



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



Annual Report
2021/22



NEW ZEALAND

POLICE

Ngā Pirihimana o Aotearoa

This Annual Report details our performance during the 2021/22 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 2020/21 Annual Report was recognised for excellence, receiving a gold award in the prestigious 2022 Australasian Reporting Awards (ARA).

The 2020/21 Annual Report also won the 2022 Best of Industry – Public Administration Award.

These awards recognise 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 Constable Molly Mephan and Constable Bevan Te Kaha Hati from Whangarei, Northland Police District.

OUR VISION



Commissioner's introduction



I am proud of our people and the way they continue to demonstrate their commitment to making a positive difference for New Zealanders. I want to acknowledge the continued effort that every Police member has made to deliver great outcomes for our communities, in what have been incredibly challenging times. As I reflect on the past year, some themes stand out.

Policing in a pandemic environment

In addition to core policing responsibilities, we have delivered a range of services that were not previously in the domain of policing. This included educating people on and enforcing COVID-19 related health regulations and restrictions and supporting managed isolation quarantine facilities. Flowing on from the economic and social disruption caused by the pandemic, we have been called on to police elevated public protest activity across the country, most notably the occupation of Parliament grounds. A significant number of police from around the country were deployed to this occupation. The restraint, professionalism, and courage shown by our people illustrates the changing nature of police deployment and culture.

The impacts of COVID-19 are enduring. Supporting COVID-19 activities has disrupted the delivery of core police services along with our business transformation initiatives. This is reflected in our performance results. For example, COVID-19 has challenged our ability to deliver breath testing checkpoints, among other road safety and preventative activities, in order to balance the competing demands and risks to public safety.

Policing through the pandemic has been set against a backdrop of long-term significant growth in demand for police response, notably in family harm and mental health incidents. We are seeing greater reporting in family harm offending and, while we continue to encourage people to report harm, it is challenging our capacity to respond. This is despite Police growing by nearly 20 percent since 2017, as we look to complete the onboarding of 1,800 additional officers in the year ahead.

Delivering the services that our communities expect and deserve

Meeting growing service demands will continue to put pressure on us. We are expected to do more in response to new challenges, and our communities still expect us to deliver our core services well. We need to make deliberate and carefully considered choices to maintain the right balance. We will continue to prioritise responding to events that cause the most harm in communities, and we will need to maintain resourcing levels to keep pace with the growing population, social and economic pressures, and implement preventative interventions.

The extent to which we worked through COVID-19 with our partners, iwi, and communities, saw Police at the forefront of some innovative ways of supporting New Zealanders. Communities look to Police for reassurance, and we continue to be committed to providing that reassurance and delivering the services that New Zealanders expect and deserve.

Looking to the future, Police is moving into a period of consolidation and resetting for the future, including how to best deploy to meet the demands of a post-covid environment.

Tackling gun crime and violent offenders

From July 2022, new funding became available that will further increase Police numbers and help us respond to gang violence. This investment extends across the justice sector and includes additional funding for successful rehabilitation programmes to break the cycle of entering a life of crime.

Strong enforcement continues to be essential, while at the same time working with our communities to address the social factors that lead to people joining gangs. This approach will help us continue to tackle gun crime and violent offenders, and to reduce reoffending, all of which helps to keep New Zealand communities safe.

We continue to have a strong focus on enforcing the law while also preventing the harm caused by gangs and organised crime. This is in addition to Operations Tauwhiro and Cobalt. Alongside our long-term work to break supply chains by seizing illicit assets and proceeds of crime, these operations are focused on disrupting gang firearms trafficking and violence.

Our people are increasingly coming across firearms and responding to firearms incidents. With further investment, we are now able to expand the highly successful Tactical Response Model that ensures our people are trained, equipped, and supported to keep ourselves and the communities they serve safer.

With funding in Budget 22, we are in the process of establishing a new Firearms Business Unit within Police. The unit will have oversight of implementing the significant and ongoing Arms Act legislative changes, which overseas examples tell us are central to reducing gun crime over time.

The changing diversity of our people

I'm particularly proud of the work that has been done to see diversity among frontline police staff increase at record levels to better represent the communities we serve. On 30 June 2022, recruit wing 355 graduated and had the highest proportion ever of wāhine Māori in a wing. Police has a recruitment focus on lifting the number of groups who are under-represented in the constabulary workforce so that our workforce is more reflective of our population.

This progress follows another recent milestone that one in four Police officers, a quarter of our Police, are women. This represents a near-50 percent increase over the past five years and equates to more than 800 additional women working on the frontline than there was five years ago. We know that we can keep our communities safer if they have high trust in us and seeing a police service that reflects them is a key part of doing that.

Over the past year we have continued our mission to prevent crime and harm through exceptional policing. I am pleased to present this Annual Report demonstrating the breadth and depth of the contribution our people make alongside our communities every day to help make New Zealand the safest country.



Andrew Coster
Commissioner of Police

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Organisational overview



New Zealand Police

The mission of New Zealand Police is to prevent crime and harm through exceptional policing. This is why our 14,600 staff 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. For us this means everyone in New Zealand can go about their daily life without fear of harm or victimisation.

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

How we police in New Zealand

Our legislative functions cover a wide range of activities and responsibilities to help ensure New Zealanders are safe and feel safe. We operate across a range of functions, and we maintain a strong focus on law enforcement and crime prevention in everything we do. To be effective across all our functions, this requires our people to be suitably skilled and equipped, and to bring a wide range of expertise and experience to their work.

In addition to our own capability, Police requires strong partnerships 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. These relationships enable us to provide support and reassurance to those in need, prevent serious threats to individuals or communities, and to effectively provide support during emergencies or other significant events.

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

Policing with the consent of the public

Policing by consent is a foundational principle of modern policing. It essentially means that Police and policing in New Zealand is supported and made more effective by having the broad support of the public.

This style of policing enables us to work in partnership with communities to solve local issues and to prevent crime and harm. Without the consent of our communities Police's ability to perform legislated functions would become increasingly difficult and dangerous.



The changing nature of our operating environment

Many New Zealanders are experiencing pressures from a range of social, health and economic challenges that stem from both domestic and global factors.

The financial and social suffering that people have experienced as a result of the COVID-19 pandemic continues to affect everyone. The impact of COVID-19 continues to hit the New Zealand economy, as wage losses and business failures persist. As New Zealanders continue to face greater financial hardship, we expect there will be further increases in the number and seriousness of criminal activity across the country.

Advances in technology continue to transform how we connect with people and information on a global level. These advances not only bring efficiency and connectivity, but also create new pathways for criminals to do business. New Zealand has some of the highest wholesale and retail drug prices in the world, and organised criminal groups specifically target New Zealand for the high profits. To maximise these profits, international syndicates aim to set up importing pathways, distribute to local gangs, and move money out of New Zealand as quickly as they can, as Police and our partners continue working hard to combat these activities and protect our communities.

The visible face of organised crime is gangs. Tensions between gangs have continued to rise in recent times. This, coupled with new, more violent gangs establishing themselves in New Zealand, has led to more violent gang retaliation in our communities. We continue to target and reduce the prevalence of violence and unlawful behaviour by gangs.

Police receives 926,600 111 calls, 743,300 non-emergency calls and processes approximately 124,150 online reports of crime or other incidents each year. Police introduced online reporting channels to divert calls away from the 111-emergency system. These new reporting channels made

visible latent demand, which already existed in communities but was not reported to Police. This demand also reflects in part community expectations that Police has a role in relatively minor social, community or wellbeing issues.

Over the next five years, calls to Police are expected to increase further. The increase is expected to continue to be driven by the public's continued trust and willingness to initiate reporting to Police supported by increased access to a range of reporting methods. Current under-reported crime types, such as cybercrime and fraud, are expected to push up demand as these types of crime move online.

The fact that Police is increasingly expected to provide a response to community and social issues where no offence has been committed, presents opportunities (in some cases) to prevent future harm, but can also limit Police's capacity to respond to other serious and immediate demands. Responding to calls that are non-criminal in nature and yet require further action by Police or other agencies have increased in the past five years and are predicted to increase by a further 35 percent by 2025.

Meeting competing expectations around harm reduction in this environment will continue to put pressure on Police. We are responding to new challenges, while our communities, rightly, expect us to continue to deliver our core services well. We need to make deliberate and carefully considered choices to maintain the right balance. We do this by prioritising events that cause the most harm in communities, as we aim to maintain high service levels to communities across the country.

Increase in family harm demand

Family harm is a persistent, complex issue that is often a symptom of wider harm and dysfunction including issues such as poverty, drug use and intergenerational violence and neglect. Family harm-related calls for service have risen considerably over the last five years and now make up a significant proportion of Police's overall demand picture.

Mental health demand continues to grow

Mental health-related crisis and distress calls to Police are complex and vary in severity, often involve no offence, and require co-ordination of cross sector services to respond appropriately. In 2021/22 Police attended 73,006 events involving a person having a mental health crisis, in distress, or threatening suicide. An increase of 55% in the last five years. It is important to note that Police are not the lead agency for mental health in New Zealand. Our officers are not trained mental health specialists and dealing with these events can be very time consuming. However, our people act with compassion and professionalism while trying to link those in distress with the support they need, where these services are available. We continue to work with partners to find longer term solutions that best meet the needs of those that require support.

Ongoing impacts of COVID-19

COVID-19 has put considerable pressure on Police resources over the past two years. Pandemic restrictions on public life meant that police officers normally deployed to the frontline were redeployed to enforce COVID-19 related health regulations and other pandemic-related activities. Such activities included establishing and policing checkpoints, providing officers to guard Managed Isolation Quarantine (MIQ) facilities, policing public protests, road policing, investigating COVID-19 Alert level breaches, and monitoring non-compliant individuals who were or needed to self-isolate.

By the time COVID-19 traffic light system was implemented, Police had received 12,330 Alert level 2 and 3 online breach reports and charged 140 people with 156 offences. Of the 1,829,061 vehicles stopped at checkpoints, 16,921 were turned around. This was additional to increased demand for family harm and mental health calls for service.

There has been, and will be, long term impacts on our staff from the challenges presented by COVID-19. At a time when it is vital that our staff keep themselves safe, many training opportunities have had to be delayed. While routine recertification has been kept up, newly rolled out Frontline Skills Enhancement training could not meet its delivery targets as staff were unavailable. Other professional development and specialist skills training has also lagged which may impact on the ability to fill specialist roles.

Policing the protest on Parliament Grounds

The 23-day occupation of Parliament grounds in February and March 2022 in response to vaccine mandates was one of the largest protests New Zealand has seen since the 1980s. The Wellington protest spread over a large area of Thorndon and Pipitea, with around 3,000 protestors at peak times. Protestors blockaded areas around Parliament grounds with their vehicles and occupied the lawn and surrounding areas in tents. There were incidents of harassment of bystanders, including children walking to and from school, and several local businesses around the area were disrupted or were forced to close temporarily.

The operation presented challenges in balancing our core functions, including keeping the peace, maintaining public safety (children and older New Zealanders were present), and law enforcement.

By the end of the three-week occupation, the majority of peaceful protesters had left, and as Police moved to end it officers were subjected to serious violence from the remaining protesters. Police officers were assaulted, splattered with paint, sprayed with fire extinguishers, and struck by bricks and rocks. Petrol, road cones, tent poles and wood were used as projectiles and weapons against the officers. Many suffered minor injuries, and several suffered more serious injuries. The 16-hour shift for those staff involved to end the occupation was gruelling.

The professional and positive way in which Police contained the protest ensured we retained the trust and confidences of the general public. Managing relationships across a diverse large-scale crowd and with partner agencies, local businesses and government was complex and challenging, however the interactions were generally positive.

Following the protest, Police are now undertaking a large investigation to hold to account those protestors involved in violent offences.

“Hats off to the most amazing police in the world. NZ Police, you have shown enormous strength of character to maintain professionalism and a rock-steady hand through the occupation at Parliament grounds... you have set yourselves apart from just about every other police force in the world... Go home and rest easy.”

Member of the public

2021/22 at a glance



Police responded to
1,332,146
events



Police answered
743,319
non-emergency calls



926,643
calls to 111 answered



98%
of priority vetting requests
processed on time



Police attended
73,006
mental health events



175,573
family harm investigations



Police conducted
1,592,286
breath tests



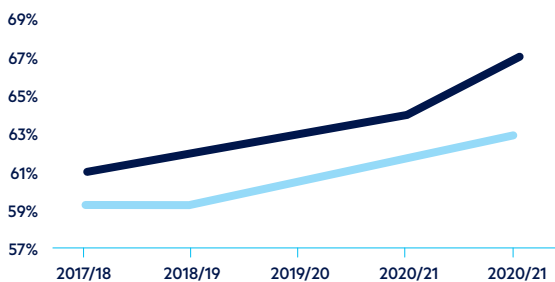
Police prevented
\$108.46m
of social harm from
the illicit drug trade

Performance Dashboard

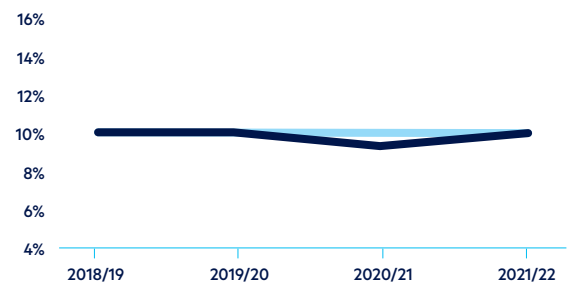
Result —
Target/Range —

Safe homes

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

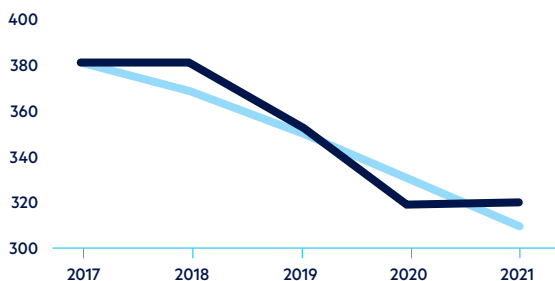


Percentage of repeat victimisations after burglary prevention advice.

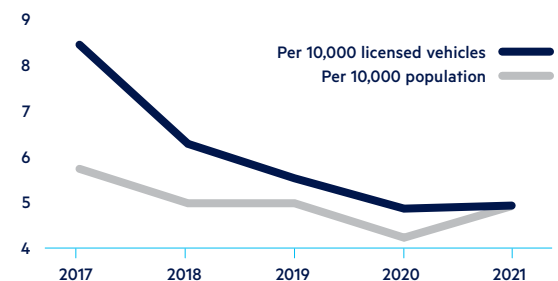


Safe roads

Number of road deaths.

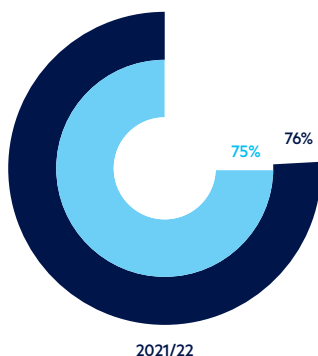


Number of fatal and serious injury crashes per 10,000 licensed vehicles and population.

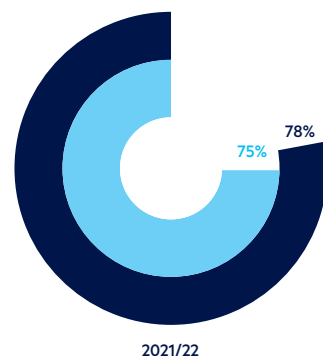


Safe communities

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 strategy

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 priorities

Our three priorities will help us achieve our goals, mission, and vision by becoming the organisation we need to be to prevent crime and harm through exceptional policing.

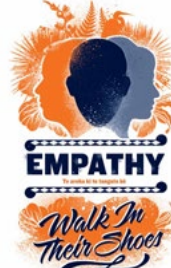
- ▶ **Focused prevention through partnerships** – working with our partners to focus our joint efforts on what works to achieve our three goals:
 - **Safe homes** – families are free from violence, abuse and neglect, and homes are safe from burglary and other threats to property that make people feel unsafe.
 - **Safe roads** – preventing death and injury resulting from crashes, so that everyone who leaves home to travel on our roads can return home safely.
 - **Safe communities** – ensuring 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.
- ▶ **Be first, then do** – strengthening how we are and who we are as an organisation by living our values.
- ▶ **Delivering the services New Zealanders expect and deserve** – understanding and providing what the people of New Zealand want from their police service.

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

Communities look to Police as leaders. In such a position of trust, it is critical that 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.

Te Huringa o Te Tai

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.

To effectively lift Māori waiora (wellbeing) and reduce the contact Māori whānau have with the criminal justice system requires us to openly acknowledge the complex and challenging whakapapa (history) between iwi Māori and Police. As representatives of the Crown we need to have an understanding of iwi Māori aspirations and how we can support the achievement of these aspirations in a way that is mana enhancing and incorporates tikanga Māori.

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

- ▶ **Pou mataara** – our people and their mindset – focusing on building our people to deliver more effective outcomes for Māori, iwi, and our communities.
- ▶ **Pou mataaho** – effective initiatives and improved practice – focusing on a whānau ora approach of co-design and joint delivery of initiatives with Māori.
- ▶ **Pou hourua** – effective partnerships – focusing on building relationships, which lead to more effective partnerships, with iwi, Māori, and other organisations.

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

Police continue to identify new and different ways that we can deliver for iwi Māori to achieve their wellbeing aspirations for their communities. Our focus is shifting from developing strategic

partnerships to delivering on these strategic intentions through practical, operational ways of working with iwi and Māori that can be embedded into all we do.



Officers in their community

Future strategic focus (evolving our services)

We continually assess whether our services and capabilities which support them, remain fit for purpose for the environment in which we operate within.

Policing, as a result of the changing operating environment, will require us to further develop our capabilities. A new level of capability is required to rapidly assess and understand each situation our officers encounter and to enable them to provide the most appropriate response. We are making a number of changes that will enhance our service capability

and increase community safety. This includes developing policy to improve firearms legislation and implementing new regulatory functions, placing greater emphasis on staff safety through our frontline safety improvement programme, making things safer on our roads and creating an inclusive and supportive culture for our staff to thrive.

***Our priorities,
goals, and
performance***



Our priorities, goals, and performance

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, including other agencies, iwi and community groups. Our priorities set the tone for how we work every day.

Focused prevention through partnerships

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

We are continuing to build our organisational capability to develop and maintain sustainable partnerships across all

communities. There are a range of organisations that are well placed to address some of the underlying drivers of crime and harm, and that can provide support for the wellbeing of those affected by crime, harm, or trauma.

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.



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.

Ensuring families are free of harm in the home

Family harm remains a significant issue in New Zealand. We have one of the highest rates of family harm in the OECD. In 2021/22 there were 175,573 family harm investigations recorded¹ – a 47% increase from 2017. However, the number of investigations with offences remained relatively unchanged.

Family harm is often accompanied by wider harm and dysfunction that can include poverty, drug use, and intergenerational harm. When we attend a call for service, we look holistically at what is going on within the home and work to connect the family with the appropriate services to address the wider issues underlying the harm.

We are an active partner in the Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence (previously known as the Joint Venture for Family Violence and Sexual Violence), and also in local responses to family violence and sexual violence in communities across New Zealand. Collective effort and partnership across government and communities is at the heart of preventing and eliminating family violence and sexual violence in New Zealand.

We continue to work closely at the local level alongside our partners, local iwi, NGOs, communities, and other government agencies, across a range of family harm related initiatives. For example, we connect recipients of Police Safety Orders in Tāmaki Makaurau, Hamilton and Christchurch with services who provide accommodation and support for recipients and their whānau.

1 Investigations with offences and no offences.

Family harm insight



Family harm demand

Responding to family harm remains Police's single largest demand activity for frontline staff. Policing services are increasingly being used to address anti-social issues, such as family harm. Assault on a person in a family relationship now represents around 66% of reported serious assaults and family harm calls for service are increasing at greater rates than others.



**On average Police attends
a family harm event**

**every
3 minutes**



175,573

**family harm investigations
(67,148 with offences,
108,425 without offences)**

Police's approach to family harm

Our response to family harm is focused on reducing the occurrence, the wider impact of family violence and prevention of future harm. We do this by looking holistically at what is happening within a home and work to connect the family with the appropriate services to address the underlying issues that lead to harm. This way of working provides a better outcome for all and positive results. However, this type of response takes time.

As first responders, our people have a unique insight into the underlying issues and are often well placed to provide opportunities for support and help people in need to access that support. Our response to family harm reflects our role to investigate offences, and to prevent further harm to victims and whānau through early intervention.

Police continue to encourage reporting of family harm and considers the increase in reporting to be an example of an increase in public trust and confidence whereby victims, families and whānau trust they will receive an appropriate response and support. People are also calling for help prior to an escalation to violence, which is a positive trend.

More than half (62%) of our family harm investigations do not involve an offence being recorded. This means that the criminal justice system is not always the right pathway for whānau experiencing family harm. Police is playing a critical role to connect victims, families and whānau to early crisis intervention and prevention support.

Police cannot reach successful outcomes on our own. Police is available 24/7, however is not necessarily the right agency with the appropriate levels of expertise to address issues with families and whānau. We want to be able to support our partners to be able to build their respective capability and ensure there are appropriate service and referral mechanisms in place for those individuals who require interventions to prevent future offending, harm, or trauma.

At a system level we work alongside partners to deliver *Te Aorerekura*, the national strategy and action plan for the elimination of family violence and sexual violence launched in December 2021. A key component of the infrastructure to deliver *Te Aorerekura* includes developing integrated community-led responses (ICR). ICR will help to form the community infrastructure to deliver a spectrum of support to people and whānau experiencing family harm or sexual violence. Existing crisis responses currently provided through Integrated Safety Response (ISR) and Whāngāia Ngā Pā Harakeke (WNPH) will, in some locations, provide the

platform for the development of the broader ICR response which also includes prevention and healing alongside crisis-response. These ISR and three WNPH sites secured ongoing funding through Budget 2021.

Te Puna Aonui (formally the Joint Venture Business unit) is now working with ISR and WNPH sites to develop and implement ICR in these locations. The process is designed to support a test and learn approach to inform ICR development and ultimately expansion of the ICR model across New Zealand over time.

Family harm performance measures (audited)

Outcome

Measure	2020/22 result	2021/22 result	2021/22 standard
Percentage of family violence reoffending at same or greater level of seriousness	64%	67%	Less than 2020/21

Prevention

Measure	2020/22 result	2021/22 result	2021/22 standard
Compliance with Police Safety Orders	92%	92%	Greater than 2020/21

Investigation and Resolution

Measure	2020/22 result	2021/22 result	2021/22 standard
Aggravated sexual assault victimisation clearance rate	26%	25%	24% to 29%
Percentage of drug (dealing/manufacturing) houses with children present (with the intent that this decreases over time)	19%	22%	15% to 20%

Ensuring homes are free from burglary

Our policy continues to be to attend dwelling burglaries within 48 hours, both to respond to the needs of victims and because this provides us with the best opportunity to identify the offender. Burglary prevention advice is routinely provided to victims to help them feel safe and avoid revictimisation.

Our “Be Safe, Feel Safe” booklet has been translated into eight languages to serve the diverse language needs of our communities. The booklets also provide contacts for support services.



The *Locks, Lights, and Lines of Sight* burglary prevention initiative, introduced as a trial in 2018 in Canterbury, Bay of Plenty, Waikato, and Eastern Districts, continues. This initiative assists burglary victims to identify security weaknesses and remedy them to prevent revictimisation. An evaluation of the initiative found that homes with the interventions in place were less likely to be successfully re-burgled, and residents reported higher feelings of safety and higher levels of trust and confidence in Police. The initiative is now being rolled out wider.

We are trialling two other burglary prevention initiatives. The *Ko Tōu Manawa Ko Tōku Manawa* trial uses a problem solving, collective impact design to assess security weaknesses and implement appropriate security measures that discourage burglary, for not only those that have been burgled but also those at high risk of being burgled, whilst working with stakeholder organisations to build community cohesiveness. This trial began in January 2022 in two neighbourhoods in Central District.

Additionally, a Rural Crime Prevention trial aims to increase reporting of crime and other suspicious incidents by trialling an app to build an accurate picture of rural crime. Information gained from this reporting will help to develop an appropriate response to common security weaknesses using similar principles to *Locks, Lights and Lines of Sight*. This trial began in May 2022 in North Canterbury.

