strategy details how Police will prevent, detect,

and disrupt organised crime. It also provides an overarching framework for the delivery of the Police-specific elements of the cross-government Transnational Organised Crime (TNOC) Strategy and the Resilience to Organised Crime in Communities (ROCC) work programme, together with our broader prevention and enforcement efforts.

Resilience to Organised Crime in Communities

Communities experience the effects of organised crime in various ways – intimidation, violence, and significant harm caused by the supply of methamphetamine and other drugs. We want to support communities to build their resilience to organised crime, and to develop locally led approaches to prevent and reduce harm.

The Resilience to Organised Crime in Communities work programme employs an innovative approach to combatting organised crime by combining social intervention with targeted enforcement action to address the harms and drivers of organised crime. It recognises that an approach based on evidence that addresses the social, economic, and environmental factors driving organised crime and gang membership is a critical component of a successful and sustained response to organised crime.

Central to the approach is working collectively with partners¹⁴, iwi and communities to build resilience in communities. This is achieved through locally developed responses, supported by increased services prior to and in parallel with enforcement action. Sustained support follows enforcement to contribute to community resilience. The approach continues to evolve and builds on what we have learnt through Operation Notus in Kawerau, the Te Ara Oranga model in Northland, and subsequent operations such as Operation Tauwhiro.

Detection, prevention, and disruption of organised crime activity

Our operational response to organised crime focuses on targeting and dismantling organised criminal groups and disrupting the criminal trade that causes harm in communities. Our operations include a community-focus element to ensure individuals, whānau, and communities are well supported to build resilience to any further harm caused by criminal groups.

We launched Operation Tauwhiro in February 2021 – a long-term nationally coordinated operation focused on organised crime and gang harm prevention and enforcement. Operation Tauwhiro is the first operation to be aligned with our organised crime strategy. A key focus of the operation is disrupting the activities of gangs and organised crime groups responsible for firearms-related violence.

As at 30 June 2021, Operation Tauwhiro has resulted in:

- ▶ 758 firearms seized
- ▶ \$4.39 million in cash seized
- ▶ 695 people arrested
- ▶ 28.93kg of methamphetamine seized
- ▶ 934 search warrants conducted
- ▶ 511 prevention and partnership activities.

The prevention and partnership initiatives are equally important elements of the operation and are targeted at preventing the supply of firearms to criminal gangs and organised crime groups. Activities include educating firearms dealers and firearms licence holders about their responsibilities in relation to firearms sales, ownership, storage, and use. Firearms dealers are beginning to identify and report suspicious activity. Meetings with partner agencies have been held to develop better information-sharing processes and initiatives to manage gang-related harm (e.g. family harm) and activities.



¹⁴ Partner agencies include the Ministries of Social Development; Business, Innovation, and Employment; Health; Education; Housing and Urban Development; Justice; Oranga Tamariki; Te Puni Kōkiri; and Ara Poutama Aotearoa.

During the year we continued to work with international partners to deter and disrupt international criminal groups from establishing and conducting business within New Zealand. In June 2021 our staff and international enforcement agencies carried out one of the world's most sophisticated actions against organised crime. Operations Van, Equinox and Seltos, under the umbrella of Operation Spyglass, were part of an international FBI-led operation, Trojan- Shield¹⁵. This was a covert operation in which transnational crime groups were lured into using an FBI-run encryption platform. Our involvement began in January 2020 to monitor the

communications of platform users in New Zealand, leading to the launch of Operations Equinox and Seltos. Intelligence collected presented opportunities to disrupt major drug trafficking, money laundering, and other criminal activity. Operation Spyglass resulted in 41 arrests with 967 charges laid, and \$5.8 million in cash and assets, 10.8kg of methamphetamine, and 11 firearms seized. Further seizures and charges are expected.

Removing the assets of organised criminals and targeting the professionals that organised crime groups enlist to conceal their proceeds of crime has a direct impact on reducing

harm in our communities. By restraining assets obtained via illicit means, we remove the benefits of operating illegally and impact criminals where it hurts the most. We remove the wealth that attracts people to offending, as well as dismantling their ability to reinvest profits into expanding their criminal organisations.

This year, police made a significant impact in the organised crime area by restraining just over \$100 million dollars in assets. This marked a key milestone of \$520.79 million in combined value of restraints from organised crime since 2017.

Crime Type	Value of restraints (in millions)			
	2017/18	2018/19	2019/20	2020/21
Methamphetamine	29.76	17.21	19.99	33.73
Cannabis	7.15	6.47	18.47	27.06
Cocaine	0.82	–	–	–
MDMA/Ecstasy	–	–	0.59	0.74
Other drugs	2.04	0.23	0.15	1.12
Money laundering	15.11	21.17	197.60	29.71
Deception/Fraud	14.73	27.74	13.44	3.95
Homicide	–	–	–	0.04
Human exploitation	1.13	0.44	1.01	–
Receiving/theft/burglary	–	–	–	0.02
Resource	–	–	8.55	–
Sex crime	–	–	0.22	–
Tax crime	–	14.05	2.45	0.85
Trade based offending	–	–	–	3.04
Other offence/illegal trade	–	–	0.05	–
Total	63.68	78.78	230.75	100.26
Appreciation ¹⁶	7.05	8.52	31.75	–
Cumulative Total (at 30 June)	70.73	158.03	420.53	520.79

15 New Zealand was one of 16 countries involved in Operation Trojan-Shield, with operations during which more than 800 people were arrested, a significant amount of drugs and 250 firearms were seized, and more than \$51 million recovered.

16 Police are required to maintain the restrained asset's value pending the Courts determination of a final outcome (either forfeiture or return). Maintaining accurate valuations informs the need for any additional court orders (e.g.early sales orders) to ensure the asset's value is preserved and maintained. Increases in valuation of any restrained assets (between the value at restraint date and subsequent reporting dates) is accounted for as appreciation.

Throughout the year we have also focused on disrupting and dismantling facilitators who assist organised criminal groups to hide illicit funds, including legal professionals and other third parties such as money remitters. This year, three investigations were concluded, which involved a range of investigative techniques. These investigations and the associated prosecutions are currently before the courts. We also conducted parallel investigations which resulted in approximately \$18.5 million in cash and assets restrained. These investigations are:

▶ **Operation Brookings** – a covert investigation into the suspected money laundering activities of Auckland-based offenders. The investigation established that the primary target facilitated the transfer of illicit funds into cryptocurrency, which was then transferred to offshore parties. In October 2020, six people were arrested, and 57 charges were initially laid. Restraints included three properties, nine luxury vehicles, \$36,000 cash, and two cannabis grow houses. The total value of assets restrained was approximately \$4.75 million.



A Bentley restrained from Operation Martinez

▶ **Operation Martinez** – several people of interest were under investigation for laundering proceeds of drug offending through front companies. During the investigation, which involved Police, the Department of Internal Affairs and the New Zealand Customs Service, covert surveillance

and tactical operations groups were deployed. The operation was terminated in November 2020, resulting in a total of nine people being arrested and charged. Nine properties valued at \$4.92 million, eight luxury vehicles valued at \$950,000, cash totalling \$340,000, and bank funds totalling \$1.45 million were restrained.

▶ **Operation Ida** – related to money laundering via a money remittance business. Numerous covert surveillance techniques were deployed on the person of interest and associates. In March 2021, this operation terminated with 10 people arrested and charged for offences including money laundering, obtaining by deception, and possession of methamphetamine for supply. Assets valued at an estimated \$9.4 million, comprising residential property, cryptocurrency, bank accounts, jewellery and vehicles were restrained.

This year, the Financial Action Task Force¹⁷ (FATF) completed the mutual evaluation for New Zealand. FATF mutual evaluations are in-depth country reports that analyse the implementation and effectiveness of measures to combat money laundering and terrorist financing. The outcome of this evaluation has placed New Zealand 5th equal out of 106 assessed countries with only the United Kingdom, Israel, Spain, and the United States ahead of us. The report covers eleven outcomes and 40 technical compliance recommendations. In particular, the asset recovery focus of New Zealand was recognised as a key strength along with our international connectivity.

Transnational Organised Crime Strategy

Transnational organised crime (TNOC) is a major global problem and its scope and scale in New Zealand is growing. In September 2020, *Transnational Organised Crime in New Zealand: Our Strategy* was launched to provide a framework for a more coordinated, whole-of-system approach to TNOC, with increased focus on prevention. It is a five-year cross-government strategy and 17 agencies¹⁸ are involved in its delivery. Police plays a key role in driving implementation, as Chair of the governance groups.

The TNOC Strategy primarily focuses on the supply-side and international context of organised crime but is closely coordinated with the community and demand-side oriented ROCC work programme. The vision is to make New Zealand the *hardest place in the world for organised criminal groups and networks to do business*. There are three strategic focus areas where collective efforts will be targeted:

- ▶ **Unify:** Driving system governance and coordination
- ▶ **Prevent & Disrupt:** Strengthening capability and understanding
- ▶ **Dismantle:** Bringing together operational priorities.

The strategy is designed to be staggered to address these focus areas over time, initially prioritising unification to ensure the system is effectively aligned and governed. During the year, agencies worked collaboratively to implement the strategy, with an initial focus on unifying efforts across government. Work is also underway to align policy and legislative settings that TNOC actors may exploit.

¹⁷ The Financial Action Task Force (FATF) is the global money laundering and terrorist financing regulator. The inter-governmental body sets international standards that aim to prevent these illegal activities and the harm they cause to society. As a policy-making body, the FATF works to generate the necessary political will to bring about national legislative and regulatory reforms in these areas.

¹⁸ New Zealand Customs Service, Ministry of Business, Innovation and Employment, Department of Internal Affairs, Serious Fraud Office, Ministry for Primary Industries, Department of Conservation, Ara Poutama Aotearoa, Ministry of Foreign Affairs and Trade, Ministry of Defence, New Zealand Defence Force, New Zealand Police, National Maritime Coordination Centre, Inland Revenue, Ministry of Transport, Department of Prime Minister and Cabinet, Ministry of Justice, and the Government Communications Security Bureau.

Organised crime performance measures

Prevention

Measure	2019/20 result	2020/21 result	2020/21 standard
Dollar amount of social harm avoided by disrupting illicit drug trade (Police attributed) (1kg meth seized represents \$1.239m in social harm costs avoided)	\$755,346,000	\$46,554,108 ¹⁹	More than 2019/20

Investigations and resolution

Measure	2019/20 result	2020/21 result	2020/21 standard
Dollar value of assets restrained from organised and financial crime (2020/21 \$ amount only)	\$ 230,767,685	\$100,261,809	\$155m
Number of money laundering investigations (charges) that resulted in prosecution	307	147	100 to 200
Organised crime disruption value for money: Related personnel spend : value disrupted (disrupted = restrained)	\$25.3m: \$230.8m	\$29.8m: \$100.3m	\$20.5m: \$76.4m

National Security (Counter terrorism)

We work at the strategic and operational level to counter terrorism and prevent violent extremism. Strategically, we work with partners across a range of workstreams to both respond to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (RCOI) recommendations, as well as other efforts to preserve and enhance social cohesion, address the spread of extremist messaging, and improve our counter terrorism capability and capacity.

This includes contributing to the all-of-Government Counter-Terrorism strategy, with Police leading or supporting the delivery of a range of initiatives. These include working with communities, business, and other partners to improve the safety of crowded public places (*Te Whakamaru I Ō Tātau Wāhi Kōpiripiri mai te Whakaenkenga / Protecting Our Crowded Places from Attack*²⁰), and delivering the *He Aranga Ake*²¹ individual-focused prevention

programme, which builds on our prior efforts in this space. It also includes ongoing work to improve how we identify, receive, assess, and manage reports and other information related to potential violent extremism. These are in addition to other initiatives mentioned later in this report that respond to related RCOI recommendations in firearms regulation and hate crime.

Police is also a key partner in engaging with communities following the RCOI, including through our Iwi and Communities networks, local and national relationships, and through supporting activities and events such as He Whenua Taurikura – New Zealand's hui on countering terrorism and violent extremism, which was held on 15–16 June 2021.

Operationally, we continue to respond to, investigate, and manage potential terrorism and violent extremist threats. This includes a wide range of concerning conduct, with a range of extremist and other motivations,

manifesting in the form of hateful online sentiment, threats, hoaxes, and other incidents. Many of these involve complex issues of online and digital evidence, individuals with complex motives and circumstances, and are not always straightforward to address under existing legislation. Often this work is undertaken under urgency and at high tempo to determine whether there is a credible threat, prevent harm to the community, and bring offenders to justice where this is appropriate.

This operational activity involves a mix of Police's district and specialist staff, and sometimes domestic and offshore partners. Most are initiated by a report from the public or partners. Throughout 2020/21 we have responded to several incidents and reports, many with a high public profile and that have caused wide community concern. While most were found to not involve individuals able to carry out their threat, they still involve harm and, in some instances, involve risks to public safety.

¹⁹ Police attributed methamphetamine seizures totalled 37.6kgs this year; compared to 609.6kg in 2019/20.

²⁰ New Zealand's strategy to help owners and operators of crowded places protect the lives of people working in, using, and visiting their crowded place. <https://www.police.govt.nz/advice-services/protecting-crowded-places-attack/crowded-places-strategy>

²¹ He Aranga Ake is an initiative to address risk factors for individuals vulnerable to violent extremist influences. It works to address issues such as mental health, education, and family support needs. He Aranga Ake will work with any individual irrespective of their ideology.



Rangatahi (youth)

We focus on rangatahi because as a group they are particularly vulnerable to the impacts of family harm, sexual harm, drug use, alcohol abuse, road trauma, and the temptations of gang life. Our aim, wherever possible, is to keep rangatahi out of the justice system and to help them change unhealthy life trajectories so they remain out of the justice system. Our goals are closely aligned with the Government's Child and Youth Wellbeing Strategy and we have contributed to the associated programme of action. In this context, we have been involved in work to encourage safe and healthy relationships, reduce online harm and child sexual exploitation, and prevent family harm.

Within the programme of action, we have 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. Despite the challenge of reduced in-person teaching time due to COVID-19 during 2020, Loves-Me-Not was still implemented in 74 schools and education institutions during the 2020

calendar year. Loves-Me-Not resources will be reviewed and revised, guided by the findings of the evaluation of existing Healthy Relationships Programmes. The popular *Keeping Ourselves Safe* child protection programme in primary and intermediate schools continues to be led by Police and implemented by teachers in partnership with specially trained School Community Officers.

The launch of the Children's Services Flexi-Fund in November 2020 has enabled the direct purchase of services for children and young people who experience family harm. We identify need through our family harm response sites such as Whāngaia Ngā Pā Harakeke and the Integrated Safety Response, Youth Teams, and partner agencies engaged with whānau.

In the Counties Manukau district we have trialled a new programme, School Alerts. This programme is aimed to better support and meet the educational needs of children and young people experiencing family harm, and to enable schools to better support students. We are working with the Ministry of Education to implement the School Alerts programme nationwide.

We continue to work with partners to provide support to prevent young people reoffending. We have partnered with Oranga Tamariki and a community provider in Tauranga to start Matau mō te Huringa – Hooks for Change. This programme aims to reduce escalation in the youth justice system and is targeted at young offenders who are appearing in a Youth Court for the first time.

We have also partnered with iwi Māori providers to pilot Te Pae Oranga Rangatahi to address the underlying factors behind youth offending. Panels of trained kaumātua and facilitators lead a restorative whānau-centred process to hold offenders to account and address the harm. Initial results of this work showed positive impacts. Pilots in Hamilton and Hastings continue, and a further site has been launched in Rotorua. Funding through Budget 2021 will enable the expansion of Te Pae Oranga Rangatahi to a further nine locations by 2024/2025.

Youth performance measures (audited)

Prevention

Measure	2019/20 result	2020/21 result	2020/21 standard
Number of youth offenders who reoffend where the initial proceeding decision was:			
• Warning	582	460	Fewer than
• Supported resolution	926	918	2019/20
• (Intention to Charge) Family Group Conference	281	275	
• Prosecution	686	518	
Percentage of youth who reoffend following referral to a Youth Aid intervention	26%	25%	20% to 30%

Other safe communities performance measures (audited)

Measure	2019/20 result	2020/21 result	2020/21 standard
Total victimisations recorded per 10,000 population	562.7	558.3	Fewer than 2019/20
Percentage of vetting requests processed within agreed timeframes:			
• Priority (within 1 to 5 working days)	86%	98%	98%
• General (within 20 working days)	75%	82%	90%
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	74%	62% ²²	80% to 85%
Percentage of survey respondents who feel safe in their neighbourhood after dark	71%	63% ²²	75%
Percentage reduction in the number of high-risk victims (red victim attrition)	47%	44%	50% to 65%
Percentage of overall satisfaction with Police service delivery among victims of crime	74%	63% ²³	75% to 80%
Percentage of repeat calls for service to the location of crimes where police have attended crimes in the previous 12 months	45%	46%	Less than 2019/20

22 At the end of the 2019/20 financial year, the contract for the New Zealand Police Citizen Satisfaction Survey concluded. Police commissioned an interim customer survey to provide results for reporting in the 2020/21 financial year. A random sample of 6,635 people were surveyed over the three-month period 1 April – 30 June 2021. Due to the differing survey methods and limited time-period over which the survey was run, results that differed from prior years were expected. The proposed long-term approach to obtain perceptions of Police is to use the New Zealand Crime and Victims Survey (NZCVS) commissioned by the Ministry of Justice. For the 2020/21 year, Police was able to include the following two questions "Percentage of survey respondents who agree 'Police is responsive to the needs of my community'" and "Percentage of survey respondents who feel safe in their neighbourhood after dark" in the NZCVS. The results for both of these questions from the NZCVS was 72%. As these results are available, Police has elected to include them in the 2020/21 Annual Report.

23 At the end of the 2019/20 financial year, the contract for the New Zealand Police Citizen Satisfaction Survey concluded. Police commissioned an interim customer survey to provide results for reporting in the 2020/21 financial year. A random sample of 6,635 people were surveyed over the three-month period 1 April – 30 June 2021. Due to the differing survey methods and limited time period over which the survey was run, results that differed from prior years were expected.

Response

Measure	2019/20 result	2020/21 result	2020/21 standard
Number of 111 calls answered	943,556	886,726 ²⁴	900,000 to 950,000
Percentage of 111 calls answered within 10 seconds (of being presented to the Communications Centres)	77%	90%	Greater than 90%
Number of emergency events responded to	134,589	144,168	140,000 to 170,000
Median response time to emergency events:			
• Urban policing areas	8 mins 16 secs	8 mins 21 secs ²⁵	7 to 8 mins
• Rural policing areas (including the Greater Auckland Motorway system)	15 mins 8 secs	15 mins 11 secs ²⁵	15 to 16 mins
Time taken for 90% of emergency events to be attended:			
• Urban policing areas	29 mins 16 secs	29 mins 29 secs ²⁵	20 to 25 mins
• Rural policing areas (including the Greater Auckland Motorway system)	54 mins 24 secs	53 mins 23 secs ²⁵	40 to 45 mins
Median response time for attempted suicide emergency events	11 mins 18 secs	11 mins 25 secs ²⁵	10 minutes
Percentage of satisfaction with the speed of Police response	64%	57% ²⁵	65% to 75%
Percentage of repeat calls for service to the location of emergencies where police have attended emergencies in the previous 12 months	25%	27%	Less than 2019/20
Number of non-emergency calls answered (including 105 service) by the Communications Centres	1,415,912	1,087,911 ²⁶	1,650,000 to 1,850,000
Percentage of non-emergency calls answered within 90 seconds by the Communications Centres	46%	37% ²⁷	70%
Number of non-emergency events responded to	958,879	801,202	680,000 to 780,000
Percentage of people satisfied with the 105 service	87%	69% ²⁷	90%
Percentage of satisfaction with service delivery from Police Communications Centres	80%	68% ²⁷	83%

²⁴ Results are demand driven.

²⁵ Several factors have impacted on emergency response times which include a recent rise in calls for service, an increase in the number of licenced vehicles on the roads, and general growth in population and housing has increased congestion and has meant that population centres have spread across larger urban areas. Additional factors such as priority events happening at the same time, and demand in other work areas – such as family harm and mental health incidents, have also contributed to longer response times to some emergency events.

²⁶ Results are demand driven.

²⁷ While strategies to enhance call service levels are being rolled out some of the benefits will not be realised in the short-term and service levels may continue to be impacted for some time.

Investigations and resolution

Measure	2019/20 result	2020/21 result	2020/21 standard
Total number of victims recorded within the year:			
• crime against the person	58,740	65,838	52,000 to 53,000
• property crime	152,705	143,826	163,000 to 164,000
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	28%	24%	35% to 37%
• property crime	8%	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	36%	30%	41% to 43%
• property crime	13%	13%	14% to 16%
Percentage of homicide, sexual assault, and serious assault investigations finalised within 12 months	52%	40%	59% to 61%
Number of cases (charges) resolved by:			
• Prosecution	188,055	176,940	190,000 to 200,000
• Warning	81,402	64,272	60,000 to 70,000
• Supported resolution (including Family Group Conference)	19,487	19,793	10,000 to 15,000
• Not proceed with	188	116	150 to 250
Percentage of charges laid by Police that result in conviction	73%	72%	70% to 75%
Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	78%	68%	80%
Percentage of Judge Alone Trial cases withdrawn/dismissed at trial stage due to the Police providing insufficient evidence	10%	9%	6%
District Court judges' satisfaction with the performance of Police prosecutors	79%	89%	80%
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	2%	3%	Less than 3%

Our priorities



Our priorities

Three key priorities will help us become the organisation we need to be to prevent crime and harm through exceptional policing. Our priorities focus on creating the right culture; understanding and delivering the services our communities need; and achieving better outcomes through working with our partners, iwi, and communities. Our priorities set the tone for how we work every day.

Be first, then do

We are committed to creating a high-performing and inclusive workplace culture, where our people are safe, valued, respected, and enabled to be their very best every day. At the same time, we have asked our people to show greater empathy and cultural

awareness, and to bring humanity and understanding to all their interactions. As an organisation we need to ensure they are supported and enabled to do this.

In August 2020, we developed our *Be First, Then Do* Strategy and

Implementation Plan to strengthen our organisational culture, better support and enable our people and to grow and develop our future leaders. The Implementation Plan rests on three pillars: leadership, culture, and people.

The three pillars of the *Be First, Then Do* Implementation Plan



Leadership

Developing our leadership to ensure our future leaders are trusted, have the right mindset, behaviours, training, and development.



Culture

Enhancing our culture to better reflect the communities we serve and to ensure it emphasises safety, wellbeing, inclusion, and high performance.



People

Ensuring our people have the operational capability to deliver on our mission; that their physical and mental wellbeing is looked after; and they are enabled to deliver on our strategy.

Leadership

Wellness and safety

The wellbeing and safety of all our employees is fundamental to how we do our business. The last year has brought both challenge and opportunities for improvements to better understand our systems and processes so we can further enhance safety and wellbeing for our people. This is against a backdrop of an increasingly complex and high-risk operational environment.

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

The Te Whare Tapa Whā holistic model²⁸ for wellbeing is the foundation of how we operate and will deliver on our wellness and safety 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 okay to not be okay' mindset.

The Frontline Safety Improvement Programme, which was established following the tragic death of Constable Matthew Hunt in June 2020, has demonstrated the significant investment in the safety and wellbeing of our frontline staff.

The impacts of COVID-19 have continued to present challenges to our operational staff. Our focus during this period has been to provide dedicated policing support to managed isolation and quarantine facilities and at the border, as well as managing border checkpoints through changing alert levels, while balancing the health and safety of our staff.

Further details about how we have managed the wellness and safety of our staff through the 2020/21 year is provided in the 'Additional Information' section of this report.

Police High Performance Framework

Our Police High Performance Framework (PHPF) supports our people to be their best. The PHPF comprises five components – Strategy, Culture, Leadership, Capability and Performance Management. During the year, we ran refresher sessions across the organisation that brought together PHPF, our core competencies, and our three priorities using practical operational examples to help our staff understand how our strategy and competencies link together. PHPF helps to promote and support inclusive relationships throughout the organisation, particularly between leaders and their direct reports. The framework enables leaders and their people to build mutually supportive relationships through regular conversations.

Leadership development

The Continuous Education Programme (CEP) provides everyone within Police access to learning and development opportunities to help them be their best in their current and future roles. In line with the Francis Review recommendations, CEP includes a deliberate focus on coaching and reflective practice. This means, developing effective coaches and reflective practitioners across the organisation.

In August 2020, as part of CEP we launched our inaugural 12-month leadership programme for current and future leaders and managers across all levels of the organisation. The programme is aligned to our core competencies and focuses on building leadership skills to support successful and inclusive teams. The major areas of learning are coaching, high performance, and stress management with an emphasis on self-reflection. The programme will pause at the completion of the 12 months while an independent evaluation is undertaken. In the next two years we expect all Police leaders, constabulary and employee, will be enrolled in a leadership development programme.

Disciplinary System

Together with our people and key external stakeholders including the IPCA and Service Unions, we have been working to transform how we deal with disciplinary issues, moving from a low trust, high fear environment, to a high trust, low fear one. In November 2020, we commenced a pilot of a new people-centric approach, founded on restorative principles and practices, across eight sites nationally²⁹. The pilot introduced a new holistic and restorative operating model; a new centralised assessment and triage process to support consistency of decision making and to reduce delays; and dedicated, locally based and specifically trained employment resolution teams who deliver a more holistic approach for participants and work together to enable more sustainable outcomes.

The pilot finished in May 2021 and the Executive Leadership Team has endorsed in principle, the pilot operating model as our new future approach. Work is underway to progress next steps.

²⁸ "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.

²⁹ Pilots are in Auckland City, Bay of Plenty, Eastern, Wellington, Canterbury, and all Emergency Communications Centres in Northern, Central and Southern regions.

Culture

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.

Diversity and inclusion

2021 marks the 80th anniversary of women in constabulary roles in Police. It is also the first time that more than 40% of the graduates from the Royal New Zealand Police College have been women. Since 2016, the number of constabulary women has increased by more than 700 (43%), the fastest growth we have ever achieved. This year also saw the appointment of the first constabulary woman to hold the rank of Deputy Commissioner.

Constabulary gender profile

	Female FTE	% workforce
30/06/2017	1,734	19.6%
30/06/2021	2,395	23.7%
Growth	660 (38.1%)	

Constabulary ethnicity profile

	Māori	Pacific	Asian
30/06/2017	968	427	248
30/06/2021	1,222	627	498
FTE Growth ³⁰	254 (26.2%)	199 (46.7%)	250 (100.6%)
Population (census 2018)	16.5%	8.1%	15.1%



³⁰ In the four years of the current growth period overall FTE constabulary numbers have grown by 14%. If FTE numbers in any ethnic group would have grown by 14% then their percentage of the overall workforce would have remained the same, across a larger workforce. As each target demographic has increased faster than the overall workforce, they have not only matched organisation growth, they have increased their proportion of the overall workforce.

Employee Led Networks

Police is committed to empowering and resourcing Employee Led Networks. We recognise the importance of their role in building an inclusive culture and enabling all of our people to thrive.

The past year has seen our Women's Advisory Network (WAN) go from strength to strength, with the national governance group (WAN-GG) welcoming a new chair, Prue Kapua (Ngāti Whakauae, Te Arawa, Ngāti Kahungunu). In the past year the WAN has launched a refreshed strategy to align with Our Business and has supported numerous women to access development and promotion opportunities, attend conferences and workshops, and to come together to advocate for women in Police.

Mana Wāhine – Police's network for Māori, Pacific and Ethnic women – has also flourished over the last 12 months, including launching new Mana Wāhine Awards to publicly acknowledge and reward the achievements of Māori, Pasifika and Ethnic women who are contributing to improving policing and ensuring policing services are enhanced for our communities.

Police also has a strong and active Diversity Liaison Officer (DLO) network, representing LGBTTTQIA+ employees within Police and connecting with New Zealand's rainbow community. DLOs ran a number of local events and training for district-based staff throughout the year and represented Police at the biannual Cross-Agency Rainbow Conference in March 2021.

Ensuring fairness for all

In March 2021, we announced a major research programme – *Understanding Policing Delivery* – to focus on examining where system bias may exist within our policies, processes, and practices. The research will focus on three key areas; who Police stop and speak to and how we engage with them; decision making around when and why use of force is

justified; and decision making around when charges against a person are deemed necessary. We are partnering with Sir Kim Workman, who is leading an independent panel, and a research team. The findings will inform our work and help us to deliver on our values, by ensuring our actions are fair, reasonable, and proportionate for all New Zealanders.

Cultural competence

We are committed to lifting our cultural capability and ensuring our people are supported to be culturally effective – enabled to engage with all cultures in a competent and appropriate manner. To support this capability uplift, the Commissioner has committed to Whāinga Amorangi, a cultural competency framework across six competencies: Te Reo Māori, Treaty of Waitangi, Tikanga and Kawa, Understanding Institutional Racism, and Te Ao Māori and engagement with Māori. This complements work we already have underway.

Gender and ethnic pay gaps

In 2020 we developed a Gender Pay Gap Action Plan³¹, identifying eight focus areas: recruitment and attrition, promotion and development, specialist groups, flexible working, bias, pay equity, engage and enable, and review and report. The activities within the plan enable us to address gaps where they exist and identify and respond to emerging issues.

The like-for-like³² gender pay gap stands at 1.0%, which means that over 90% of our raw pay gap is due to wider workforce composition issues. For ethnic groups, the like-for-like pay gaps range from 1.1% to 1.7%.

Flexible employment options

We are committed to accommodating flexible working arrangements wherever possible to help employees achieve a positive work/life blend. We have embedded flexible employment

opportunities (FEO) throughout the organisation. Significant developments include:

- ▶ development of a Flexible Working Action Plan
- ▶ improved ICT capacity to support working remotely
- ▶ inclusion of FEO in the Continuous Education Programme
- ▶ increased working-from-home activity as business-as-usual.

31 <https://www.police.govt.nz/sites/default/files/publications/nzp-gender-pay-gap-action-plan.pdf>

32 Compares remuneration for roles that should be paid at the same level.



Our people

The safety and wellbeing of our staff will always be our top priority. To be truly successful, our people need to feel valued and safe, and have a sense of ownership of the direction we are heading. In 2019, we commissioned Debbie Francis to undertake an independent external review into our systems and processes for preventing and managing bullying (the Francis Review). All 30 Francis Review recommendations were accepted. Implementation is underway, however COVID-19 and the redeployment of our people, affected commencement of this work. Nonetheless, progress has been made in each of the five areas covered in the Francis Review, including: leadership, behavioural standards, cultural drivers, disclosure systems; complaint management and resolution.

Understanding the experience of our staff

Over the past year we completed four organisation-wide pulse surveys, and in September 2020, Police and the Independent Police Conduct Authority (IPCA) conducted a wide-ranging workplace culture survey to understand our current state including strengths and areas for improvement.

Results showed that 81% of staff agree Police is a great place to work, and most are comfortable with the workplace culture and believe it is improving.

However, the survey also showed there is more we can and need to do to ensure our culture is high-performing and inclusive, and that our people feel safe and valued. Work is currently underway to address the areas where opportunities for improvement were identified.

Recruitment and appointment process

In August 2020, we launched *Talent Pathway* – a specialist recruitment team to manage the end-to-end appointment process for all external and internal, permanent, and fixed-term positions (excluding Police recruits). Talent Pathways has transformed our recruitment and appointment system making it simpler, fairer, more transparent, timelier, and less stressful for both applicants and managers.

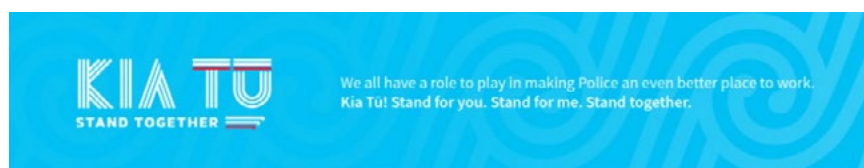
Applicants are assessed on their personal attributes and behaviours in addition to their technical skills. We have removed the need for lengthy and complicated work history profiles, opting for a simple list with relevant information and work experience highlighted, and an emphasis on considering the applicant as a whole person. Interview questions specific to the role being advertised are crafted with a Talent Pathway Advisor.

An additional benefit is efficiency gains. Recruitment that used to take 90 days has been more than halved to around 40 days from start to finish, a significant time saving for managers. Initial results also show that the process is fairer, with staff from all groups equally likely to be promoted.

Preventing and addressing unacceptable behaviour

Up to one in three New Zealand workers report experiencing bullying each year³³. In the recent Police Culture Survey, one in four said they had experienced incidents of alleged abuse, bullying behaviour or harassment. Following the recommendations of the Francis Review we commenced a pilot named *Kia Tū*, a new mechanism for staff to raise and address unacceptable behaviour.

We want to resolve all concerns in a more timely way and at the lowest appropriate level, commensurate with the harm caused. *Kia Tū* does this by taking a restorative approach by addressing the harm caused, keeping staff safe, rebuilding trust and restoring relationships. Following the conclusion of the pilot at the end of August 2021, we started looking at the key outcomes for potential practice improvements. These will help us consider next steps.



³³ <https://www.worksafe.govt.nz/about-us/news-and-media/workplace-bullying-and-harassment/>

Delivering the services New Zealanders expect and deserve

Our focus over the coming years is to ensure we better understand the needs and expectations of our communities. We recognise that every community is different and that it is important to deliver exceptional policing services to all New Zealanders.

We are expanding the approaches used to capture the voices of those who receive our services: those who cause harm, those who experience harm, and the wider community; and doing so in a way that provides deeper insights. We are enhancing our engagement capabilities to enable us to work effectively with our communities to deliver new initiatives and services that are evidence-based and reflect their voices.



Reframe – Te Tārai Hou

The decision whether to pursue a prosecution or a non-prosecution pathway can have long-lasting impacts on a person's life trajectory.

While enforcement and prosecution will always be appropriate in many situations, in other circumstances where lower-level offending has occurred, evidence shows that supported resolutions and community support services can offer a pathway that improves people's lives and is more effective in preventing re-offending.

In February 2021, we introduced the *Reframe Te Tārai Hou* strategy, aiming to improve frontline practice for better resolution outcomes and a safer New Zealand. Working with our sector, iwi and community partners, Reframe

ensures we have the right capabilities and interventions to:

- ▶ treat victims and offenders with humanity and fairness
- ▶ collect quality information and evidence to inform decision making and achieve timely resolutions
- ▶ make supported resolutions an easy first option to consider in appropriate situations
- ▶ strengthen our partnerships with other agencies to ensure victims, and those who have offended or caused harm, receive the support services and support they need.

The strategy will continue to guide us as we work with iwi, communities, and justice and social sector partners to design and implement a comprehensive resolutions framework that improves our contribution towards effective and timely case resolutions, and achieves better justice outcomes.

Administration of the Arms Act 1983

As part of our commitment to implement an arms regulatory system that is fit-for-purpose, we have been heavily investing in resources and training.

The immediate objectives of the regulatory transformation are to improve the vetting processes for all licence applications, prevent the movement of firearms to criminals through better understanding of criminal access to firearms, to ensure the secure storage of firearms, and support the development of a firearms registry by June 2023.

Improvements to the regulatory operating model include setting standards and establishing best practice systems, processes, and

guidance to deliver a better customer experience.

The investment in the improvement programme also responds to the firearms system related recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain report which called for:

- ▶ policies and operational standards and guidance for the firearms licensing system that are clear and consistent with legislation
- ▶ an electronic system for processing firearms licence applications
- ▶ regular training and periodic reviews of the quality of the firearms licensing staff work, and
- ▶ the introduction of performance indicators for effective implementation of the firearms licensing system.

Throughout 2020/21 the time taken to process applications has been impacted by our implementation of new comprehensive forms, training for staff, more quality assurance processes, COVID-19 alert level restrictions, and changes to employment conditions of vetters. Police is committed to better management of the firearms licensing pipeline so we maintain quality and increase throughput, an increase in investment in operational changes, and an electronic platform for managing licensing. These changes will improve the customer experience while mitigating the risk of issuing licences to those who are not fit and proper to possess firearms.

Measure (audited)	2019/20 result	2020/21 result	2020/21 standard
Percentage of pistol endorsement holders investigated for fewer than 12 days of club activities annually	82%	94%	100%
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	96 days ³⁴	94 days	60 days
Percentage of firearms dealers inspected for record keeping and stockholding compliance with the Arms Act 1983	New measure	26% ³⁵	100%
Percentage of pistol clubs inspected for compliance with the Arms Act 1983	New measure	60% ³⁵	100%
Percentage of firearms licence applications (includes both new applications and renewals) processed within 30 days from receipt of correctly completed applications (including referee information)	33%	6%	80%

34 Improvement to the calculation of data for the number of days to follow-up of expired firearms licence holders has enabled reporting of a full 12-month set of data and includes expired 'visitor licences' which had previously been omitted. These changes have resulted in the 2019/20 result increasing from 63 days to 96 days.

35 Police's role in administering the Arms Act 1983 requires firearms dealers to be re-licensed, and pistol clubs to be inspected, on an annual basis. Every year, Police staff visit each dealer and pistol club and carry out interviews and inspections necessary to support the decision to grant the dealer an annual licence, or to decline the application, or to ensure a compliant pistol club. These inspections are carried out by experienced officers using a questionnaire designed to ensure the relicensing decision considers all the legislative requirements. Inspections are recorded as having occurred in our National Intelligence Application. We have appropriate evidence of inspections having been carried out for 80% of firearms dealers within the 2020/21 financial year. However, we have only retained sufficient appropriate evidence to adequately support the specific consideration of the stockholding aspects of the inspection for 26% of dealers and have therefore reported this as the outturn. The variance from the inspection standard for pistol clubs is due to a number of factors including the absence of inspections being undertaken (e.g. impacted by COVID-19, resource availability, and inspections being undertaken outside of the financial year), and sufficient appropriate evidence being retained to verify an inspection was completed within the financial year. New forms, processes, and systems are being introduced to implement a nationally consistent, recordable, and sustainable process, which will ensure Police retain documentation supporting all aspects of the performance measure. This work is part of Police's commitment to modernise our overall firearms system. We remain focused on partnering with our firearms community to ensure compliance responsibilities are met.

Custody Enhancement Programme

We provide custodial care, transportation to and from court, and support the Department of Corrections and other agencies with housing and transport of remand prisoners and detainees (mental health, detoxification,

and immigration). On average there are 127,000 people coming into police custody each year.

The Custody Enhancement Programme was established to ensure our staff and people in our custodial care are safe and feel safe.

The programme to date has delivered enhanced risk assessment processes for appropriate monitoring of people in our care, new training for the custodial environment, and the establishment of a dedicated custody team. Further initiatives are planned for the coming years.

Measure (audited)	2019/20 result	2020/21 result	2020/21 standard
Number of prisoners escorted and/or held in custody	168,114	104,546 ³⁶	140,000 to 170,000
Number of escapes from Police custody	9	4	Fewer than 2019/20
Number of deaths and serious injuries in Police custody	7 ³⁷	6 ³⁸	Fewer than 2019/20



³⁶ In November 2020, there was a change to how custody data is recorded Police. Prior to this change, every time Police transferred a person from one station to another (e.g. Wellington to Lower Hutt), this would create a new custody record, even though from the prisoner's point-of-view, it was the same period of custody. Following the change, all transfers are now counted within the original custody, so the custody is counted as one, rather than creating a new custody record for each location. For comparison, (given that station transfers are now being counted within the original custody) the previous year's result was 120,873.

³⁷ Includes one death from suicide.

³⁸ Includes two deaths resulting from medical emergencies.

Policing for the future in Auckland

Tāmaki Makaurau³⁹ continues to grow rapidly in population and density. It is New Zealand's most culturally diverse city, home to over 100 ethnicities, each with their own needs and expectations of a police service. This holds implications for the way we police in Tāmaki Makaurau. In terms of volume and organised crime, the city is one indivisible whole, so our problem-solving and deployment decisions must reflect this.

To ensure we are best positioned to understand, prevent, and respond to issues and individual groups' needs across Tāmaki Makaurau in the future, we established a programme of work in June 2020. The programme engaged extensively with communities, partner agencies and our own staff to capture what successful policing looks like in Tāmaki Makaurau given the social and criminal context, what capabilities we need to be successful, and how we can organise those capabilities to best deliver our services. Options about how we deploy our resources in the future are currently with our Executive for consideration.

Frontline Safety Improvement

The policing environment in New Zealand is constantly evolving and with increasing demand which directly impacts our frontline staff. To ensure our frontline are able to respond safely to keep our homes, roads and communities free from harm, we need to ensure our capabilities stay ahead of this changing environment.