Keeping communities safe from burglaries using vehicles: Ram-raids²

There has been significant concern in a recent spike in ram-raids in Tāmaki Makaurau, Waikato and Bay of Plenty, which has also driven an increase in unlawful taking of motor vehicles. Many offenders are under 17-years-old, including children as young as seven.

The recent offending is likely driven by a combination of young people exposed to a negative home environment, disengaged from school and their communities, the monetary gain from stealing certain goods, and the use of social media, particularly TikTok, to promote their criminal offending and gain notoriety. There is no current evidence that the offending is being driven by youth gang affiliation or membership, although some offenders do have gang associations.

Police investigate every ram-raid offence and are working with retailers to identify methods to improve the security of their premises, such as the installation of bollards and additional security features.

In Waikato, Police has Operation Pryor running to suppress youth offending, through a coordinated, whole of policing approach. District Youth Engagement Staff are working with specific families to address offending and continue to communicate with relevant members in the business community, council, and Iwi.

In addition, the Government has agreed to establish a Small Retailer Crime Prevention Fund to protect small businesses which will include solutions such as installing bollards, alarms, fog cannons, or other protection. This will be funded through the allocation of \$6 million from the Proceeds of Crime Fund.

Burglary performance measures (audited)

Outcome

Measure	2020/21 result	2021/22 result	2021/22 standard
Percentage of repeat victimisations after burglary prevention advice	9%	10%	5% to 10%

Investigation and Resolution

Measure	2020/21 result	2021/22 result	2021/22 standard
Dwelling burglary clearance rate	13%	12%	11% to 15%
Percentage of home/dwelling burglaries attended by Police within 48 hours	89%	83% ³	At least 98%

² "Ram-raids" refer to burglaries in which the offenders have used a vehicle to access the property.

³ Since 1 July 2021 Police has attended 83% of dwelling burglaries within 48 hours. This result has remained relatively consistent for previous years. There are a number of contributing factors as to why it is challenging for Police to achieve the 98% target. These factors include: police missing the 48-hour deadline due to other competing high priority responses; the victim advising they do not want Police to attend; the victim advising they want Police to attend, but later than 48 hours following reporting the burglary.



Safe roads

Police is one of several agencies with responsibility for ensuring our roads are safe for all road users. With our partners in Waka Kotahi New Zealand Transport Agency and Te Manatū Waka 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 are now working with Waka Kotahi and Te Manatū Waka Ministry of Transport to design the next *Road to Zero Action Plan* for 2023 to 2025.

Police continues to partner with Waka Kotahi and Te Manatū Waka Ministry of Transport to meet shared road safety commitments under the *Road Safety Partnership Programme* (RSPP), which supports the Government's *Road to Zero* strategy. We continue to focus road policing activity on the high-risk behaviours of not wearing restraints, driving impaired or distracted, and speed.

Police is progressing a range of initiatives to improve prevention and enforcement activity and to support the delivery of *Road to Zero* and the RSPP. We launched the *Safe Roads Control Strategy* in December 2021, which provides Police with an overarching framework to achieve our goal of *Safe Roads* by working closely with our partners to prevent deaths and injuries on New Zealand roads.

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.

Saving lives on New Zealand roads

The *Road to Zero* strategy gives Police and our road safety partners the ambitious goal of reducing road deaths in New Zealand by 40 percent by 2030, with the aspiration of eventually reducing that to zero by 2050. In the 2021 calendar year there were 319 road deaths. This is 1 death more than in the previous year.

New Zealanders' use of the roads and Police delivery towards the *Road Safety Partnership Programme* and *Road to Zero* outcomes has been impacted by COVID-19. However, Police is committed to delivering road safety prevention and enforcement activity as our contribution to road safety and to the *Road to Zero* outcomes.

Prevention (unaudited)

Measure	Calendar Year		
	2020 result	2021 result	2021 standard
5% reduction in road deaths each and every year (2017 baseline of 378 road deaths)	318	319	311
Number of fatal and serious crashes per 10,000 licensed vehicles	4.8	4.9	Fewer than 2020
Number of fatal and serious injury crashes per 10,000 population	4.2	4.9	Fewer than 2020

Officers setting up a checkpoint

**Focusing on safe driving behaviour**

We know there are four main behaviours which contribute to death and injury on our roads; people driving too fast for the conditions, driving while impaired (by alcohol, drugs, or fatigue), driving while distracted – including using a cell phone – and not wearing a seatbelt.

From 1 July 2021 to the end of the calendar year, Police ran a national road safety operation. Operation Deterrence was an all-of-Police national road safety campaign that relied on all policing officers playing key roles in bringing down the number of death and serious injury crashes. We did this by actively focusing on a combination of high-visibility, covert, and unpredictable enforcement across the network. At the conclusion of the operation as at 31 December 2021, Operation Deterrence resulted in 209,194 infringements and notices for the four main behaviours offending.

Police has also been progressing several initiatives that aim to improve road safety prevention and enforcement activity.

We established the Infringements Transformation Programme and continue to work closely with Waka Kotahi to support the transition of the traffic safety camera network from Police to Waka Kotahi. The Mobile Speed Camera replacement programme will replace the entire stock of mobile speed cameras with an updated model. The first units have been fully tested and rolled out as a prototype. The remaining cameras continue to be rolled out and will all be deployed by late 2022.

We commenced the implementation of the new roadside oral fluid testing regime to detect drug driving. We are currently developing a deployment strategy and have commenced the procurement process for a testing device. Police will work closely with Te Manatū Waka Ministry of Transport and Waka Kotahi to implement the regime.

Prevention (unaudited)

Measure	Calendar Year		
	2020 result	2021 result	2021 standard
Median breath alcohol limit for adults caught exceeding the limit (in micrograms per litre (µg/L))	669	677	Less than 2020
Median breath alcohol for under 20-year olds caught exceeding the limit (in micrograms per litre (µg/L))	454	453	Less than 2020
Median speed passing a 'safe-speed camera' in 50km zone:			
• fixed camera	44 km/h	44 km/h	45 km/h
• mobile camera	46 km/h	47 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	89 km/h	90 km/h

Prevention (audited)

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of breath tests conducted	1,500,268	1,592,286 ⁴	Greater than 2,000,000
Number of blood samples tested for drugs resulting from compulsory impairment tests	502	334	350 to 400
Percentage of repeat offending where driver was issued with an infringement notice:			
• within 6 months	2.9%	2.0%	3% to 5%
• within 12 months	3.6%	2.4%	3% to 5%
Number of road safety programmes delivered to schools	26,415	17,401	29,000 to 35,000
Percentage of waived enforcement actions for Warrant of Fitness where compliance was achieved within 28 days	19%	19%	50%

Investigations and resolution (audited)

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) per 10,000 population relating to:			
• Restraints	73.3	70.0	75 to 90
• Impaired driving (alcohol, drugs, logbooks, and worktime)	57.2	50.5	55 to 65
• Distractions (mobile phones)	85.4	78.8	40 to 60
• Speed	635.7	607.0	480 to 500
• Other high risk driving behaviours	203.0	177.3	270 to 300
• Vulnerable road users (includes pedestrians, cyclists, moped riders, motorcyclists, elderly, and disabled)	128.8	106.6	200 to 210
• Network maintenance and efficiency (includes WOF, COF, RUC, VDAM, and Licensing)	194.1	215.5	435 to 445

Encouraging the use of supported resolutions

Where an infringement is unlikely to result in a positive outcome, we encourage the use of supported resolutions, compliance, or written traffic warnings. In 2021/22, 63,467 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 do they become legal road users, they get 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 gain a driver licence.

In partnership with 12 iwi providers we have helped run *He Tangata*, a graduated driver license programme with a kaupapa Māori approach that encompasses hauora, encourages positive life changes and builds knowledge and skills that support safer outcomes on our roads. It was introduced to address high numbers of low-level traffic offence referrals being administered through Te Pae Oranga specifically in relation to driver licence breaches.

Driver licensing programmes are run across the country in partnership with communities, iwi, local councils, and agencies. During the year 6,645 people were referred to driver licensing programmes.

⁴ The test volumes reported include the COVID-19 alert levels where breath alcohol testing was paused for health and safety reasons.

Investigations and resolution (audited)

Measure (audited)	2020/21 result	2021/22 result	2021/22 standard
Percentage of eligible traffic offences resolved by way of supported resolution (including warnings, compliance, diversion, TPO, and DLP)	9%	8%	7% to 12%
Number of supported resolutions:			
• Compliance completed	30,246	29,571	31,950 to 33,540
• Referral to driver licensing programme (DLP)	5,821	6,645	2,500 to 2,620
• Referral to Te Pae Oranga (TPO)	670	846	1,135 to 1,380
• Written traffic warning	32,393	26,405	34,515 to 36,240
Percentage of licence condition violations dealt with through supported resolutions compared to prosecutions:			
• adult	5%	5%	7% to 12%
• youth	8%	8%	11% to 15%
Percentage of referrals to driver licensing programmes where person gets licence	95%	75% ⁵	90%

Other safe roads performance measures (audited)**Response**

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of emergency traffic events responded to	44,471	36,725	40,000 to 50,000
Number of non-emergency traffic events responded to	248,242	212,330	240,000 to 260,000
Median response time to emergency traffic events:			
• Urban	11 mins 47 secs	12 mins 08 secs	10 to 11 mins
• Rural (including Greater Auckland Motorway system)	16 mins 34 secs	17 mins 29 secs	15 to 16 mins
Time taken for 90% of emergency events to be attended ⁶ :			
• Urban	53 mins 57 secs	59 mins 31 secs	20 to 30 mins
• Rural (including Greater Auckland Motorway system)	64 mins 30 secs	71 mins 38 secs	56 to 62 mins

Investigations and resolution

Measure	2020/21 result	2021/22 result	2021/22 standard
Percentage of fatal notifications submitted to the Ministry of Transport within 24 hours of crash or death	93%	91%	100%
Percentage of road policing offences compared to infringements for:			
• adult	6%	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 ⁷	66%	84%	87% to 91%

⁵ Based on a sample of a single provider with 451 bookings total; 75% (264 passes and 75 re-sits) passes for restricted/full licences.

⁶ 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.

⁷ A different provider has been used from the 2020/21 year and the methodology applied differs..



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 particularly important for tamariki and rangatahi and contributes to protecting our national security.

Our primary community focus is on reducing the impact of harm from organised crime and gangs. We do this by strengthening communities to make it hard for organised crime groups and networks to do business and financially benefit from organised crime.

Outcome measures⁸ (audited)

Measure	2020/21 result	2021/22 result	2021/22 standard
Percentage of people who agree or strongly agree that Police concentrate their efforts to deal with the most harmful crimes in New Zealand	77%	76%	75% to 80%
Percentage of people who agree or strongly agree that Police deal effectively with serious crimes	78%	78%	75% to 80%

Protecting communities from organised crime

Organised crime is an enduring threat to New Zealand's national security and public safety, with particularly complex social and economic impacts. The organised criminal landscape in New Zealand continues to evolve, influenced by global and domestic trends. Continued deportations from Australia and the expansion of Australian Motorcycle Gangs in New Zealand have increased the level of sophistication of organised crime in this country. Recent investigations have demonstrated how organised criminal groups in New Zealand are growing their connections to offshore transnational crime networks, using professionals to facilitate their illegal activities, and exploiting vulnerable communities to increase demand for illicit commodities.

While gangs and organised crime are not necessarily synonymous, gangs are the highly visible face of organised crime in New Zealand, as evidenced by recent investigations and media coverage. New Zealand gangs and gang members are involved in organised criminal activity to varying degrees, in particular the importation and distribution of illicit drugs. The impact of these illegal activities flows into our communities, damaging wellbeing and resilience and social cohesion. The supply of illicit drugs feeds addiction and mental health issues and drives increases in other crimes, such as burglary and theft to fund addiction. This harm, coupled with the use of



violence and intimidation by these groups creates fear in our communities and poses risks to public safety.

Our goal, under Police's five-year organised crime strategy – *Organised Crime and Our Operational Response* – is for communities to be resilient, strong, and thriving in the absence of harm caused by organised crime.

This strategy provides a framework for the delivery of the Police-specific elements of the cross-government Transnational Organised Crime (TNOC) Strategy and the

⁸ This result includes New Zealand Crime and Victims Survey (NZCVS) 'cycle four' data from March 2021 to November 2021. The 'cycle five' data will not be released until November 2022. A different provider has been used from the 2020/21 year and the survey methodology applied differs from that used in prior years.

Resilience to Organised Crime in Communities (ROCC) work programme, together with our broader prevention and enforcement efforts. Over the past year, Police has worked to embed and implement this strategy at the national, district, and local levels, including through Operation Tauwhiro.

Police has also established a new Gang Harm Reduction operating model, which uses a combination of community engagement, alongside public and private sector partnerships, to identify support services, employment, and skill-building opportunities, and to de-escalate violence and influence positive change within gangs, making our communities safer. This initiative is being implemented in the Bay of Plenty and Counties Manukau Districts.

Leading the delivery of the Transnational Organised Crime Strategy

Transnational organised crime (TNOC) is a major global problem and its scope and scale in New Zealand and the broader Pacific region is growing. These groups are expanding their international networks and becoming increasingly sophisticated in their business operations. The criminal activities of these groups are broad ranging – from drug crime, to fraud, wildlife trafficking, and migrant exploitation, to name a few.

Over the past year, Police has continued to lead delivery of *Transnational Organised Crime in New Zealand: Our Strategy 2020–25* together with 18 agency partners⁹. This cross-agency strategy provides a framework for a whole-of-system prevention-oriented approach to TNOC with the vision of making New Zealand *the hardest place in the world for organised criminal groups and networks to do business*.

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 through its links to the ROCC work programme. Together TNOC and ROCC form an end-to-end approach to address the full spectrum of transnational, national, and local organised crime, from the

flow of illicit commodities across the border, to the harms experienced in communities.

Agencies have focused their collective efforts on developing our evidence base through research and intelligence, addressing known system vulnerabilities, and increasing engagement with the private sector. In the coming year, the focus will shift towards building capability and awareness amongst public sector agencies, private sector entities, and the wider public.

Resilience to Organised Crime in Communities

The Resilience to Organised Crime in Communities (ROCC) work programme combines enforcement action with tailored social intervention. Central to the ROCC approach is engaging with partners,¹⁰ iwi and communities to build resilience to the harm caused by organised crime within four Cabinet-mandated locations. This is achieved through locally developed responses, supported by increased services prior to, and in parallel with enforcement action.

ROCC has been launched in Eastern District (Hawkes Bay, Wairoa and Tairāwhiti) and Bay of Plenty District (Ōpōtiki, Kawerau and Whakatāne). Initial development work is underway to roll out ROCC in Southern District (Invercargill, Gore, Mātāura, Oamaru), and Cabinet has directed that the next site for expansion should be Counties Manukau. In May 2022, the Government announced it would be making a significant investment in the expansion of the ROCC work programme through Budget 2022. This funding will go directly to communities to enable the implementation of local responses to organised crime, expand services to address methamphetamine harm, and support whānau impacted by methamphetamine to create pathways to success.

Resourcing for the Partnerships and Harm Prevention team hosted by Police has also been expanded to provide additional support to communities, assist with information flow between the regions and agencies to facilitate local action, and to ensure alignment of prevention and enforcement action. This has enabled the establishment of a Secretariat to support cross-agency governance and dedicated support for the rollout of ROCC in Counties Manukau.

Detection, prevention, and disruption of organised crime activity

While violence among organised crime groups is not new, the proliferation of firearms is an increasing trend. Firearms are now commonplace in the organised crime environment. Organised crime groups are also involved in the illegal importation and theft of firearms. Corruption of local and central government officials by organised crime groups and private sector is also a very real threat, with corruption via benefit, or through intimidation occurring.



⁹ Department of Conservation; Department of Corrections; Department of Internal Affairs; Department of the Prime Minister and Cabinet; Financial Markets Authority; Government Communications Security Bureau; Inland Revenue Department; Ministry for Primary Industries; Ministry of Business, Innovation and Employment; Ministry of Defence; Ministry of Foreign Affairs and Trade; Ministry of Justice; Ministry of Transport; National Maritime Coordination Centre; New Zealand Customs Service; New Zealand Defence Force; Reserve Bank of New Zealand; and the Serious Fraud Office.

¹⁰ 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.

Operation Tauwhiro – a long-term nationally coordinated operation focused on organised crime and gang harm prevention and enforcement – was launched in February 2021. A key focus of the operation was disrupting the activities of gangs and organised crime groups responsible for firearms-related violence.

As at 4 July 2022, Operation Tauwhiro has resulted in:

- ▶ 1,804 firearms seized
- ▶ 1,457 people arrested
- ▶ 55,393 grams of methamphetamine seized
- ▶ 1,808 searches conducted

Police continues its focus on organised crime and key initiatives from Operation Tauwhiro, such as the Firearms Investigation Team and firearms diversion work, which will be integrated into the day-to-day work of districts and the National Organised Crime Group.

During the year we continued to work with our partners to prevent organised criminal activity. In March 2022, we worked with the New Zealand Customs Service to intercept 613 kilograms

of methamphetamine at Auckland Airport following a lengthy covert investigation, Operation Weirton. This interception has a retail value of more than \$245 million and it is estimated that the seizure would have caused more than 500 million dollars' worth of social harm. As a result of ongoing enquiries by Police's Asset Recovery Unit, Police later restrained four properties and five vehicles, including a Lamborghini Huracán and a Ferrari. A bank account containing approximately one million dollars was also restrained. In total, Operation Weirton resulted in 10 people arrested, two firearms seized, and over \$7.4 million in cash and assets restrained.

Removing the assets of organised criminals and targeting the professionals that organised crime groups recruit to conceal their proceeds of crime has a direct impact on reducing harm in our communities. By restraining assets obtained via illicit means, Police 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.



Firearms seized under Operation Tauwhiro

Crime Type	Value of restraints (in millions)				
	2017/18	2018/19	2019/20	2020/21	2021/22
Methamphetamine	29.76	17.21	19.99	33.73	18.71
Cannabis	7.15	6.47	18.47	27.06	21.46
Cocaine	0.82	–	–	–	7.39
MDMA/Ecstasy	–	–	0.59	0.74	0.045
Other drugs	2.04	0.23	0.15	1.12	1.76
Money laundering	15.11	21.17	197.60	29.71	8.30
Deception/Fraud	14.73	27.74	13.44	3.95	0.78
Homicide	–	–	–	0.04	0.005
Human exploitation	1.13	0.44	1.01	–	1.97
Receiving/theft/burglary	–	–	–	0.02	–
Resource	–	–	8.55	–	2.75
Sex crime	–	–	0.22	–	–
Tax crime	–	14.05	2.45	0.85	–
Trade based offending	–	–	–	3.04	–
Bribery/corruption	–	–	–	–	0.09
Other offence/illegal trade	–	–	0.05	–	0.72
Total	63.68	78.78	230.75	100.26	63.98
Appreciation ¹¹	7.05	8.52	31.75	–	–
Cumulative Total (at 30 June)	70.73	158.03	420.53	520.79	584.77

In Operation Worthington, an 11 month-long investigation, a total of 21 people were arrested and face more than 200 charges between them relating to the importation of drugs, money laundering and participating in an organised crime group. In addition to the arrests, close to a million dollars in cash had been seized, along with eight properties, and four high end value vehicles, totalling over \$10 million.

Throughout the year Police has 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.

Organised crime performance measures (audited)

Prevention

Measure	2020/21 result	2021/22 result	2021/22 standard
Dollar amount of social harm avoided by disrupting illicit drug trade (Police attributed) (1kg meth seized represents \$4.5m in social harm costs avoided) ¹²	\$46,554,108	\$108,463,313 ¹³	More than 2020/21

11 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.

12 <https://www.health.govt.nz/publication/new-zealand-illicit-drug-harm-index-2020-research-report>

13 24.10kgs meth seized by Police from July 2021 – June 2022 based on provisional seizure data.

Investigations and resolution

Measure	2020/21 result	2020/21 result	2020/21 standard
Dollar value of assets restrained from organised and financial crime (2020/21 \$ amount only)	\$100,261,809	\$63,979,586	\$155,000,000
Number of money laundering investigations (charges) that resulted in prosecution	147	289	100 to 200
Organised crime disruption value for money: Related personnel spend : value disrupted (disrupted = restrained)	\$29.8m: \$100.3m	\$31.1m: \$63.9m	\$20.5m: \$76.4m

Protecting New Zealand's national security (Counter terrorism)

Police is an integral part of the national effort to counter and prevent terrorism and violent extremism, including our role as the lead agency when responding to an incident or a potential incident. Police works closely with agency and community partners across the spectrum of operational and strategic activity to reduce and respond to terrorism risks. This includes ongoing efforts to respond to the recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (RCOI), and interagency workstreams that aim to protect and build social cohesion, address the spread of extremist messaging online, and improve our counter terrorism capability and capacity. These include implementing *He Aranga Ake*, which enhances our current approach to working preventatively with individuals vulnerable to extremism.

In 2021/22 there were some key incidents and important strategic developments including the return of an individual suspected to have joined the terrorist group Daesh, also known as the so-called Islamic State. The young children of this individual required an intensive multiagency approach to manage risk and address reintegration and welfare concerns, particularly in the context of the COVID-19 pandemic and associated travel restrictions and other disruptions.

Police also engaged in an intensive public safety operation around a person of national security interest. While Police and partners were unable to prevent the individual committing a knife attack in Auckland on 3 September 2021, the officers engaged in surveillance of this individual were able to intervene swiftly to stop the attack and assist the victims. The Independent Police Complaints Authority and other oversight bodies are conducting an inquiry into the attack, and we are cooperating fully with the inquiry.

While New Zealand continues to face a range of potential terrorism and violent extremism risks, concerns grew in 2021/22 of the potential for tensions related to the COVID-19 pandemic to stimulate both old and new forms of extremism. While the pandemic and the response to it were rightly the subject of robust debate, and much of this was within the accepted

boundaries of politics and protest, there has also been a range of incidents and trends of concern. This includes large volumes of threatening and harmful discourse online, often targeting journalists, politicians, academics, and community leaders, especially women and minorities. Incidents of property and infrastructure damage, including telecommunications and power infrastructure also occurred, often stimulated by conspiracy theories and misinformation about the supposed health effects of 5G and other technologies.

While legitimate protests took place, the illegal occupation of Parliament grounds degenerated into violence and disorder. Individuals adhering to sovereign citizen, Q-anon, and anti-authority ideologies have become more prominent, while white supremacist and other individuals have also sought to take advantage of the moment.

Police has responded proportionately to these developments, while also seeking to respect free speech and to act empathetically during a difficult time. Enforcement action has been taken, particularly in relation to acts of violence and significant infrastructure damage, although much of the harmful discourse and other behaviour can be challenging to respond to under existing legislation. Police will continue to emphasise preventative and other measures alongside enforcement, and work in partnership with agencies and communities to seek to address these issues and concerns.

The year also saw significant developments in legislation, with amendments to the Terrorism Suppression Act 2002. Police provided extensive input into the policy process which led to the amendments, which introduce new offences and refinements to the definition of terrorism. Improved stewardship of terrorism and related legislation is a priority following the RCOI, and Police continues to support policy agencies in this work. Police also applied for and was granted the first Control Order under the Terrorism Suppression (Control Orders) Act 2019 to assist with the management of an individual posing a terrorism risk. Police continues to expect that the use of this provision and other terrorism powers and offences will remain rare and will rightly be subject to significant public scrutiny.

Mental health insight



Responding to mental health events

The demands on police to deal with mental health calls are increasing by around 10 percent a year. It is envisaged that the increase will continue due to the impact of social stressors that contribute to mental distress. These stressors now include COVID-19 and post-COVID-19 impacts.

Mental health related crisis and distress calls to Police are complex and vary in severity, often involve non-offenders, and require co-ordination of cross sector services to respond appropriately. The fact that Police is increasingly expected to provide a response to community and mental health issues where criminality is often not present, presents opportunities (in some cases) to prevent future harm, but can also limit Police's capacity to respond to potentially more serious and immediate demands. Responding to calls that are non-criminal in their make-up are predicted to increase by a further 38 percent by 2025.



On average police staff respond to

200

events involving a person having a mental health episode every 24 hours.



73,006

mental health events per year involving a person having a mental health crisis, in distress, or threatening suicide.

Police's approach to mental health

Demand for Police services goes far beyond calls for service. It is also driven by government and communities' expectations that Police resolves a range of non-crime issues (such as people experiencing mental health crises). The quality and depth of police response to address social issues is often considerably more demanding on Police resources than simply responding to, and resolving, traditional types of crime.

We want to ensure increases in demand can be managed and that people in mental distress and crisis get the right help at the right time to produce better, more holistic outcomes.

Police continues to assess how we respond to people experiencing mental distress. Police knows that a multi-agency approach is required to provide a world class response to the effects of mental distress.

We work closely with partner agencies and provide input into national, regional, and local strategies and service plans. We want to ensure increases in demand can be managed and that people in mental distress and crisis get the right help at the right time. We have successfully commenced a co-response service, alongside Ambulance and Health staff in Wellington District, which has produced significant results in its evaluation, and is a model Police is very interested in seeing pursued further.

We have had early, but positive, discussions with both Health New Zealand and the Māori Health Authority about developing a shared response to mental health callouts with the intent of reducing Police's current role as being the primary provider of mental health crises response.

Officer with tamariki



Helping Tamariki and Rangatahi to stay safe

Our aim, wherever possible, is to keep tamariki and rangatahi out of the justice system and to support them to thrive and lead lives free from offending. This recognises that our tamariki and rangatahi may be particularly susceptible to the impacts of family harm, sexual harm, drug use, alcohol abuse, road trauma, and the temptations of gang life. To achieve our aim, we continue to work with agency and community partners.

Police contributed to the Government's Child and Youth Wellbeing Strategy, and the associated programme of action. In this context, we have been involved in work to prevent and eliminate family harm and improve the wellbeing of tamariki and rangatahi of interest to Oranga Tamariki. This included the administration of the Children's Services Flexi-Fund, which has enabled the direct purchase of goods and 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.

Police has also continued to utilise School Alerts and extended these into the Bay of Plenty (alongside Counties Manukau). 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 partner with schools on a range of other programmes to promote the wellbeing of students. Despite the constraints of COVID-19 during the 2021 school year, and with over 50% of School Community Officers redeployed from their substantive roles at some point, prevention focused partnerships with schools were maintained. Police hosted 20,415, 30-minute sessions of our *Travelling Safely* focused

programmes, across 1,415 schools. Police also hosted 36,063, 30-minute sessions of prevention focused partnership programmes across topics such as successful relationships, responsible citizenship, healthy body and healthy minds, and living in a safe country, across 1,600 schools.

In partnership with Oranga Tamariki, Police also published a revised version of the Child Protection Protocol in March 2022. The revisions sought to improve the practice and process of Oranga Tamariki and Police to achieve the best outcomes for tamariki who are victims of serious harm.

Alternative pathways away from the criminal justice system, while still holding young people accountable, are a key response to offending behaviour. Police received funding through Budget 2021 to enable the expansion of Te Pae Oranga Rangatahi to a total of twelve locations. Te Pae Oranga Rangatahi is an alternative way of responding to offending by young people and seeks to steer them away from the formal youth justice system and to provide support for underlying causes of offending. It will give our Police Youth Aid teams an extra capability in the alternative action space where our iwi partners can engage with rangatahi and their whānau via the Te Pae Oranga model. Police has established a project team who are working in partnership with selected iwi Māori providers and local Youth Aid teams to finalise the design before an enhanced pilot is rolled out to test and learn to inform the future model of Te Pae Oranga Rangatahi.

The Resilience to Organised Crime in Communities (ROCC) work programme is established in Bay of Plenty and Eastern District. Rangatahi have been identified as a priority cohort in both locations and some work and intervention is already in place to support rangatahi away from joining gangs by building their resilience to potential enticement. There is also work underway to expand ROCC into Counties Manukau and Southern in 2022.

Youth performance measures (audited)

Prevention

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of youth offenders who reoffend where the initial proceeding decision was:			
• Warning	460	404	Fewer than 2020/21
• Supported resolution	918	845	
• (Intention to Charge) Family Group Conference	275	239	
• Prosecution	518	508	
Percentage of youth who reoffend following referral to a Youth Aid intervention	25%	26%	20% to 30%

Building other positive partnerships

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 Police 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.

Maintaining strong 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 assist the Minister of Police to take part in the development of government policy and perform their ministerial duties.

Other safe communities performance measures (audited)

Measure (audited)	2020/21 result	2021/22 result	2021/22 standard
Number of policy related briefings (formal and additional) for the Minister	211	225	280 to 480
Number of second opinion advice and contributions to policy advice led by other agencies	280	280	350 to 750
The satisfaction of the Minister of Police with the policy advice service	84%	75%	80%
Technical quality of policy advice papers assessed by the Policy Quality Framework (scale 1–5)	77% (3.8)	75% (3.75)	80% to 90% (4 to 4.5)
Number of briefings for the Minister	340	400	300 to 500
Percentage of draft responses to parliamentary questions provided within specified timeframes	79%	89%	95%
Percentage of items of Ministerial correspondence provided within the timeframes specified	83%	96%	95%

Working in partnership with Iwi

Te Pae Oranga iwi community panels 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 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.

There are currently 20 adult panels and four rangatahi (youth) panels across New Zealand. Budget 2021 included \$70.1 million in new operating funding which will increase the number of panels to 30 adult panels and 12 rangatahi panels over the next three years.

In 2021/22 a pilot scheme commenced that sees probation officers referring people who are having trouble meeting requirements of their community sentence to Te Pae Oranga, where underlying issues may be resolved. The scheme was jointly designed by Police, Ara Poutama Aotearoa/ Department of Corrections, and some of our Te Pae Oranga service provider partners.

The Ara Poutama pilot is running in Te Tai Tokerau, Wellington, Christchurch, and Southland and involves up to 80 case referrals. The results will help inform potential next steps for Ara Poutama to seek its own funding to incorporate Te Pae Oranga as an enduring pathway.

Police is also exploring other entry points to Te Pae Oranga, with projects under way to scope the design for pilots for court referrals, rangitahi referrals, and some family harm cases.

"I am really appreciative of the police officer for sending me through Te Pae Oranga (instead of court). I found the process very helpful... it was a supportive atmosphere and I found it a lot easier communicating with real people who understand you rather than judge you. For me it was uplifting."

Te Pae Oranga participant

Preventing crime with international partners

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 important jurisdictional partners. 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.

This work informs and supports policing practice and delivers insights into new approaches to promoting public safety.

This year, Police has had some important involvement in New Zealand's intelligence and policy response to the Russia war with Ukraine. We partnered to support New Zealand security in this time of conflict, and to address the domestic risks flowing from the conflict. Police in partnership with other government agencies has supported the development of the Russian Autonomous Sanctions Act. We have also supported the implementation of new enforcement and monitoring powers available under the Act to freeze the assets of designated persons. This work will enhance New Zealand's domestic security settings and will support our international partnerships endeavours.

Other safe communities' performance measures (audited)

Prevention

Measure	2020/21 result	2021/22 result	2021/22 standard
Total victimisations recorded per 10,000 population	558.3	603.5	Fewer than 2020/21
Percentage of vetting requests processed within agreed timeframes:			
• Priority (within 1 to 5 working days)	98%	98%	98%
• General (within 20 working days)	82%	94%	90%
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	62%	70% ¹⁴	80% to 85%
Percentage of survey respondents who feel safe in their neighbourhood after dark	63%	72% ¹⁴	75%
Percentage reduction in the number of high-risk victims (red victim attrition)	44%	40%	50% to 65%
Percentage of overall satisfaction with Police service delivery among victims of crime ¹⁵	63%	69%	75% to 80%
Percentage of repeat calls for service to the location of crimes where police have attended crimes in the previous 12 months	46%	45%	Less than 2020/21

Response

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of 111 calls answered	886,726	926,643	900,000 to 950,000
Percentage of 111 calls answered within 10 seconds (of being presented to the Communications Centres)	90%	88%	90%
Number of emergency events responded to	144,168	153,596	140,000 to 170,000
Median response time to emergency events:			
• Urban policing areas	8 mins 21 secs	8 mins 54 secs	7 to 8 mins
• Rural policing areas (including the Greater Auckland Motorway system)	15 mins 11 secs	16 mins 35 secs	15 to 16 mins
Time taken for 90% of emergency events to be attended ¹⁶ :			
• Urban policing areas	29 mins 29 secs	36 min 01 sec	20 to 25 mins
• Rural policing areas (including the Greater Auckland Motorway system)	53 mins 23 secs	59 min 48 sec	40 to 45 mins
Median response time for attempted suicide emergency events	11 mins 25 secs	12 min 32 sec	10 minutes
Percentage of satisfaction with the speed of Police response ¹⁵	57%	68%	65% to 75%
Percentage of repeat calls for service to the location of emergencies where police have attended emergencies in the previous 12 months	27%	29%	Less than 2020/21
Number of non-emergency calls answered (including 105 service) by the Communications Centres	1,087,911	743,319	1,650,000 to 1,850,000
Percentage of non-emergency calls answered within 90 seconds by the Communications Centres	37%	20%	70%
Number of non-emergency events responded to	801,202	929,495	680,000 to 780,000
Percentage of people satisfied with the 105 service ¹⁵	69%	71%	90%
Percentage of satisfaction with service delivery from Police Communications Centres ¹⁵	68%	74%	83%

¹⁴ This result includes New Zealand Crime and Victims Survey (NZCVS) 'cycle four' data from March 2021 to November 2021. The 'cycle five' data will not be released until November 2022. A different provider has been used from the 2020/21 year and the survey methodology applied differs from that used in prior years.

¹⁵ A different provider has been used from the 2020/21 year and the methodology applied differs.

¹⁶ 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.

Investigations and resolution

Measure	2020/21 result	2021/22 result	2021/22 standard
Total number of victims recorded within the year:			
• crime against the person	65,838	65,833	52,000 to 53,000
• property crime	143,826	155,411	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	24%	20%	35% to 37%
• property crime	8%	7%	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	30%	26%	41% to 43%
• property crime	13%	11%	14% to 16%
Percentage of homicide, sexual assault, and serious assault investigations finalised within 12 months	40%	34%	59% to 61%
Number of cases (charges) resolved by:			
• Prosecution	176,940	162,638	190,000 to 200,000
• Warning	64,272	54,643	60,000 to 70,000
• Supported resolution (including Family Group Conference)	19,793	20,792	10,000 to 15,000
• Not proceed with	116	200	150 to 250
Percentage of charges laid by Police that result in conviction	72%	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	68%	66%	80%
Percentage of Judge Alone Trial cases withdrawn/dismissed at trial stage due to the Police providing insufficient evidence	9%	9%	6%
District Court judges' satisfaction with the performance of Police prosecutors	89%	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	3%	4%	Less than 3%

Delivering the services New Zealanders expect and deserve

We see it as a priority to 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 enhancing our services and capability to enable us to work effectively with our communities. We have continued to deliver new initiatives where appropriate and refine services to ensure they are evidence-based and a focus on capturing the voices of all those who receive our services: victims, offenders, regulated parties, and the general community. This is important as we gain deeper insights into the motivations and aspirations of these communities.

Improving service delivery of Police's Firearms Unit

Firearms licensing is one of the critical control points in the Arms Regulatory system – ensuring that only those who are fit and proper to possess firearms are able to receive and keep a firearms licence.

While we have had delays with processing licence applications due to strengthened licensing and vetting requirements, COVID-19, and the increasing demand for licence renewals, we now have the investment we need to make the transformational improvements required.

As part of Budget 2022, funding of \$208 million was announced to support the establishment of a new firearms branded business unit within Police, improve service delivery, including the firearms licensing system, and enable safer firearms use in New Zealand. The new unit has oversight of implementing the significant and ongoing Arms Act legislative changes and delivering on the recommendations from the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

This funding ensures the unit will have the capability to deliver on the current and future public safety objectives of the Arms Regulatory system and deliver the Firearms Registry and ongoing Arms Act legislative changes.

Laying the foundations

The Firearms Unit is transitioning from being an administrator of the Arms Act to become a modern, effective regulator. During 2021/22 significant work has been underway to transform and transition to the new branded business unit which will be launched by December 2022.

Despite COVID-19 continuing to impact delivery aspects of the unit's work during the year, we were able to stabilise our workforce and significantly uplift people capability and capacity. Work is also underway to address the increasing demand for licensing applications, including technology solutions, dedicated support teams, and reviews of our processes and procedures.

Establishing the Registry

The need for registration of firearms and dealings is provided for in the Arms Legislation Act 2020.

An Arms Registry technology vendor was appointed in early 2022 to build the new Arms Register, which will help us meet our obligations to have an Arms Registry in place and operational. This will see a digital transformation of our service delivery to electronic forms, and digital application management.

The purpose of the arms registry is to store information on all firearms and other arms items and link them to licence holders. This will ensure that, over time, there will be greater, centralised oversight of the number and location of firearms and other arms items in New Zealand.

The arms registry will enable all licence holders to register firearms they hold. It will also give a clear picture for the first time of firearms transactions in New Zealand and enable firearms licence holders to be sure that they are buying and selling arms items from another legitimate firearms licence holder. It will link firearms to licence holders, so we know the legally held firearms stock in New Zealand and are better able to trace firearms.

Key transactions, such as the sale, purchase, transfer, and manufacture of all firearms, will be recorded in the Arms Registry.

Making service improvements

A dedicated team was established in 2021 to focus on the firearms licensing pipeline. In March 2022 we significantly increased capacity in the firearms team responsible for resolving licence applications delays.

Over the last two years, Firearms staff vetting, training and application processes have been improved and this is ongoing.

Overall service improvement training initiatives have been applied across the business unit to improve service delivery to the firearms community and to keep the public and our staff safe.

Building capability

We created a nationally consistent structure to align all firearms staff with the new unit and created 15 new leadership roles across the country to bring a greater focus to firearms regulation and service delivery. The unit has also been building resource capability ahead of increased demand for firearms licensing and compliance. We have worked to improve system resilience and strengthen our monitoring and enforcement by increasing the size of our Compliance Team. This is required to support the Arms Legislation Act 2020 amendments for revocations, suspensions, and other related compliance work, including Operation Tauwhiro.

Continued engagement

Effective engagement is one of the keys to transition from an Arms administrative enforcer to an effective Arms regulator. Central to our approach is working with partners, iwi, and the communities we serve to bring everyone along on the journey. We are building partnerships with tangata whenua and will work together with Māori as we fulfil our responsibilities as an active and engaged Treaty of Waitangi partner.

Legislation changes

Legislative changes to the Arms Act began in 2019 and more are planned. New regulations under the Act have also come into force. We have supported firearms dealers in navigating their responsibilities under the Arms Amendment Regulations 2021.

Further regulations are being developed to support the new provisions in the Arms Act, which came into force on 24 June 2022. The new provisions require approval of shooting clubs, and certification of shooting clubs and ranges by the Commissioner of Police. Consultation on proposed Clubs and Ranges regulations was completed in May.

Operating model

Becoming an effective regulator requires an organisational change and a long-term view of the role of the new unit. Our new firearms operating model will be based on robust design that integrates people, partnerships, process, and technology to deliver quality, consistency, and legislative correctness. We will be implementing the functions the unit, as Arms Regulator, needs to deliver its regulatory services in the coming years.



A bolt action centerfire rifle

Firearms measures (audited)

Prevention

Measure	2020/21 result	2021/22 result	2021/22 standard
Percentage of pistol endorsement holders investigated for fewer than 12 days of club activities annually	94%	93%	100%
Median number of days to follow-up with expired firearms licence holders to ensure a new firearms licence is applied for, or, appropriate disposal, or removal, of firearms has been completed.	94 days	84 days	60 days
Percentage of firearms dealers inspected for record keeping and stockholding compliance with the Arms Act 1983	26%	72%	100%
Percentage of pistol clubs inspected for compliance with the Arms Act 1983	60%	87%	100%
Percentage of firearms licence applications (includes both new applications and renewals) processed within 90 days from receipt of a fully completed application	New measure for 2021/22	45%	80%



Reframe – Te Tārai Hou

ReFrame – Te Tārai Hou works with other police business groups to create the tools, systems, processes, and policies that lift our performance in evidence collection, resolution decision-making and case management, and that ensure victims are safe, supported, and understood.

Working with the justice sector, iwi and community partners, ReFrame – Te Tārai Hou will transform the current resolutions framework through the introduction of a resolutions and victim operating model that will ensure 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 effective and timely case resolutions
- ▶ continue to develop a range of resolution options, to be delivered with iwi Māori and community partners, that hold people to account and address the underlying causes of offending
- ▶ strengthen our partnerships with partners and other agencies to ensure victims, and those who have offended or caused harm, receive the services and support they need.

ReFrame – Te Tārai Hou will continue to develop a range of resolution options, to be delivered with iwi Māori and community partners, that hold people to account and address underlying causes of offending. It will also enable Police to develop consistency and excellence in resolution decision making and evidence collection, and ensure victims are safe, supported and understood.

Investigation and resolution (audited)

Measure	2020/21 result	2021/22 result	2021/22 standard
Number of prisoners escorted and/or held in Police custody	104,546	79,545	140,000 to 170,000
Number of escapes from Police custody	4	2	Fewer than 2020/21
Number of deaths and serious injuries in Police custody	6 ²⁰	5 ²¹	Fewer than 2020/21

Through ReFrame, we are also a key partner in the Ministry of Justice-led Criminal Process Improvement Programme. This work is focused on enhancing process and practice within New Zealand's District Courts, to streamline the pathway through the criminal justice system. In parallel, we are partnering with the Ministry of Justice, and others, to operationalise the Te Ao Marama vision of the Chief District Court Judge. In part, this involves mainstreaming the therapeutic, restorative, rehabilitative, and supported resolution approaches that have grown within New Zealand's District Courts in recent decades.

Presently, Police is working with the Ministry of Justice to institute these practices through a number of Young Adult Court pilots (including in Eastern and Waikato districts).

Tikanga-based referrals through Awhi

For more than four years AWHI¹⁷ has been used by police to connect people who need help with local wellbeing service providers. The rollout of AWHI to OnDuty¹⁸ in May 2022 makes it easier to make on-the-spot referrals and get people support to prevent their needs spiralling into offending, reoffending, victimisation, and harm.

AWHI was developed by frontline officers in 2018 and has been the channel for 31,000 referrals to more than 1,270 wellbeing service providers. ReFrame – Te Tārai Hou's He Waka Eke Noa¹⁹ project team worked closely with our mobility and ICT teams to bring AWHI to OnDuty.

It includes prompts to help staff step through the referral process and has time-saving functions such as the ability to populate someone's details from a prior referral. Staff who use AWHI say it is a vital prevention tool, matching people with support which may keep them from offending.

17 In Police, AWHI is a tikanga-based voluntary referral used to offer help through manaakitanga 'a person-centred approach', connecting a person needing help with a wellbeing service provider in their community. Embracing rangatiratanga 'self-determination', supporting those in our communities to determine their own course.

18 OnDuty is an operational application that provides query, tasking and reporting capability. It enables staff to access and complete forms and paperwork directly on their Police iPhone, reducing time spent completing paperwork.

19 He Waka Eke Noa is a project within Reframe – Te Tārai Hou, which aims to strengthen the basics of policing by modernising processes and developing new capabilities to get the right balance between prevention, accountability and reparation when harm or crime occurs.

20 Includes two deaths resulting from medical emergencies.

21 Includes one death from suicide.

Frontline Safety Improvement

Frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police. Over the past year, there has been a significant amount of work completed directed at increasing staff safety.

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, 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.

Improving frontline safety with our Tactical Response Model

In September 2021, Police announced a new Tactical Response Model (TRM). TRM is a safety system that ensures Police are trained, equipped, and supported to keep ourselves and our communities safe.

The TRM was developed alongside extensive public engagement with Māori, Pacific and Ethnic communities. Consultation included 570 community engagement sessions and 85 workshops with more than 1,250 frontline staff. The new TRM:

- ▶ more than doubles the current tactical training to frontline staff from 3.5 to 7.5 days per year
- ▶ provides Tactical Prevention Teams with advanced tactical training (AOS-level) to undertake warrants and other work involving high risk
- ▶ introduces Tactical Dog Teams where handlers are crewed with another staff member trained to AOS level – increasing safety for handlers and also enabling an advanced tactical capability to support frontline during critical incidents
- ▶ includes a new intelligence-led risk-based deployment framework to bring tactical capability together holistically and guide deployment through comprehensive risk assessments and proactive offender management.

We sought public feedback over a four-week engagement period before the trial version of the model was launched in November 2021, to make sure people understood what we are doing to keep them and their communities safe.

Northland and Central Districts are testing a full version (including all components) of the TRM. Counties Manukau and Waikato Districts are testing training, tactical prevention teams, and risk-based deployment.

The Budget 2022 package includes an extra \$164.6 million operating and \$20.7 million capital funding over four years to expand the highly successful TRM which ensures Police are trained, equipped and supported to keep themselves and the communities they serve safer.

Officers putting tactical recovery skills into action



Frontline Skills Enhancement course (FSEC)

A week-long skills enhancement course was established following feedback from staff and is designed for frontline constables with at least two years' experience.

FSEC has a tactical and operational focus with a heavy emphasis on practical scenario-based learning. It covers operational decision-making and communications under pressure with a focus on de-escalation. It also involves advanced tactical scenarios – all with a view to enhance staff safety in high-risk situations and resolve incidents without anyone being harmed.

The course was initially funded through to June 2022 with the goal of training 2,000 frontline staff. However, the impact of COVID-19 and other significant operational events has meant that fewer of our people than expected have been able to attend the training. As a result, FSEC has been extended until December 2022. The extension of FSEC will ensure as many of our eligible frontline staff get their skills enhancement training as quickly as possible.

Corporate Operations Transformation

Following the refresh of our strategic direction and organisational redesign in 2020, Police has identified opportunities to build capability and capacity in its corporate services to better enable the delivery of policing services.

The Corporate Operations transformation programme is working to strengthen Police's corporate functions (HR, Finance, ICT, Property, Supply Chain Management, and Legal Services) so they are well positioned to ensure enhanced tools and systems are available to support policing, improve the organisation's corporate compliance and embed good practice, and leverage the benefits Police's new structure presents.

The programme of work will continue over the next two to five years and will see Police move to a more sustainable, effective, and efficient model for corporate services. We intend to continue our focus on reducing the complexity in our ICT environment. This will include modernising critical platforms and the way we develop and deliver software, as well as a focus on growing and developing our workforce to support the technology requirements we are expecting to see when looking forward. This will better enable the organisation to deliver on its priorities now and into the future.

Be first, then do

We are committed to providing a high-performing and inclusive workplace culture where our people feel safe, valued, respected, and enabled to be their very best every day. This requires our people to show greater empathy and cultural awareness, and to bring humanity and understanding to all their interactions with colleagues and communities. As an organisation we need to ensure our people are supported and enabled to do this.

The *Be First, Then Do* programme is a broad and long-term programme of work designed to provide our people with the skills, tools, and support to enable them to thrive in the workplace. The work inside our organisation will ensure we consistently interact with the public to get the best outcome for them and prevent crime. Much of the programme's work relates to underlying systems and frameworks to guide and support our culture, practices, and behaviours. Benefits for our people include new tools, automated workflows, and service improvements. *Be First Then Do* will be transformative over time and help bring our values to life.

Leadership

We place a strong focus on building the capability of our leaders to lead in a changing and complex environment. This includes strengthening our leadership development programmes with a particular focus on inclusion and diversity, fairness in decision making, and managing performance.

Developing our leaders

To enhance leadership capability within Police and incorporate a wider holistic view of what our organisation's needs are now and what they will be in the future, we have initiated a leadership development project. The project will fundamentally change how our people engage in leadership development and how we build our leadership capability as an organisation.

The project ensures a nationally consistent approach to developing leaders in Police. It will embody the principles and purpose of leadership through the Police High Performance Framework²², leverage international research and best practice, including understanding what has worked for our partner organisations.

The Leaders Development project is in the discovery phase. The co-design team has had close to 300 responses to its leadership development questionnaire. We are in the process

of arranging analysis and review of leadership development in other policing jurisdictions through our Evidence Based Policing Centre. A meta-analysis of our information will be reviewed with a leadership lens once resource has been secured. This analysis will ensure the content adjustments to our Leadership Continuous Education Programme are evidence based and will withstand scrutiny.