The nature and types of threats our frontline and communities face is changing and increasingly requires a greater level of flexibility and agility from our frontline.

Nothing is more important or critical to us as a police service than safety – for both our communities and our people. We cannot succeed in our vision to make New Zealand the safest country unless we keep our people safe first.

The tragic death of Constable Matthew Hunt, who was killed while conducting a roadside stop, provides a clear illustration of the challenges we face in this new environment. This tragedy highlights the complexity that frontline policing holds. It is critical that our frontline staff have the equipment and training they need to keep themselves and the communities they are part of safe.

After Constable Hunt's death we prioritised a number of immediate actions. We took those actions, our wider tactical capability review, and the learnings from this evaluation and we pulled them together to create the *Frontline Safety Improvement Programme*.

The *Frontline Safety Improvement Programme* focuses on how to keep our frontline safe as they undertake the daily challenges of delivering policing services across New Zealand. The improvements coming out of the programme are a result of extensive staff feedback over the last year, as well as wide engagement with the communities. The programme consists of six workstreams: equipment and capability; operational safety systems; tactical response model; training; valuing frontline responders (and their whānau); and a command and control framework.

During 2020/21 work has been completed for the Operational Safety Systems, and the Command and Control workstreams. Other initiatives that have been completed include:

- ▶ Telematics – a function that helps locate Police vehicles when an officer is in trouble
- ▶ Roll out of tourniquets and trauma bandages to frontline staff
- ▶ Delivery of a Forward Command workshop to shape future training
- ▶ Frontline Skills Enhancement Training – to enhance frontline tactical skills to increase safety
- ▶ Dedicated Sergeant training equipping them to keep their staff safer

Our focus continues with the work that will enable safety solutions that are right for New Zealanders and the style of policing that the public expect. We recognise that by keeping the community on board, we also increase the safety of the environment in which our frontline staff operate.



Frontline Skills Enhancement Training

39 Tāmaki Makaurau includes the three Auckland Police districts: Waitemātā, Auckland City and Counties Manukau.

Information and Communications Technology Accelerator programme

We have undertaken a ground-up assessment of our data and information management, with the intention of establishing a more streamlined approach to governance and management of this key strategic asset.

We have been working with an external provider to assess our data and information management needs and priorities, and to develop a roadmap. This roadmap will future-proof our management and enable us to derive maximum value from the data and information we capture in order to prevent, respond to, investigate and resolve harm and crime, while protecting the privacy and security of the data and information we hold.

Carbon footprint

In December 2020, the government launched a major initiative to combat climate change, which requires the public sector to achieve carbon neutrality by 2025. We are currently developing the necessary processes and methodology to ensure compliance with the initiative's mandatory emissions reporting. This will provide a verified base year of our operational emissions by June 2022. Current vehicle fleet emissions are reported quarterly and published on the Reducing Government Emissions website.

Fleet

In 2020, we undertook a procurement process for the supply of our primary response vehicles. Following practical evaluation, the Škoda Superb was selected as our new patrol vehicle. By completion of the rollout we will have reduced our fleet carbon emissions by up to 30%.

We completed our vehicle telematics installation project on 30 June 2021. Telematics is a GPS fleet management tool that improves efficiency, safety, and productivity. This will enable us to optimise our vehicle fleet and to reduce the fleet size and associated operational costs and carbon emissions. As an operational organisation, there will be some areas where we are unlikely to reduce our existing fossil fuel consumption, such as maritime operations and aviation fuel for helicopters.

Property

Police has 399 operational buildings across New Zealand. We have established a long-term programme to upgrade and replace our property portfolio, which includes implementation of low carbon and energy efficiency initiatives. Our challenge is implementing low carbon and energy efficiency building rating standards across the existing built portfolio within the government's five-year timeframe.



The Škoda Superb



Auckland Central Police Station

Focused prevention through partnerships

Our commitment to working with our communities and to the principle of policing by consent means that we recognise we cannot achieve our goals alone. We are particularly well placed to bring others together, across government and within communities, to work in partnership to achieve collective wellbeing outcomes.

While *Te Huringa o Te Tai* provides the framework for how we work with Māori, this is situated within a wider context of partnering with others to achieve our goals of safe homes, safe roads, and safe communities.

Our focus is on helping our partners to be successful, so that we can feel confident there are appropriate service and referral mechanisms in place for individuals we identify who require services or interventions to prevent future harm. This requires us to help our people work effectively in their communities, and to use and share our data, information, and insights to support our partners to be successful.

Government partnerships

Police is an operational organisation that sits at the nexus of several different

sectors including justice, social, health, child protection, and land transport. We work closely with our partner agencies to ensure New Zealanders can be safe and feel safe, and we work effectively across government.

Minister of Police

We continue to provide support and advice to the Minister of Police to enable her to take part in the development of government policy and perform her ministerial duties.

Measure (audited)	2019/20 result	2020/21 result	2020/21 standard
Number of policy related briefings (formal and additional) for the Minister	207	211	280 to 480
Number of second opinion advice and contributions to policy advice led by other agencies	276	280	350 to 750
The satisfaction of the Minister of Police with the policy advice service	90%	84%	80%
Technical quality of policy advice papers assessed by the Policy Quality Framework (scale 1–5)	80% (4/5)	77% (3.8/5)	80%–90% (4–4.5)
Number of briefings for the Minister	409	340 ⁴⁰	300 to 500
Percentage of draft responses to parliamentary questions provided within specified timeframes	92%	79%	95%
Percentage of items of Ministerial correspondence provided within the timeframes specified	92%	83%	95%

⁴⁰ Results are demand driven.

Justice sector

We 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 focused on the following programmes of work, so as a sector we can have the biggest impact on reducing harm.

We are a key member of the Justice Sector Leadership Board, whose 2020–23 Justice Sector Leadership Board Strategic Plan is working towards reforming the criminal justice system. The plan is based 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). Alongside Police’s Prevention First operating model, this programme of work contributes to focused prevention as it seeks to result in fewer victims, less harm caused, and fewer people in courts and prisons.

We are delivering a key contribution to criminal justice reform through *ReFrame*, an end-to-end supportive resolution model. This contribution aims to modernise Police practices, strengthen capability, and better enable staff to resolve cases in a way which makes a lasting difference. Focusing on good use of discretion through different resolution pathways is a key contributor to reforming the criminal justice system.

We are involved in the sector’s Long-Term Insights Briefing, a long-term forecast over the justice system in New Zealand to identify medium and long-term trends, risks and opportunities and explore possible policy responses. This partnership improves our understanding of crime trends and drivers to support work that minimises harm in our communities.

The modernisation of the public finance system across the Justice Sector aims to ensure sector transparency, cohesion,

and efficacy through both a shared fiscal and transformative lens. This partnership places the justice sector in a better position through future Budget cycles to realise our transformative agenda with a prevention focus.

We actively participate in the Criminal Process Improvement Programme to streamline the pathway through the criminal justice system. This programme contributes to better outcomes by ensuring and establishing best practice approaches, and responding to demand pressures within the criminal justice system.

We are a member of the Justice Sector Victims Leadership Group, supporting a shared understanding of victims’ issues and insights into their experience across the criminal justice system.

We have 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.

National security

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

We lead the workstream of ‘Keeping Communities and Crowded Places Safe’ through community engagement, prevention, intelligence gathering and analysis, investigation, emergency response, and working with domestic and offshore partners. We are the operational lead for reducing risk and responding to terrorism threats domestically.

We have contributed to the All of Government response to the

recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (RCOI). As part of this response we led the development of *Te Raranga – The Weave*, a funded four-year programme to formalise our policy approach and operational practice that oversees and drives improvements in frontline practice to identify, record, and manage hate crime, and deliver a service that is more responsive to victims. We have also led the development of *He Aranga Ake*, which is an early intervention programme to prevent terrorism and violent extremism.

During the year we also contributed to the legislative reform that has followed the RCOI report, including development of a new Counter Terrorism Amendment Bill that has been introduced to Parliament. This is a key lever to better preventing terrorism and associated activities.

Transnational organised crime

Transnational organised crime (TNOC) is a national security risk that requires a national-level strategic response. 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. We are working in partnership with 16 agencies on implementation of a national TNOC strategy, *Transnational Organised Crime in New Zealand: Our 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. We have contributed to the Cyber Security Strategy 2019, which outlines the areas where Government will prioritise action and how it will work 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 and working earlier to prevent harm before it can eventuate.

We have supported the policy development for New Zealand to accede to the Budapest Convention on Cybercrime. Accession will help New Zealand meet partner and international expectations on the use of modern and effective tools and measures to investigate, prosecute, and disrupt cyber-enabled crime and cyber security threats.

International

Our work extends offshore to help prevent criminal activity before it impacts our shores and harms New Zealanders. We build relationships with international law enforcement agencies and partners, and we maintain strong 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 through our membership of Interpol; we build knowledge and expertise through international forums and hosting international visits; we continue to support capability development through our overseas assistance programmes; and we work collectively to mitigate potential risks to national security.



Social sector

Family violence and sexual violence

We continue to work as an active partner in the Family Violence and Sexual Violence (FVSV) Joint Venture, and in local responses to FVSV in communities across New Zealand. Collective effort and partnership are at the heart of preventing and eliminating FVSV in New Zealand.

Our two primary interventions in this area – Integrated Safety Response (ISR) and Whāngaia Ngā Pa Harakeke (WNPH) – are covered in the section on *Safe Homes*.

In addition to the two ISR pilots and WNPH sites, we continue to strengthen our partnerships with local iwi, NGOs, communities, and other government agencies across a range of initiatives. In Tāmaki Makaurau, for example, we connect recipients of Police Safety Orders with Gandhi Nivas⁴¹ who provide accommodation and support services for recipients and their whānau.

Health sector

Mental health co-response team model

Police wants to provide appropriate pathways for those who reach out to us when experiencing mental distress. We are working in partnership to enable a health-led response, the preferred response, to emergency mental-health related calls.

In Wellington District, we partnered with Capital and Coast District Health Board (CCDHB) and Wellington Free Ambulance (WFA) in a 12-month pilot for a Mental Health Co-Response Team (CRT).

The CRT provides a wrap-around service for people experiencing mental health distress. It is delivered through a multi-agency team comprising of a police officer, paramedic, and mental health professional, co-responding in one vehicle to mental health related calls for service. The CRT model is designed to provide a more appropriate response to people in mental distress in the community and to reduce the demand on Emergency Departments (EDs) and the use of Police cells.

⁴¹ Gandhi Nivas provides early intervention and prevention services for New Zealand men identified at risk of committing harm in the family home. The innovative community-based approach supports men to change their behaviour, reducing the likelihood of further family harm and increasing safety for their families.

The University of Otago evaluated the CRT pilot in July 2021, with a final report delivered in September. The findings are being used to identify where improvements can be made to the CRT process to ensure it remains community focused, decreases the mental health workload for services such as EDs and Police, and ensures that the response meets the needs of the person in mental distress and their whānau.

The development and continuation of these partnership models enables Police to support the communities we serve to encounter a seamless service experience.



Transport sector

We are one of several agencies with responsibility for ensuring our roads are safe for all road users. Alongside Waka Kotahi New Zealand Transport Agency and the Ministry of Transport, we have committed to *Road to Zero* – a sector partnership strategy with the vision of a New Zealand where no one is killed or seriously injured in road crashes.

Working with Waka Kotahi and the Ministry of Transport, we have established the Road Safety Partnership Programme (RSPP) to implement a new operating model and investment approach to delivering road policing. The RSPP focuses road policing activity on the high-risk behaviours of not wearing restraints, driving

impaired or distracted, and speed.

The new operating model supports the Government's *Road to Zero* strategy, and we have made commitments to road safety through the RSPP 2021–2024. Now that the new operating model is in place, the focus of the RSPP is shifting to implementing specific programmes as part of the strategy, including transferring the speed camera network to Waka Kotahi, and preparing for an anticipated oral fluid testing regime for drug driving detection.

We continue to build and maintain relationships across the wider transport sector, including our maritime and aviation partners. We have developed a new maritime strategy, and we will continue to work closely with our partners to ensure we can jointly deliver a more effective public safety response on the water.

Emergency management

Next Generation Critical Communication

We have 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 replace 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.

This programme will support the wellbeing of our communities by enabling secure and reliable communications for, and between, emergency services to improve how we enforce the law and protect people and property.

Arms regulatory system

As the regulator of the Arms Act, Police maintains partnerships with representatives of both the firearm-owning and non-firearm-owning

communities. These relationships are important for striking the right balance between protecting public safety by making it harder for firearms to be in the wrong hands, while managing the burden of compliance on legitimate users of firearms.

The Minister's Arms Advisory Group (the Advisory Group) is a statutory group recently established to provide advice on matters that contribute to achieving the objectives of the Arms Act 1983. The Advisory Group comprises a balance of representatives from the firearm-owning and non-firearm-owning communities.

The Firearms Community Advisory Forum (FCAF) was established in 2013. It is a technical advisory forum that acts in a consultative and advisory capacity to Police. The purpose of FCAF is to provide a formal mechanism for representatives from the firearms community to provide input to Police on firearms-related matters. In October 2020 we established the Arms Engagement Group, with members from the non-firearm-owning community who have a specific interest in the safe use of firearms from a public health and safety perspective. We have met with these groups at regular intervals throughout the year to discuss the most topical areas impacting the firearms regulatory system.

We also work with officials within the New Zealand Customs Service, Ministry of Foreign Affairs, Ministry of Primary Industries, Department of Conservation, The Game Animal Council, New Zealand Defence Force, and Treasury.



Iwi partnerships

Te Huringa o Te Tai is the overarching strategy governing our relationship with Māori. The strategy recognises the role and responsibility of Police as a proactive Te Tiriti o Waitangi partner, to ensure the protection of mātauranga Māori, te reo Māori, and tikanga Māori in the work that we do.

Te Huringa o Te Tai also 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* produces benefits for all New Zealanders through improved service delivery and reducing crime and victimisation for all.

An example of how we use *Te Huringa o Te Tai* in practice is Te Pae Oranga iwi community panels.

Te Pae Oranga is a Māori-led, Police supported initiative that uses tikanga Māori and restorative justice practices to prevent re-offending, restore mana, and improve social wellbeing for all New Zealanders.

Te Pae Oranga seeks to reverse the intergenerational effects from offending and reoffending on whānau and communities by supporting those who cause harm to address issues with unresolved trauma, mental health, drug and alcohol abuse, anti-social attitudes, or issues such as poverty and educational underachievement.

Te Pae Oranga is available to people of all ethnicities and all walks of life who need support to make positive changes in their lives. Wherever possible, victims are encouraged to take part.

Police staff refer participants to a local Te Pae Oranga panel, made up of local individuals who have been vetted and trained. Te Pae Oranga supports participants to 'put things right' and address the underlying issues that cause their offending. Attending a panel can be a confronting experience. Participants must accept responsibility for what they did, be open about their faults and problems, and ask for help from people in the community.

The outcome may include restorative actions, such as hearing directly from victims on how they were affected by the participant and apologising to them, addressing addiction issues, getting a driver licence, finding employment, undertaking education or training opportunities, or reparation.

In 2020/21 more than 2,800 people were referred to Te Pae Oranga rather than being prosecuted through the criminal justice system. An evaluation⁴² published in 2019 showed Te Pae Oranga reduced harm from reoffending by 22% compared to similar people who did not participate in the programme.

There are currently 17 existing panels across New Zealand. Budget 2021 includes \$70 million in new operating funding which will increase the number of panels to 30 over the next four years.

42 Darren Walton, Samara Martin & Judy Li (2020) Iwi community justice panels reduce harm from re-offending, Kōtuitui: New Zealand Journal of Social Sciences Online, 15:1, 75-92, DOI: [10.1080/1177083X.2019.1642921](https://doi.org/10.1080/1177083X.2019.1642921)

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 2021 and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2022.



Andrew Coster
Commissioner of Police

30 September 2021

Financial management



Financial overview

A total of \$2.153 billion in departmental funding was appropriated for 2020/21, an increase of \$38 million from \$2.115 billion in 2019/20.

This increase mainly comprised of new or higher funding in 2020/21 for:

- ▶ Police Constabulary and Employee Bargaining \$39.7 million
- ▶ Safe, Confident and Resilient Communities: Investment in Policing \$28.3 million
- ▶ Striving Towards 1,800 New Police \$25 million
- ▶ Effective administration of the Arms Regulatory system \$15.4 million
- ▶ Next Generation Critical Communications (NGCC) \$12.2 million
- ▶ Road Safety \$11.9 million.

These increases were partially offset by:

- ▶ lower funding in 2020/21 for COVID-19 Response and Recovery \$70.1 million; and
- ▶ one-off funding in 2019/20 for administration of the firearms buyback scheme \$31.4 million.

2020/21 also saw the second firearms buyback programme to buyback firearms and parts prohibited by the Arms Legislation Act 2020. Out of the total of \$11 million appropriated, \$2.144 million was paid in compensation and the remaining \$8.856 million returned to Crown.

In terms of actual results, Police recorded a surplus of \$14.377 million in 2020/21 compared to \$53.613 million in 2019/20.

John Bole
Chief Financial Officer

Financial statements

For the Year Ended 30 June 2021

Statement of comprehensive revenue and expenses For the Year Ended 30 June 2021

	Note	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Revenue					
Crown		2,085,940	2,123,593	2,079,410	2,123,593
Other Revenue	2	22,238	20,339	27,714	29,439
Total Revenue		2,108,178	2,143,932	2,107,124	2,153,032
Expenditure					
Personnel	3	1,420,933	1,512,675	1,400,050	1,463,115
Operating	4	488,183	486,162	565,590	556,307
Depreciation and Amortisation Expenses	6	95,943	88,839	90,834	90,834
Capital Charge	7	49,506	41,879	50,650	42,776
Total Operating Expenses		2,054,565	2,129,555	2,107,124	2,153,032
Surplus (Deficit) from Outputs		53,613	14,377	–	–
Revaluation of Land and Buildings		–	246,149	–	–
Other Comprehensive Revenue and Expenses		–	246,149	–	–
Total Comprehensive Revenue and Expenses		53,613	260,526	–	–

The accompanying notes form part of the financial statements.

Statement of movements in taxpayers' funds

For the Year Ended 30 June 2021

	General Funds \$000	Reval. Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2020	543,404	294,035	(292)	837,147	837,149	837,149
Net Surplus (Deficit) for the year	15,039	–	(662)	14,377	–	–
Other Comprehensive Revenue and Expenses	–	246,149	–	246,149	–	–
Total Comprehensive Revenue and Expenses for the Year	15,039	246,149	(662)	260,526	–	–
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	(14,788)	–	–	(14,788)	–	–
Capital Contribution	30,716	–	–	30,716	14,044	30,716
Total Transactions with Owners in Their Capacity as Owners	15,928	–	–	15,928	14,044	30,716
Total Taxpayers' Funds as at 30 June 2021	574,371	540,184	(954)	1,113,601	851,193	867,865

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

Statement of financial position

As at 30 June 2021

	Note	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Assets					
Current Assets					
Cash		59,765	45,835	53,100	61,164
Accounts Receivable	8	436,748	449,580	363,284	446,578
Prepayments		13,158	19,591	13,000	13,000
Inventories		–	–	–	–
Assets Held for Sale	9	5,114	600	–	–
Total Current Assets		514,785	515,606	429,384	520,742
Non-Current Assets					
Property, Plant and Equipment	10	769,352	1,032,914	827,381	851,378
Intangible Assets	11	64,224	63,527	83,400	77,847
Capital work-in-progress	12	51,806	37,464	–	–
Total Non-Current Assets		885,382	1,133,905	910,781	929,225
Total Assets		1,400,167	1,649,511	1,340,165	1,449,967
Liabilities					
Current Liabilities					
Creditors and Payables	13	32,070	22,450	56,953	55,453
Accrued Expenses	14	68,941	60,590	54,073	54,073
Employee Entitlements	15	220,302	254,188	209,000	254,000
Provision for Repayment of Surplus to the Crown		53,613	14,377	–	–
Total Current Liabilities		374,926	351,605	320,026	363,526
Non-Current Liabilities					
Employee Entitlements	15	188,094	184,305	168,946	218,576
Total Non-Current Liabilities		188,094	184,305	168,946	218,576
Total Liabilities		563,020	535,910	488,972	582,102
Net Assets		837,147	1,113,601	851,193	867,865
Taxpayers' Funds					
General Funds		543,404	574,371	557,158	573,830
Property, Plant and Equipment Revaluation Reserves		294,035	540,184	294,035	294,035
Memorandum Account	21	(292)	(954)	–	–
Total Taxpayers' Funds		837,147	1,113,601	851,193	867,865

The accompanying notes form part of the financial statements.

Statement of cash flows

For the Year Ended 30 June 2021

	Note	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Cash Flows from Operating Activities					
Cash provided from:					
Supply of Outputs to:					
– Crown		2,043,478	2,118,859	2,072,241	2,118,149
– Others		27,056	22,391	27,853	28,878
		2,070,534	2,141,250	2,100,094	2,147,027
Cash was applied to:					
Produce Outputs:					
– Personnel		(1,391,558)	(1,475,515)	(1,431,017)	(1,436,070)
– Operating		(486,585)	(513,234)	(525,131)	(519,701)
– Capital Charge		(49,506)	(41,879)	(50,650)	(42,776)
		(1,927,649)	(2,030,628)	(2,006,798)	(1,998,547)
Net Cash Flows from Operating Activities	16	142,885	110,622	93,296	148,480
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		2,996	8,228	2,760	2,760
Cash was applied to:					
Purchase of Property, Plant & Equipment		(114,306)	(90,659)	(88,403)	(113,823)
Purchase of Intangible assets		(32,799)	(18,814)	(13,542)	(13,122)
Net Cash Flows from Investing Activities		(144,109)	(101,245)	(99,185)	(124,185)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		9,990	30,716	14,044	30,716
Cash was applied to:					
Repayment of Surplus to Crown		–	(54,023)	–	(53,610)
Net Cash Flows from Financing Activities		9,990	(23,307)	14,044	(22,894)
Net Increase (Decrease) in Cash Held		8,766	(13,930)	8,155	1,401
Add Opening Cash		50,999	59,765	44,945	59,763
Closing Cash as at 30 June		59,765	45,835	53,100	61,164
Cash Balance Consists of					
Cash at Bank		58,583	44,234	52,000	59,994
Petty Cash		755	834	800	820
Prepaid Cards		–	94	–	–
Overseas Posts		427	673	300	350
Total Cash		59,765	45,835	53,100	61,164

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2020: nil).

The accompanying notes form part of the financial statements.

Statement of trust monies

For the Year Ended 30 June 2021

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	2	–	2	–
Reparation	1	1	1	1
Money in Custody	18,727	20,087	12,603	26,211
Found Money	114	135	155	94
Forfeited Money Payable to Crown	132	5,893	5,903	122
Total	18,976	26,116	18,664	26,428

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 2021

	Actual 2019/20 \$000	Actual 2020/21 \$000
Legal Proceedings and Disputes	947	642
Personal Grievances	128	23
Total	1,075	665

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 2021 (2020: nil).

Statement of commitments

As at 30 June 2021

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 2019/20 \$000	Actual 2020/21 \$000
Capital Commitments		
Capital Works		
Less Than One Year	15,260	16,527
Total Capital Works	15,260	16,527
Plant, Equipment and Intangible assets		
Less Than One Year	25,433	11,659
Total Plant, Equipment and Intangible assets	25,433	11,659
Motor Vehicles		
Less Than One Year	14,084	15,670
One to Two Years	1,741	0
Total Motor Vehicles	15,825	15,670
Total Capital Commitments	56,518	43,856
Operating		
Accommodation Leases		
Less Than One Year	21,711	28,075
One to Two Years	38,534	47,826
Two to Five Years	43,848	52,600
Greater Than Five Years	115,763	124,714
Other Non-Cancellable Leases		
Less Than One Year	11,082	8,519
One to Two Years	10,791	8,621
Two to Five Years	10,746	1,581
Greater Than Five Years	1,434	1,011
Total Leases	253,909	272,947
Total Commitments	310,427	316,803

The accompanying notes form part of the financial statements.

Notes to the financial statements

For the Year Ended 30 June 2021

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 and for complying with generally accepted accounting practice (GAAP).

The reporting period for these financial statements is the year ended 30 June 2021.

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 GAAP and Treasury instructions.

The financial statements have been prepared in accordance with and comply with PBE Standards.

Presentation Currency and Rounding

The financial statements have been prepared on a historical cost basis and are presented in New Zealand dollars, with all values rounded to the nearest thousand dollars (\$000).

Standards issued and not yet effective and not early adopted

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

Amendment to PBE IPSAS 2 Cash Flow Statement

An amendment to PBE IPSAS 2 requires 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. This amendment is effective for the year ending 30 June, with early application permitted. This amendment will result in additional disclosures. Police does not intend to early adopt the amendment.

PBE IPSAS 41 Financial instruments

PBE IPSAS 41 replaces PBE IFRS 9 Financial Instruments and is effective for the year ending 30 June 2023, with earlier adoption permitted. Police has not yet determined how application of PBE IPSAS 41 will affect its financial statement but deems there to be little change as the requirements are similar to those contained in PBE IFRS 9. Police does not intend to early adopt the standard.

PBE FRS 48 Service Performance Reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 Presentation of Financial Statements and is effective for the year ending 30 June 2023, with early adopted permitted. Police has not yet determined how application of PBE FRS 48 will affect its statement of service performance, and does not intend to early adopt the standard.

Statement of Significant Accounting Policies

Revenue

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

Crown Revenue

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

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

The Crown Revenue is considered to be non-exchange.

Other Revenue

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

Leases

Operating Leases

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

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

Leasehold improvements are capitalised and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter.

Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Cash and Cash Equivalents

Cash 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 2021 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.

Police receivables are considered to be from exchange transactions, except for Debtor Crown which arises from non-exchange transactions.

Non-Current Assets Held for Sale

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

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

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

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

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

Property, Plant and Equipment

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

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

Revaluations

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

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

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

that reverses a previous decrease in value recognised in the surplus or deficit will be recognised in other comprehensive revenue and expenses.

Additions

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

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

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

Disposals

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

Depreciation

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

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

The useful life and estimated residual value of motor vehicles are classified into four separate categories, sedans and station wagons, light commercial, motor cycles and heavy vehicles. The weighted average depreciation rate across these categories is 11.8% (2020: 12.4%).

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 disclosed 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.

2020/21 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2021.

The budget figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE 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 10)

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 2019/20 \$000	Actual 2020/21 \$000
Arms Act Services	2,453	1,962
Chargeable Police Services	5,961	6,390
Department of Corrections Remand Prisoners	11	9
Overseas Deployments	10,516	6,814
Pacific Island Chiefs of Police Secretariat Support	703	175
Property Rentals	603	958
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	21	8
Other	1,970	4,023
Total Other Revenue	22,238	20,339

Note 3: Personnel

	Actual 2019/20 \$000	Actual 2020/21 \$000
Accident Compensation Costs	(1,811)	355
Fringe Benefit Tax	2,652	2,546
Salaries/Wages	1,226,538	1,301,402
Staff Insurance	1,806	2,729
Superannuation	137,992	145,539
Training	3,918	5,265
Transfer/Removal Expenses	2,373	2,131
Increase in Employee Entitlements	43,088	18,268
Other	4,377	34,440
Total Personnel	1,420,933	1,512,675

Note 4: Operating

	Actual 2019/20 \$000	Actual 2020/21 \$000
Audit fees	366	369
Changes in Doubtful Debts Provision	1,812	967
Clothing, Equipment and Consumables	58,233	52,786
Communications	30,481	24,754
Computer Charges/Leasing Expenses	80,874	84,591
Equipment Rental	3,950	3,556
ESR Forensic Science Services	24,455	25,660
Foreign Exchange Rate (Gain)/ Loss	(19)	71
(Gain)/ Loss on Sale of Non-Current Assets (Note 5)	1,159	1,743
Other Operating Expenses	29,064	8,952
Physical Asset Write-offs	2,139	2,185
Printing	5,784	5,756
Professional Services*	86,513	104,248
Professional Services - Non Government Organisations	14,409	15,680
Legal Expenses	7,476	9,256
Property Rentals	30,792	35,799
Property Utilities, Rates and Maintenance	39,352	43,127
Third Party Expenses	4,006	4,429
Travel	21,055	17,816
Vehicle/Aircraft/Launch Rentals	12,677	12,196
Vehicle Expenses	33,605	32,221
Total Operating	488,183	486,162

Professional Services includes other fees paid to Auditors. This included work on Firearms Amnesty and Buy-back scheme, Internal Control, Assurance Plan, Reporting framework and other initiatives (2021 \$0.222m; 2020 \$0.404m).

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

	Actual 2019/20 \$000	Actual 2020/21 \$000
Sale of Motor Vehicles	1,159	1,521
Sale of Vessels	–	(364)
Sale of PPE	–	586
(Gain)/Loss on Sale of Non-Current Assets	1,159	1,743

Note 6: Depreciation and Amortisation Expenses

	Actual 2019/20 \$000	Actual 2020/21 \$000
Buildings	19,526	18,073
Plant and Equipment, Computer Equipment and Communication Assets	22,505	23,097
Vessels	622	532
Furniture and Fittings	1,270	1,509
Motor Vehicles	18,836	19,619
Amortisation of Intangibles	33,184	26,009
Total Depreciation and Amortisation	95,943	88,839

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 5% for 2020/21 (2019/20: 6%).

Note 8: Accounts Receivable

	Actual 2019/20 \$000	Actual 2020/21 \$000
Trade Debtors	7,696	15,707
Sundry Debtors	3,828	4,876
Less: Provision for Doubtful Debts	(3,910)	(4,871)
Net Debtors	7,614	15,712
Debtor Crown	429,134	433,868
Total Accounts Receivable	436,748	449,580

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

	Actual 2019/20 \$000	Actual 2020/21 \$000
Balance at 1 July	(2,020)	(3,910)
Additional Provisions/(Reductions) made during the year	(1,890)	(961)
Debts written off during the period	–	–
	(3,910)	(4,871)

Note 9: Assets Held for Sale

The balance of \$0.600m as at 30 June 2021, reflects net book value of a property which was declared surplus and classified as assets held for sale during 2020/21.

Note 10: Property, Plant and Equipment

As at 30 June 2021

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	240,320	426,789	26,587	401,419	165,682	8,899	1,269,696
Additions	–	28,392	3,924	33,427	28,657	–	94,400
Revaluation	128,405	75,228	–	–	–	–	203,633
Disposal, Transfers and Write-offs	(5,821)	(1,130)	(462)	(17,848)	(23,863)	(487)	(49,611)
Closing Balance	362,904	529,279	30,049	416,998	170,476	8,412	1,518,118

Accumulated Depreciation: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	–	57,561	18,543	335,206	82,285	6,749	500,344
Depreciation for the year	–	18,073	1,509	23,097	19,619	532	62,830
Reversal of Depreciation relating to Revaluation	–	(40,173)	–	–	–	–	(40,173)
Disposal, Transfers and Write-offs	–	(1,586)	(452)	(16,921)	(18,351)	(487)	(37,797)
Closing Balance	–	33,875	19,600	341,382	83,553	6,794	485,204
Closing Book Value	362,904	495,404	10,449	75,616	86,923	1,618	1,032,914

For the year ended 30 June 2020

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & 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, Equipment & 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

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 2021 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 2021, there was no land that Police has in possession and use, for which legal title is not completely established (2020: 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

Cost	Actual 2019/20 \$000	Actual 2020/21 \$000
Opening Balance	260,519	299,622
Additions	39,103	25,422
(Disposals) and Transfers in/(out)	–	(1,411)
Balance at 30 June	299,622	323,633
Accumulated Amortisation and Impairment Losses		
Opening Balance	203,391	235,398
Amortisation During the Year	33,184	26,009
Disposals, Transfers and Other Movements	(1,177)	(1,301)
Balance at 30 June	235,398	260,106
Book Value	64,224	63,527

New Zealand Police develops and maintains internally generated software which are classified as capital work-in-progress (see Note 12) 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 2021 was \$37.464 million (2020: \$51.806 million). This included \$8.905 million for Intangibles Assets (2020: \$19.085 million) and \$28.559 million for Property, Plant and Equipment (2020: \$32.721 million).

Note 13: Creditors and Payables

	Actual 2019/20 \$000	Actual 2020/21 \$000
Creditors and Payables	14,814	14,648
GST Payable	17,098	7,644
Unclaimed Salaries and Wages	158	158
Total Accounts Payable	32,070	22,450

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

Note 14: Accrued Expenses

	Actual 2019/20 \$000	Actual 2020/21 \$000
Sponsorship Reserve	217	512
Accident Compensation and Accredited Employer Programme Provisions*	7,555	7,402
Other Accrued Expenses**	39,657	25,575
Payroll Accruals	21,512	27,101
Total Accrued Expenses	68,941	60,590

* 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 2021, resulting in a provision for work-related accidents of \$5.178 million (2020: \$5.642 million).

These costs are included in the provision above.

**Other Accrued Expenses in 2019/20 includes COVID-19 related accruals of \$14.117 million.

Note 15: Employee Entitlements

	Actual 2019/20 \$000	Actual 2020/21 \$000
Current Liabilities		
Annual Leave	166,486	161,434
Long Service Leave	14,114	14,553
Sick Leave	1,397	2,174
Shift Leave	22,317	23,465
Other Employee Entitlements*	15,988	52,562
Total Current Portion	220,302	254,188
Non-Current Liabilities		
Long Service leave	181,567	178,457
Sick Leave	6,527	5,848
Total Non-Current Portion	188,094	184,305
Total Employee Entitlements	408,396	438,493

* 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 2021 to estimate the present value of long service leave and sick leave liabilities.

The present value of long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating these liabilities are the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability. The interest rates on New Zealand Government bonds with terms of maturity that match closely to the estimated future cash outflows have been considered in determining the discount rate. Historical salary patterns have been considered in determining the salary inflation factor after obtaining advice from an independent actuary.

If the salary inflation factor were to increase by 1% from the estimate, with all other factors held constant, the carrying amount of the long service leave liability would increase by \$10.752 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$9.749 million.

If the discount rates were to increase by 1% from the estimate with all other factors held constant the carrying amount of the long service leave liability would decrease by \$9.835 million. If the discount rate were to decrease by 1%, the liability would increase by \$11.074 million.

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

	Actual 2019/20 \$000	Actual 2020/21 \$000
Net Surplus (Deficit)	53,613	14,377
Add (less) Non-Cash items		
Depreciation and Amortisation Expense	95,943	88,839
Physical Asset Write Offs	2,139	2,185
Total non-cash items	98,082	91,024
Add (Less) Items classified as Investing Activities		
(Gain)/Loss on Disposal of Property, Plant and Equipment	1,159	1,743
Net investing Activities	1,159	1,743
Add (Less) Movements in Working Capital Items:		
Inc/(Dec) in Accounts Payable	(6,422)	(9,012)
(Inc)/Dec in Accounts Receivable	4,818	2,052
Inc/(Dec) in Employee Entitlements	29,663	35,687
(Inc)/Dec in Debtor Crown	(42,462)	(4,734)
(Inc)/Dec in Prepayments	837	(6,433)
Inc/(Dec) in Other Accrued Expenses	3,597	(14,082)
Net Working Capital Movements	(9,969)	3,478
Net Cash Flows from Operating Activities	142,885	110,622

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 2019/20 \$000	Actual 2020/21 \$000
Executive Leadership, including the Commissioner		
Salaries and other short-term employee benefits	4,052	3,060
Post-employment and other long-term employee benefits	496	365
Total Compensation	4,548	3,425
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 2021. 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
2021					
Creditors and Payables (Note 13)	14,437	23	188	–	14,648
2020					
Creditors and Payables (Note 13)	14,710	29	75	–	14,814

Note 20: Categories of Financial Instruments

The carrying amounts of financial assets and liabilities in each of the PBE IFRS 9 financial instrument categories are as follows:

	Actual 2019/20 \$000	Actual 2020/21 \$000
Financial Assets Measured at Amortised Cost		
Cash and Cash Equivalents	59,765	45,835
Accounts Receivable (Note 8)	436,748	449,580
Total Loans and Receivables	496,513	495,415
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 13)	14,814	14,648
Total Financial Liabilities	14,814	14,648

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 2019/20 \$000	Actual 2020/21 \$000
Balance as at 1 July	119	(292)
Revenue	3,501	3,933
Expenses	(3,912)	(4,595)
Surplus/(Deficit) for the year	(411)	(662)
Balance as at 30 June	(292)	(954)

Note 22: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2020/21 increased by \$45.908 million to \$2,153.032 million. This is mainly due to:

- increased funding of \$53.822 million from the COVID-19 Response and Recovery Fund for response costs for COVID-19, including procurement of Personal Protective Equipment (PPE) and cancellation of annual leave; and
- new funding of \$15.400 million for meeting Police's obligations in regard to implementing recent legislative changes to the Arms Act and the ongoing improvement programme designed to meet public safety objectives and be a more effective regulator.

These were partly offset by return of \$21.669 million back to the Crown from the APEC 2021 Programme following the decision to host APEC 2021 as a virtual event.

Explanation by output class for variances from the Main Estimates were outlined in the Supplementary Estimates. Refer to "The Supplementary Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2021" for an explanation of budget changes by output class between the 2020/21 Main Estimates and 2020/21 Supplementary Estimates for Vote Police.

Note 23: Post Balance Date Events

On 17 August 2021, the Government announced a move to Alert Level 4 for all New Zealand starting at 11:59pm as a result of a new COVID-19 community case in Auckland.

Although there is uncertainty on the duration and extent of the pandemic on Police, and potential impacts that this uncertainty may have on revenue, expenses, assets and liabilities in future periods, there has not been a significant impact on Police's financial performance or position to date.

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 PBE 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 2021.

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 2021

	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Revenue				
Non-Tax revenue:				
Infringement Fees	102,603	80,815	76,600	76,600
Sale of Unclaimed Property	215	154	400	400
Crown Revenue	100	100	100	100
Other Revenue	24,210	176	–	–
Total Non-Departmental Revenue	127,128	81,245	77,100	77,100
Expenses				
United Nations Drug Control Programme	100	100	100	100
Firearms Buyback (MYA Expense)	–	2,145	11,000	11,000
Total Non-Departmental Expenses	100	2,245	11,100	11,100
Net Surplus	127,028	79,000	66,000	66,000

Schedule of non-departmental assets as at 30 June 2021

	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Current Assets				
Cash	41,970	16,410	3,732	3,732
Accounts Receivable	25,744	16,647	28,800	28,800
Total Non-Departmental Assets	67,714	33,057	32,532	32,532

Schedule of non-departmental liabilities as at 30 June 2021

	Actual 2019/20 \$000	Actual 2020/21 \$000	Main Estimates 2020/21 \$000	Supp. Estimates 2020/21 \$000
Current Liabilities				
Accounts Payable	785	100	–	–
Provision for Firearms Buyback	5,576	552	–	–
Provision for Repayment of Surplus to the Crown	29,220	8,856	–	–
Total Non-Departmental Liabilities	35,581	9,508	–	–

Schedule of non-departmental commitments **as at 30 June 2021**

Police, on behalf of the Crown, has no non-departmental commitments as at 30 June 2021 (2020: nil).

Schedule of non-departmental contingent assets and liabilities **as at 30 June 2021**

Contingent Liabilities

Police, on behalf of the Crown, has no non-departmental contingent liabilities as at 30 June 2021 (2020: 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 2021 (2020: nil).