Work has begun on a new coaching framework for the organisation. The concept and principles have been established and the next phase to develop the technical skills/toolbox and practical application will commence shortly. The coaching framework has been developed by our Clinical Psychologist. The next key steps will be to review and understand the command-and-control aspect, CEP²³ content and lessons learnt. The project is at the point where financial investment is required to finalise the analysis that will support and inform change in leadership development at Police.

Providing career pathways

The Career Pathways project is designed to deliver the skills, tools, and support to enable our people to be their best. It is a co-ordinated, automated, and transparent competency-based system able to define, measure and develop talent in a nationally consistent way and across an employee's life cycle.

An end-to-end career pathways process will ensure we are placing the right people in the right roles at the right time, and all of our people are enabled to succeed. It ensures we are making use of key people-related data as an organisation so that we can be fair, transparent, and purposeful in how we grow our people capability in Police.

In mid-2021 we started a project to build transparency, fairness, and consistency across how we define success as an organisation for our people, and how we measure and grow this. We undertook work to understand the current context, including how we currently define, measure, and manage talent.

22 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.

23 CEP is our Continuous Education Programme available at all levels of the organisation.

Police staff discussing *Be First, Then Do***Enabling our managers and leaders**

Enabling leaders with the skills and knowledge needed to perform core management processes and practices is an essential element of a people leader's success. A one-stop-shop has been launched online to give people leaders easy access to the tools, information and learning solutions they need to perform effectively as a leader in Police. The centralised approach reduces reliance on specialist groups for core management tasks, enabling them to focus more on proactive, productive work instead of reactive responses to basic level frequently asked questions.

Culture

A core focus within our organisation is on revitalising our culture and values in a way that ensures fairness for all, drives inclusiveness and diversity, and creates a psychologically safe and fair environment for every employee.

Understanding Policing Delivery

The Understanding Policing Delivery (UPD) programme is being undertaken to identify whether, where, and to what extent, bias exists at a system level in Police's operating environment so that Police can ensure it delivers policing that is fair and equitable for all communities. UPD will look at all aspects of bias affecting communities and will inform a range of key work across the organisation.

The research will involve working alongside communities and frontline police officers to explore who Police stop and speak to and how the Police engage with them, decisions around when and why the use of force is justified, as well as decisions around filing charges.

An external panel has been established to provide independent academic and cultural oversight to the programme. An internal advisory group has been stood up to provide frontline insight, observations, and advice from Police's operating environment.

The first tranche of work involved an international literature review, completed by the University of Waikato, and a grey literature review, completed by Te Atawhai o Te Ao. In June 2022, Police started the process of commissioning a research team to progress the active research, the next phase of the programme.

Bicultural competence

As a significant pillar within *Be First, Then Do*, the Bicultural Competence project aims to write the narrative of a bicultural New Zealand Police, and then weave this into everything that we do. It brings together and aligns work already underway, will identify areas for improvement or new initiatives, and facilitate the development of these. We plan to progress the delivery of a wide range of mahi in a bicultural way, particularly at the Royal New Zealand Police College, where we are supporting a major review of training.

People

Police is committed to taking a holistic, people-centric, and where appropriate, restorative approach to resolving complaints or issues that appear to breach our Code of Conduct and/or Values.

Employee resolutions

We intend to stand up a new dedicated Employment Resolutions Team consisting of employment specialists and dedicated employment investigators to respond to potential misconduct concerns. The Employment Resolutions team will promote a culture that takes a holistic, people-centric, proportionate approach to resolving conduct related matters.

We have been on a journey to improve our internal disciplinary process to address historical pain points and to deliver better outcomes for everyone involved. Moving forward one of the biggest changes will be the introduction and consistent use of restorative and alternative pathways and the implementation of these at a national, district and service centre level.

Following the success of the Disciplinary Process Project pilot, the Executive have approved the new process to be rolled out across Police and to stand up a new dedicated team to provide employment resolutions services.

For further information about how we ensure our people are well and safe and the profile of our people refer to the Organisational Health section.

Organisational health



About us

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 10,300 constabulary officers and 4,300 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 2,876 (19%). This means that we are well on our way to achieve the Government's 1,800 constabulary and 485 employee growth targets by June 2023, enabling greater service delivery to the people of New Zealand. We also received additional investment in Budget 2022 across a number of areas that further increases capability.

We are more diverse than we have ever been – 25% of our officers are women; 13% are Māori; 7.5% are Pasifika; and 7% are Asian. Reflecting the communities we serve remains a key priority.

Profile of our workforce



2,602 constabulary
2,832 employees



7,740 constabulary
1,460 employees

Female officer in the community



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 74%²⁴ 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 2021/22 year there were 509 complaints upheld (0.03 complaints upheld per employee for 2021/22) compared to 648 in the 2020/21 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.

Who we serve

New Zealand is a multicultural country with an overall population of 4,900,600²⁵. Population growth has been significant since 2013, with half a million people added to the population over the last six years. About half of the population growth (between 2003 and 2020) was due to natural increase (births minus deaths), and about half from net migration (migrant arrivals minus migrant departures).

New Zealand's population is projected to become more ethnically diverse over the next two decades. Police will need to continue to build its capability to meet these communities' expectations and continue to deliver services in a culturally aware way.

Police serves all individuals and communities of New Zealand with a focus on the following groups:

Victims

Police places victims at the centre of everything Police does. Police aims to improve the overall quality of the service it provides, especially to the most vulnerable. Victims of crime and road trauma need to be the focus of Police's attention from the initial call for service, right through to case resolution.

Offenders

Dealing quickly and appropriately with offenders will always be core police business. The public expects us to hold offenders to account by using interventions that are relevant to the individual's offending behaviours to prevent further offending, and therefore victimisation and harm.

Communities

We work in partnership with members of the community, with iwi, with community groups, with other government agencies, and with non-government agencies to achieve our vision, goals, and priorities.

²⁴ This result includes New Zealand Crime and Victims Survey (NZCVS) 'cycle four' data from March 2021 to November 2021. The 'cycle five' data will not be released until November 2022. A different provider has been used from the 2020/21 year and the survey methodology applied differs from that used in prior years.

²⁵ Census 2018.

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.

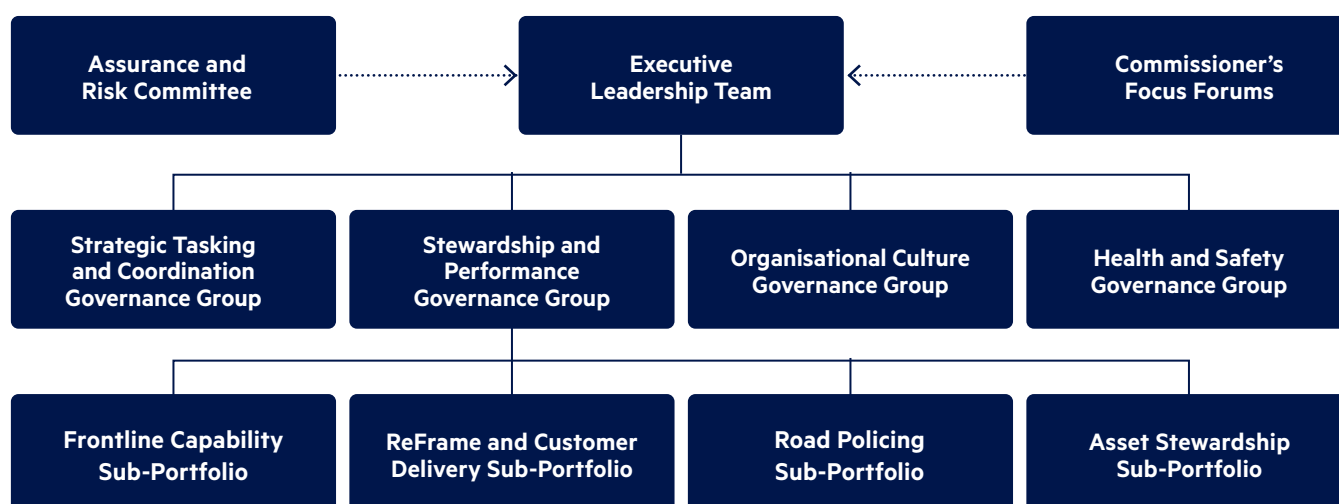


Our Stewardship

Governance

Our governance model enables the Executive Leadership Team (ELT) 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



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 regular performance updates to ELT.

The membership of these committees includes members of the broader executive – Assistant Commissioners and Executive Directors. The system is designed to enable collective accountability, with earned autonomy – empowering tier-3 leaders with broad responsibilities around the governance of the organisation.

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.

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.

Organisational Culture Governance Group

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

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.

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. The charter confirms the role, responsibilities and operating arrangements for this external advisory body.

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.

Strengthening governance within Police

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.

Early in 2022, the ELT commissioned a review of the governance system from independent experts in governance within the public sector. The independent experts observed that there had been significant improvements in governance since inception of the system in 2020; including specifically commendable gains in transparency, clarity of roles and responsibilities, more robust support capability, and greater alignment with cross-organisational work programmes.

Opportunities to build on the momentum of progress to date, included:

- ▶ further embedding good governance practices including prioritisation, performance monitoring and assurance reporting. Work is ongoing in these areas to continuously improve; and specific efforts which relate to governance are described elsewhere in this report in relation to delivery against priorities and performance information and monitoring
- ▶ transferring oversight of policing capability to Stewardship and Performance and focusing on culture and people within the renamed Organisational Culture governance group
- ▶ reviewing the portfolio delivery governance model under Stewardship and Performance to clarify roles and responsibilities and optimise delivery governance.

Māori Crown relations capability

Whāinga Amorangi

Police has adopted the Whāinga Amorangi programme – a staged cultural competency framework supported by Te Arawhiti, Te Kawa Mataaho and Te Puni Kokiri. This model aligns with Our Business – specifically, our commitment to be a proactive Treaty partner; Te Huringa o Te Tai; Be First, Then Do; Focused Prevention Through Partnerships, and with our organisational focus on combatting systemic bias. Supporting the learning and use of te reo Māori also aligns with Maihi Karauna Strategy, the Government’s strategy for the revitalisation of te reo Māori. The aim of Whāinga Amorangi is to help organisations to develop an action plan to lift the cultural competency of their people and build greater comfortability when engaging with and in Te Ao Māori.

Te Huringa o Te Tai (Te Huringa) is the overarching strategy for strengthening our relationship with Māori. Te Huringa recognises the role and responsibility of New Zealand 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.

Under Te Huringa, the Police Te Reo Māori Action plan is still being finalised and reviewed by stakeholder groups within Police. It is important to note, that the Action Plan is part of a suite of te reo Māori initiatives already in place within Police including the Bicultural Competency Programme and promotion of Eke Tangaroa (a mobile te reo and te ao Māori learning app specifically developed for Police that is accessible on all Police mobile phones).

Te reo Māori strategy

Police has focused on normalising te reo by creating environments in which staff are provided with opportunities to learn and use te reo in the workplace. To support this focus, we have developed a te reo Māori action plan. The expectation is that once the draft te reo Māori action plan has been considered by Māori staff, it will be discussed with the Police Commissioner’s Māori Focus Forum, and staff from Te Taura Whiri and Te Matawai. Following these discussions, the action plan will be communicated to and implemented for the wider Police community.

The draft action plan refers to the range of te reo users and the different initiatives and tools that are available to enable staff to achieve the levels of proficiency expected based on their level of engagement with Māori communities, leadership positions, and specific roles they have within Police. For example, Iwi Liaison Officers are the front-face of the organisation and as a consequence are required to use te reo Māori more regularly than other staff.

Measures considered in the plan include identifying and ongoing monitoring of the number of Māori staff, te reo users, te reo users who are Māori, te reo learners, uptake of in-house te reo lessons and resources, and responses from Police’s biennial staff survey.

Access to te reo Māori training

The roll out of Whāinga Amorangi initially covered 24 tier-3 leaders and above. We have a phased approach across our workforce which may take several years. This programme will also support many District based te reo courses.

We have offered externally facilitated te reo classes twice a week to all staff within the Wellington region. Te reo training is also offered in Central, Waitematā, Eastern and Counties Manukau Police districts. To date, the Wellington classes have been well supported by staff with over 150 staff enrolled for 2021.

Development plans will require a commitment from all new staff to learning basic te reo Māori. Police is currently developing and providing a range of te reo tools including a mobile app, audio books, study material (workbooks) and classes (online and live).

As an alternative to the in-person te reo lessons, a self-learning on-line programme has also been offered to all staff. Te reo learning and related events such as Te Wiki o Te Reo Māori are promoted on the Police intranet and discussed by individual teams during staff induction.

In addition, the roll out of Police’s Bicultural Competence Project has provided level 1 kura reo to 24 tier-3 leaders and above. Level 2 kura reo will follow soon. There will be a phased approach across our workforce. This programme will support many District-based te reo courses that are already in place.

Asset Management

Asset management framework

Our asset management framework consists of an asset management policy and asset management roadmap. The asset management framework and investment management processes integrate strategic planning, decision-making and information across Police's assets and activities. They provide 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 and investment management process deliberately follow The Treasury investment life cycle of think-plan-do-review²⁶.

Our asset management framework has been reviewed and a new asset management programme has been established.

A medium-term plan and roadmap will be developed in 2022/23 and aligned with resourcing. The expectation is that asset management maturity will improve over time and be integrated into our investment and operational activities ensuring there is clear line of sight between police services that assets enable or support. We expect this programme will result in better, more reflective asset performance measures that are more integrated in the reporting framework over time.

Asset management maturity

A key element of effective asset management is the process of continuous improvement. Our asset management maturity (AMM) was assessed in 2019 as part of The Treasury's Investor Confidence Rating (ICR). The assessment identifies a current state versus a target, and the "gap" translates to an AMM score. The table below shows the 2019 results and as a comparative, the previous assessment in 2016. The current assessment and target scores are based on the following maturity scale:

	Aware 0–20	Minimum 21–40	Core 41–60	Intermediate 61–80	Advanced 81–100
Asset Portfolio		Previous assessment (2016)	Previous target (2016)	Current state assessment (2019)	Target for assessment (2019)
Property		62	82	71	83
Information Communications Technology (ICT)		63	81	69	83
Organisational Score		63	81	70	83

Police scores at intermediate both at portfolio and organisational level. This equates to the following asset management maturity description:

Intermediate	Well defined and clearly linked processes and practice are in place and well understood throughout the organisation.
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Through the development of our asset management policy, asset management roadmap and asset management plans, we are actively improving our asset management practices, processes and tools. The recommended high-priority improvements from the AMM are included below along with our improvement activity in the 2021/22 year.

²⁶ Investment management system (treasury.govt.nz).

Asset portfolios	Maturity improvement recommendations	Activity in 2021/22
Organisation	<ul style="list-style-type: none"> Organisational endorsement and adoption of Asset Management Policy and Strategy for ICT, Property and Fleet. Separate or combined Asset Management Policy and Strategy signed and approved by Police executive. Organisation Chart that captures executive commitment to Asset Management. Asset risk registers to be developed as part of asset management plans, aligned with the corporate risk management framework. 	<ul style="list-style-type: none"> DC/DCE Corporate Operations position established in 2021 and has responsibility for asset management. Asset Stewardship Sub-Portfolio (ASSP) established. Asset Management framework reviewed, and Asset Management Corporate Policy refreshed and approved. Asset management plan template for asset portfolio asset management plans developed including asset risk content aligned with Police risk framework. Formalised multi-year capital funding programmes will be in place for 2022/23. Strategic asset management resource in place.
Property	<ul style="list-style-type: none"> National Implementation plan 2019–2028 to be adopted. Identify property changes to support community policing/policing system change. Minimum levels of service for each asset and customer group to be determined/or currently set in a formal manner. Asbestos survey results to inform management plans. 	<ul style="list-style-type: none"> A draft Property Plan 2021–2031 is in place and identifies a property model to support NZ Police strategy and strategic drivers including key risks and issues. A residential property asset management plan has been drafted. Property asset data is in SPM assets and identifies condition and property quality standards with “implied” minimum levels of service. Asbestos survey data in BMIS system and asbestos process is in line with Health and Safety at Work (Asbestos) Regulations 2016. NABERs assessments (a rating of energy efficiency for existing buildings) are underway for key properties. Fire reports and improvements to passive fire features are underway. Detailed Seismic Assessments are underway for key properties.
ICT	<ul style="list-style-type: none"> Implement “Service Now” framework of upgrades. Integrate and include in an asset management plan. ICT regularly monitor IT security risks and undertake internal security reviews as part of a continuous improvement cycle. Document the current IT security risks and reasoning around passwords etc. 	<ul style="list-style-type: none"> Police has initiated a project to implement an IT asset life-cycle management solution. ICT regularly monitor IT security risks and undertake internal security reviews as part of its continuous improvement cycle.
The asset management maturity only included the Property and ICT asset portfolios. The table below shows the improvement activities underway for Fleet assets that directly enable Police services.		
Fleet	<ul style="list-style-type: none"> Develop the Fleet Strategy to consider transforming into sustainable fleet portfolio and challenging traditional vehicle use. 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. 	<ul style="list-style-type: none"> A 10-year Fleet strategy is currently being drafted. A Maritime strategy is in place. A Maritime asset management plan has been drafted. Operational testing of a Plug-in Hybrid Electric Vehicle (PHEV) has commenced.

Asset Performance

Police's asset performance indicators are being reported at the portfolio level. This reflects that Police's assets have been grouped and are managed internally in property, fleet, and ICT portfolios. These asset portfolios are critical to the operation of Police. The performance of tactical operations equipment is not reported externally due to operational reasons.

Property asset performance

Description of assets within property portfolio

2021/22				
Asset group	Asset categories	Comprised of		Book value (\$)
Property	592 properties	477 properties owned by Police	115 leased properties	849,658,881
	385 operational properties	331 stations (including 56 houses considered operational)	55 other properties (e.g. firearm ranges, airport bases, dog bases, multi-agency sites, the Royal New Zealand Police College and Police National Headquarters)	749,874,018
	203 residential houses			99,784,863
	246 radio sites			1,181,583
2020/21				
Property	583 properties	478 properties owned by Police	105 leased properties	870,572,155
	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

Property asset performance indicators

Measure	Indicator	Source data	2020/21 Actual	2021/22 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. Work to be undertaken to determine occupancy levels within the portfolio.	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.
Operational properties (including critical sites): Percentage of sites with condition ratings not worse than 3	Condition	SPM	Approximately 95% of sites now have had condition surveys completed.	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. Currently 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	80% of sites are on a lease of 5 years or earlier, in alignment with Police 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 requirements under Residential Tenancies (Healthy Homes Standards) Regulations 2019	Condition	SPM and Colliers 360	Healthy Homes assessments 100% completed. Remedial works to be delivered.	Healthy Homes assessments 100% completed. Remedial works programme still being delivered.	100% of sites to be surveyed according to requirements under Residential Tenancies (Healthy Homes Standards) Regulations 2019. 100% of issues to have an action plan agreed.

Fleet asset performance

Description of assets within fleet portfolio

Asset group	Comprised of	Asset categories ²⁷	Book value (\$) 2020/21	Asset categories	Book value (\$) 2021/22
Fleet	Ground	2,727 cars	73,082,144	3,700 cars	75,058,415
		606 specialist vehicles (e.g. trucks, vans and utilities)	10,825,645	555 specialist vehicles (e.g. trucks, vans and utilities)	9,885,299
		27 motorbikes	438,545	33 motorbikes	441,295
		16 mobile police stations	2,589,116	22 mobile police stations	2,297,922
	Air	Eagle helicopters (3 leased)	n/a – leased	Eagle helicopters (3 leased)	n/a – leased
	Maritime	Dive boat	23,092	Dive boat	12,295
		Rigid hull inflatable boats (3)	55,706	Rigid hull inflatable boats (3)	1,751,991
		Deodar III and Lady Elizabeth IV (larger boats)	1,529,589	Deodar III and Lady Elizabeth IV (larger boats)	1,593,397

Fleet asset performance indicators

Measure	Indicator	2019/20 Actual	2020/21 Actual	2021/22 Actual	Target
% of fleet maintained to manufacturer's specification ²⁸	Condition	90.8%	86% ²⁹	86.4% ³⁰	>98%
Average age of replacement of the fleet ³¹	Condition	7.6	6.92 ³²	7.82 ³³	< 7 years
Number of vehicles travelling less than 10,000 kilometres per annum ³⁴	Utilisation	206	588 ³⁵	848 ³⁶	<150
All vehicles being deployed in enforcement roles assessed as fit-for-purpose against specifications and assigned a category ³⁷	Functionality	100%	100%	100%	100%

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

28 Vehicles to be within the current service period.

29 % of fleet maintained according to manufacturer's specification is derived from the fact that 13.6% of the fleet was overdue for a service, on average, during the period 1 July 2020 to 30 June 2021.

30 % 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 2021 to 30 June 2022.

31 Benchmark being seven years for the passenger vehicle fleet.

32 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).

33 Based on average age of disposal for the period, 21 July 2021 until 23 June 2022, all passenger and light commercial vehicles that were terminated over that period, averaging the age at the time of termination.

34 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.

35 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.

36 For annual kms below 10,000, looking at the start and end odometer readings in the period 21 July 2021 until 23 June 2022, and working out their estimated annual km. (last km – start km in period) / days difference between the two readings * 365. Includes all passenger and light commercial vehicles under 10,000 annual km.

37 Involves testing for radio frequency interference, measuring acceleration, and braking performance and the capacity to fit emergency equipment and carry operational appointments.

ICT asset performance

Description of assets within ICT portfolio

Asset group	Asset Purpose	2020/21 Quantity	Book value (\$) 2020/21	2021/22 Quantity	Book value (\$) 2021/22
ICT	To enable the delivery of core services through provision of computer hardware, software, radio, network, and mobility assets	55 core systems 313 applications (not incl. 144 manual install and 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	60 core systems 313 applications 11,764 mobile devices 14,626 end user computers and associated servers and storage infrastructure 390 radio sites	99,087,158

ICT asset performance indicators

Measure	Indicator	2019/20 Actual	2020/21 Actual	2021/22 Actual	Target
% of time our systems are available (five key applications) ³⁸	Availability	99%	99.95%	99%	99%
% of our ICT assets with a condition rating of poor	Condition	10%	10%	10% ³⁹	<15%
% of users who are able to access the network and systems remotely	Functionality	Up to 85%	88.08%	90%	>40%
% of our services completed in the digital environment	Utilisation	90%	90%	90%	>80%
% of frontline staff using mobile technology with clients	Utilisation	100%	98.76%	100%	>95%

³⁸ NIA, Communication Centres, Mobility, Radio, Remote Access.

³⁹ ICT has recently had Enterprise IT Asset Management approved by the Strategy and Performance Governance Group (2022) for implementation (ServiceNow ITAM). This will provide a demonstrable step change in Asset Management performance and maturity insights moving forward.

Sustainability

Police is focused on identifying ways we can best support New Zealand's transition to a zero-carbon and resilient future while maintaining operational capability. Police is committed to supporting the ongoing decarbonisation of the organisation through a variety of approaches, including participation in the Carbon Neutral Government Programme (CNGP)⁴⁰.

Reducing our emissions

As part of our transition to a more sustainable organisation we undertook a review of our climate-related emissions. Police has a complex Greenhouse Gas (GHG) emissions profile, which carries a responsibility to better understand how we contribute to climate change in order to improve.

There is tension between the anticipated growth in Police staff numbers and gross emission reduction targets. For example, energy use from Police buildings is expected to increase with time as more officers are trained and added to the frontline, while emissions from those buildings are simultaneously expected to decrease. This may result in different normalising factors (Organisation FTE, NZ population, etc) being used to realistically represent Police's emissions inventory. Since 30 June 2018, Police has grown by 1,325 officers (14.7%) and 1,107 other employees (34.8%). We will continue to seek innovative solutions to reduce emissions while maintaining the capability of service delivery.

Police is complying with the Carbon Neutral Government Programme. This includes developing a plan for decarbonisation

of our fleet. We recognise that Police account for approximately 20% of all of Government's light fleet, and these vehicles contribute to over 50% of Police's own emissions profile. A Battery Electric Vehicle (BEV) Proof of Concept, in partnership with EECA is underway. The transition from Holden Commodores as the primary patrol vehicle to the more fuel-efficient Škoda Superbs continues.

Total GHG emissions combined gross carbon emissions

2018/19	2021/22	Intensity reduction per FTE
48,785.22 tCO ₂ e	47,647.57 tCO ₂ e	-11.8%

A multi-faceted and considered approach is required to reduce our emissions over the long term. Our vehicle fleet contributes to half of the organisation's GHG related emissions however reducing our transport-related carbon impact without impacting operational service delivery comes with challenges.



⁴⁰ <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme/>

Emissions profile broken down by emissions source/scopes (tCO₂e)

Category	FY2019		FY2022		Change	
	tCO ₂ e	%	tCO ₂ e	%	tCO ₂ e	%
Category 1 Direct emissions	30,122.7	61.7%	27,253.2	57.2%	-2,869.5	-9.5%
Category 2 Indirect emissions from imported energy	4,088.1	8.4%	4,325.6	9.1%	237.5	5.8%
Category 3 Indirect emissions from transportation	12,489.3	25.6%	13,921.1	29.2%	1,431.7	11.5%
Category 4 Indirect emissions from products used by organisation	2,085.1	4.3%	2,147.7	4.5%	62.6	3.0%
Total direct emissions	30,122.7		27,253.2		-2,869.5	-9.5%
Total indirect emissions	18,662.5		20,394.3		1,731.8	9.3%
Total gross emissions	48,785.2		47,647.6		-1,137.6	-2.3%

Emissions profile by intensity

Metric	Unit	FY2019	FY2022	Relative change
Gross Emissions	tCO ₂ e	48,785	47,648	-2.3%
All Police employees including recruits	FTE	13,457	14,899	10.7%
Intensity per Police employee	tCO ₂ e per FTE	3.63	3.20	-11.8%
Total expenditure	\$m	1,815	2,280	25.6%
Intensity per million	tCO ₂ e per \$M	26.88	20.90	-22.2%

Emissions profile by source

Activity	Source	Units	FY2019		
			Qty	tCO ₂ e	%
Fleet	Petrol regular	L	8,474,798	20,790.7	42.6%
	Diesel	L	1,412,343	3,804.7	7.8%
	Petrol premium	L	186,210	455.7	0.9%
	Aviation	L	719,161	1,890.4	3.9%
Mobile Fuel Total			10,792,512	26,941.5	55.2%
Our People	Commuting	tCO ₂ e	8,794	8,794.0	18.0%
	Waste	kg	1,267,430	710.0	1.5%
	Remote Working	Employee Days	19,123	17.4	0.0%
Our People Total				9,521.4	19.5%
Property	Electricity	kWh	42,232,068	4,455.3	9.1%
	Natural Gas	kWh	10,498,390	2,284.2	4.7%
	Water	Per capita	29,235	768.2	1.6%
	Stationary Fuels	L	275,503	726.3	1.5%
	Refrigerants	kg	259	527.3	1.1%
Property Total				8,761.3	18.0%
Business Travel	Air travel (Domestic)	person km	6,890,399	2,107.7	4.3%
	Air Travel – International	person km	4,667,015	780.3	1.6%
	Car Hire	km	897,511	189.5	0.4%
	Accommodation – Domestic	visitor nights	7,054	91.0	0.2%
	Taxi	\$	615,692	46.0	0.1%
	Accommodation – International	visitor nights	775	44.8	0.1%
Travel Total				3,259.4	6.7%
Other	Vehicle Towing	km	237,467	298.5	0.6%
	Freight			3.2	0.0%
Other Total				301.7	0.6%
Grand Total					48,785.2

FY2022			Change		
Qty	tCO ₂ e	%	Qty	tCO ₂ e	%
6,525,835	16,026.0	33.6%	-1,948,963	-4,764.7	-22.9%
1,329,387	3,581.2	7.5%	-82,956	-223.5	-5.9%
1,229,405	3,044.9	6.4%	1,043,195	2,589.2	568.1%
698,821	1,835.3	3.9%	-20,340	-55.1	-2.9%
9,783,448	24,487.4	51.4%	-1,009,064	-2,454.1	-9.1%
9,058	9,057.6	19.0%	264	263.6	3.0%
1,419,205	795.0	1.7%	151,775	85.0	12.0%
319,400	142.6	0.3%	300,277	125.3	721.5%
	9,995.2	21.0%		473.9	5.0%
40,418,531	4,718.5	9.9%	-1,813,537	263.2	5.9%
8,940,951	1,844.6	3.9%	-1,557,439	-439.6	-19.2%
32,770	856.3	1.8%	3,536	88.1	11.5%
260,279	670.2	1.4%	-15,224	-56.1	-7.7%
259	527.3	1.1%	0	0	0%
	8,616.9	18.1%		-144.4	-1.6%
9,866,471	3,018.1	6.3%	2,976,072	910.4	43.2%
3,438,720	640.4	1.3%	-1,228,295	-139.9	-17.9%
762,995	158.0	0.3%	-134,516	-31.5	-16.6%
16,677	156.8	0.3%	9,623	65.8	72.3%
595,058	41.8	0.1%	-20,634	-4.2	-9.2%
605	28.1	0.1%	-170	-16.8	-37.4%
	4,043.1	8.5%		783.8	24.0%
394,991	503.2	1.1%	157,524	204.7	68.6%
	1.7	0.0%		-1.5	-48.1%
	504.9	1.1%		203.2	67.4%
	47,647.6			-1,137.6	-2.3%

This is the 4th year of reporting under the Toitū carbonreduce programme. An absolute reduction in Category 1 and 2 emissions of 2,631.98 tCO₂e has been achieved against base year. As the 2019/20 and 2020/21 measurement period still needs to be verified, we are unable to report on a reduction intensity.

Fleet emissions

Our vehicle fleet is a fundamental capability used by Police to serve the New Zealand public; understanding how our fleet is used across the breadth of our organisation helps identify opportunities to decarbonise.

Response Emissions

Police has a key response role in emergency management. This role includes responding to natural disasters (e.g. the Kaikoura and Christchurch earthquakes), civil unrest (such as the recent occupation of Parliament), and the enduring demand of the COVID-19 pandemic. Large numbers of Police staff are redeployed in response to these events. This results in spikes in our emissions profile associated with the movement and support of surging resources. It is difficult to account for these in advance and mitigate against them without compromising operational capability.

Property Emissions

Police's substantial property portfolio requires a significant amount of energy. There is opportunity to improve decarbonisation through the way we build; this includes considering the entire lifecycle of the building including materials that are used and waste during construction. Building better, by design and by partnership, will support a more resilient future for all New Zealanders.

Police Emissions Targets

Police is committed to supporting the New Zealand's Climate Change Response (Zero Carbon) Act. As part of the CNGP, Police will set 2025 and 2030 gross emissions reduction targets that align to the Intergovernmental Panel on Climate Change (IPCC)⁴¹ emissions reduction pathway. Currently, this means reducing our gross emissions by 21 percent by 2025 and 42 percent by 2030 (from our 2019 baseline).

Police has yet to formalise a plan for achieving these targets as we have just completed the data collection and verification process. We are currently analysing the data to identify where there are opportunities for change and how we best measure, monitor, and hold ourselves to account to achieve targets.

To ensure progress towards our targets Police is developing a sustainability strategy to articulate our aspirations, the outcomes we are after as an organisation, and how we plan to take action to ensure our decisions consider whole-of-life impacts and broader social considerations. Working with our partners across the sector and with the wider community will be crucial to ensure we are successful into the future.

41 Special Report: Global warming of 1.5 °C Summary of policymakers <https://www.ipcc.ch/sr15/chapter/spm>

Our People

How we ensure our staff are well and safe

We are committed to ensuring the wellness and safety of our people to enable them to remain fit for work and fit for life and are deployable, through a prevention, advisory, and responsive service delivery model. We are creating and building on a culture where safety and wellness are part of every employee's DNA and intrinsic in everything we do, and where they are valued and feel valued. Our priority of *Be first then do* is about focusing on our own people's wellbeing and their safety in order for them to be their very best in their roles.

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, and 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, facilitated health and safety governance workshops have been delivered to the ELT covering overlapping duties, contractor and third party management, human performance, human factors, health and safety vision and strategy and health and safety systems. 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, wellbeing, leading and enabling a safety culture across all organisational operations. The HSGG is chaired by an ELT member, with a further ELT/Officer of the PCBU included in the HSGG membership. The remaining membership includes representation across the organisation and an external representative who supports the meetings by bringing constructive challenge and thought to the governance discussion.

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. A framework for the New Zealand Police Health, Safety and Wellbeing as a system has been completed and published.

Critical risks

We are committed to our comprehensive critical risk programme (CRP) which cyclically identifies, manages, monitors, and reports on our critical risks. The CRP has identified psychological harm, motivated offenders, roadside operations, driving, custody, hazardous exposures, special operations, and contractor management as our critical risks. Our critical risks are supported by executive sponsorship, with performance reporting ensuring alignment to our critical risks is front and centre. We have dedicated resources who have identified our critical controls in respect to each critical risk, and we are now in the process of verifying and validating those controls. The verification and validation activities will inform the development and prioritisation of our action plans.

Our pilot critical control verification process has been completed. To ensure continual improvement of this process, we introduced a feedback mechanism to capture worker experience during the verification process. This will be used to improve future verification activities.

There is a strong emphasis on amplifying our workers' voice through the verification process. The verification process includes capturing the voice of our frontline workers and their input is used by leadership to formulate an understanding of our critical control effectiveness. Workers must be engaged as part of the verification process.

Worker engagement

We recognise worker engagement is an important part of developing a positive workplace culture. Police have District Health and Safety Committees, which is made up of over 130 Health and Safety Representatives (HSRs). Our HSRs are actively involved in local and national improvements and represent staff on local health and safety matters. The National Health and Safety Committee has six elected HSRs from District who attend monthly meetings. District Health and Safety 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 understanding the risks involved in our workers' operational environment. A phone application is being used 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 to our Health and Safety Governance Group.

Worker engagement is being integrated into our way of work, such as our CRP. The worker voice is being captured and used to understand the effectiveness of our critical controls, and how we formulate an improvement action plan.

Health, Safety, and Wellness capability

Police has recognised the importance of an effective health and safety system and invested in resourcing capability by introducing further integral positions into the team that lead Health, Safety and Wellness. The last year has seen the introduction of a new Health and Safety Principal Advisor, an additional Team Leader, Senior Advisor and Data Insights Analyst.

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.

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 as part of their Due Diligence (DD) programme, supported by a DD calendar of activities to keep visibility on their DD obligations.

Police has made a commitment to ensure we have sufficient staffing levels trained in health and safety reviews. Our health and safety review training includes TapRooT® and ICAM methodology (Incident Cause Analysis Method).

This training has been delivered to both specialist and non-specialist health and safety employees in the last year. A formalised framework is established, identifying which type of review methodology will be undertaken dependent on the level of incident severity. Formal reviews of critical incidents utilising TapRooT® methodology are being completed, leading to clear recommendations being made to our Health and Safety Governance Group for ratification and then ongoing assurance through quarterly monitoring of agreed recommendations.

Wellness and health promotions

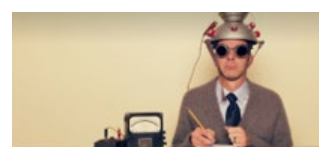
Our 'Wellness Hub' continues to develop and become more enriched to provide relevant health and wellness content, suitable for all our people, their whānau and friends. The success continues to be evidenced with high engagement numbers, nearing 10,000 registrations across our organisation.

Aligned with the principles of Sir Mason Drury's Te Whare Tapa Whā wellbeing model, each year a calendar is designed to ensure a prevention based and holistic approach to health is adopted.

The individualised scorecard completed on registration, not only identifies areas of health and wellness a person is encouraged to work on, but personalises information, challenges, and programmes to assist.

To ensure relevancy and maintain "fit for purpose" a network of Wellness Hub Champions has been formed across the country, ensuring worker representation and a cultural lens is applied to ensure appropriate and relevant information is made available on the Hub for all users.

We recognise the value in our own people sharing their personal wellness journeys and the positive influence this can have on supporting others to identify and reach out for help early on. Our people regularly contribute their stories



Examples of the Wellness Hub activities and articles

that relate to physical, mental or wellness challenges and goals. There are now individuals who feature on a regular basis, often facilitated through an internal podcast series.

The Hub continues to be responsive and relevant within an ever-changing environment, most recently COVID-19. Information is updated daily to assist people to navigate their way during times such as lockdowns. Content encourages and offers ways to maintain health and wellness at home, as well as connection and cohesion while working remotely. Post COVID-19 lockdown emphasis has been placed on providing both financial and mental wellbeing advice.

Alongside the high levels of engagement, over 14,000 challenges have been accessed across 59 different wellbeing, safety, and engagement topics and there has been close to 2 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.

The Wolf Was Not Sleeping book



In 2021, a NZ Police version of the Feel Brave book 'The Wolf Was Not Sleeping' was launched and made available free to all Police staff and their whānau. The resource was specifically tailored for Police to help open conversations and give simple strategies to cope with the emotional pressures arising from a family member's job. The book received a judges' commendation award at the 2022 New Zealand Workplace Health and Safety Awards.

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 supports the testing and monitoring of Tactical Options Trainers across the country.

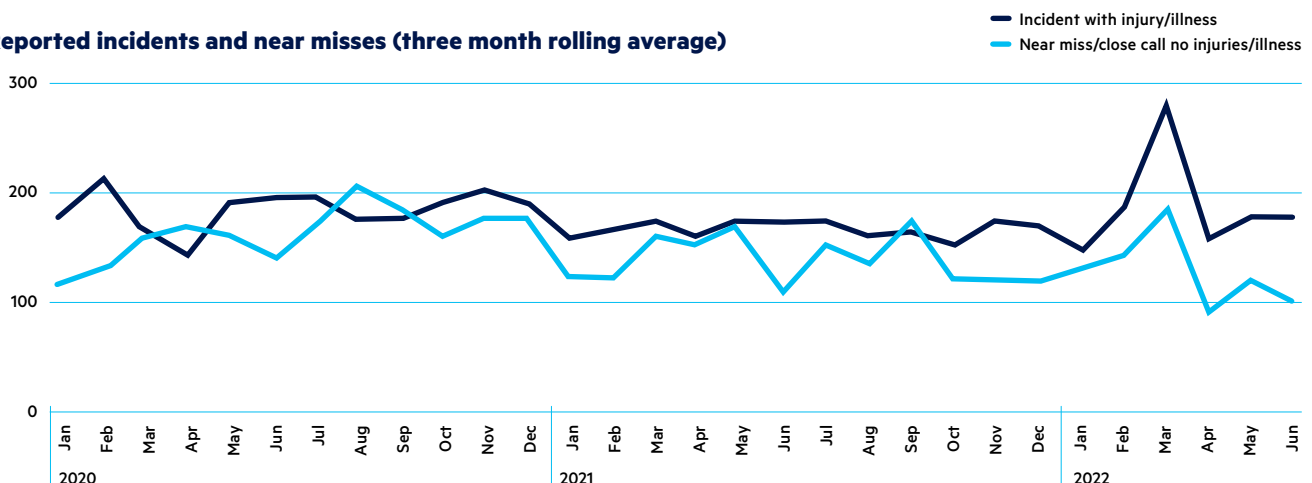
Incident reporting

Incident and near miss reporting are a strong focus for all employees, with increased near miss reporting being an identified and reported on national health and safety goal.

Leaders are encouraged to report all incidents and support workers in recording both incidents and near misses. The impact of COVID-19 in the last year has seen a decrease in both incidents with injury and near misses, with COVID-19 lockdowns and working from home contributing to this decline. The protests at Parliament in March 2022 did result in a spike in both incidents and near misses with a number of staff injured as a result of being deployed.

National health and safety goals were reviewed in the last year leading to the introduction of a new goal "Reducing Fatigue" which sees quarterly reporting across a range of metrics to track, monitor and address the risk that being fatigued can have on employees.

Reported incidents and near misses (three month rolling average)



Injury management programme

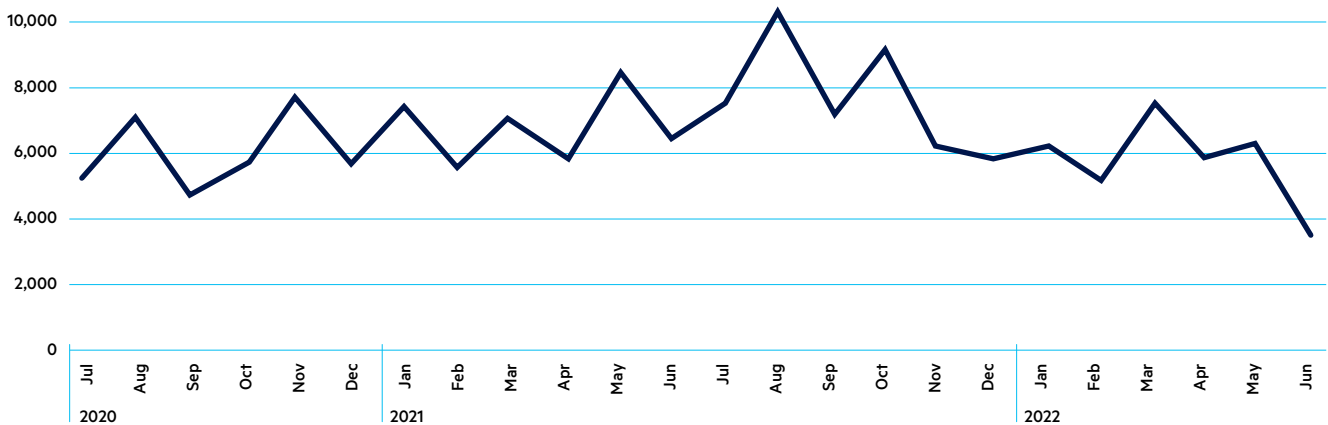
Police participates in the ACC Accredited Employers Programme (AEP), with injuries being managed through a third-party administrator (TPA). Active case management and rehabilitation are supported by a dedicated in-house 'return to work' team. Our annual ACC audit carried out in November 2021 received positive and notable praise regarding our maturity across health and safety and injury management resulting in secondary accreditation.

Case closure rates have continued to improve in the last year with a 19% increase in claims being closed within 21 days. In the 2021/22 cover year (April 2021 – March 2022) the average time to make a cover decision was 12 days. Just on 1,600 police work related injury claims were lodged over this period.

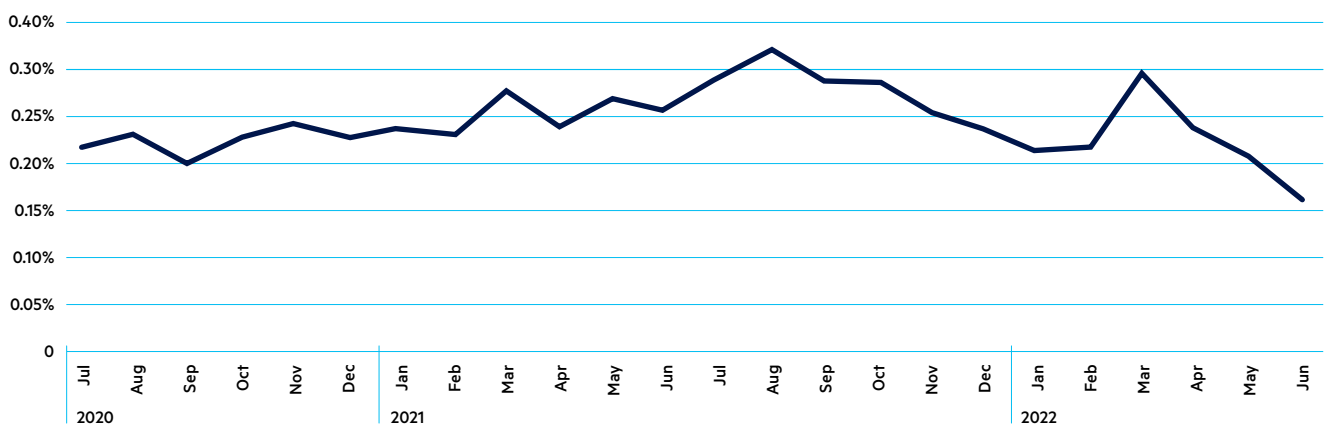
Sprain/strain injuries as a percentage of total injuries continue to be the most common injury type. Being part of the AEP programme allows non-work-related injuries to also be managed by our TPA. In 2021/22 around 400 non-work-related claims from employees were managed by our TPA.

Our injury management programme reduces the risk of reinjury and harm by being proactive in upskilling employees and leaders, third-party administrator accountability, enhanced reporting, and increased engagement across all aspects of return to work, while ensuring a timely and proactive response is given to treatment availability for injured and ill staff.

Work-related ACC hours



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



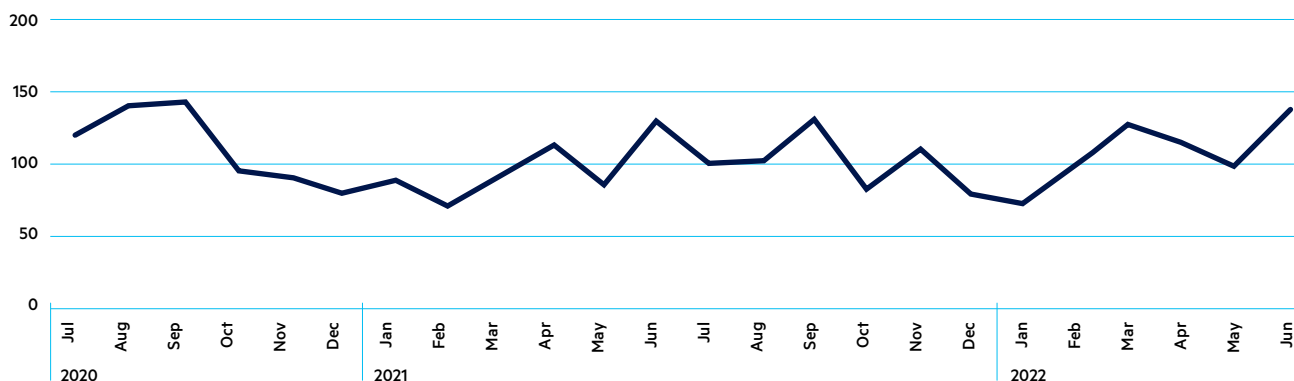
Wellness service

Our wellness service is comprehensive with a team of Wellness Advisors, who are all qualified and experienced 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, with a noticeable spike in referrals in March 2022 following the deployment of staff to the protest at Parliament.

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.

The *Wellcheck Support Policy* has been reviewed and a number of significant changes have been recommended. *Wellchecks* are currently mandatory 'check ins' with clinical psychologists to reduce the impact of trauma for employees who work in higher risk groups. The recommendations look to extend the number of groups receiving *Wellchecks* and diversify and broaden who can provide them. This will be achieved through an evidenced based model to ensure all staff are considered and able to receive *Wellchecks* in a timely and culturally appropriate manner.

Psychologist referrals

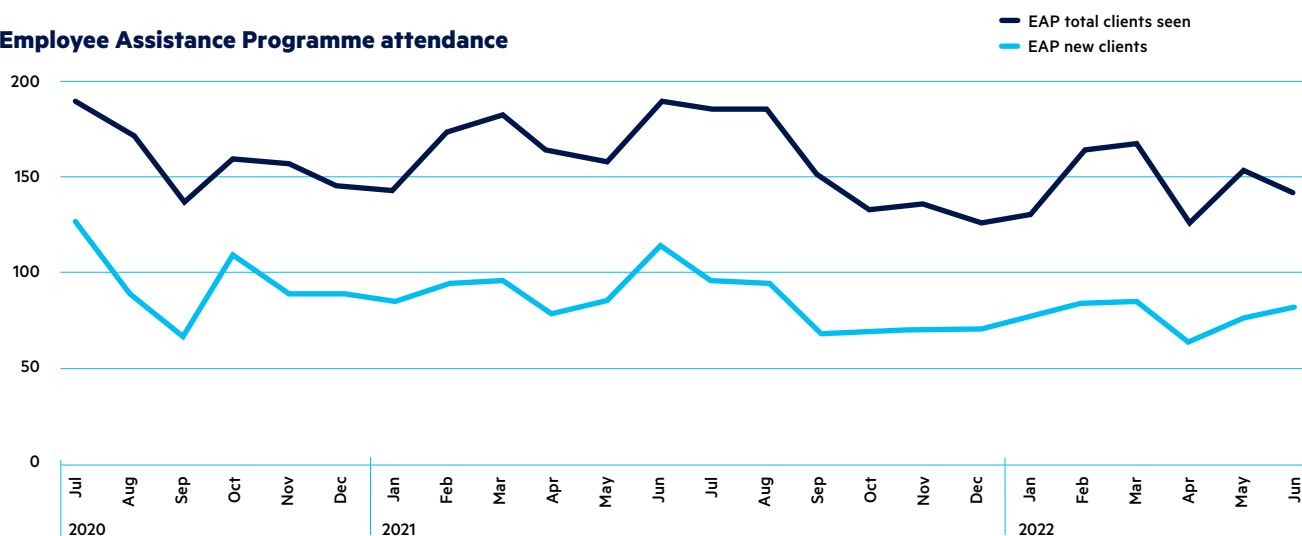


Employee Assistance Programme referrals

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.