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations for the Year Ended 30 June 2021

	Actual 2019/20 \$000	Actual 2020/21 \$000	Supp. Estimates 2020/21 \$000	Location of end-of-year performance information *
Appropriations for Departmental Output Expenses				
General Crime Prevention Services	273,074			
Specific Crime Prevention Services and Maintenance of Public Order	211,451			
Police Primary Response Management	528,287			
Investigations	495,990			
Case Resolution and Support to Judicial Process	173,410			
Road Safety Programme	366,018	380,892	393,144	1
Total Appropriations for Departmental Output Expenses	2,048,230	380,892	393,144	
Appropriation for Departmental Other Expenses				
Compensation for Confiscated Firearms	–	–	10	N/A
Total Departmental Appropriation for Other Expenses	–	–	10	
Appropriation for Departmental Capital Expenditure				
New Zealand Police Capital Expenditure – Permanent Legislative Authority under 24(1) of the PFA	147,056	105,476	126,945	page 93
Total Appropriation for Departmental Capital Expenditure	147,056	105,476	126,945	
Appropriation for Non-Departmental Other Expenses				
Firearms Buyback (MYA Expense)	–	2,144	11,000	
United Nations Drug Control Programme	100	100	100	2
Total Appropriations for Non-Departmental Expenses	100	2,244	11,100	
Appropriation for Multi-Category Expenses				
Policy Advice and Ministerial Services MCA				
Departmental Output Expenses:				
Crime Prevention		478,503	494,180	1
Primary Response Management		554,537	558,438	1
Investigations and Case Resolution		707,983	698,208	1
Policy Advice & Ministerial Service	6,334	7,640	9,062	1
Total Appropriation for Multi-Category Expenses	6,334	1,748,663	1,759,888	
Total Annual, Multi Year and Permanent Appropriations	2,201,720	2,237,275	2,291,087	

* 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 2021**

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2021 (2020: nil)

Independent auditor's report



**CHARTERED
ACCOUNTANTS**

To the readers of New Zealand Police's Annual Report for the year ended 30 June 2021

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 53 to 57 and 59 to 76, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2021, 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 2021 included in the tables marked as having been audited on pages 17 to 21, 23 to 24, 28, 30 to 32, 41 to 42, 45, and 90 to 93;
- ▶ 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 2021 on pages 80 to 81;
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 58 and 77 to 79 that comprise:
 - ▶ the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2021;
 - ▶ the schedules of expenses; and revenue for the year ended 30 June 2021;
 - ▶ the statement of trust monies for the year ended 30 June 2021; 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 53 to 57 and 59 to 76:
 - ▶ present fairly, in all material respects:
 - ▶ its financial position as at 30 June 2021; 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 included in the tables marked as having been audited on pages 17 to 21, 23 to 24, 28, 30 to 32, 41 to 42, 45, and 90 to 93:
 - ▶ presents fairly, in all material respects, for the year ended 30 June 2021:
 - ▶ 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 80 to 81 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 58 and 77 to 79 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 2021; and
 - ▶ expenses; and revenue for the year ended 30 June 2021; and
 - ▶ the statement of trust monies for the year ended 30 June 2021

Our audit was completed on 30 September 2021. This is the date at which our opinion is expressed.

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

Basis for our opinion

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

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

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

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

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

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

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

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

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

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

Responsibilities of the auditor for the information to be audited

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

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

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

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

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

- ▶ We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. 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 2 to 50 and 85 to 139 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 issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit we have carried out assignments in the area of other assurance services which are compatible with those independence requirements. These services include Independent Quality Assurance in relation to the second tranche of the firearms buy-back process, and assurance services in respect of a Police procurement and a review of an aspect of expenditure approval internal controls. Other than in our capacity as auditor and these assignments, 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 2022

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2021 (the Forecast is 2021 Budget and Economic and Fiscal Update (BEFU 2021) 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 2021/22 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 standards. The aim is to increase transparency by providing the reader with further context of this year's results by showing next year's forecast for comparison. They are to be used in the future for reporting historical general purpose financial statements.

The forecast financial statements were approved for issue by the Commissioner of Police on 5 April 2021. The Commissioner of Police is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

The main assumptions, which were adopted as at 5 April 2021 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 2020/21 was used as the opening position for the 2021/22 forecasts. The actual financial results achieved for 30 June 2022 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 2021/22 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 2022

	Note	Forecast 2021/22 \$'000
Revenue		
Crown		2,061,731
Other Revenue		25,615
Total Revenue	1	2,087,346
Expenditure		
Personnel		1,474,941
Operating		472,592
Depreciation and Amortisation Expenses		96,185
Capital Charge		43,628
Total Operating Expenses		2,087,346
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of financial position

as at 30 June 2022

	Forecast 2021/22 \$000
Assets	
Current Assets	
Cash	61,200
Accounts Receivable	440,165
Prepayments	13,000
Total Current Assets	514,365
Non-Current Assets	
Property, Plant and Equipment	865,463
Intangible Assets	69,522
Total Non-Current Assets	934,985
Total Assets	1,449,350
Liabilities	
Current Liabilities	
Creditors and Payables	43,285
Accrued Expenses	53,498
Employee Entitlements	254,000
Total Current Liabilities	350,783
Non-Current Liabilities	
Employee Entitlements	222,684
Total Non-Current Liabilities	222,684
Total Liabilities	573,467
Net Assets	875,883
Taxpayers' Funds	
General Funds	581,848
Property, Plant and Equipment Revaluation Reserves	294,035
Memorandum Account	—
Total Taxpayers' Funds	875,883

Statement of cash flows
for the Year Ended 30 June 2022

	Forecast 2021/22 \$000
Cash Flows from Operating Activities	
Cash provided from:	
Supply of Outputs to:	
Crown	2,068,144
Others	25,073
	2,093,217
Cash was applied to:	
Produce Outputs:	
Personnel	(1,397,101)
Operating	(561,285)
Capital Charge	(43,628)
	(2,002,014)
Net Cash Flows from Operating Activities	91,203
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	8,018
Net Cash Flows from Financing Activities	8,018
Net Increase (Decrease) in Cash Held	36
Add Opening Cash	61,164
Closing Cash as at 30 June	61,200
Cash Balance Consists of	
Cash at Bank	60,100
Petty Cash	800
Overseas Posts	300
Total Cash	61,200

Note 1 to forecast financial statements

Total Revenue

The table below summarises the key changes in revenue between the financial years 2020/21 and 2021/22:

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

Total Departmental Output Expenses and Multi-Category Expenses	\$000
Total Departmental Output Expenses and Multi-Category Expenses as at 2020/21 Supplementary Estimates	2,153,032
Higher funding in 2021/22 for New Policies and initiatives approved in 2020/21 including Budget 2021	
Preventing Family Violence and Sexual Violence	18,862
Te Pae Oranga	14,601
Next Generation Critical Communications (NGCC) establish Emergency Services critical communications capability	10,586
Effective administration of the Arms Regulatory system	8,100
Continuing Action to Improve Social Inclusion	3,360
Shovel Ready New Whanganui Police Hub	3,250
Striving Towards 1800 New Police	2,845
Govt Response to Royal Commn Inquiry	1,450
Proceeds of Crime: Hooks for Change, Paihia CCTV, Wastewater Analysis	747
PREFU: Justice Sector Resourcing To Address Covid-19 Related Backlogs	261
PREFU: Funding for Family Violence COVID-19 Response: Services for Children and Youth Experiencing Violence	200
Waikato Alcohol and Other Drug Treatment Court	63
Lower funding in 2021/22 for New Policies and initiatives approved in previous years	
2019–21 Road Safety Partnership Programme	(62,219)
Funding for COVID-19 Procurement of PPE and Cancellation of Annual Leave	(53,822)
Return APEC underspend	(19,221)
Proceeds of Crime Fund Legal Cost Recovery	(4,530)
Arms Legislation Act 2020: Compensation Scheme	(4,500)
Funding for Family Violence COVID-19 Response – Counties Manukau Whangaia Nga Harakeke Site	(2,400)
Innovation Funding REFRAM	(600)
Innovation Funding NIC	(425)
Expense Transfers (ET) from 2019/20 to 2020/21	
ET – Next Generation Critical Communications (NGCC)	(6,238)
ET – APEC21 Security Programme	(6,236)
ET – Road Policing – Special Projects	(5,700)
ET – Road Safety Partnership Programme	(5,000)
ET – Radio Assurance	(3,499)
ET – Burglary Target Hardening Project	(3,089)
ET – Prevention Initiatives	(2,600)
ET – Family Harm Transformation	(2,358)

Total Departmental Output Expenses and Multi-Category Expenses	\$000
ET – Technical and Evidence Based Support Equipment	(2,000)
ET – Aggravated Robbery	(1,298)
ET – Proximity Alarms	(560)
ET – Covert Operations	(300)
ET – Te Pae Oranga	(140)
Fiscally Neutral Adjustments (FNA)	
FNA Road Safety-Special Projects to Waka Kotahi NZTA	5,000
FNA to Waka Kotahi NZTA Prog A	4,250
FNA to Pike River Recovery Agency	3,000
FNA between output classes	–
COVID-19 Related Funding – Reprioritisation and return of underspend to Crown	
Reprioritisation of COVID underspend – FNA	32,700
COVID Reprioritisation – Constabulary Recruitment (OBU 2020)	(25,100)
COVID Reprioritisation – Te Pae Oranga (OBU 2020)	(7,600)
Returning COVID-19: Response and Recovery Fund underspend from 2020/21	3,089
Other Baseline Adjustments	
Implementing Step 1 of Financial Management and Accountability Changes (Appropriation Consolidation)	41,217
Other	168
Total Departmental Output Expenses and Multi-Category Expenses as at 2021/22 Main Estimates	2,087,346
Total increase/(decrease) in appropriation	(65,686)
Percentage increase/(decrease) in appropriation	-3.1%

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	506,495
Investigations and Case Resolution	693,670
Policy Advice and Ministerial Services	4,581
Primary Response Management	552,061
Road Safety Programme	330,539
2021/22 Main Estimates Appropriation – Total Revenue	2,087,346

Output expenses

Output Expense Statement Policy Advice and Ministerial Services for the year ended 30 June 2021

Scope of Appropriation

This category is limited to providing policy advice and other support to Ministers in discharging their policy decision-making and other portfolio responsibilities.

	2019/20 Actual \$000	2020/21 Actual \$000	2020/21 Main Estimates \$000	2020/21 Supplementary Estimates \$000
Revenue				
Revenue Crown	6,431	7,669	4,571	9,047
Revenue Department	41	2	1	3
Revenue Other	43	19	12	12
Total Revenue	6,515	7,690	4,584	9,062
Expenses				
Policy Advice	5,360	6,538	3,923	7,755
Ministerial Services	974	1,102	661	1,307
Total Expenses	6,334	7,640	4,584	9,062
Net Surplus (Deficit)	181	50	-	-

Output Expense Statement Crime Prevention

for the year ended 30 June 2021

Scope of Appropriation

This category is limited to delivery of services to the community to help prevent crime and delivery of specific crime prevention activities that target risk areas.

	2019/20 Actual \$000	2020/21 Actual \$000	2020/21 Main Estimates \$000	2020/21 Supplementary Estimates \$000
Revenue				
Revenue Crown	488,876	460,623	449,856	472,665
Revenue Department	3,130	9,699	9,472	9,903
Revenue Other	3,251	11,412	11,145	11,612
Total Revenue	495,257	481,734	470,473	494,180
Expenses				
Directed Patrols	162,527	168,008	165,189	173,513
Maintenance of Order	23,528	24,213	23,807	25,006
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	25,396	21,577	21,215	22,284
Community Responsiveness	150,924	160,033	157,347	165,276
Youth Services	66,917	68,732	67,579	70,984
Vetting Services	3,895	4,516	4,440	4,664
Arms Act Services	47,113	27,209	26,752	28,100
Lost and Found Property	4,224	4,215	4,144	4,353
Total Expenses	484,524	478,503	470,473	494,180
Net Surplus (Deficit)	10,733	3,231	-	-

Output Expense Statement Police Primary Response Management for the year ended 30 June 2021

Scope of Appropriation

This category is limited to providing advice and information to requests for service, responding to calls for service and service requests, and the initial response to incidents and emergencies.

	2019/20 Actual \$000	2020/21 Actual \$000	2020/21 Main Estimates \$000	2020/21 Supplementary Estimates \$000
Revenue				
Revenue Crown	551,584	554,819	543,258	554,834
Revenue Department	3,412	722	707	921
Revenue Other	3,543	2,740	2,683	2,683
Total Revenue	558,539	558,281	546,648	558,438
Expenses				
Communication Centres	60,879	72,748	71,713	73,260
Police Response to Incidents and Emergencies	467,409	481,788	474,935	485,178
Total Expenses	528,288	554,536	546,648	558,438
Net Surplus (Deficit)	30,251	3,745	-	-

Output Expense Statement Investigation and Case Resolutions for the year ended 30 June 2021

Scope of Appropriation

This category is limited to investigative services to prosecute and resolve suspected or reported crime, and provision of custodial activities.

	2019/20 Actual \$000	2020/21 Actual \$000	2020/21 Main Estimates \$000	2020/21 Supplementary Estimates \$000
Revenue				
Revenue Crown	667,442	708,918	681,112	693,903
Revenue Department	4,324	989	950	1,328
Revenue Other	4,494	2,856	2,744	2,977
Total Revenue	676,260	712,763	684,806	698,208
Expenses				
Criminal Investigations	466,014	498,066	481,761	491,188
Other Investigations	29,978	31,363	30,336	30,930
Criminal Case Resolution	69,997	72,761	70,379	71,756
Execution of Court Summonses, Warrants and Orders	19,287	19,512	18,873	19,243
Custody and Escort Services	84,126	86,282	83,457	85,091
Total Expenses	669,402	707,984	684,806	698,208
Net Surplus (Deficit)	6,858	4,779	-	-

Road Safety Programme for the year ended 30 June 2021

Scope of Appropriation

This appropriation is limited to the delivery of road safety education and enforcement of road safety legislation as set out in the New Zealand Road Safety Programme.

	2019/20 Actual \$000	2020/21 Actual \$000	2020/21 Main Estimates \$000	2020/21 Supplementary Estimates \$000
Revenue				
Revenue Crown	371,607	383,464	400,613	393,144
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	371,607	383,464	400,613	393,144
Expenses				
Speed	83,046	85,262	89,677	88,005
Distraction	2,934	3,065	3,224	3,164
Restraints	17,132	17,379	18,279	17,938
Impaired Driving	60,935	62,835	66,088	64,856
Vulnerable Road Users	2,060	2,237	2,353	2,309
Other High Risk Behaviour	109,356	112,509	118,333	116,127
Network Maintenance & Efficiency	90,554	97,605	102,659	100,745
Total Expenses	366,017	380,892	400,613	393,144
Net Surplus (Deficit)	5,590	2,572	–	–

Departmental capital

Measure (audited)	2019/20 Result	2020/21 Result	2020/21 Standard
Capital expenditure is within capital plan	Achieved	Achieved	Achieved

Additional Information



Who we are

We are a people organisation. Our officers are drawn from the community. 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 communities safe and feeling safe.

We know it is our varied backgrounds and perspectives that enable us to deliver better outcomes for New Zealanders. We are strengthening who we are as an organisation by supporting our staff to bring humanity to every interaction, to seek to understand, and to create an inclusive

environment in which everyone can bring their best to work. It is a reality of policing that our staff often encounter people at their lowest moments, or during the worst time in their lives. It's therefore important we understand each person's unique circumstances and respond appropriately.

Police is made up of approximately 10,200 constabulary officers and 4,000 employees, all working to make New Zealand the safest country and deliver exceptional policing services. In the last four years the total of full-time equivalent (FTE) numbers (constabulary and other employees) increased by 2,273 (19%). This means that we are well on our way to achieve the Government's 1,800 constabulary and 485 employee growth target by June 2023, enabling greater service delivery to the people of New Zealand.

We are more diverse than we have ever been – 24% of our officers are women; 12.3% are Māori; 6.8% are Pasifika; and 6% are Asian. Reflecting the communities we serve remains a key priority.

Profile of our workforce



2,449 constabulary
2,678 employees



7,770 constabulary
1,360 employees

Full details of the profile of our people are included further on in this report.



How we police

Policing in New Zealand was introduced in 1840 modelled on similar constabularies in Britain. By the end of the 19th century, New Zealand moved to a system based on policing with the ‘consent of the public’ – a principle introduced in 1829 when Sir Robert Peel established modern policing.

Policing by consent is based on the idea that policing can only be effective when the manner of policing is seen to be legitimate in the eyes of the public. It is this legitimacy that allows Police to be trusted to have and exercise the powers required to keep the peace on behalf of the community.

The concept of policing by consent is fundamental to working in partnership with our communities to prevent crime and harm and ensures we have the support of the public when it is needed, for example, to assist us with our inquiries. Without the consent of our communities our ability to perform our legislated functions would become increasingly difficult, as recent events overseas have demonstrated. The trust and confidence of our communities, which sits at 75%⁴³ for the year, is the most important enabler for us to deliver exceptional policing services.

We have services in place where people who are not happy with how they have been treated by Police can raise their concerns, and be assured they will be investigated fairly, professionally, and impartially.

We expect a high standard of behaviour from our staff and embody this in our values, our Code of Conduct, and the Constable’s Oath. While we always strive to be better, every year our staff interact with the public millions of times, day and night, and seldom do these interactions result in complaints being upheld. For the 2020/21 year there were 648 complaints upheld (0.05 complaints upheld per employee for 2020/21) compared to 695 in the 2019/20 year.

Policing by consent ultimately means our communities can have confidence that the way we respond is focused on achieving a positive long-term outcome for everyone.

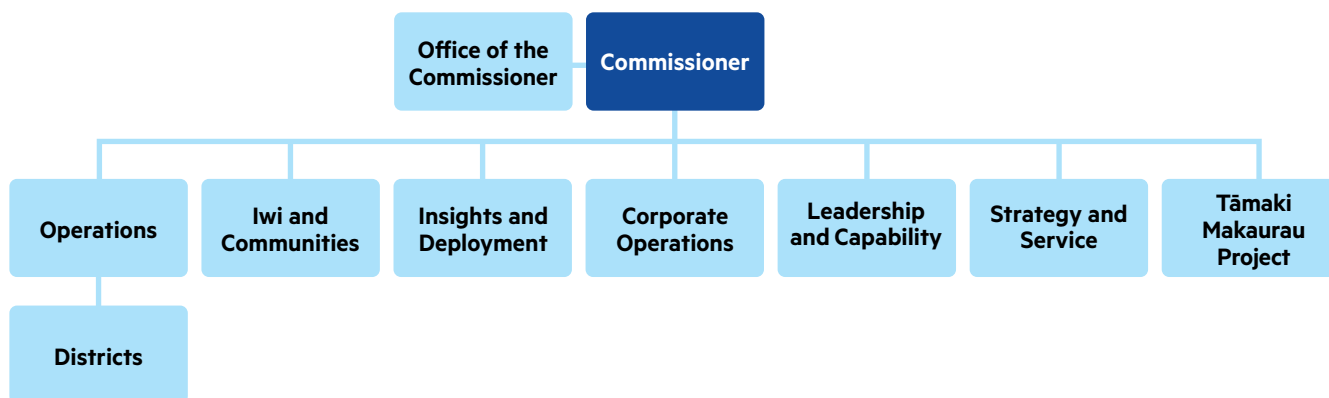


⁴³ New Zealand Crime and Victims Survey, Results for 1 April 2021 – 30 June 2021.

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 acts independently in carrying out operational activity relating to the maintenance of law and order.

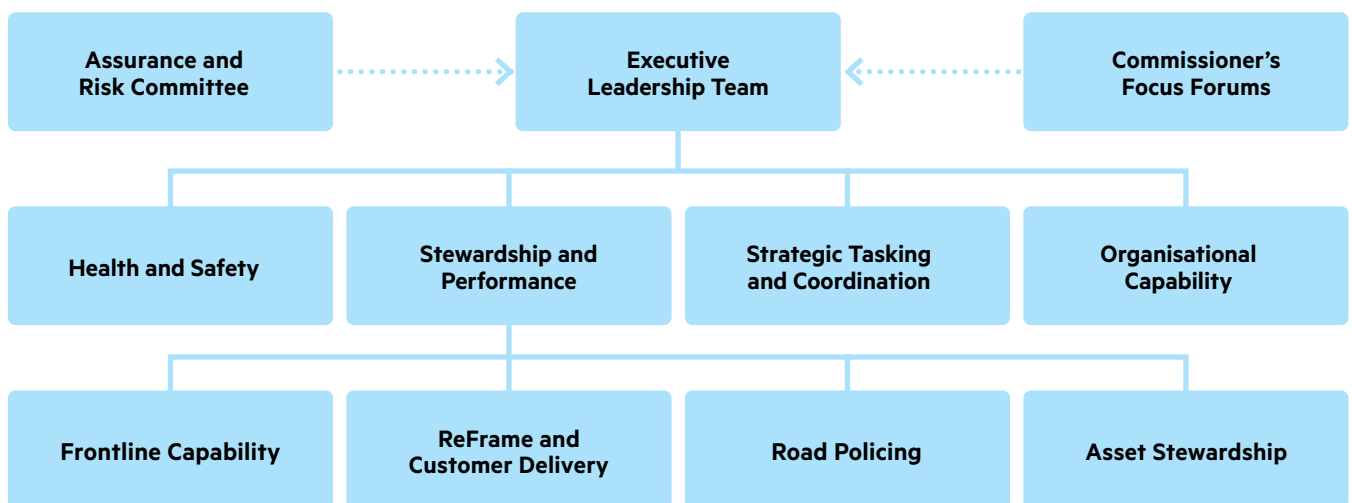
Nationally we have 12 districts administered from Police National Headquarters in Wellington, and national service centres that provide administrative and specialised support. Each of the 12 districts has a District Commander and a team of Area Commanders who manage day-to-day operations.



Governance

In July 2020 Police implemented a new governance model. Our governance model enables the Executive Leadership Team to effectively carry out stewardship of the organisation, architect the organisation's future capabilities, lead the organisation's culture and strategic direction, ensure risk is being appropriately identified and managed, and oversee the organisation's operational performance.

Our governance model



The roles of each of the governance groups is as follows:

Executive Leadership Team

Police's Executive Leadership Team (ELT) sets the strategic direction and provides leadership and guidance to Police and relevant stakeholders and partners. It oversees the long-term performance of Police and maintains strategic oversight of, and ultimate responsibility for, organisational health and safety.

In order 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 on a monthly basis and provide performance updates to ELT on a quarterly basis. The membership of these committees includes members of the broader executive – Assistant Commissioners and Executive Directors.

Health and Safety Governance Group

The purpose of this group is to provide direction and advice to support the delivery of Police's health, safety and wellbeing strategy. It provides advice and support to enable the ELT to give effect to their responsibilities as Accountable Officers under the PCBU.

Stewardship and Performance Governance Group

The purpose of this group is to provide oversight of capability investments and oversee the design and delivery of future corporate capabilities and infrastructure. It has a focus on corporate performance.

Strategic Tasking and Coordination Governance Group

The purpose of this group is to provide direction and oversight on the deployment and prioritisation of operational policing resources. Drawing on this and its interest in operational performance, it shares insights gained to inform future capability and investment thinking.

Organisational Capability Governance Group

The purpose of this group is to maintain oversight and direction on Police's organisational culture and design and assure future policing capability.

Other forums that inform and support governance

Assurance and Risk Committee

The Police Assurance and Risk Committee continues to provide the Commissioner and Executive Team with advice. The chair of the Committee and members are all external to Police and therefore provide an independent perspective and consideration of the strategic risks and issues facing the organisation. The insight and opportunity to bring different perspectives helps reduce the risk of blind spots and contributes to the health and overall performance of the organisation.

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. The Assurance and Risk Committee operates under a charter that Police has approved.

Commissioner's Focus Forums

Our community, iwi, and sector partners play an integral role in our ability to deliver on our strategic goals. The Commissioner's Focus Forums provide an invaluable forum for the Commissioner to seek advice on issues and risks facing the organisation. The purpose of the Commissioner's Māori Focus Forum is to provide guidance and advice to the Commissioner to:

- ▶ enable us to meet our obligations under the Treaty of Waitangi and the Māori-Crown Relationship
- ▶ contribute to building a safer New Zealand through strategic leadership of issues relevant to improving wellbeing outcomes for whānau Māori, hapū, and iwi
- ▶ enable and support us to develop and maintain mutually beneficial and collaborative relationships between iwi Māori and Police to improve the overall wellbeing of New Zealand communities.

Similarly, the Commissioner's Pacific Focus Forum and the Commissioner's Ethnic Focus Forum also provide guidance and advice to the Commissioner. Both forums contribute to building a safer New Zealand and improving the overall wellbeing of New Zealand communities.

Supporting good governance

With the implementation of a new governance model, Police has invested in developing and building capability within the organisation to support good governance. This has included establishing a team and identifying and confirming the roles and responsibilities of staff required to give effect to the model. We have also invested in building the capability of our leaders to enable them to take on governance roles.

We will continue to work to develop the systems and process, including infrastructure, to ensure good governance.

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 to bring together our stakeholder needs, levels of service, asset information, finance, risk and resources to enable balanced, consistent and high-quality asset management decision-making.

It enables the delivery of agreed service levels to the New Zealand public and to our people in the most cost-effective manner and provides careful 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 that decisions on management of our assets 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 following table, together with continuous improvement activities. Future revisions of our asset management policy and strategy will also cover tactical options.

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"> Establish a formal Asset Management (AM) Steering Group. Update, finalise and adopt the suite of AM planning documents. Formalise the multi-year programmes so there is certainty of funding for 'business as usual' capital programmes as well as strategic initiatives.
Residential property	Basic to Core	Core	<ul style="list-style-type: none"> Review current property data and systems to work towards a centralised database.
Fleet	Core	Intermediate	<ul style="list-style-type: none"> Develop the Fleet Strategy to consider transforming into sustainable fleet portfolio and challenging traditional vehicle use. Develop the initial Baseline Report and Carbon Reduction Plan covering fleet and property portfolios. Consider future vehicle options as part of the Carbon Neutral Programme. Consolidate fleet information into a single database. This will provide the basic building blocks to make decisions on.
ICT	Basic to Core	Intermediate	<ul style="list-style-type: none"> ICT has recently had Enterprise IT Asset Management approved by the Strategy and Performance Governance Group for implementation (ServiceNow ITAM). This will provide a demonstrable step change in Asset Management performance and maturity insights moving forward.

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, 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

2020/21				
Asset group	Asset categories	Comprised of		Book value (\$)
Property	583 properties	478 properties owned by Police	105 leased properties	870,572,154
	380 operational properties	332 stations (including 56 houses considered operational)	48 other properties (e.g. firearm ranges, airport bases, dog bases, multi-agency sites, the Royal New Zealand Police College and Police National Headquarters)	759,577,929
	203 residential houses			110,994,226
	246 radio sites			1,293,296
2019/20				
Property	566 properties	487 properties owned by Police	79 leased properties	615,786,574
	363 operational properties	328 stations (including 65 houses considered operational)	35 other properties (e.g. firearm ranges, airport bases, dog bases, multi-agency sites, the Royal New Zealand Police College and Police National Headquarters)	567,005,884
	203 residential houses			48,780,690
	279 radio sites			1,413,878

Property asset performance indicators

Measure	Indicator	Source data	2019/20 Actual	2020/21 Actual	Target
Office properties: headcount per sqm Net Lettable Area (NLA) of office Operational properties: % occupied	Utilisation	Colliers 360 and HR data	All leased properties now in the Colliers 360 Database.	All leased properties now in the Colliers 360 Database. Work to be undertaken to determine occupancy levels within the portfolio.	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	90% of 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 90% of sites now have had condition surveys completed. Approximately 50% of issues identified have an action plan agreed.	Approximately 95% of sites now have had condition surveys completed.	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 enhanced asbestos-related information including basic site plans at selected sites. Now using asbestos-specific (BMIS) database to hold this information.	Completed approximately 95% of owned operational asbestos site surveys. Currently using asbestos-specific (BMIS) database to hold this information.	100% of sites surveyed and 100% of identified issues have an action plan agreed.
Telecommunications sites (property related): Site tenure (as required for network coverage). Move away from Telecom network is anticipated within 5 years.	Functionality	Colliers 360	Initiating radio site lease to a maximum of 5 years. This is due to new Police radio network requirements.	80% of sites are on a lease of 5 years or earlier, in alignment with Police network requirements.	95% of sites to have less than 5-year site tenure agreements.
Residential properties: % of sites compliant with residential BWoF standard	Condition	SPM and Colliers 360	Healthy Homes assessments 75% completed, remainder to be completed, as required by December 2020.	Healthy Homes assessments 100% completed. Remedial works to be delivered.	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 ⁴⁴	Book value (\$) 2019/20	Asset categories	Book value (\$) 2020/21
Fleet	Ground	2,771 cars	69,709,055	2,727 cars	73,082,144
		626 specialist vehicles (e.g. trucks, vans and utilities)	10,251,621	606 specialist vehicles (e.g. trucks, vans and utilities)	10,825,645
		28 motorbikes	465,746	27 motorbikes	438,545
		14 mobile police stations	2,897,231	16 mobile police stations	2,589,116
	Air	Eagle helicopters (3 leased)	n/a – leased	Eagle helicopters (3 leased)	n/a – leased
	Maritime	Dive boat	35,024	Dive boat	23,092
		Rigid hull inflatable boats (3)	103,429	Rigid hull inflatable boats (3)	55,706
		Deodar III and Lady Elizabeth IV (larger boats)	2,001,447	Deodar III and Lady Elizabeth IV (larger boats)	1,529,589

Fleet asset performance indicators

Measure	Indicator	2019/20 Actual	2020/21 Actual	2020/21 Target
% of fleet maintained to manufacturer's specification ⁴⁵	Condition	90.8%	86% ⁴⁶	>98%
Average age of replacement of the fleet ⁴⁷	Condition	7.6	6.92 ⁴⁸	< 7 years
Number of vehicles travelling less than 10,000 kilometres per annum ⁴⁹	Utilisation	206	588 ⁵⁰	<150
All vehicles being deployed in enforcement roles assessed as fit-for-purpose against specifications and assigned a category ⁵¹	Functionality	100%	100%	100%

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

45 Vehicles to be within the current service period.

46 % of fleet maintained according to manufacturer's specification is derived from the fact that 16% of the fleet was overdue for a service, on average, during the period 1 July 2020 to 30 June 2021.

47 Benchmark being seven years for the passenger vehicle fleet.

48 Based on average age of disposal for the period, this was 83 months. 83 months divided by 12 months in a year = 6.916 years (rounded to 6.92).

49 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.

50 The utilisation consult was used to ascertain this result. Data provided only included vehicles with telematics so this equates to around 96% of the fleet. The number of 588 vehicles excludes vehicles which were fitted with telematics less than 30 days ago. It is likely that the increase in telematics units fitted to vehicles has drastically improved the accuracy of this number.

51 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	2019/20 Quantity	Book value (\$) 2019/20	2020/21 Quantity	Book value (\$) 2020/21
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 11,400 mobile devices 11,168 end user computers and associated servers and storage infrastructure ⁵² 350 radio sites	98,499,283	55 core systems 313 applications (not incl. 144 manual install & 208 web apps) 11,764 mobile devices (and 318 basic mobiles) 12,374 end user computers and associated servers and storage infrastructure 390 radio sites	99,168,023

ICT asset performance indicators

Measure	Indicator	2019/20 Actual	2020/21 Actual	Target
% of time our systems are available (five key applications) ⁵³	Availability	99%	99.95% ⁵⁴	99%
% of our ICT assets with a condition rating of poor	Condition	10%	10% ⁵⁵	<15%
% of users who are able to access the network and systems remotely	Functionality	Up to 85% ⁵⁶	88.08% ⁵⁷	>40%
% of our services completed in the digital environment	Utilisation	90%	90%	>80%
% of frontline staff using mobile technology with clients	Utilisation	100%	98.76% ⁵⁸	>95%

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

53 NIA, Communication Centres, Mobility, Radio, Remote Access

54 Over the course of the year there have been a total of 20:22 (h:mm) of complete system outages affecting these services. Therefore of the 43,860 hours of availability for these services we've had outages for 0.04% meaning an availability of 99.95%.

55 ICT has recently had Enterprise IT Asset Management approved by the Strategy and Performance Governance Group for implementation (ServiceNow ITAM). This will provide a demonstrable step change in Asset Management performance and maturity insights moving forward.

56 During COVID-19.

57 NZ Police support two methods of remote connectivity, Mobility (iPhone) devices and Enterprise (Laptop and Desktop) devices. For mobility (iPhone) devices there are 11,908 phones registered against 11,874 users. For Enterprise (Laptop and Desktop) devices there are 7,780 users. Combining Mobility and Enterprise there are a total of 13,542 unique users. Police has a total of 15,374 employees. This is a percentage of 88.08%.

58 NZ Police has 10,050 constabulary employees. There are only 125 constabulary employees who don't have mobility devices. This is a percentage of 98.76%.

How we ensure our staff are well and safe

We actively support the wellness and safety of our people to ensure they remain fit for work and fit for life and are deployable, through a prevention, advisory, and responsive service delivery model. Our aim is that together we will create a culture where safety and wellness are understood, valued and are intrinsic in everything we do as we strive to keep ourselves and our communities safe.

Governance

The Commissioner and Executive Leadership Team (ELT) are designated Officers under the Health and Safety at Work Act 2015 (HSWA). As Officers of the PCBU (Person Conducting a Business or Undertaking) they are engaged in setting the strategic direction and participation in health, safety, and wellbeing risk management processes, and providing governance and oversight of health, safety, and wellbeing matters. Our health and safety governance structure and framework are based on the HSWA requirements and good governance practice.

A refreshed wider governance framework introduced in 2020 has enabled greater cohesion, clearer understanding, and purpose between the respective health and safety groups that make up the governance system. The six key elements of our health and safety governance system have been developed to address specific aspects of due diligence: officer knowledge; accountability and responsibility; strategy and planning; statutory compliance; performance management, and monitoring and verification.

The ELT, Health and Safety Governance Group (HSGG) and National Health and Safety Committee each meet monthly and ensure any escalation of health and safety matters occur in a timely manner, with performance reporting being shared across the governance framework.

In the last year, a series of facilitated health and safety governance workshops have been delivered to the ELT covering Officer duties, effective risk management and critical risk, with further workshops scheduled for the new financial year. Ongoing training and professional development in health and safety is a key element of our governance system.

The HSGG is responsible for providing organisational wide leadership and advocacy for health, safety, and wellbeing, leading and enabling a safety culture across all organisational operations. Three ELT members are members of the HSGG with the remaining membership being a representation across the organisation including an external representative who supports and guides the HSGG.

Monthly reporting to ELT on health, safety, and wellbeing is steadily maturing. Performance is monitored

through quarterly dashboard reporting and governance meeting minutes are made available online to all staff. The refreshed governance model has included improvements to performance reporting, with greater emphasis on health, safety, and wellbeing insights, deep-dives, and scanning reports made available for both HSGG and the ELT.

Critical risks

We have committed to developing a comprehensive critical risk programme utilising bowtie methodology to identify, monitor and report on our critical risks. Psychological harm, motivated offenders, roadside operations, driving, custody, hazardous exposures, special operations and contractor management are all identified as our priority critical risks. Dedicated resourcing has been committed to the programme to ensure the next stage of identifying critical controls, verification and validation of controls, and prioritisation in the development of action plans. Our critical risks are supported by executive sponsorship, with performance reporting ensuring alignment to our critical risks is front and centre.

Worker engagement

We recognise worker engagement is an important part of developing a positive workplace culture. Police Health and Safety Representatives are well engaged across the organisation, with over 130 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.

Officers of the PCBU are committed to engaging with the frontline and listening to workers within the operational environment. A phone application has been introduced to assist Officers of the PCBU in recording their health and safety engagements and site visits with workers, which are then reported on through quarterly dashboards.

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. Externally facilitated governance training has been delivered to the Health and Safety Governance Group with further training scheduled in the new financial year.

Health and safety review training including TapRooT® and ICAM methodology (Incident Cause Analysis Method) has been delivered to both specialist and non-specialist health and safety employees in the last year. A formalised framework has been developed, identifying which type of review methodology will be undertaken dependent on the level of incident severity. Formal reviews of critical incidents utilising TapRooT® methodology were undertaken in the last year leading to clear recommendations and outcomes focused on systems improvements.

Wellness and health promotions

Our 'Wellness Hub' has developed extensively since its launch in late 2019. The hub centralises wellbeing and mental health content for staff. Its aim is to engage employees to share their wellbeing and mental health journey, while encouraging a proactive and preventative approach to staff wellness. Using the Te Whare Tapa Whā principles, the hub is also made

available to families of employees, in recognition of the significant role that family has in maintaining the wellbeing and support of all Police employees.

The hub encourages engagement in the health, safety and wellbeing strategy through story-telling, creating an environment where staff can share their personal journeys, encourage others to seek help if required and let staff know that it's okay to not be okay. Health promotions play a significant role in breaking down stigma that exists around mental health and encouraging our staff to seek help early. The wellness hub is integral in providing the platform to achieve this.

High engagement has been reached with close to 8,000 staff already registered with the hub, over 9,500 challenges accessed across 40 different wellbeing, safety, and engagement topics and close to 1.5 million page views. The inclusion of customised questions within the wellbeing scorecard that staff complete when registering allows the capture of data from onsite medical checks, mental wellbeing and responses to stress.



Our wellness service is comprehensive. Our team of 20 advisors are all qualified health professionals who provide a triage and support service for all employees who may experience trauma and/or organisational stresses. Our *Wellcheck Support Policy* and *Trauma Support Policy* provide comprehensive access to external psychological support for the prevention and management of cumulative trauma, and for traumatic events and critical incidents. The Police Chaplaincy Service and Employee Assistance Programme are further avenues for support for our people and their families. An online psychological first aid training package is also available for all staff.

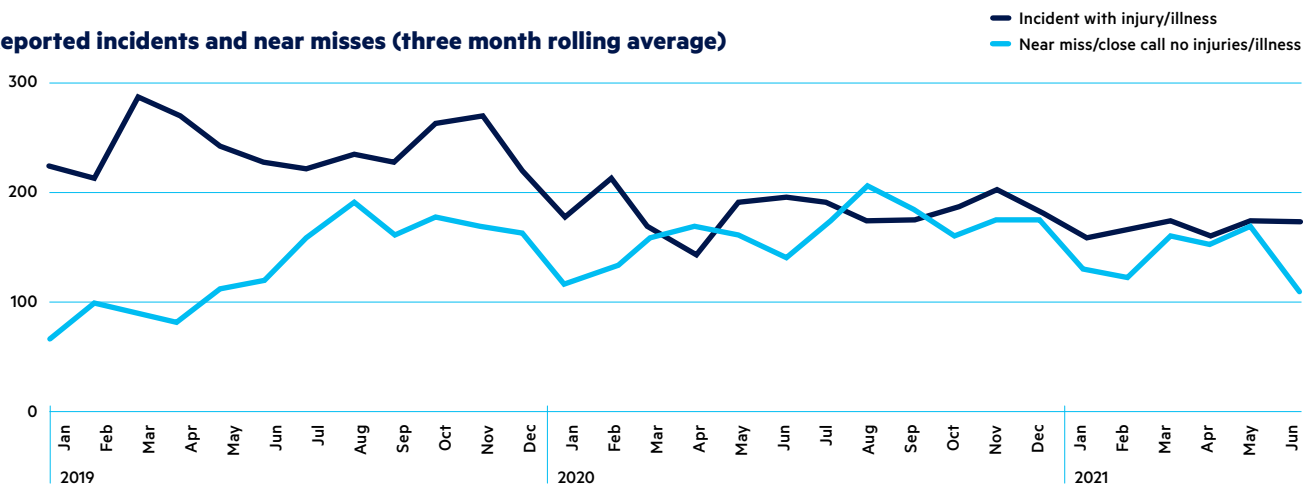
Health monitoring

Over 700 staff require ongoing health monitoring and testing due to the specialised nature of their role. Testing and monitoring ranges from audiometry through to lung function testing, full health assessments and vaccinations. The health clinic based at the Royal New Zealand Police College support the testing and monitoring of Tactical Options Trainers across the country.

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 and is one of the three national health and safety goals for our organisation. Leaders are encouraged to report all near-misses. Near-miss incidents are investigated to proactively prevent future staff injury.

Reported incidents 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 a dedicated in-house 'return to work' team. The benefits of having a dedicated team are paying dividends with a noticeable reduction in claim volumes, earlier case closure, and improved reporting. Our annual ACC Audit carried out in October 2020

resulted in a positive shift up from primary to secondary accreditation.