In recognition of the cultural diversity amongst our employees, we are piloting alternative support providers offering Rongoā Māori practice as an alternate to EAP and counselling services where the need is identified.

Employee Assistance Programme attendance



Profile of our people

All employees: by gender

Table 1: Employees by gender 2017 – 2022

Gender	As at 30 June 2021				As at 30 June 2022			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
Female	2,395	2,678	54	5,127	2,602	2,832	81	5,516
Male	7,724	1,360	46	9,130	7,740	1,460	184	9,384
Total	10,119	4,038	100	14,257	10,342	4,292	265	14,899
Percentage female (%)	23.7%	66.3%	54.0%	36.0%	25.2%	66.0%	30.6%	37.0%

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

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

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 2017 – 2022

Gender	As at 30 June 2021				As at 30 June 2022			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
0 to 24	369	295	23	686	486	399	84	969
25 to 34	2,874	1,023	62	3,959	3,130	1,059	149	4,338
35 to 44	2,402	662	14	3,079	2,408	715	26	3,149
45 to 54	2,909	918	1	3,828	2,759	940	6	3,706
55 to 64	1,470	877	–	2,347	1,472	906	–	2,378
65+	95	264	–	359	86	274	–	360
Total	10,119	4,038	100	14,257	10,342	4,292	265	14,899

Gender	As at 30 June 2019				As at 30 June 2020			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
0 to 24	409	304	108	821	473	343	40	856
25 to 34	2,435	782	166	3,383	2,805	929	61	3,795
35 to 44	2,399	606	42	3,047	2,435	672	21	3,128
45 to 54	2,858	932	8	3,798	2,912	940	3	3,855
55 to 64	1,307	803	–	2,110	1,377	843	–	2,220
65+	73	225	–	298	90	228	–	318
Total	9,482	3,651	324	13,457	10,092	3,955	125	14,172

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

Notes to Table 2

- 1 FTE in 2018/19 does not have a date of birth provided affecting the total FTE count by 1 when compared to Table 1.
- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay and parental leave.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

Employees – sworn staff only: by rank and gender:

Table 3: Constabulary employees by rank and gender 2017 – 2022

	As at 30 June 2021				As at 30 June 2022			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	3	1	4	25.0%	3	1	4	25.0%
Assistant commissioner	7	3	10	30.0%	8	3	11	27.3%
Superintendent	35	6	41	14.6%	37	6	43	14.0%
Inspector	278	55	333	16.5%	294	63	357	17.8%
Senior sergeant	499	89	588	15.1%	487	95	583	16.4%
Sergeant	1,391	228	1,619	14.1%	1,402	240	1,642	14.6%
Constable	5,283	1,919	7,203	26.6%	5,267	2,075	7,341	28.3%
Authorised officer	227	94	321	29.2%	240	119	359	33.2%
Recruits	46	54	100	54.0%	183	81	264	30.7%
Total	7,770	2,449	10,219	23.9%	7,923	2,683	10,606	25.3%

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

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

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 2017 – 2022

Ethnicity	2018 census population base (%)	As at 30 June					
		2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)
New Zealand European/Pākehā	65.1	69.4	68.9	68.1	68.2	68.0	68.7
Māori	16.5	11.4	11.8	11.9	12.0	12.3	12.9
Pacific peoples	8.1	5.7	6.5	6.4	6.6	6.8	7.5
Asian peoples	15.1	3.8	4.6	5.4	5.7	6.0	7.0
European	5.1	14.8	15.3	16.2	16.6	16.6	17.1
Other ethnic groups	2.7	0.6	0.7	0.9	1.0	1.1	1.2

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

All Employees: Turnover and Terminations

Table 5: Turnover and terminations 2017 – 2022

	As at 30 June					
	2017	2018	2019	2020	2021	2022
Constabulary turnover rate	5.3%	4.8 %	4.1%	2.9%	2.9%	4.7%
Constabulary terminations	472	443	383	290	294	488
Other employee turnover rate	10.4%	11.1 %	10.9%	8.7%	8.0%	12.6%
Other employee terminations	331	358	348	306	294	497

Notes to Table 5

- This excluded planned terminations

Table 6: Turnover and terminations by gender 2017 – 2022

	As at 30 June					
	2017	2018	2019	2020	2021	2022
Constabulary – Female turnover rate	5.2%	4.3%	4.2%	2.7%	2.7%	3.6%
Constabulary – Female terminations	94	94	87	62	67	93
Constabulary – Male turnover rate	5.3%	4.9%	4.1%	3.0%	2.9%	5.1%
Constabulary – Male terminations	378	360	296	228	227	395
Other employee turnover rate – Female	10.9%	10.8%	11.3%	8.7%	8.0%	11.7%
Other employee terminations – Female	232	276	243	206	199	186
Other employee turnover rate – Male	9.6%	11.6%	10.1%	8.8%	7.9%	14.4%
Other employee terminations – Male	99	138	105	100	95	311

Notes to Table 6

- This excluded planned terminations

Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay) 2017 – 2022

Group	as at 30 June 2017				as at 30 June 2018			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	335	15	49	2	350	10	50	4
Waitematā	702	37	102	11	770	33	102	8
Auckland	767	38	150	11	767	37	146	11
Counties Manukau	1,031	44	162	7	1,061	39	161	11
Waikato	597	32	68	14	625	29	70	12
Bay of Plenty	645	25	83	7	666	20	81	7
Central	659	25	93	16	644	21	88	16
Eastern	425	22	52	7	433	23	49	6
Wellington	758	35	115	8	774	34	107	8
Tasman	320	20	36	11	305	22	36	14
Canterbury	830	70	104	17	827	76	89	14
Southern	545	19	71	16	540	20	66	14
RNZPC	257	2	106	7	413	6	107	6
PNHQ and Service Centres	913	10	1,676	233	882	12	1,704	239
Total	8,784	394	2,867	367	9,057	382	2,856	370

Group	as at 30 June 2019				as at 30 June 2020			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	389	13	57	5	401	16	38	4
Waitematā	815	28	115	12	850	30	93	8
Auckland	823	35	144	14	848	29	130	11
Counties Manukau	1,093	35	169	17	1,170	43	134	12
Waikato	661	32	76	10	704	31	59	12
Bay of Plenty	710	15	89	10	745	20	70	5
Central	690	23	95	16	757	22	71	20
Eastern	453	26	48	10	481	28	37	10
Wellington	807	39	118	10	854	43	92	11
Tasman	317	24	39	11	324	27	30	10
Canterbury	884	77	107	19	932	69	65	14
Southern	561	23	74	16	584	21	50	19
RNZPC	169	7	435	6	158	10	114	9
PNHQ and Service Centres	993	19	2,213	261	1,123	22	2,695	364
Total	9,365	396	3,779	417	9,931	411	3,678	509

Group	as at 30 June 2021				as at 30 June 2022			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	401	23	39	4	390	25	43	3
Waitematā	825	30	73	12	829	29	80	12
Auckland	847	28	101	19	874	26	102	16
Counties Manukau	1,216	50	170	13	1,226	49	173	14
Waikato	699	32	51	19	695	36	58	29
Bay of Plenty	754	24	64	6	745	25	73	11
Central	728	27	77	19	723	31	66	31
Eastern	479	37	41	10	486	41	41	22
Wellington	820	45	85	9	818	46	95	10
Tasman	342	25	32	8	356	27	38	13
Canterbury	909	73	61	11	951	77	67	22
Southern	582	19	44	16	596	21	54	30
RNZPC	166	8	210	5	164	6	113	5
PNHQ and Service Centres	1,179	32	2,762	415	1,330	34	2,972	378
Total	9,947	453	3,810	566	10,183	473	3,975	596

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 2020/21 and 2021/22

Total remuneration band	2020/21					2021/22				
	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	225	6	45	158		370	25	66	270	
\$10,000–\$19,999	246	14	74	159		466	17	121	317	
\$20,000–\$29,999	213	8	72	75		466	9	118	283	
\$30,000–\$39,999	326	9	65	131		476	14	102	253	
\$40,000–\$49,999	371	8	82	122		504	12	98	249	
\$50,000–\$59,999	707	2	60	97		629	3	94	223	
\$60,000–\$69,999	1,112	2	60	103		1,012	4	82	149	
\$70,000–\$79,999	2,241	2	48	15		1,285	1	93	47	
\$80,000–\$89,999	2,211	1	40	20		2,663		71	22	
\$90,000–\$99,999	1,482	1	37	15		1,728		54	21	
\$100,000–\$109,999	1,651	1	22	7		1,485		46	12	
\$110,000–\$119,999	1,280	1	14	3		1,617	1	34	7	
\$120,000–\$129,999	1,013		15	4		1,061		23	4	
\$130,000–\$139,999	871		14	3		941		16	2	
\$140,000–\$149,999	619		16	5		706		14	4	
\$150,000–\$159,999	355		5	4		464		14	2	
\$160,000–\$169,999	203		4			270		7	2	
\$170,000–\$179,999	137		4	1		134		3	1	
\$180,000–\$189,999	89		5			119		8		
\$190,000–\$199,999	42		7	1		62		10	1	
\$200,000–\$209,999	25		3			28		4	1	
\$210,000–\$219,999	18		4	1		19		4	1	
\$220,000–\$229,999	9		2			10		2		
\$230,000–\$239,999	7		2			12		3		
\$240,000–\$249,999	2		1			6				
\$250,000–\$259,999	3					6		2		
\$260,000–\$269,999	5		1			3				
\$270,000–\$279,999	1					3		1		
\$280,000–\$289,999	3					4		1		
\$290,000–\$299,999	4					6		1		
\$300,000–\$309,999	1					4		1		
\$310,000–\$319,999	2		1			2				
\$320,000–\$329,999						1				
\$330,000–\$339,999	1		1							
\$340,000–\$349,999	3					4				

Total remuneration band	2020/21					2021/22				
	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	2		1			2				
\$360,000–\$369,999										
\$370,000–\$379,999										
\$380,000–\$389,999	1									
\$400,000–\$409,999										
\$410,000–\$419,999						1				
\$420,000–\$429,999										
\$430,000–\$449,999										
\$450,000–\$459,999										
\$460,000–\$469,999	1				1	1				1
\$490,000–\$499,999										
\$500,000–\$509,999										
\$510,000–\$519,999										
\$550,000–\$559,999						1		1		
\$590,000–\$599,999	1				1					
\$660,000–\$669,999						1				1
Total	15,483	55	705	924	2	16,572	86	1,094	1,871	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 2020/21 and 2021/22 not the full-time remuneration at any point of the year.
- a) Employees who received additional allowances relating to their overseas postings are included.
- b) Employees who left Police during 2020/21 and 2021/22 may have been paid contractual entitlements.
- c) Employees who began working for Police during 2021/22, and have not yet received a full year's remuneration, are included.
- d) Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year are included.

Table 9: Remuneration of staff by salary band and age group 2020/21 and 2021/22

Total remuneration band	Age at 30 June 2021						Age at 30 June 2022					
	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	42	90	36	27	18	12	91	145	54	45	29	6
\$10,000-\$19,999	60	83	24	39	29	11	95	203	77	48	29	14
\$20,000-\$29,999	25	70	42	42	25	9	89	206	68	49	36	18
\$30,000-\$39,999	37	136	50	49	37	17	65	180	80	60	54	37
\$40,000-\$49,999	37	140	73	60	44	17	57	192	95	63	62	35
\$50,000-\$59,999	92	261	127	104	82	41	79	240	120	88	70	32
\$60,000-\$69,999	110	398	182	195	173	54	98	423	154	156	130	51
\$70,000-\$79,999	238	1,111	402	242	195	53	77	492	208	214	223	71
\$80,000-\$89,999	98	1,114	553	260	142	44	163	1,441	578	254	165	62
\$90,000-\$99,999	6	451	503	385	113	24	16	702	539	302	136	33
\$100,000-\$109,999		255	490	548	313	45	3	342	471	419	207	43
\$110,000-\$119,999		112	347	508	292	21		157	428	586	408	38
\$120,000-\$129,999		50	235	469	236	23	1	66	261	459	244	30
\$130,000-\$139,999		19	119	406	294	33		41	171	426	282	21
\$140,000-\$149,999		9	79	311	204	16		10	84	338	257	17
\$150,000-\$159,999			33	180	131	11		2	47	227	171	17
\$160,000-\$169,999			17	117	66	3		2	23	143	93	9
\$170,000-\$179,999			11	61	57	8			12	69	49	4
\$180,000-\$189,999		1	5	34	44	5			11	45	55	8
\$190,000-\$199,999		1	5	23	11	2			1	31	27	3
\$200,000-\$209,999			1	9	14	1			1	13	11	3
\$210,000-\$219,999			2	6	9	1			2	6	10	1
\$220,000-\$229,999				3	6				2	4	2	2
\$230,000-\$239,999					6	1		1		6	5	
\$240,000-\$249,999				1	1					1	5	
\$250,000-\$259,999				3					1	1	4	
\$260,000-\$269,999				2	2	1				2	1	
\$270,000-\$279,999					1					1	2	
\$280,000-\$289,999				1	2					2	2	
\$290,000-\$299,999			1	2	1					3	2	1
\$300,000-\$309,999					1					2	1	1
\$310,000-\$319,999				1	1						2	
\$320,000-\$329,999											1	
\$330,000-\$339,999						1						
\$340,000-\$349,999				1	2				1	1	2	
\$350,000-\$359,999					2						2	

Total remuneration band	Age at 30 June 2021						Age at 30 June 2022					
	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												
\$370,000-\$379,999												
\$380,000-\$389,999					1							
\$400,000-\$409,999												
\$420,000-\$429,999											1	
\$450,000-\$459,999												
\$460,000-\$469,999						1						1
\$490,000-\$499,999												
\$500,000-\$509,999												
\$510,000-\$519,999												
\$550,000-\$559,999										1		
\$590,000-\$599,999				1								
\$660,000-\$669,999										1		
Total	745	4,301	3,337	4,090	2,555	455	834	4,845	3,489	4,066	2,780	558

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 2020/21 and 2021/22, not the full-time remuneration at any point of the year.

Length of Service

Table 10: Average length of service in years, 2017 – 2022

Role	As at 30 June					
	2017	2018	2019	2020	2021	2022
Constabulary	13.9	14.7	13.4	13.1	13.5	13.3
Other employee	9.4	10.7	8.6	8.0	8.3	8.1

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, 2017 – 2022

Gender	As at 30 June 2017		As at 30 June 2018		As at 30 June 2019	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
Female	11.2	9.6	11.1	10.7	9.9	8.5
Male	14.6	9	15.7	10.7	14.1	7.8

Gender	As at 30 June 2020		As at 30 June 2021		As at 30 June 2022	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
Female	9.9	8.2	10.2	8.5	9.9	8.3
Male	14.1	7.8	14.5	8.0	14.5	7.7

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, 2017 – 2022:

Age Range	As at June 2017		As at June 2018		As at 30 June 2019	
	Constab	Other employee	Constab	Other employee.	Constab	Other employee
0–24	1.9	1.6	1.2	1.1	1.5	0.9
25–34	5.2	3.4	4.8	3.3	4.6	2.8
35–44	11.7	7.7	12.0	8.1	10.7	6.3
45–54	19.1	10.8	20.7	12.6	18.6	10.1
55–64	27.3	15.0	31.3	17.9	26.9	13.9
65+	27.5	16.7	33.5	20.0	30.0	15.5

Age Range	As at 30 June 2020		As at 30 June 2021		As at 30 June 2022	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
0–24	1.6	1.2	2.1	1.4	2.1	1.4
25–34	4.5	2.9	4.8	3.2	4.9	3.3
35–44	10.4	6.0	10.4	6.3	10.6	6.2
45–54	18.6	10.0	18.7	10.2	19.1	10.2
55–64	26.9	13.8	27.1	13.8	27.4	13.7
65+	32.1	16.6	33.1	16.8	33.6	15.7

Notes to Table 12:

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

A woman with brown hair and red-rimmed glasses is smiling. She is wearing a white top with a black floral pattern and a dark cardigan. In the background, a calendar is visible with the word 'JANUARY' and the number '21' in red. A hand is pointing towards the woman from the left. A diagonal white line runs across the image from the top right to the bottom left.

Financial management

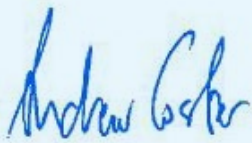
Statement of responsibility

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 2022 and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2023.



Andrew Coster
Commissioner of Police

30 September 2022

Financial overview

A total of \$2.285 billion in departmental funding was appropriated for 2021/22, an increase of \$132 million from \$2.153 billion in 2020/21.

This mainly comprised of new or higher funding in 2021/22 for:

- ▶ Police constabulary and employee collective employee agreements \$41.5 million,
- ▶ Next Generation Critical Communications (NGCC) \$25.8 million,
- ▶ Preventing family violence and sexual violence: Sustaining and developing existing safety responses with communities \$18.8 million,
- ▶ 2021–24 Road Safety Partnership Programme \$16.8 million,
- ▶ Te Pae Oranga iwi community panels: Tikanga Maori and Whanau Ora-based alternative to court for low-level offending \$15.6 million,
- ▶ Investing in Police Frontline Safety \$15.5 million.

During the year ended 30 June 2022, New Zealand Police revised its accounting policy in relation to the configuration and customisation costs incurred in implementing Software-as-a-Service cloud computing arrangements. A total of \$5.477 million was expensed as a result of derecognition of previously capitalised or planned to be capitalised intangible assets.

In terms of actual results, Police recorded a surplus of \$6.027 million in 2021/22 compared to \$14.377 million in 2020/21.

John Bole
Chief Financial Officer

Financial statements

For the Year Ended 30 June 2022

Statement of comprehensive revenue and expenses

For the Year Ended 30 June 2022

	Note	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Revenue					
Crown		2,123,593	2,256,552	2,061,731	2,256,552
Other Revenue	2	20,339	22,991	25,615	28,296
Total Revenue		2,143,932	2,279,543	2,087,346	2,284,848
Expenditure					
Personnel	3	1,512,675	1,598,644	1,474,941	1,614,191
Operating	4	486,162	524,677	472,592	509,965
Depreciation and Amortisation Expenses	6	88,839	94,582	96,185	104,852
Capital Charge	7	41,879	55,613	43,628	55,840
Total Operating Expenses		2,129,555	2,273,516	2,087,346	2,284,848
Surplus (Deficit) from Outputs		14,377	6,027	-	-
Revaluation of Land and Buildings		246,149	-	-	-
Other Comprehensive Revenue and Expenses		246,149	-	-	-
Total Comprehensive Revenue and Expenses		260,526	6,027	-	-

The accompanying notes form part of the financial statements.

Statement of movements in taxpayers' funds

For the Year Ended 30 June 2022

	General Funds \$000	Reval. Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2021	574,371	540,184	(954)	1,113,601	851,193	867,865
Net Surplus (Deficit) for the year	6,588	-	(561)	6,027	-	-
Other Comprehensive Revenue and Expenses	-	-	-	-	-	-
Total Comprehensive Revenue and Expenses for the Year	6,588	-	(561)	6,027	-	-
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	(12,065)	-	-	(12,065)	-	-
Capital Contribution	18,412	-	-	18,412	8,018	18,412
Capital Withdrawal	(661)	-	-	(661)	-	-
Total Transactions with Owners in Their Capacity as Owners	5,686	-	-	5,686	8,018	18,412
Total Taxpayers' Funds as at 30 June 2022	586,645	540,184	(1,515)	1,125,314	859,211	886,277

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 financial position

As at 30 June 2022

	Note	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Assets					
Current Assets					
Cash		45,835	95,596	61,200	161,495
Accounts Receivable	8	449,580	440,573	440,165	445,868
Prepayments		19,591	17,569	13,000	13,000
Inventories		–	878	–	–
Assets Held for Sale	9	600	26,150	–	–
Total Current Assets		515,606	580,766	514,365	620,363
Non-Current Assets					
Property, Plant and Equipment	10	1,032,914	1,011,460	865,463	1,067,657
Intangible Assets	11	63,527	61,519	69,522	86,300
Capital work-in-progress	12	37,464	55,517	–	–
Total Non-Current Assets		1,133,905	1,128,496	934,985	1,153,957
Total Assets		1,649,511	1,709,262	1,449,350	1,774,320
Liabilities					
Current Liabilities					
Creditors and Payables	13	22,450	31,765	43,285	57,761
Accrued Expenses	14	60,590	79,103	53,498	66,749
Employee Entitlements	15	254,188	273,983	254,000	310,404
Provision for Repayment of Surplus to the Crown		14,377	12,065	–	–
Total Current Liabilities		351,605	396,916	350,783	434,914
Non-Current Liabilities					
Employee Entitlements	15	184,305	187,032	222,684	219,391
Total Non-Current Liabilities		184,305	187,032	222,684	219,391
Total Liabilities		535,910	583,948	573,467	654,305
Net Assets		1,113,601	1,125,314	875,883	1,120,015
Taxpayers' Funds					
General Funds		574,371	586,645	581,848	579,831
Property, Plant and Equipment Revaluation Reserves		540,184	540,184	294,035	540,184
Memorandum Account	21	(954)	(1,515)	–	–
Total Taxpayers' Funds		1,113,601	1,125,314	875,883	1,120,015

The accompanying notes form part of the financial statements.

Statement of cash flows

For the Year Ended 30 June 2022

	Note	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Cash Flows from Operating Activities					
Cash provided from:					
Supply of Outputs to:					
– Crown		2,118,859	2,256,552	2,068,144	2,256,552
– Others		22,391	31,998	25,073	28,296
		2,141,250	2,288,550	2,093,217	2,284,848
Cash was applied to:					
Produce Outputs:					
– Personnel		(1,475,515)	(1,565,037)	(1,397,101)	(1,505,059)
– Operating		(513,234)	(501,395)	(561,285)	(513,292)
– Capital Charge		(41,879)	(55,613)	(43,628)	(55,687)
		(2,030,628)	(2,122,045)	(2,002,014)	(2,074,038)
Net Cash Flows from Operating Activities	16	110,622	166,505	91,203	210,810
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		8,228	2,746	2,760	2,760
Cash was applied to:					
Purchase of Property, Plant and Equipment		(90,659)	(94,129)	(88,403)	(88,403)
Purchase of Intangible assets		(18,814)	(28,734)	(13,542)	(13,542)
Net Cash Flows from Investing Activities		(101,245)	(120,117)	(99,185)	(99,185)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		30,716	18,412	8,018	18,412
Cash was applied to:					
Repayment of Surplus to Crown		(54,023)	(15,039)	–	(14,377)
Net Cash Flows from Financing Activities		(23,307)	3,373	8,018	4,035
Net Increase (Decrease) in Cash Held		(13,930)	49,761	36	115,660
Add Opening Cash		59,765	45,835	61,164	45,835
Closing Cash as at 30 June		45,835	95,596	61,200	161,495
Cash Balance Consists of					
Cash at Bank		44,234	93,222	60,100	160,325
Petty Cash		834	559	800	820
Prepaid Cards		94	–	–	–
Overseas Posts		673	1,815	300	350
Total Cash		45,835	95,596	61,200	161,495

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2021: nil).

The accompanying notes form part of the financial statements.

Statement of trust monies

For the Year Ended 30 June 2022

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	–	–	–	–
Reparation	1	2	1	2
Money in Custody	26,211	14,645	12,685	28,171
Found Money	94	146	105	135
Forfeited Money Payable to Crown	122	5,386	5,249	259
Total	26,428	20,179	18,040	28,567

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 2022

	Actual 2020/21 \$000	Actual 2021/22 \$000
Legal Proceedings and Disputes	642	745
Personal Grievances	23	67
Total	665	812

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 2022 (2021: nil).