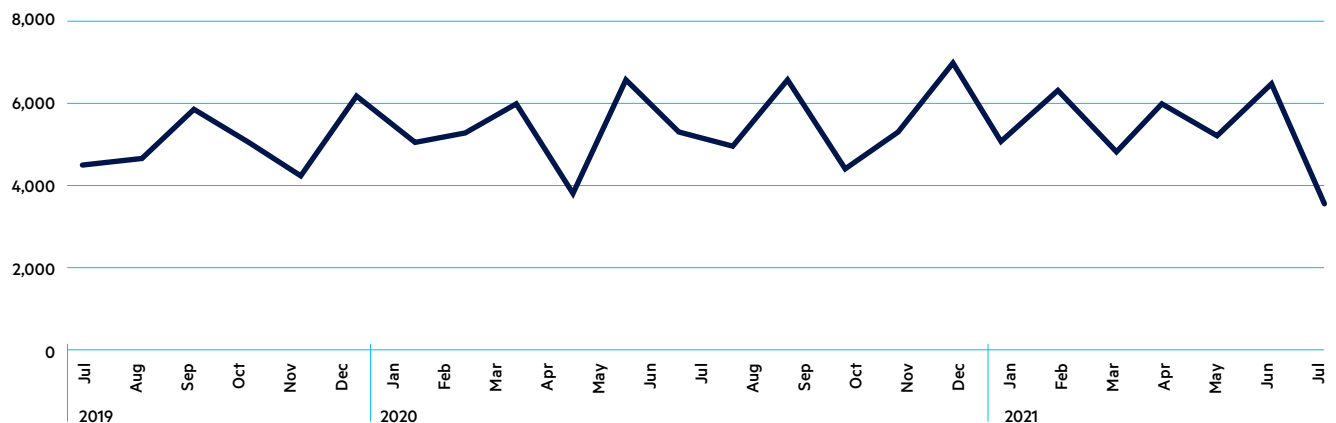
Shoulders, knees, lower back, and hands/wrists were the most common injury sites, with 14% of injuries a result of being struck by another person. The number of days lost due to injury has continued to decrease.

There has been a reduction in injury management reviews correlating to an increase in claim decision satisfaction,

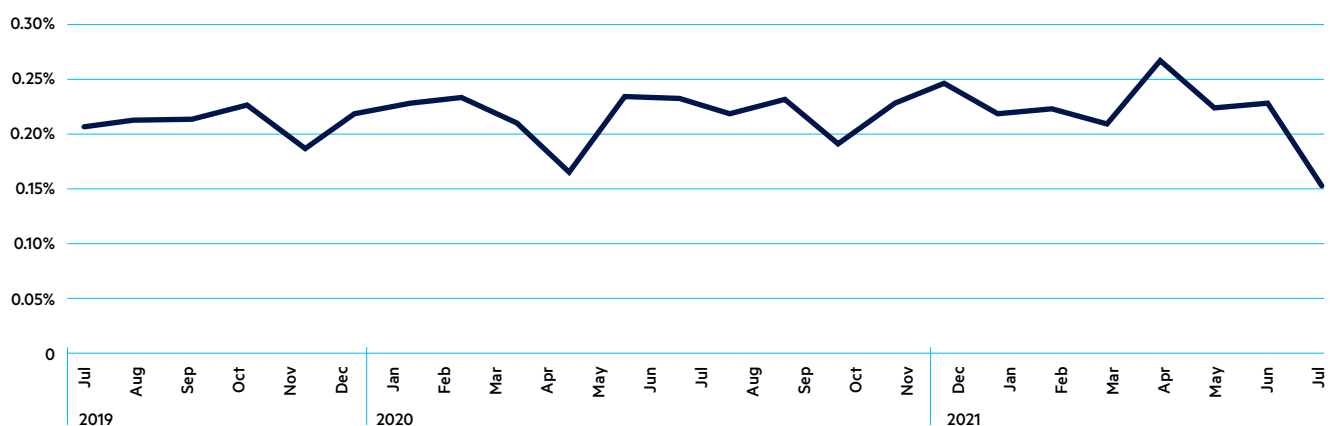
and with less reported injury management complaints.

Our injury management programme reduces the risk of reinjury and harm by being proactive in upskilling leaders, third-party administrator accountability, enhanced reporting, and increased engagement across all aspects of return to work.

Work-related ACC hours



Work-related ACC hours as a percent of all scheduled hours

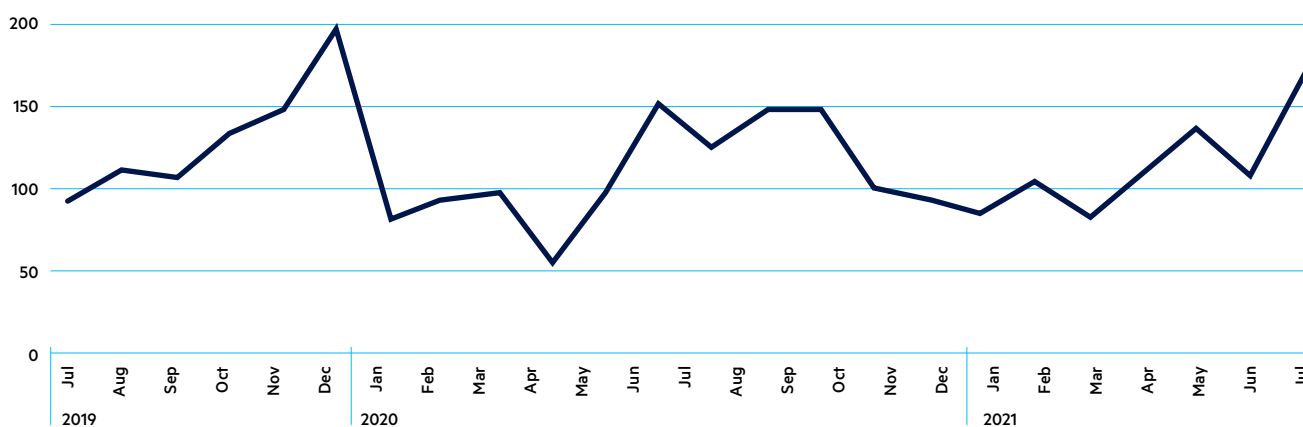


Wellness service: psychologist referrals

Our wellness service is comprehensive with a team of Wellness Advisors, who are all health professionals, domiciled in every district and available for all employees to access. Adopting a practice framework that provides wellbeing prevention, advice and support, staff who are exposed to

specific traumatic events are required to be referred through to a Wellness Advisor, who then determines whether a further referral to a clinical psychologist is required. Referrals to psychologists through the *Trauma Support Policy* have remained relatively stable across the last year.

Psychologist referrals

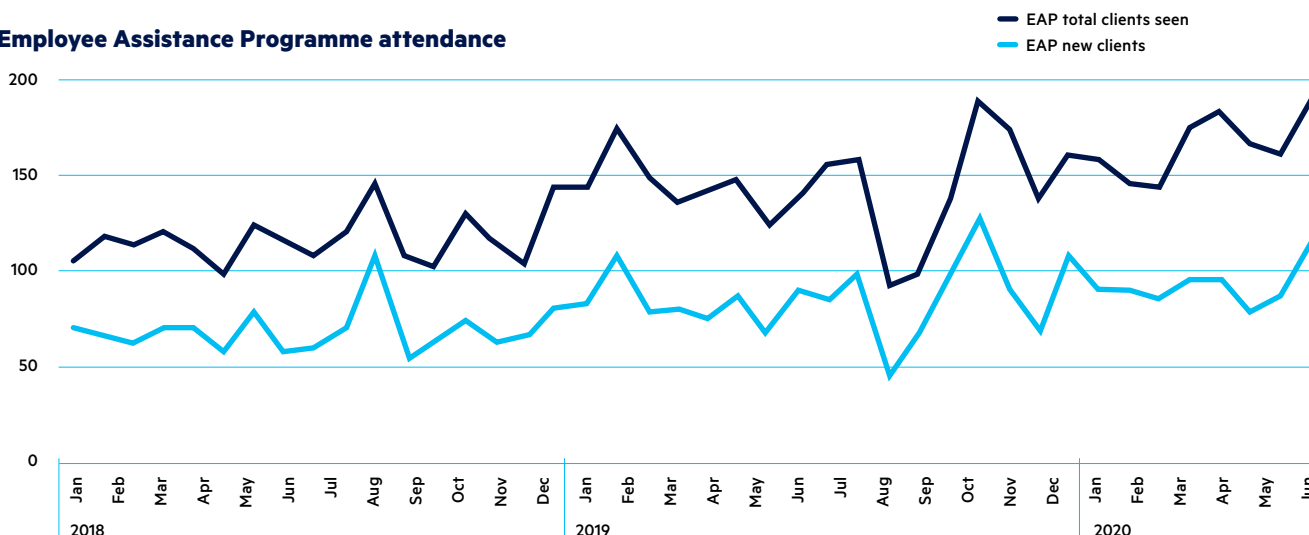


Employee Assistance Programme (EAP) referrals

Employee Assistance Programme (EAP) referrals continue to increase over time slowly and steadily. Reaching out for help early is actively encouraged so upward trends with both psychologist and EAP referrals are expected as the wellness and safety strategy is fully realised.

The *Wellcheck Support Policy* is currently undergoing a national review with input from a variety of stakeholders including Police employees receiving wellchecks and the psychologist providing wellchecks. An updated wellcheck support policy will be implemented by the end of 2021.

Employee Assistance Programme attendance



Profile of our people

All employees: by gender

Table 1: Employees by gender 2016 – 2021

Gender	As at 30 June 2020				As at 30 June 2021			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
Female	2,343	2,634	49	5,026	2,395	2,678	54	5,127
Male	7,749	1,321	76	9,146	7,724	1,360	46	9,130
Total	10,092	3,955	125	14,172	10,119	4,038	100	14,257
Percentage female (%)	23.2%	66.6%	39.2%	35.5%	23.7%	66.3%	54.0%	36.0%

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

Gender	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
Female	1,693	2,033	27	3,753	1,730	2,037	36	3,803
Male	7,206	998	78	8,282	7,108	1,031	81	8,220
Total	8,899	3,031	105	12,034	8,838	3,068	117	12,023
Percentage female (%)	19.0%	67.0%	25.7%	31.1%	19.6%	66.4%	30.8%	31.6%

Notes to Table 1

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay or parental leave.
- 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 2016 – 2021

Gender	As at 30 June 2020				As at 30 June 2021			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
0 to 24	473	343	40	856	369	295	23	686
25 to 34	2,805	929	61	3,795	2,874	1,023	62	3,959
35 to 44	2,435	672	21	3,128	2,402	662	14	3,079
45 to 54	2,912	940	3	3,855	2,909	918	1	3,828
55 to 64	1,377	843	0	2,220	1,470	877		2,347
65+	90	228	0	318	95	264		359
Total	10,092	3,955	125	14,172	10,119	4,038	100	14,257

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

Gender	As at 30 June 2016				As at 30 June 2017			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
0 to 24	313	221	38	572	345	244	44	633
25 to 34	1,863	491	51	2,405	1,972	541	58	2,571
35 to 44	2,775	578	12	3,365	2,668	582	14	3,265
45 to 54	2,885	885	4	3,775	2,795	857	1	3,653
55 to 64	1,003	665		1,669	1,015	673		1,688
65+	60	189		248	43	170		213
Total	8,899	3,031	105	12,034	8,838	3,068	117	12,023

Notes to Table 2

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay and parental leave.
- 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 2016 – 2021

	As at 30 June 2020				As at 30 June 2021			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	3	1	4	25.0%
Assistant commissioner	6	3	9	33.3%	7	3	10	30.0%
Superintendent	35	6	41	14.6%	35	6	41	14.6%
Inspector	278	49	327	15.0%	278	55	333	16.5%
Senior sergeant	463	82	544	15.1%	499	89	588	15.1%
Sergeant	1,339	216	1,555	13.9%	1,391	228	1,619	14.1%
Constable	5,399	1,897	7,295	26.0%	5,283	1,919	7,203	26.6%
Authorised officer	226	91	316	28.8%	227	94	321	29.2%
Recruits	76	49	125	39.2%	46	54	100	54.0%
Total	7,826	2,393	10,216	23.4%	7,770	2,449	10,219	23.9%

	As at 30 June 2018				As at 30 June 2019			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	3	–	3	–
Assistant commissioner	8	1	9	11.1%	7	3	10	30.0%
Superintendent	31	6	37	16.2%	34	6	40	15.0%
Inspector	250	40	290	13.8%	267	41	308	13.3%
Senior sergeant	414	61	475	12.8%	447	73	519	14.0%
Sergeant	1,247	169	1,416	11.9%	1,283	195	1,478	13.3%
Constable	5,184	1,596	6,780	23.5%	5,164	1,691	6,855	24.7%
Authorised officer	–	–	–	–	193	75	268	28.0%
Recruits	177	88	265	33.2%	215	109	324	33.6%
Total	7,315	1,961	9,276	21.1%	7,614	2,192	9,806	22.4%

	As at 30 June 2016				As at 30 June 2017			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	–	3	–	2	–	2	–
Assistant commissioner	5	–	5	–	8	1	9	11.1%
Superintendent	32	7	39	17.9%	30	5	35	14.3%
Inspector	242	35	277	12.6%	253	36	289	12.5%
Senior sergeant	420	54	473	11.3%	422	63	485	13.0%
Sergeant	1,273	166	1,438	11.5%	1,271	174	1,445	12.0%
Constable	5,231	1,432	6,662	21.5%	5,121	1,451	6,572	22.0%
Matron	–	–	–	–	–	–	–	–
Recruits	78	27	105	25.7%	81	36	117	30.8%
Total	7,284	1,720	9,004	19.1%	7,189	1,766	8,955	19.7%

Notes to Table 3

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

All employees: by ethnicity

Table 4: Ethnicity profile of Police 2016 – 2021

Ethnicity	2018 census population base (%)	As at 30 June					
		2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021 (%)
New Zealand European/Pākehā	65.1	70.3	69.4	68.9	68.1	68.2	68.0
Māori	16.5	11.3	11.4	11.8	11.9	12.0	12.3
Pacific peoples	8.1	5.5	5.7	6.5	6.4	6.6	6.8
Asian peoples	15.1	3.0	3.8	4.6	5.4	5.7	6.0
European	5.1	14.7	14.8	15.3	16.2	16.6	16.6
Other ethnic groups	2.7	0.6	0.6	0.7	0.9	1.0	1.1

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 the 2018 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.
- 2016, 2017 and 2018 use the 2013 census as the population base.

All Employees: Turnover and Terminations

Table 5: Turnover and terminations 2016 – 2021

	As at 30 June					
	2016	2017	2018	2019	2020	2021
Constabulary turnover rate	4.2%	5.3%	4.8 %	4.1%	2.9%	2.9%
Constabulary terminations	375	472	443	383	290	294
Other employee turnover rate	9.1%	10.4%	11.1 %	10.9%	8.7%	8.0%
Other employee terminations	276	331	358	348	306	294

Notes to Table 5

- This excluded planned terminations

Table 6: Turnover and terminations by gender 2016 – 2021:

	As at 30 June					
	2016	2017	2018	2019	2020	2021
Constabulary – Female turnover rate	4.6%	5.2%	4.3%	4.2%	2.7%	2.7%
Constabulary – Female terminations	81	94	94	87	62	67
Constabulary – Male turnover rate	4.1%	5.3%	4.9%	4.1%	3.0%	2.9%
Constabulary – Male terminations	294	378	360	296	228	227
Other employee turnover rate – Female	7.7%	10.9%	10.8%	11.3%	8.7%	8.0%
Other employee terminations – Female	154	232	276	243	206	199
Other employee turnover rate – Male	11.5%	9.6%	11.6%	10.1%	8.8%	7.9%
Other employee terminations – Male	122	99	138	105	100	95

Notes to Table 6

- This excluded planned terminations

Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay) 2016 – 2021

Group	as at 30 June 2016				as at 30 June 2017			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	324	16	53	3	335	15	49	2
Waitematā	716	35	112	11	702	37	102	11
Auckland	808	37	154	16	767	38	150	11
Counties Manukau	1,019	55	175	10	1,031	44	162	7
Waikato	603	30	72	12	597	32	68	14
Bay of Plenty	662	25	88	6	645	25	83	7
Central	672	21	96	17	659	25	93	16
Eastern	415	21	54	5	425	22	52	7
Wellington	806	34	119	10	758	35	115	8
Tasman	306	17	42	11	320	20	36	11
Canterbury	841	64	97	14	830	70	104	17
Southern	550	17	74	14	545	19	71	16
RNZPC	142	3	200	5	257	2	106	7
PNHQ and Service Centres	921	10	1,624	225	913	10	1,676	233
Total	8,785	385	2,960	359	8,784	394	2,867	367

Group	as at 30 June 2018				as at 30 June 2019			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	350	10	50	4	389	13	57	5
Waitematā	770	33	102	8	815	28	115	12
Auckland	767	37	146	11	823	35	144	14
Counties Manukau	1,061	39	161	11	1,093	35	169	17
Waikato	625	29	70	12	661	32	76	10
Bay of Plenty	666	20	81	7	710	15	89	10
Central	644	21	88	16	690	23	95	16
Eastern	433	23	49	6	453	26	48	10
Wellington	774	34	107	8	807	39	118	10
Tasman	305	22	36	14	317	24	39	11
Canterbury	827	76	89	14	884	77	107	19
Southern	540	20	66	14	561	23	74	16
RNZPC	413	6	107	6	169	7	435	6
PNHQ and Service Centres	882	12	1,704	239	993	19	2,213	261
Total	9,057	382	2,856	370	9,365	396	3,779	417

Group	as at 30 June 2020				as at 30 June 2021			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	401	16	38	4	401	23	39	4
Waitematā	850	30	93	8	825	30	73	12
Auckland	848	29	130	11	847	28	101	19
Counties Manukau	1,170	43	134	12	1,216	50	170	13
Waikato	704	31	59	12	699	32	51	19
Bay of Plenty	745	20	70	5	754	24	64	6
Central	757	22	71	20	728	27	77	19
Eastern	481	28	37	10	479	37	41	10
Wellington	854	43	92	11	820	45	85	9
Tasman	324	27	30	10	342	25	32	8
Canterbury	932	69	65	14	909	73	61	11
Southern	584	21	50	19	582	19	44	16
RNZPC	158	10	114	9	166	8	210	5
PNHQ and Service Centres	1,123	22	2,695	364	1,179	32	2,762	415
Total	9,931	411	3,678	509	9,947	453	3,810	566

Notes to Table 7

- PNHQ: Police National Headquarters
- RNZPC: Royal New Zealand Police College
- Numbers are inclusive of employees on leave without pay and parental leave.
- Due to the consolidation of numbers some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Remuneration

Table 8: Remuneration of staff by salary band 2019/20 and 2020/21

Total remuneration band	2019/20					2020/21				
	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	224	9	63	157		225	6	45	158	
\$10,000–\$19,999	426	15	131	274		246	14	74	159	
\$20,000–\$29,999	399	15	125	214		213	8	72	75	
\$30,000–\$39,999	493	14	110	258		326	9	65	131	
\$40,000–\$49,999	486	8	71	242		371	8	82	122	
\$50,000–\$59,999	938	10	86	258		707	2	60	97	
\$60,000–\$69,999	1,234	4	53	119		1,112	2	60	103	
\$70,000–\$79,999	2,475	1	42	38		2,241	2	48	15	
\$80,000–\$89,999	1,719	1	32	19		2,211	1	40	20	
\$90,000–\$99,999	1,428		15	15		1,482	1	37	15	
\$100,000–\$109,999	1,655		31	9		1,651	1	22	7	
\$110,000–\$119,999	1,110		23	5		1,280	1	14	3	
\$120,000–\$129,999	1,003		12	6		1,013		15	4	
\$130,000–\$139,999	755		12	1		871		14	3	
\$140,000–\$149,999	506		5	4		619		16	5	
\$150,000–\$159,999	275		9	2		355		5	4	
\$160,000–\$169,999	164		4	1		203		4		
\$170,000–\$179,999	108		4			137		4	1	
\$180,000–\$189,999	35		1			89		5		
\$190,000–\$199,999	21		2			42		7	1	
\$200,000–\$209,999	22		2	2		25		3		
\$210,000–\$219,999	11		3			18		4	1	
\$220,000–\$229,999	9		1			9		2		
\$230,000–\$239,999	3		1			7		2		
\$240,000–\$249,999	3		2			2		1		
\$250,000–\$259,999	7		2	1		3				
\$260,000–\$269,999	3					5		1		
\$270,000–\$279,999	4		1			1				
\$280,000–\$289,999	1		1			3				
\$290,000–\$299,999	2					4				
\$300,000–\$309,999	3					1				
\$310,000–\$319,999						2		1		
\$320,000–\$329,999										
\$330,000–\$339,999	2					1		1		
\$340,000–\$349,999	2					3				

Total remuneration band	2019/20					2020/21				
	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]
\$350,000–\$359,999	1					2		1		
\$360,000–\$369,999	1									
\$370,000–\$379,999	1		1							
\$380,000–\$389,999						1				
\$400,000–\$439,999										
\$430,000–\$409,999										
\$450,000–\$459,999										
\$460,000–\$469,999	2			1	1	1				1
\$490,000–\$499,999										
\$500,000–\$509,999										
\$510,000–\$519,999										
\$590,000–\$599,999						1				1
\$670,000–\$679,999										
\$690,000–\$699,999										
\$940,000–\$949,999										
\$1,360,000–\$1,369,999	1		1		1					
Total	15,532	77	846	1,626	2	15,483	55	705	924	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 2019/20 and 2020/21 not the full-time remuneration at any point of the year.
- Employees who received additional allowances relating to their overseas postings are included.
- Employees who left Police during 2019/20 and 2020/21 may have been paid contractual entitlements.
- Employees who began working for Police during 2020/21, and have not yet received a full year's remuneration, are included.
- Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year are included.