Statement of commitments

As at 30 June 2022

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 2020/21 \$000	Actual 2021/22 \$000
Capital Commitments		
Capital Works		
Less Than One Year	16,527	24,543
Total Capital Works	16,527	24,543
Plant, Equipment and Intangible assets		
Less Than One Year	11,659	20,892
Total Plant, Equipment and Intangible assets	11,659	20,892
Motor Vehicles		
Less Than One Year	15,670	9,752
One to Two Years	–	–
Total Motor Vehicles	15,670	9,752
Total Capital Commitments	43,856	55,187
Operating		
Accommodation Leases		
Less Than One Year	28,075	28,344
One to Two Years	47,826	46,133
Two to Five Years	52,600	47,934
Greater Than Five Years	124,714	115,329
Other Non-Cancellable Leases		
Less Than One Year	8,519	8,770
One to Two Years	8,621	1,989
Two to Five Years	1,581	1,094
Greater Than Five Years	1,011	930
Total Leases	272,947	250,522
Total Commitments	316,803	305,709

The accompanying notes form part of the financial statements.

Notes to the financial statements

For the Year Ended 30 June 2022

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 2022.

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.

Software as a Service costs

During the year ended 30 June 2022, New Zealand Police revised its accounting policy in relation to the configuration and customisation costs incurred in implementing Software-as-a-Service cloud computing arrangements. This was with authority provided in the Treasury accounting guidance issued in February 2022 which was in response to the

IFRIC agenda decision issued in April 2022, clarifying its interpretation of how current accounting standards apply to these types of arrangements.

The IFRIC decision clarified that because SaaS arrangements are service contracts that provide New Zealand Police with the right to access the cloud provider's application software over the contract period, costs to configure or customise this software should be recognised as operating expenses when services are received, unless the cost give rise a configuration and customization product and the criteria for recognizing it as a separate intangible asset are met.

Previously New Zealand Police recorded these configuration and customisation costs as part of the cost of an intangible asset and amortised these costs over the useful life of the software asset.

A total of \$5.477 million has been expensed in 2021/22 as a result of derecognition of previously capitalised or planned to be capitalised intangible assets.

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 2022 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 12.8% (2021: 11.8%).

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

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

Intangible Assets

Software Acquisition and Development

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

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

Amortisation

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

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

Impairment of Property, Plant and Equipment and Intangible Assets

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

Non-Cash Generating Assets

Property, plant and equipment and intangible assets held at cost or valuation that have a finite useful life are reviewed for impairment whenever events or changes in circumstances

indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

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

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

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

Employee Entitlements

Short-Term Employee Entitlements

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

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

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

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

Long-Term Employee Entitlements

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

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

Termination Benefits

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

Presentation of Employee Entitlements

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

Provisions

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

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

Commitments

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

Contingencies

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

Equity

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

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

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

Goods and Services Tax (GST)

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

The amount of GST owing to or by the Inland Revenue Department (IRD) at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate. The net amount of GST paid to, or received from the IRD including GST relating to investing and financing activities is classified as an operating cash flow in the cash flow statement.

Income tax

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

2021/22 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2022.

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 2020/21 \$000	Actual 2021/22 \$000
Arms Act Services	1,962	1,712
Chargeable Police Services	6,390	7,948
Department of Corrections Remand Prisoners	9	6
Overseas Deployments	6,814	9,017
Pacific Island Chiefs of Police Secretariat Support	175	354
Property Rentals	958	1,229
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	8	6
Other	4,023	2,719
Total Other Revenue	20,339	22,991

Note 3: Personnel

	Actual 2020/21 \$000	Actual 2021/22 \$000
Accident Compensation Costs	355	3,142
Fringe Benefit Tax	2,546	1,936
Salaries/Wages	1,301,402	1,368,129
Staff Insurance	2,729	3,024
Superannuation	145,539	152,899
Training	5,265	3,979
Transfer/Removal Expenses	2,131	2,728
Increase in Employee Entitlements	18,268	57,354
Other	34,440	5,453
Total Personnel	1,512,675	1,598,644

Note 4: Operating

	Actual 2020/21 \$000	Actual 2021/22 \$000
Audit fees	369	400
Bad Debts Expense	–	–
Changes in Doubtful Debts Provision	967	–
Clothing, Equipment and Consumables	52,786	38,081
Communications	24,754	25,137
Computer Charges/Leasing Expenses	84,591	88,123
Computer Leasing Expenses	–	–
Equipment Rental	3,556	3,994
ESR Forensic Science Services	25,660	26,469
Foreign Exchange Rate (Gain)/Loss	71	(18)
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	1,743	1,333
Other Operating Expenses	8,952	14,683
Physical Asset Write-offs	2,185	764
Software as a Service de-recognition	–	5,477
Printing	5,756	5,016
Professional Services*	104,248	128,360
Professional Services – Non Government Organisations	15,680	18,598
Legal Expenses	9,256	9,926
Property Rentals	35,799	38,443
Property Utilities, Rates and Maintenance	43,127	40,062
Third Party Expenses	4,429	4,561
Travel	17,816	24,701
Vehicle/Aircraft/Launch Rentals	12,196	12,934
Vehicle Expenses	32,221	37,633
Total Operating	486,162	524,677

* Professional Services includes other fees paid to Police's financial statement auditors. This relates to assurance services in respect of the NGCC programme (2022 \$0.1m; 2021 \$0.2m).

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

	Actual 2020/21 \$000	Actual 2021/22 \$000
Sale of Motor Vehicles	1,521	1,333
Sale of Vessels	(364)	–
Sale of PPE	586	–
(Gain)/Loss on Sale of Non-Current Assets	1,743	1,333

Note 6: Depreciation and Amortisation Expenses

	Actual 2020/21 \$000	Actual 2021/22 \$000
Buildings	18,073	26,346
Plant and Equipment, Computer Equipment and Communication Assets	23,097	25,128
Vessels	532	698
Furniture and Fittings	1,509	1,487
Motor Vehicles	19,619	21,157
Amortisation of Intangibles	26,009	19,766
Total Depreciation and Amortisation	88,839	94,582

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 2021/22 (2020/21: 5%).

Note 8: Accounts Receivable

	Actual 2020/21 \$000	Actual 2021/22 \$000
Trade Debtors	15,707	9,731
Sundry Debtors	4,876	1,845
Less: Provision for Doubtful Debts	(4,871)	(4,871)
Net Debtors	15,712	6,705
Debtor Crown	433,868	433,868
Total Accounts Receivable	449,580	440,573

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

	Actual 2020/21 \$000	Actual 2021/22 \$000
Balance at 1 July	(3,910)	(4,871)
Additional Provisions/(Reductions) made during the year	(961)	—
Debts written off during the period	—	—
	(4,871)	(4,871)

Note 9: Assets Held for Sale

The balance of \$26.150m as at 30 June 2022, reflects net book value of a property which was declared surplus and classified as assets held for sale during 2021/22 (2020/21: \$0.600m).

Note 10: Property, Plant and Equipment

As at 30 June 2022

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	362,904	529,279	30,049	416,998	170,476	8,412	1,518,118
Additions	3,250	26,884	657	26,878	25,992	2,464	86,125
Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	(23,858)	(4,743)	(8,544)	(6,045)	(19,289)	(420)	(62,899)
Closing Balance	342,296	551,420	22,162	437,831	177,179	10,456	1,541,344

Accumulated Depreciation: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	–	33,875	19,600	341,382	83,553	6,794	485,204
Depreciation for the year	–	26,346	1,487	25,127	21,157	699	74,816
Reversal of Depreciation relating to Revaluation	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	–	(35)	(8,471)	(6,026)	(15,202)	(402)	(30,136)
Closing Balance	–	60,186	12,616	360,483	89,508	7,091	529,884
Closing Book Value	342,296	491,234	9,546	77,348	87,671	3,365	1,011,460

For the year ended 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

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 2022, there was no land that Police has in possession and use, for which legal title is not completely established (2021: 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 2020/21 \$000	Actual 2021/22 \$000
Opening Balance	299,622	323,633
Additions	25,422	22,797
(Disposals) and Transfers in/(out)	(1,411)	–
Write-offs	–	(10,713)
Balance at 30 June	323,633	335,717
Accumulated Amortisation and Impairment Losses		
Opening Balance	235,398	260,106
Amortisation During the Year	26,009	19,766
Disposals, Transfers and Other Movements	(1,301)	–
Write-offs	–	(5,674)
Balance at 30 June	260,106	274,198
Book Value	63,527	61,519

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 2022 was \$55.517 million (2021: \$37.464 million). This included \$15.362 million for Intangibles Assets (2021: \$8.905 million) and \$40.155 million for Property, Plant and Equipment (2021: \$28.559 million).

Note 13: Creditors and Payables

	Actual 2020/21 \$000	Actual 2021/22 \$000
Creditors and Payables	14,648	18,560
GST Payable	7,644	13,099
Unclaimed Salaries and Wages	158	106
Total Accounts Payable	22,450	31,765

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

Note 14: Accrued Expenses

	Actual 2020/21 \$000	Actual 2021/22 \$000
Sponsorship Reserve	512	409
Accident Compensation and Accredited Employer Programme Provisions*	7,402	9,438
Other Accrued Expenses	25,575	34,846
Payroll Accruals	27,101	34,410
Total Accrued Expenses	60,590	79,103

*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 2022, resulting in a provision for work-related accidents of \$6.949 million (2021: \$5.178 million).

These costs are included in the provision above.

Note 15: Employee Entitlements

	Actual 2020/21 \$000	Actual 2021/22 \$000
Current Liabilities		
Annual Leave	161,434	179,321
Long Service Leave	14,553	14,733
Sick Leave	2,174	2,212
Shift Leave	23,465	25,821
Other Employee Entitlements*	52,562	51,896
Total Current Portion	254,188	273,983
Non-Current Liabilities		
Long Service leave	178,457	179,568
Sick Leave	5,848	7,464
Total Non-Current Portion	184,305	187,032
Total Employee Entitlements	438,493	461,015

* 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 2022 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. In determining the salary inflation factor, historical salary patterns as well as the most recent CEA negotiations where agreement was reached on salary increase of \$3,300 for 2022/23 (average 3.5%), were considered 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 \$10.844 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$9.783 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 \$9.852 million. If the discount rate were to decrease by 1%, the liability would increase by \$11.123 million.

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

	Actual 2020/21 \$000	Actual 2021/22 \$000
Net Surplus (Deficit)	14,377	6,027
Add (less) Non-Cash items		
Depreciation and Amortisation Expense	88,839	94,582
Physical Asset Write Offs	2,185	764
Software as a Service – derecognition	–	5,477
Total non-cash items	91,024	100,823
Add (Less) Items classified as Investing Activities		
(Gain)/Loss on Disposal of Property, Plant and Equipment	1,743	1,333
Net investing Activities	1,743	1,333
Add (Less) Movements in Working Capital Items:		
Inc/(Dec) in Accounts Payable	(9,012)	9,315
(Inc)/Dec in Accounts Receivable	2,052	(17,421)
Inc/(Dec) in Employee Entitlements	35,687	52,619
(Inc)/Dec in Debtor Crown	(4,734)	–
(Inc)/Dec in Prepayments	(6,433)	2,022
Inc/(Dec) in Other Accrued Expenses	(14,082)	11,787
Net Working Capital Movements	3,478	58,322
Net Cash Flows from Operating Activities	110,622	166,505

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 2020/21 \$000	Actual 2021/22 \$000
Salaries and other short term employee benefits	3,060	3,073
Post-employment and other long-term employee benefits	365	375
Total Compensation	3,425	3,448
Number of Full Time Equivalents	9	7

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 2022. 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
2022					
Creditors and Payables (Note 13)	18,560	–	–	–	18,560
2021					
Creditors and Payables (Note 13)	14,437	23	188	–	14,648

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 2020/21 \$000	Actual 2021/22 \$000
Financial Assets Measured at Amortised Cost		
Cash and Cash Equivalents	45,835	95,596
Accounts Receivable (Note 8)	449,580	440,573
Total Loans and Receivables	495,415	536,169
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 13)	14,648	18,560
Total Financial Liabilities	14,648	18,560

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 2020/21 \$000	Actual 2021/22 \$000
Balance as at 1 July	(292)	(954)
Revenue	3,933	4,344
Expenses	(4,595)	(4,905)
Surplus/(Deficit) for the year	(662)	(561)
Balance as at 30 June	(954)	(1,515)

Note 22: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2021/22 increased by \$197.502 million to \$2,284.848 million. This was mainly due to:

- ▶ the approval of the 2021–24 Road Safety Partnership Programme, where additional funding of \$79.003 million was appropriated for 2021/22
- ▶ new funding of \$41.496 million for Police constabulary and employee collective employee agreements
- ▶ new funding of \$15.496 million for the implementation of the Tactical Response Model to improve the safety and tactical capability of frontline Police
- ▶ drawdown of \$13.348 million from the contingency fund for the Next Generation Critical Communications (NGCC): Replacing Emergency Services Critical Communications
- ▶ new funding of \$12.307 million to meet the increase in capital charge, as a consequence of revaluation of Police Land and Buildings asset during 2020/21.

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 2022” for an explanation of budget changes by output class between the 2021/22 Main Estimates and 2021/22 Supplementary Estimates for Vote Police.

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 2022.

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 2022

	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Revenue				
Non-Tax revenue:				
Infringement Fees	80,815	82,977	76,600	76,600
Sale of Unclaimed Property	154	134	400	400
Crown Revenue	100	100	100	100
Other Revenue	176	12	–	–
Total Non-Departmental Revenue	81,245	83,223	77,100	77,100
Expenses				
United Nations Drug Control Programme	100	100	100	100
Firearms Buyback (MYA Expense)	2,145	–	–	–
Total Non-Departmental Expenses	2,245	100	100	100
Net Surplus	79,000	83,123	77,000	77,000

Schedule of non-departmental assets

As at 30 June 2022

	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Current Assets				
Cash	16,410	7,436	4,132	16,810
Accounts Receivable	16,647	16,815	28,800	15,996
Total Non-Departmental Assets	33,057	24,251	32,932	32,806

Schedule of non-departmental liabilities

As at 30 June 2022

	Actual 2020/21 \$000	Actual 2021/22 \$000	Main Estimates 2021/22 \$000	Supp. Estimates 2021/22 \$000
Current Liabilities				
Accounts Payable	100	103	–	–
Provision for Firearms Buyback	552	542	–	–
Provision for repayment of surplus to the Crown	8,856	–	–	–
Total Non-Departmental Liabilities	9,508	645	–	–

Schedule of non-departmental commitments

As at 30 June 2022

Police, on behalf of the Crown, has no non-departmental commitments as at 30 June 2022 (2021: nil).

Schedule of non-departmental contingent assets and liabilities

As at 30 June 2022

Contingent Liabilities

Police, on behalf of the Crown, has no non-departmental contingent liabilities as at 30 June 2022 (2021: nil).

Contingent Assets

Police, on behalf of the Crown, has no non-departmental contingent assets as at 30 June 2022 (2021: nil).

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations

For the Year Ended 30 June 2022

	Actual 2020/21 \$000	Actual 2021/22 \$000	Supp. Estimates 2021/22 \$000	Location of end-of-year performance information*
Appropriations for Departmental Output Expenses				
Road Safety Programme	380,892	402,297	409,542	1
Search and Rescue Activities (PLA)	–	575	1,100	2
Total Appropriations for Departmental Output Expenses	380,892	402,872	410,642	
Appropriations for Departmental Other Expenses				
Compensation for Confiscated Firearms		–	10	
Software as a Service intangible asset derecognition (write-off)		5,477	12,000	1
Total Appropriations for Departmental Other Expenses	–	5,477	12,010	
Appropriation for Departmental Capital Expenditure				
New Zealand Police Capital Expenditure – Permanent Legislative Authority under 24(1) of the PFA	105,476	118,247	101,945	1
Total Appropriation for Departmental Capital Expenditure	105,476	118,247	101,945	
Appropriation for Non-Departmental Other Expenses				
Firearms Buyback Expense	2,144	–	–	1
United Nations Drug Control Programme	100	100	100	2
Total Appropriations for Non-Departmental Expenses	2,244	100	100	
Appropriation for Multi-Category Expenses				
Departmental Output Expenses:				
Crime Prevention	478,503	532,159	517,697	1
Investigations and Case Resolution	707,983	741,055	751,221	1
Policy Advice & Ministerial Service	7,640	9,866	10,265	1
Primary Response Management	554,537	582,087	595,023	1
Total Appropriation for Multi-Category Expenses	1,748,663	1,865,167	1,874,206	
Total Annual, Multi Year and Permanent Appropriations	2,237,275	2,391,863	2,398,903	

* 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 2022

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2022 (2021: nil)

Forecast financial statements

For the Year Ended 30 June 2023

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2022 (the Forecast is 2022 Budget and Economic and Fiscal Update (BEFU 2022) 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 2022/23 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 11 April 2022. 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 11 April 2022 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 2021/22 was used as the opening position for the 2022/23 forecasts. The actual financial results achieved for 30 June 2023 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 2022/23 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 Ended 30 June 2023

	Note	Forecast 2022/23 \$'000
Revenue		
Crown		2,329,393
Other Revenue		25,933
Total Revenue	1	2,355,326
Expenditure		
Personnel		1,625,273
Operating		565,813
Depreciation and Amortisation Expenses		107,149
Capital Charge		57,091
Total Operating Expenses		2,355,326
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of financial position

As at 30 June 2023

	Forecast 2022/23 \$000
Assets	
Current Assets	
Cash	267,392
Accounts Receivable	445,868
Prepayments	13,000
Total Current Assets	726,260
Non-Current Assets	
Property, Plant and Equipment	1,070,358
Intangible Assets	78,395
Total Non-Current Assets	1,148,753
Total Assets	1,875,013
Liabilities	
Current Liabilities	
Creditors and Payables	67,944
Accrued Expenses	73,709
Employee Entitlements	325,404
Total Current Liabilities	467,057
Non-Current Liabilities	
Employee Entitlements	244,322
Total Non-Current Liabilities	244,322
Total Liabilities	711,379
Net Assets	1,163,634
Taxpayers' Funds	
General Funds	623,450
Property, Plant and Equipment Revaluation Reserves	540,184
Memorandum Account	–
Total Taxpayers' Funds	1,163,634

Statement of cash flows

For the Year Ended 30 June 2023

	Forecast 2022/23 \$000
Cash Flows from Operating Activities	
Cash provided from:	
Supply of Outputs to:	
Crown	2,329,393
Others	25,933
	2,355,326
Cash was applied to:	
Produce Outputs:	
Personnel	(1,511,393)
Operating	(625,379)
Capital Charge	(57,091)
	(2,193,863)
Net Cash Flows from Operating Activities	161,463
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	(87,983)
Purchase of Intangible Assets	(13,962)
Net Cash Flows from Investing Activities	(99,185)
Cash Flows from Financing Activities	
Cash provided from:	
Capital Contribution	43,619
Net Cash Flows from Financing Activities	43,619
Net Increase (Decrease) in Cash Held	105,897
Add Opening Cash	161,495
Closing Cash as at 30 June	267,392
Cash Balance Consists of	
Cash at Bank	266,292
Petty Cash	800
Overseas Posts	300
Total Cash	267,392

Note 1 to forecast financial statements

Total Revenue

The table below summarises the key changes in revenue between the financial years 2021/22 and 2022/23:

Total Departmental Output Expenses and Multi-Category Expenses	\$000
2021/22: Total Multi-Category Appropriations (MCA), Departmental Output Expenses, and Departmental Other Expenses as at 2021/22 Supplementary Estimates	2,296,858
Higher funding in 2022/23 for New Policies and initiatives approved in 2021/22 including Budget 2022	
New funding – Arms Safety & Control [Budget 2022]	34,270
New funding – Tactical Response Model - Increasing Frontline Safety [BUDGET 2022]	42,000
Higher funding in 2022/23 for Striving Towards 1800 New Police	35,211
Higher funding in 2022/23 for 2021–24 Road Safety Partnership Programme	15,600
New funding – Preventing Community Harm from Organised Crime: Cross Agency Approach [BUDGET 2022]	13,506
New funding – Cyber Security and Resilience Programme: information management [BUDGET 2022]	6,778
Higher funding in 2022/23 for Police Constabulary and Employee Bargaining	5,688
Higher funding in 2022/23 for Te Pae Oranga	3,972
Higher funding in 2022/23 for Striving Towards 1800 New Police	2,689
New funding – Preventing Family Violence and Sexual Violence: Support and expand integrated community-led responses [BUDGET 2022]	1,800
New funding – Continuing the Alcohol and Other Drug Treatment Courts: Waikato, Auckland and Waitakere [BUDGET 2022]	589
New funding – Crown Response to Abuse in Care Inquiry [BUDGET 2022]	450
Higher funding in 2022/23 for PoCF – Te Huringa o te tai o nga wahine	294
Higher funding in 2022/23 for Govt Response to Royal Commn Inquiry	200
Higher funding in 2022/23 for Next Generation Critical Communications (NGCC) establish Emergency Services critical communications capability	139
Higher funding in 2022/23 for Radio Assurance – Ensure the Operation of Emergency Services Critical Communications Radio Networks	100
Higher funding in 2022/23 for Preventing family violence and sexual violence	43
Higher funding in 2022/23 for Ensuring the Sustainability of the District Court by Appointing Additional District Court Judges	34
Higher funding in 2022/23 for Proceeds of Crime Fund – Drug, Alcohol and Mental Health Support	9
Higher funding in 2022/23 for Increasing Access To Mental Health And Addiction Support	3
Lower funding in 2022/23 for New Policies and initiatives, time-limited funding/one-off funding in 2021/22 only	
Time-limited funding up to 2021/22 for Effective administration of the Arms Regulatory system	(23,500)
One-off funding in 2021/22 for Investing in Police Frontline Safety	(15,496)
One-off funding in 2021/22 for Remuneration – drawdown from tagged contingency	(12,973)
One-off funding in 2021/22 for Retrospective adjustment – derecognising intangible assets (Software as a Service) [BUDGET 2022]	(12,000)
Time limited funding up to 2021/22 for Maintaining MIQ	(8,097)

Total Departmental Output Expenses and Multi-Category Expenses	\$000
Lower funding in 2022/23 for NGCC – drawdown from Contingency	(6,909)
One-off funding in 2021/22 for PoCF – Legal Fees Cost Recovery	(5,226)
Time-limited funding up to 2021/22 for Managed Isolation and Quarantine	(4,150)
Time-limited funding up to 2021/22 for PoCF - Cross Sector Coordination – Organised Crime	(758)
Lower funding in 2022/23 for Continuing Action to Improve Social Inclusion	(550)
Time-limited funding up to 2021/22 for PoCF – Covert Operations Group	(500)
One-off funding in 2021/22 for Digital Government Partnership Innovation Fund	(475)
One-off funding in 2021/22 for GIS Portal – Fcst increase in Dept Revenue	(467)
Time-limited funding up to 2021/22 for MFAT – Partnership for Pacific Policing Programme (3P)	(442)
One-off funding in 2021/22 for Crown Response to Abuse in Care Inquiry	(415)
One-off funding in 2021/22 for GIS Portal	(378)
Time-limited funding up to 2021/22 for PoCF – AODT	(361)
Lower funding in 2022/23 for PoCF: Hooks for Change, Paihia CCTV, Wastewater Analysis	(345)
Lower funding in 2022/23 for Improving the Justice Response to Sexual Violence Victims	(260)
Lower funding in 2022/23 for Asset Revaluation Depreciation Impacts [BUDGET 2022]	(237)
Lower funding in 2022/23 for Vetting Fees from INZ - fcst increase in Dept Revenue	(196)
Time-limited funding up to 2021/22 for Waikato Alcohol and Other Drug Treatment Court	(190)
Lower funding in 2022/23 for Victim Video Statements	(40)
Lower funding in 2022/23 for PoCF – Rotorua Whanau Harm and Drug Harm Reduction Programme	(19)
Lower funding in 2022/23 for Justice Sector Resourcing To Address Covid-19 Related Backlogs	(10)
Expense Transfers (ET) from 2020/21 to 2021/22 for:	
Te Pae Oranga	(1,000)
Ensuring Safe, Consistent and Effective Responses to Family Violence in Every Community	(1,104)
Next Generation Critical Communications (NGCC)	(1,850)
Other Baseline Adjustments	
APEC	17
Pike River Mine – Criminal Investigation	(6,911)
Reduction in Capital Charge from 6% to 5%	(65)
2022/23: Total Multi-Category Appropriations (MCA), Departmental Output Expenses, and Departmental Other Expenses as at 2022/23 Main Estimates	2,355,326

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	508,340
Investigations and Case Resolution	774,168
Policy Advice and Ministerial Services	10,278
Primary Response Management	589,229
Road Safety Programme	427,831
Arms Safety and Control	44,370
Search and Rescue Activities (PLA)	1,100
Departmental Other Expenses	
Compensation for Confiscated Firearms	10
2022/23 Main Estimates Appropriation – Total Revenue	2,355,326

Output Expense Statement Policy Advice and Ministerial Services

For the Year Ended 30 June 2022

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.

	2020/21 Actual \$000	2021/22 Actual \$000	2021/22 Main Estimates \$000	2021/22 Supplementary Estimates \$000
Revenue				
Revenue Crown	7,669	9,816	4,568	10,252
Revenue Department	2	57	1	1
Revenue Other	19	65	12	12
Total Revenue	7,690	9,938	4,581	10,265
Expenses				
Policy Advice	6,538	8,310	3,877	8,784
Ministerial Services	1,102	1,555	704	1,481
Total Expenses	7,640	9,866	4,581	10,265
Net Surplus (Deficit)	50	72	-	-

Output Expense Statement Crime Prevention

For the Year Ended 30 June 2022

Scope of Appropriation

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

	2020/21 Actual \$000	2021/22 Actual \$000	2021/22 Main Estimates \$000	2021/22 Supplementary Estimates \$000
Revenue				
Revenue Crown	460,623	529,464	488,210	497,146
Revenue Department	9,699	3,055	6,673	8,939
Revenue Other	11,412	3,502	11,612	11,612
Total Revenue	481,734	536,021	506,495	517,697
Expenses				
Directed Patrols	168,008	179,797	165,963	179,364
Maintenance of Order	24,213	26,937	24,574	25,850
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	21,577	25,066	28,975	23,035
Community Responsiveness	160,033	181,361	144,131	170,852
Youth Services	68,732	72,079	64,276	73,378
Vetting Services	4,516	4,905	220	5,166
Arms Act Services	27,209	37,218	70,350	35,552
Lost and Found Property	4,215	4,795	4,006	4,500
Total Expenses	478,503	532,159	506,495	517,697
Net Surplus (Deficit)	3,231	3,862	-	-

Output Expense Police Primary Response Management

For the Year Ended 30 June 2022

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.

	2020/21 Actual \$000	2021/22 Actual \$000	2021/22 Main Estimates \$000	2021/22 Supplementary Estimates \$000
Revenue				
Revenue Crown	554,819	579,139	548,671	591,633
Revenue Department	722	3,342	707	707
Revenue Other	2,740	3,831	2,683	2,683
Total Revenue	558,281	586,312	552,061	595,023
Expenses				
Communication Centres	72,748	82,159	66,380	78,059
Police Response to Incidents and Emergencies	481,788	499,927	485,681	516,964
Total Expenses	554,536	582,087	552,061	595,023
Net Surplus (Deficit)	3,745	4,225	-	-

Output Expense Statement Investigation and Case Resolutions

For the Year Ended 30 June 2022

Scope of Appropriation

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

	2020/21 Actual \$000	2021/22 Actual \$000	2021/22 Main Estimates \$000	2021/22 Supplementary Estimates \$000
Revenue				
Revenue Crown	708,918	737,299	689,743	746,879
Revenue Department	989	4,258	950	1,365
Revenue Other	2,856	4,881	2,977	2,977
Total Revenue	712,763	746,438	693,670	751,221
Expenses				
Criminal Investigations	498,066	522,165	488,912	528,483
Other Investigations	31,363	32,925	31,318	33,278
Criminal Case Resolution	72,761	75,046	71,224	77,205
Execution of Court Summonses, Warrants and Orders	19,512	20,612	19,200	20,704
Custody and Escort Services	86,282	90,308	83,016	91,551
Total Expenses	707,984	741,057	693,670	751,221
Net Surplus (Deficit)	4,779	5,381	-	-

Road Safety Programme

For the Year Ended 30 June 2022

Scope of Appropriation

This category 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.

	2020/21 Actual \$000	2021/22 Actual \$000	2021/22 Main Estimates \$000	2021/22 Supplementary Estimates \$000
Revenue				
Revenue Crown	383,464	400,259	330,539	409,542
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	383,464	400,259	330,539	409,542
Expenses				
Speed	85,262	88,778	74,891	102,000
Distraction	3,065	3,212	2,743	23,324
Restraints	17,379	18,285	15,365	23,732
Impaired Driving	62,835	66,067	54,918	74,993
Vulnerable Road Users	2,237	2,199	1,903	24,141
Other High Risk Behaviour	112,509	118,269	98,194	81,135
Network Maintenance & Efficiency	97,605	105,488	82,525	80,217
Total Expenses	380,892	402,297	330,539	409,542
Net Surplus (Deficit)	2,572	(2,038)	–	–

Independent auditor's report



To the readers of New Zealand Police's Annual Report for the year ended 30 June 2022

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

- ▶ the financial statements of Police on pages 79 to 83 and 85 to 102, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2022, 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 2022 included in the tables marked as having been audited on pages 17 to 23, 26 to 27, 30, 32 to 33, 35 to 36, and 113 to 116;
- ▶ 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 2022 on pages 106; and
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 84 and 103 to 105 that comprise:
 - ▶ the schedules of assets; liabilities; commitments; and contingent assets and liabilities as at 30 June 2022;
 - ▶ the schedules of revenue and expenses for the year ended 30 June 2022;

- ▶ the statement of trust monies for the year ended 30 June 2022; 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 79 to 83 and 85 to 102:
 - ▶ present fairly, in all material respects:
 - ▶ its financial position as at 30 June 2022; 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 23, 26 to 27, 30, 32 to 33, 35 to 36, and 113 to 116:
 - ▶ presents fairly, in all material respects, for the year ended 30 June 2022:
 - ▶ 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 page 106 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- ▶ the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 84 and 103 to 105 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - ▶ the assets; liabilities; commitments; and contingent assets and liabilities as at 30 June 2022; and
 - ▶ revenue and expenses for the year ended 30 June 2022; and
 - ▶ the statement of trust monies for the year ended 30 June 2022.

Our audit was completed on 30 September 2022. 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 the Main 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 78, 107 to 112, and 120 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 an assignment in the area of other assurance services which is compatible with those independence requirements. We provided Independent Quality Assurance in relation to Next Generation Critical Communications (NGCC). Other than in our capacity as auditor and this assignment, we have no relationship with, or interests, in Police.



David Borrie
Ernst & Young
Chartered Accountants

On behalf of the Auditor-General
Wellington, New Zealand

A female police officer in a blue uniform and cap with a checkered band is smiling and talking to a woman. The officer has tattoos on her left arm and is wearing a tactical vest with a radio and a flashlight. The woman is wearing a grey sweatshirt, a black puffer vest, and black pants. They are standing on a city street with a white police car in the background. The car has the number '063' on its side. In the background, there are multi-story buildings and a construction crane.

***Information
required by
statute***

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		2020/21	2021/22
Number of applications made		75	95
Number of applications granted		75	95
Number of applications refused		0	0
Number of warrants granted for use of interception device		69	90
Number of warrants granted for use of visual surveillance device		44	49
Number of warrants granted for use of tracking device		57	80
Number of warrants that authorised entry onto private premises		25	22
Number of interception devices used	No more than 24 hours	16	18
	1–3 days	37	32
	3–7 days	19	26
	7–21 days	35	71
	21–60+ days	405	331
Number of visual surveillance devices used	No more than 24 hours	3	1
	1–3 days	6	11
	3–7 days	5	5
	7–21 days	4	11
	21–60 days	55	153
Number of tracking devices used	No more than 24 hours	12	13
	1–3 days	37	24
	3–7 days	13	32
	7–21 days	24	50
	21–60 days	289	136
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		131	154
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		0	0

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	2020/21	2021/22
Number of occasions warrantless search powers were exercised	19,128	15,485
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search power	3,699	3,162

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		2020/21	2021/22
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		24	21
Number of interception devices used	No more than 24 hours	26	31
	24–48 hours	41	14
Number of visual surveillance devices used	No more than 24 hours	2	7
	24–48 hours	5	0
Number of tracking devices used	No more than 24 hours	26	29
	24–48 hours	40	14
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless surveillance power		15	16
Number of reported breaches where a surveillance device used was not authorised under the warrantless emergency and urgency powers (provide details of breaches if any)		Nil	Nil

Declaratory Orders

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

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

Section 170(1) Warrantless Powers		2020/21	2021/22
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		2020/21	2021/22
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	2020/21	2021/22
(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	195	121
(b) The number of applications for compulsion orders by type:		
suspect compulsion orders	98	55
juvenile compulsion orders	6	4
(c) The number of applications referred to in paragraph (b) that were:		
suspect compulsion orders – granted	52	54
suspect compulsion orders – refused	1	0
juvenile compulsion orders – granted	4	3
juvenile compulsion orders – refused	2	0
(ca) The number of occasions on which a blood sample has been taken pursuant to a compulsion order	6	1
(cb) The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	59	56
(cc) The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	0	0
(cd) The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	478	289
(ce) The number of:		
(i) databank compulsion notice hearings requested and	1	6
(ii) Part 3 orders made	1	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	13	25
(ii) suspect compulsion orders granted in respect of those applications	10	23
(e) The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a fingerprick or buccal sample pursuant to a compulsion order or databank compulsion notice	0	0
(ea) The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	0	0

Bodily Samples		2020/21	2021/22
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	9,051	7,024
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	8,175	6,344
(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)	1,418	1,617
(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.	146	27
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	4	4
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	6,749	6,689
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	205,583	208,170
	number of bodily samples obtained by consent	91,230	90,629
	number of bodily samples obtained pursuant to a compulsion order	1,627	292
	number of bodily samples obtained pursuant to a databank compulsion notice	27,035	27,140
	number of Part 2B bodily samples obtained	85,691	90,109
(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	259	181
(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	494	508

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	2019/20	2020/21	2021/22	Young persons 2019/20	Young persons 2020/21	Young persons 2021/22
(eb) The number of occasions on which a bodily sample has been taken under Part 2B	Asian	272	287	195	2	5	1
	European	4,210	3,491	2,592	95	75	55
	Indian	423	406	285	4	3	2
	Latin American	43	39	28	2	2	0
	Māori	4,080	3,352	2,438	278	247	209
	Middle Eastern	75	64	41	2	3	0
	Native African	67	48	41	5	1	1
	Pacific Islander	1,309	152	915	49	34	25
	Other	94	80	52	0	6	4
	Unknown	99	132	133	4	2	7
	Total	10,672	8,051	6,720	441	378	304

Bodily Samples		Ethnicity	2019/20	2020/21	2021/22	Young persons 2019/20	Young persons 2020/21	Young persons 2021/22
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	248	254	195	2	3	1
		European	3,580	3,225	2,348	74	75	50
		Indian	382	380	242	4	3	2
		Latin American	39	32	22	1	2	0
		Māori	3,513	2,999	2,182	236	214	190
		Middle Eastern	64	58	36	1	3	0
		Native African	57	45	38	3	2	1
		Pacific Islander	1,124	985	837	39	32	23
		Other	88	70	48	9	5	5
		Unknown	90	125	117	4	2	7
		Total	9,185	8,173	6,065	373	341	279
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1)(a)	Asian	8	13	13	0	0	0
		European	471	351	322	28	18	8
		Indian	16	13	14	1	0	2
		Latin American	1	2	1	0	2	0
		Māori	1,090	885	770	220	180	257
		Middle Eastern	5	3	9	1	0	2
		Native African	6	2	0	0	0	0
		Pacific Islander	183	136	174	33	5	4
		Other	14	7	9	9	6	38
		Unknown	5	6	4	3	1	0
		Total	1,799	1,418	1,316	295	212	311
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken	Asian	3	8	4	0	2	0
		European	35	36	3	4	1	1
		Indian	1	6	1	0	0	0
		Latin American	0	1	0	0	0	0
		Māori	62	72	12	14	7	3
		Middle Eastern	1	1	0	0	0	0
		Native African	2	0	0	0	0	0
		Pacific Islander	7	18	3	2	1	0
		Other	1	1	0	0	1	0
		Unknown	0	2	0	0	0	0
		Total	112	145	23	20	12	4

Bodily Samples		Ethnicity	2019/20	2020/21	2021/22	Young persons 2019/20	Young persons 2020/21	Young persons 2021/22
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	1	0	0	0	0	0
		European	5	2	1	0	0	0
		Indian	0	0	0	0	0	0
		Latin American	0	0	0	0	0	0
		Māori	0	0	3	0	0	0
		Middle Eastern	3	2	0	0	0	0
		Native African	0	0	0	0	0	0
		Pacific Islander	0	0	0	0	0	0
		Other	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0
		Total	1	0	4	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-police-manual-chapter

In relation to section 16(c)(ii)

The Police Child Protection Policy states:

Other agency' safety checking and policy requirements

Agencies contracted by Police

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

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 Act.

Children's services

Children's services are services provided to one or more children, and/or services provided to adults that live with children and which will impact on the well being of one or more children (s15).

Police volunteers and observers

Police volunteers must have a core or non-core children's safety worker check as part of their vetting if their work is likely to involve contact with children which if they were a Police employee would require them to be safety checked. (See Safety checking of Police children's workers).

Observers who accompany Police during their duties in Police vehicles must be under Police supervision at all times. As they do not undergo a full security checking process or a children's worker safety check, they must not be left alone with children.

Oranga Tamariki Action Plan

The Child and Youth Wellbeing Strategy, launched in August 2019, sets out a shared understanding of what is important to children and young people in Aotearoa New Zealand.

As part of delivering the outcomes of this strategy, children's agencies, including Police, have committed to the first Oranga Tamariki Action Plan⁴² (published 8 July 2022). This sets out how the chief executives will work collectively to improve the wellbeing of the core populations of interest to Oranga Tamariki.

Through the associated implementation plan⁴³, Police is committed to delivering the following practical actions:

- ▶ partner, design and deliver an enhanced pilot of Te Pae Oranga Rangatahi (a culturally responsive alternative action response to offending); and
- ▶ improve information sharing within Police systems to ensure rangatahi presenting with risky behaviours are connected to wellbeing supports to provide early responses to potential offending behaviours.

Note: As required by section 11 of the Children's Act we will include implementation reports on the Oranga Tamariki Action Plan in future Annual Reports.

⁴² <https://www.orangatamariki.govt.nz/about-us/how-we-work/oranga-tamariki-action-plan/>

⁴³ <https://www.orangatamariki.govt.nz/assets/Uploads/About-us/New-ways-of-working/OTAP/Oranga-Tamariki-Action-Plan-implementation-plan.pdf>

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	2021/22				
	Alleged breaches ⁴⁴	Upheld ⁴⁵	Facilitated Resolution ⁴⁶	Not Upheld	Ongoing
Inform victim of services or proceedings (s.11–12)	47	14	6	18	9
Inform victim of charges filed, amended or withdrawn (s.12(1)(b))	2	1	0	1	0
Breach of victims privacy (s.15)	14	5	0	8	1
Victims details disclosed in court (s.16)	1	0	0	1	0
VIS management (s.17–19, s.21)	2	1	0	1	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)	1	0	0	0	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)	0	0	0	0	0
Total	68	21	6	29	12
Total Incidents	61				

Victims' Rights Act 2002	2020/21				
	Alleged breaches ⁴⁴	Upheld ⁴⁵	Facilitated Resolution ⁴⁶	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				

⁴⁴ A single event may breach more than one section of the Act.

⁴⁵ '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.

⁴⁶ 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**2021/22**

Country making request	Fingerprint match	Type of information disclosed
New Zealand	no reply	n/a
New Zealand	no	no criminal history held
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	yes	arrest warrants
New Zealand	request abandoned	deceased body identified in NZ
New Zealand	no	no criminal history held
New Zealand	no reply	n/a

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

Proactive disclosure of information

2021/22

Country making request	Type of information disclosed
Nil	Nil

2020/21

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

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	2020/21	2021/22
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	2020/21	2021/22
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	22,410	18,526
Breach (or attempted) of any sentence condition	513	578
Verify suspect/offender identity	58,708	43,666
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/Supervisor audit	1,019	1,055
Total number of queries	82,650	63,825
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	135,985	111,254
Breach (or attempted) of any sentence condition	476	380
Verify suspect/offender identity	75,837	70,155
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/Supervisor audit	12,591	7,992
Total number of queries	224,889	189,781
Police provision of identity information to Immigration NZ		
Total number of times data sent to Immigration NZ	4,262	2,630

Queries Made by Police to Department of Internal Affairs (DIA)	2020/21	2021/22
Passport queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	2,824	2,470
Breach (or attempted) of any sentence condition	68	98
Verify suspect/offender identity	5,386	4,667
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	170	134
Verify Registered CSO Information	241	204
Total number of queries	8,689	7,573
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	35,924	24,272
Breach (or Attempted) of any sentence condition	134	70
Verify suspect/offender identity	10,033	9,053
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	694	518
Verify Registered CSO Information	1,656	1,071
Total number of queries	48,441	34,984
Birth queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	1,530	1,598
Breach (or attempted) of any sentence condition	66	106
Verify suspect/offender identity	0	0
Administrative query	0	n/a
ICT/supervisor audit	192	197
Verify Registered CSO Information	239	265
Total number of queries	2,027	2,166
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	3,593	4,380
Breach (or attempted) of any sentence condition	190	708
Verify suspect/offender identity	0	0
Administrative query (Note: query no longer exists)	n/a	n/a
ICT/supervisor audit	1,334	605
Verify Registered CSO Information	1,597	1,326
Total number of queries	6,714	7,019

Table 11: Privacy Commissioner's Reporting Requirements

Privacy Commissioner's Reporting Requirements	2020/21	2021/22
Registrar-General disclosures to Police		
Number of name changes notified to Police (DIA to provide this information to Police)	6,289	5,106
Number of name changes resulting in an updated NIA record	3,222	2,742
Number of deaths notified to Police (DIA to provide this information to Police)	50,344	43,821
Number of deaths resulting in an updated NIA record	21,025	20,059
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.	2,979	853
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	168 ⁴⁷
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

47 168 total complaints with dispositions as follows: 119 not upheld; 35 upheld; 14 ongoing.

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

Table 12: Privacy Commissioner's reporting requirements for the Gang Intelligence Centre (GIC)

1 July 2021 –
30 June 2022

GIC intelligence products requests (per agency)	
Number of requests for GIC intelligence products (total)	20
Number of provided GIC intelligence products (without constraints)	0
Number of provided GIC intelligence products (with constraints)	20 ⁴⁸
Number of requests for GIC intelligence products not actioned	0
Proactive intelligence sharing (per agency)	
Number of proactive disclosures of intelligence to the GIC	140 ⁴⁹
Number of proactive disclosures of intelligence to GIC agencies	3 ⁵⁰
Number of strategic GIC intelligence reports disclosed to GIC agencies	5 ⁵¹
GIC information requests (per agency)	
Number of requests for GIC information (total)	44
Number of requests for GIC information (without constraints)	0
Number of requests for GIC information (with constraints)	40 ⁵²
Number of requests for GIC information not actioned	4 ⁵³
Proactive information sharing (per agency)	
Number of proactive disclosures of information to the GIC	4 ⁵⁴
Number of proactive disclosures of information to GIC agencies	28 ⁵⁵
National Gang List	
The number of people on the National Gang List (as at 30 June)	7,835

48 14 to NZ Police; 3 to Department of Corrections; 1 to Ministry of Education; 1 to Kainga Ora; 1 to University of Canterbury.

49 85 from NZ Police; 1 from National Drug Intelligence Bureau; 3 from Europol (via NZ Police); 15 from NZ Defence Force; 16 from Australian Law Enforcement Agencies; 1 from Inland Revenue; 18 from Department of Corrections; 1 from NZ Customs Service.

50 3 to NZ Police.

51 A total of five reports were prepared and disseminated in various combinations 55 times: 5 to NZ Police; 4 to ACC; 5 to Department of Corrections; 4 to Kainga Ora; 5 to NZ Customs Service; 4 to Oranga Tamariki; 5 to Ministry of Social Development; 4 to Ministry of Education; 5 to Inland Revenue; 5 to Ministry of Business, Innovation and Employment; 4 to Ministry of Health; 5 to Department of Internal Affairs.

52 22 from NZ Police; 1 from Department of Corrections; 1 from NZ Defence Force; 16 from Department of Internal Affairs.

53 3 from NZ Police; 1 from Australian High Commission.

54 4 from NZ Police.

55 6 to Department of Corrections; 1 to Ministry of Social Development; 6 to Inland Revenue; 6 to NZ Customs Service; 9 to NZ Police.

Benefits (Quantitative)

A reasonable estimate of the number of people identified as needing social service support	No information available
A reasonable estimate of the number of individuals who benefited from receiving social service support	No information available
A reasonable estimate of the value of social service support provided	No information available

Benefits (Qualitative)

Feedback about the effectiveness of information sharing under the agreement including: Examples of how information sharing has supported law enforcement activity; and	No information available
Examples of how information sharing has supported the delivery of social service support to reduce harm to families and communities caused by, or contributed to by, the activities of gangs	No information available

Adverse actions

The number of individuals to whom notice of adverse action was given	0
The number of individuals subject to adverse action after notice of adverse action was given	0
The number of individuals where adverse action was taken where there was no requirement to give prior notice	0
The number of individuals who challenged, and who were successful in challenging the details in a notice of adverse action	0
The types of adverse action taken under the agreement	0

Assurance

Details of any difficulties experienced (for example, data breach) and how they are being, or have been, overcome	n/a
Number of complaints received about an alleged interference with privacy under the agreement and the disposition of those complaints	n/a
Where an audit or assurance process has been undertaken, a summary of the results, including commentary on the adequacy of security measures and other safeguards	n/a
The particulars of any additional safeguards that have been put in place by the GIC or a GIC agency to protect the privacy of individuals	n/a
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)	n/a

Costs

Number of full-time equivalent staff at the GIC (as at 30 June)	7
Estimated on-going operating cost	\$315,000 ⁵⁶

56 Based on total expenditure from the 2021/22 financial year.

Glossary

Mahi	Work
Mātauranga Māori	Mātauranga is a modern term for the traditional knowledge of the Māori people of New Zealand. Māori traditional knowledge is multi-disciplinary and holistic, and there is considerable overlap between concepts.
NGO	Non-governmental organisation
Oranga Tamariki	The government department in New Zealand responsible for the well-being of children, specifically children at risk of harm, youth offenders and children of the State.
Rangatahi	Young people
Tamariki	Children
Tangata whenua	Used to describe the Māori people of a particular locality, or as a whole as the original inhabitants of New Zealand.
Te Ao Māori	The Māori world view (te ao Māori) acknowledges the interconnectedness and interrelationship of all living & non-living things.
Te Ao Marama	A Māori concept relating to wisdom and understanding, and the natural world of life and light.
Te Aorerekura	The National Strategy to Eliminate Family Violence and Sexual Violence.
Te Arawhiti	This is a new Crown agency dedicated to fostering strong, ongoing and effective relationships with Māori across Government.
Te Kawa Mataaho	Te Kawa Mataaho is New Zealand's Public Service Commission charged with overseeing, managing, and improving the performance of the state sector of New Zealand and its organisations.
Te Pae Oranga	Te Pae Oranga means to talk, listen, and become well. The name was gifted in 2018 under the patronage of the Māori King, Kiingi Tūheitia.
Te Puni Kōkiri	Te Puni Kōkiri is the Government's principal policy advisor on Māori wellbeing and development.
Te reo Māori	Te Reo Māori is the indigenous language of New Zealand. It is one of three official languages of the nation.
Tikanga Māori	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.
Treaty of Waitangi (Te Tiriti o te Waitangi)	The Treaty of Waitangi is New Zealand's founding document. It takes its name from the place in the Bay of Islands where it was first signed.
Whānau	Family



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