Table 9: Remuneration of staff by salary band and age group 2019/20 and 2020/21

Total remuneration band	Age at 30 June 2020						Age at 30 June 2021					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$0-\$9,999	59	82	34	35	10	4	42	90	36	27	18	12
\$10,000-\$19,999	105	147	74	58	28	14	60	83	24	39	29	11
\$20,000-\$29,999	93	133	65	69	28	11	25	70	42	42	25	9
\$30,000-\$39,999	99	173	93	70	38	20	37	136	50	49	37	17
\$40,000-\$49,999	100	156	90	65	49	26	37	140	73	60	44	17
\$50,000-\$59,999	205	283	149	171	96	34	92	261	127	104	82	41
\$60,000-\$69,999	192	410	190	222	175	45	110	398	182	195	173	54
\$70,000-\$79,999	415	1,130	446	250	190	44	238	1,111	402	242	195	53
\$80,000-\$89,999	60	803	463	255	110	28	98	1,114	553	260	142	44
\$90,000-\$99,999	6	408	525	360	111	18	6	451	503	385	113	24
\$100,000-\$109,999	1	196	486	606	334	32		255	490	548	313	45
\$110,000-\$119,999		106	341	456	194	13		112	347	508	292	21
\$120,000-\$129,999	1	52	209	461	266	14		50	235	469	236	23
\$130,000-\$139,999		15	136	389	209	6		19	119	406	294	33
\$140,000-\$149,999		3	78	276	142	7		9	79	311	204	16
\$150,000-\$159,999		2	27	156	84	6			33	180	131	11
\$160,000-\$169,999			13	83	66	2			17	117	66	3
\$170,000-\$179,999		1	9	53	39	6			11	61	57	8
\$180,000-\$189,999			5	22	7	1		1	5	34	44	5
\$190,000-\$199,999			3	9	9			1	5	23	11	2
\$200,000-\$209,999			4	9	8	1			1	9	14	1
\$210,000-\$219,999			1	6	4				2	6	9	1
\$220,000-\$229,999				5	4					3	6	
\$230,000-\$239,999					3						6	1
\$240,000-\$249,999				2	1					1	1	
\$250,000-\$259,999				6		1				3		
\$260,000-\$269,999				1	2					2	2	1
\$270,000-\$279,999				1	3						1	
\$280,000-\$289,999					1					1	2	
\$290,000-\$299,999			1	1					1	2	1	
\$300,000-\$309,999				2	1						1	
\$310,000-\$319,999										1	1	
\$320,000-\$329,999												
\$330,000-\$339,999				1	1							1
\$340,000-\$349,999				1	1					1	2	
\$350,000-\$359,999					1						2	

Total remuneration band	Age at 30 June 2020						Age at 30 June 2021					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$360,000–\$369,999					1							
\$370,000–\$379,999					1							
\$380,000–\$389,999											1	
\$400,000–\$409,999												
\$450,000–\$459,999												
\$460,000–\$469,999			1			1						1
\$490,000–\$499,999												
\$500,000–\$509,999												
\$510,000–\$519,999												
\$590,000–\$599,999										1		
\$670,000–\$679,999												
\$690,000–\$699,999												
\$940,000–\$949,999												
\$1,360,000–\$1,369,999					1							
Total	1,336	4,100	3,443	4,101	2,218	334	745	4,301	3,337	4,090	2,555	455

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 2019/20 and 2020/21, not the full-time remuneration at any point of the year.

Length of Service

Table 10: Average length of service in years, 2016 – 2021

Role	As at 30 June					
	2016	2017	2018	2019	2020	2021
Constabulary	14.1	13.9	14.7	13.4	13.1	13.5
Other employee	9.5	9.4	10.7	8.6	8.0	8.3

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 – 2021

Gender	As at 30 June 2016		As at 30 June 2017		As at 30 June 2018	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
Female	11	9.6	11.2	9.6	11.1	10.7
Male	14.8	9.4	14.6	9	15.7	10.7

Gender	As at 30 June 2019		As at 30 June 2020		As at 30 June 2021	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
Female	9.9	8.5	9.9	8.2	10.2	8.5
Male	14.1	7.8	14.1	7.8	14.5	8.0

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 – 2021:

Age Range	As at 30 June 2016		As at June 2017		As at June 2018	
	Constab	Other employee	Constab	Other employee.	Constab	Other employee
0–24	1.7	1.2	1.9	1.6	1.2	1.1
25–34	5.0	3.3	5.2	3.4	4.8	3.3
35–44	11.3	7.7	11.7	7.7	12.0	8.1
45–54	18.8	10.5	19.1	10.8	20.7	12.6
55–64	28.5	15.3	27.3	15.0	31.3	17.9
65+	36.8	16.6	27.5	16.7	33.5	20.0

Age Range	As at 30 June 2019		As at 30 June 2020		As at 30 June 2021	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
0–24	1.5	0.9	1.6	1.2	2.1	1.4
25–34	4.6	2.8	4.5	2.9	4.8	3.2
35–44	10.7	6.3	10.4	6.0	10.4	6.3
45–54	18.6	10.1	18.6	10.0	18.7	10.2
55–64	26.9	13.9	26.9	13.8	27.1	13.8
65+	30.0	15.5	32.1	16.6	33.1	16.8

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		2019/20	2020/21
Number of applications made		81	75
Number of applications granted		81	75
Number of applications refused		0	0
Number of warrants granted for use of interception device		77	69
Number of warrants granted for use of visual surveillance device		46	44
Number of warrants granted for use of tracking device		72	57
Number of warrants that authorised entry onto private premises		19	25
Number of interception devices used	No more than 24 hours	9	16
	1–3 days	10	37
	3–7 days	35	19
	7–21 days	61	35
	21–60+ days	407	405
Number of visual surveillance devices used	No more than 24 hours	2	3
	1–3 days	14	6
	3–7 days	19	5
	7–21 days	46	4
	21–60 days	55	55
Number of tracking devices used	No more than 24 hours	7	12
	1–3 days	9	37
	3–7 days	30	13
	7–21 days	36	24
	21–60 days	292	289
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		122	131
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	2019/20	2020/21
Number of occasions warrantless search powers were exercised	22,516	19,128
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	n/a ⁵⁹	3,699

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		2019/20	2020/21
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		35	24
Number of interception devices used	No more than 24 hours	31	26
	24–48 hours	119	41
Number of visual surveillance devices used	No more than 24 hours	2	2
	24–48 hours	0	5
Number of tracking devices used	No more than 24 hours	25	26
	24–48 hours	111	40
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		47	15
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

⁵⁹ This result is unavailable due to an ICT system upgrade at the time it was reported.

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(1) Warrantless Powers		2019/20	2020/21
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		2019/20	2020/21
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	2019/20	2020/21
(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	226	195
(b) The number of applications for compulsion orders by type:		
suspect compulsion orders	92	98
juvenile compulsion orders	13	6
(c) The number of applications referred to in paragraph (b) that were:		
suspect compulsion orders – granted	60	52
suspect compulsion orders – refused	0	1
juvenile compulsion orders – granted	2	4
juvenile compulsion orders – refused	10	2
(ca) The number of occasions on which a blood sample has been taken pursuant to a compulsion order	1	6
(cb) The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	58	59
(cc) The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	1	0
(cd) The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	389	478
(ce) The number of:		
(i) databank compulsion notice hearings requested and	3	1
(ii) Part 3 orders made	2	1
(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	17	13
(ii) suspect compulsion orders granted in respect of those applications	17	10
(e) The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a fingerprick or buccal sample pursuant to a compulsion order or databank compulsion notice	0	0
(ea) The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	2	0

Bodily Samples		2019/20	2020/21
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	10,672	9,051
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	9,185	8,175
(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)	1,799	1,418
(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.	112	146
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	10	4
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	8,065	6,749
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	200,013	205,583
	number of bodily samples obtained by consent	91,872	91,230
	number of bodily samples obtained pursuant to a compulsion order	277	1,627
	number of bodily samples obtained pursuant to a databank compulsion notice	26,782	27,035
	number of Part 2B bodily samples obtained	81,082	85,691
(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	258	259
(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	553	494

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.

Bodily Samples	Ethnicity	2018/19	2019/20	2020/21	Young persons 2018/19	Young persons 2019/20	Young persons 2020/21
(eb) The number of occasions on which a bodily sample has been taken under Part 2B	Asian	338	272	287	4	2	5
	European	4,915	4,210	3,491	107	95	75
	Indian	495	423	406	3	4	3
	Latin American	41	43	39	0	2	2
	Māori	4,854	4,080	3,352	280	278	247
	Middle Eastern	98	75	64	0	2	3
	Native African	65	67	48	0	5	1
	Pacific Islander	1,562	1,309	152	46	49	34
	Other	110	94	80	9	0	6
	Unknown	125	99	132	3	4	2
	Total	12,603	10,672	8,051	452	441	378

Bodily Samples		Ethnicity	2018/19	2019/20	2020/21	Young persons 2018/19	Young persons 2019/20	Young persons 2020/21
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	310	248	254	5	2	3
		European	4,443	3,580	3,225	88	74	75
		Indian	451	382	380	3	4	3
		Latin American	37	39	32	0	1	2
		Māori	4,291	3,513	2,999	253	236	214
		Middle Eastern	87	64	58	0	1	3
		Native African	60	57	45	0	3	2
		Pacific Islander	1,376	1,124	985	43	39	32
		Other	100	88	70	9	9	5
		Unknown	115	90	125	3	4	2
		Total	11,270	9,185	8,173	404	373	341
(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	9	8	13	0	0	0
		European	408	471	351	20	28	18
		Indian	17	16	13	0	1	0
		Latin American	1	1	2	0	0	2
		Māori	896	1090	885	201	220	180
		Middle Eastern	12	5	3	1	1	0
		Native African	12	6	2	0	0	0
		Pacific Islander	184	183	136	44	33	5
		Other	2	14	7	0	9	6
		Unknown	5	5	6	3	3	1
		Total	1,546	1,799	1,418	269	295	212
(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	3	8	0	0	2
		European	66	35	36	2	4	1
		Indian	7	1	6	0	0	0
		Latin American	0	0	1	0	0	0
		Māori	170	62	72	19	14	7
		Middle Eastern	2	1	1	0	0	0
		Native African	0	2	0	0	0	0
		Pacific Islander	49	7	18	4	2	1
		Other	0	1	1	0	0	1
		Unknown	3	0	2	0	0	0
		Total	298	112	145	25	20	12

Bodily Samples		Ethnicity	2018/19	2019/20	2020/21	Young persons 2018/19	Young persons 2019/20	Young persons 2020/21
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	0	1	0	0	0	0
		European	3	5	2	0	0	0
		Indian	0	0	0	0	0	0
		Māori	6	0	0	0	0	0
		Middle Eastern	1	3	2	0	0	0
		Native African	1	0	0	0	0	0
		Pacific Islander	0	0	0	0	0	0
		Total	11	1	0	0	0	0
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	Ethnicity information not captured	ESR systems no longer allow for this information to be identified.					

Children's Act 2014

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 crimes about bail conditions

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

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

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

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

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

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

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

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

Victims' Rights Act 2002	2020/21				
	Alleged breaches ¹	Upheld ²	Facilitated Resolution ³	Not Upheld	Ongoing
Inform victim of services or proceedings (s.11–12)	38	12	10	12	4
Inform victim of charges filed, amended or withdrawn (s.12(1)(b))	3	2	0	1	0
Breach of victims privacy (s.15)	5	2	0	3	0
Victims details disclosed in court (s.16)	0	0	0	0	0
VIS management (s.17–19, s.21)	4	2	0	2	0
Victims views on name suppression (s.28)	0	0	0	0	0
Determine a s.29 victim (s.29A, s.32)	0	0	0	0	0
s.29 Victims views on bail (s.30)	4	1	0	2	1
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)	1	0	0	0	1
Victims property as evidence (s.51)	1	1	0	0	0
Total	56	20	10	20	6
Total Incidents					49

Victims' Rights Act 2002	2019/20				
	Alleged breaches ¹	Upheld ²	Facilitated Resolution ³	Not Upheld	Ongoing
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 Incidents					91

Notes to Table 7:

- 1 A single event may breach more than one section of the Act.
- 2 '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.
- 3 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.

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

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

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

The Agreement provides for either country to disclose fingerprints for

the purpose of matching against fingerprints held by the receiving country, and if there is a successful match, to then request personal information. The Agreement also provides for the proactive disclosure of information for preventing serious crime.

Police is required to report annually on the number of requests to and from the United States, the number of matches

of fingerprints, and the number of times that information was disclosed.

The following tables report on the number of requests for information following a match of fingerprints and the number of proactive disclosures. The reporting data does not include disclosures made between New Zealand and the United States outside the Agreement.

Requests for information

2020/21

Country making request	Fingerprint match	Type of information disclosed
New Zealand	Yes	Criminal history
New Zealand	No	No criminal history held
New Zealand	No	No criminal history held
New Zealand	Yes	Criminal history
United States of America	No	No criminal history held
United States of America	No	No criminal history held
United States of America	No	No criminal history held
United States of America	No	No criminal history held
New Zealand	No	No criminal history held
New Zealand	No	Residency in country
New Zealand	No	Criminal history
United States of America	No	No criminal history held
New Zealand	Yes	No criminal history held
New Zealand	No	Criminal history
New Zealand	No	Arrest warrant
New Zealand	No	No criminal history held

2019/20

Country making request	Fingerprint match	Type of information disclosed
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	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

Proactive disclosure of information

2020/21

Country making request	Type of information disclosed
New Zealand	Details of offending

2019/20

Country Making Proactive Disclosure	Type of information disclosed
United States	Criminal history
United States	School shooting threat
New Zealand	Travel of person on Red Notice
New Zealand	Criminal history

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	2019/20	2020/21
Number of applications for detention warrants made under section 13E	0	0
Number of applications for renewals of detention warrants made under section 13I	0	0
Number of applications granted	0	0
Number of applications refused	0	0
Average duration of the detention warrants (including renewals) granted:		
• Days granted	0	0
• Days applied	0	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	0	0
Results of those prosecutions:		
• Convicted	n/a	n/a
• Dismissed	n/a	n/a
• Withdrawn	n/a	n/a
• Ongoing	n/a	n/a
Number of rub-down searches and strip searches under section 13EA	0	0

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

Queries made by Police to Immigration New Zealand	2019/20	2020/21
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	28,154	22,410
Breach (or attempted) of any sentence condition	915	513
Verify suspect/offender identity	82,078	58,708
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/Supervisor audit	1,713	1,019
Total number of queries	112,860	82,650
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	173,906	135,985
Breach (or attempted) of any sentence condition	561	476
Verify suspect/offender identity	66,710	75,837
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/Supervisor audit	11,051	12,591
Total number of queries	252,228	224,889
Police provision of identity information to Immigration NZ		
Total number of times data sent to Immigration NZ	7,352	4,262

Queries Made by Police to Department of Internal Affairs (DIA)	2019/20	2020/21
Passport queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	2,856	2,824
Breach (or attempted) of any sentence condition	96	68
Verify suspect/offender identity	6,760	5,386
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	183	170
Total number of queries	9,962	8,689
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	53,221	35,924
Breach (or Attempted) of any sentence condition	133	134
Verify suspect/offender identity	9,768	10,033
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	702	694
Total number of queries	65,071	48,441
Birth queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	1,424	1,530
Breach (or attempted) of any sentence condition	106	66
Verify suspect/offender identity	0	0
Administrative query	0	0
ICT/supervisor audit	212	192
Total number of queries	1,837	2,027
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	6,323	3,593
Breach (or attempted) of any sentence condition	98	190
Verify suspect/offender identity	0	0
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	1,886	1,334
Total number of queries	12,888	6,714

Table 11: Privacy Commissioner's Reporting Requirements

Privacy Commissioner's Reporting Requirements	2019/20	2020/21
Registrar-General disclosures to Police		
Number of name changes notified to Police (DIA to provide this information to Police)	4,077	6,289
Number of name changes resulting in an updated NIA record	979	3,222
Number of deaths notified to Police (DIA to provide this information to Police)	25,593	50,344
Number of deaths resulting in an updated NIA record	4,227	21,025
Number of non-disclosure directions notified to Police (DIA to provide this to Police)	0	0
Number of non-disclosure directions resulting in an updated NIA record	0	0
Number of non-disclosure direction resulting in the created of a NIA record	0	0
Benefits (Quantitative)		
A reasonable estimate of the number of deaths resulting in ceasing of enforcement action	Not possible to determine	Not possible to determine
The number of individuals previously unknown to Police who hold non-disclosure directions	Not possible to determine	Not possible to determine
The number of firearms licence holders whose details have been updated as a result of a name change or death notification.	955	2,979
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	Not possible to determine
Examples of how information from the sharing has supported the delivery of advice/protection.	Not possible to determine	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	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	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	Not possible to determine
Number of complaints received about an alleged interference with privacy under the agreement and the disposition of those complaints.	0	0
Where an audit or other assurance process has been undertaken, commentary on the adequacy of security measures and other safeguards.	0	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	0

Costs

Number of full-time equivalent staff responsible for the agreement.	Not possible to determine	Not possible to determine
Estimated on-going operating cost.	Not possible to determine	Not possible to determine

One-off reporting for first report

Number of non-disclosure directions notified in retrospect	0	0
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Glossary

FBI	Federal Bureau of Investigation.
He Whenua Taurikura	A country at peace.
Hui	A gathering, meeting, assembly, seminar, or conference.
Kaupapa	Kaupapa means principles and ideas which act as a base or foundation for action. A kaupapa is a set of values, principles and plans which people have agreed on as a foundation for their actions.
Kawa	Māori protocol and etiquette.
Kia Tū	Standing for what is right, taking a stand for others, doing the right thing, being seen heard, and being proud of who you are.
Mahi	Work.
Mana	A source of both personal and collective strength, pride and identity.
Masjidain	Mosques.
Mātauranga	Mātauranga Māori is about a Māori way of being and engaging in the world – in its simplest form, it uses kawa (cultural practices) and tikanga (cultural principles) to critique, examine, analyse, and understand the world.
Rangatahi	Youth.
Rangatiratanga	Ownership.
ReFrame	Resolutions Framework.
Tāmaki Makaurau	The Māori name for the three Auckland Police districts.
Tangata whenua	Used to describe the Māori people of a particular locality, or as a whole as the original inhabitants of New Zealand.
Te Arawhiti	Te Arawhiti, also called the Office for Māori Crown Relations, is a Crown entity in New Zealand. Established in 2018 by the 52nd New Zealand Parliament, it oversees the government's work with Māori as part of the Crown-Māori relations portfolio.
Te Kawa Mataaho	Te Kawa Mataaho is the central public service department of New Zealand charged with overseeing, managing, and improving the performance of the State Sector of New Zealand and its organisations.
TENR	TENR is the acronym for our threat assessment methodology (threat, exposure, necessity, response).
Te Pae Oranga	Te Pae Oranga means to talk, listen, and become well. The name Te Pae Oranga was gifted in 2018 under the patronage of the Māori King, Kiingi Tūheitia.
Te Puni Kōkiri	Te Puni Kōkiri, or the Ministry of Māori Development, is the public service department charged with advising the government on policies and issues affecting the Māori community; promoting Māori achievement in health, training and employment, education and economic development; and monitoring the provision of government services to Māori.
Te reo	The Māori language.
Tikanga	Tikanga is a Māori concept incorporating practices and values from mātauranga Māori, Māori knowledge. Tikanga is translated into the English language with a wide range of meanings – culture, custom, ethic, etiquette, fashion, formality, lore, manner, meaning, mechanism, method, protocol, style, customary law.
Uara	Values.
Whānau	Family.



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