



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



Annual Report
2023/24

This Annual Report details how we have delivered on our strategic outcomes during the 2023/24 financial year.

It describes our achievements and the challenges we have faced.

This information is for all 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:

- report on our performance in delivering our strategic outcomes and other key achievements
- demonstrate our ability to deliver on our promises
- communicate our vision and commitments to the public and our stakeholders
- recognise the significant achievements of our staff
- 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
- demonstrate our commitment to accountable and transparent governance
- meet the statutory requirements in accordance with the Public Finance Act 1989.



Achievement

The Police 2022/23 Annual Report was recognised for excellence, receiving a gold award in the prestigious 2024 Australasian Reporting Awards (ARA).

This award recognises our commitment to continuous improvement in international best practice reporting.

This Annual Report has been developed to meet the ARA best practice standard.

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Our vision

**NEW
ZEALAND
IS THE
SAFEST
COUNTRY**

Commissioner's introduction



New Zealand Police is committed to ensuring New Zealanders feel safe in their communities, on the roads, and in their homes. As I reflect on our work over the year, some key themes emerge.

Demand continues to grow

The demand for police services continued to grow throughout 2023/24. Our demand levels present significant challenges and we reached a tipping point in our ability to service all demand areas effectively. Over time, we have implemented a range of prevention initiatives that have had a positive impact on making a long-term difference to areas like family harm. However, it is not sustainable for us to attempt to meet needs that are more appropriately serviced by other agencies. The understandable demand from the public for Police to be visibly present in responding to crime in communities means that we have had to start a process of rebalancing. We are working to right-size the time we spend in homes and other places responding to social demand, so our staff can be available to deal with other areas of public concern.

The Government's significant focus on restoring law and order, has supported our focus on public place visibility, proactive policing, and triaging differently, so we can focus on core policing, as reflected in our eight statutory functions in the Policing Act 2008.

Looking ahead, we will reduce our heavy involvement in the social demand domain, leaving non-crime social functions to be filled by others who have more appropriate tools, experience, and responsibilities. We will always be there for the people who need a police response for safety reasons, or criminal justice reasons, but there are trade-offs to be made as we endeavour to focus on what is most important to safeguard New Zealanders' way of life.

Addressing areas of public concern

We have had success in disrupting organised crime and gang criminal activity and violence through initiatives such as Operation Cobalt, a national operation focused on reducing the prevalence of unlawful behaviour and intimidation. We have more police officers responding to unlawful gang activities and other disruptive anti-social behaviour.

We are establishing a national gang unit to support the planning, coordination and delivery of enforcement activity, and deployment of resources to apply pressure on gangs to prevent and disrupt gang-related crime and disorder.

We are sending a clear message to all gangs and the wider public, that we will not tolerate unlawful conduct and we will continue to hold people to account.

Retail crime and youth offending has been an area of focus for us over the past year. As a result, there has been a noticeable decrease in ram raid events. This has seen some displacement of offending towards aggravated robberies. However, Police have been very successful in holding offenders to account for these offences. The introduction of a government target of a 15% reduction in serious and persistent youth offending by 2029, will focus us and our partner agencies on those young people that cause the most harm and support them to lead lives away from violent and anti-social behaviour.

Identifying areas for future sustainability

Plans to grow our constabulary workforce by 500 additional officers will enable more visible community reassurance and address public concerns around gangs, violent crime, and persistent youth offending. There are challenges to be mitigated to ensure we can recruit staff at the rate required to fill these numbers, which is part of our planning for the year ahead. In Budget 2024, a significant investment was made in Police to recruit and deliver additional officers and provide them with training, tools, technology, cars, and equipment they will need to do their roles well.

Police is a non-core government department primarily funded by the Crown. All expenditure incurred through the provision of policing service must be within Police's appropriation scopes and appropriation limits. In recent years, even with additional Crown funding, we have faced significant cost pressure due to inflation and increasing demand. These increased cost pressures are making it difficult to deliver policing services within funding levels. In 2023, we established a financial sustainability programme to deliver the savings required to manage our forecast deficit position in the current and future financial years. The programme is working to address cost pressures to ensure we can operate within baseline funding in the future.

As we change and reshape to respond to changes in crime, our focus remains on meeting the expectations and aspirations of the New Zealand public. Through our recruitment, deployment, and frontline investment, we will continue to deliver quality core policing services to all those who need them.

Proud to lead an organisation of 15,700 dedicated employees

I acknowledge the dedication and effort our staff bring to their roles every day. Our people drive the success of our organisation, and I am very proud to lead them. We will continue to support our people to be their best as they protect and support the many communities that call New Zealand home.



Andrew Coster
Commissioner of Police

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Our strategy





Officers on the beat.

New Zealand Police

Our vision is that New Zealand is the safest country. Our mission is to prevent crime and harm, so that everyone can be safe while going about their daily lives, without fear of harm or victimisation. To do this, we are focused on holding offenders to account with the right resolutions, community-focused problem solving and supporting victims. To reduce the fear of crime, we are working to increase the visibility of police as a reassuring presence in the community.

We operate in a challenging and complex environment. We serve a growing and increasingly diverse population in an ever-changing social and criminal context that reflects social, health and economic pressures, both domestic and global. At one end of the spectrum, policing services have been increasingly expected to address local social, health, and community wellbeing needs, while at the other crime is becoming more sophisticated, organised, and internationally connected.

Our legislative functions

We receive our formal legislative mandate from the Policing Act 2008, which states that 'principled, effective and efficient policing services are a cornerstone of a free and democratic society under the rule of law, and effective policing relies on a wide measure of public support and confidence.'

Our policing functions¹ and services are focused on crime prevention, law enforcement, emergency management, national security, the maintenance of public safety, keeping the peace, and community support and reassurance. We also participate in policing activities outside of New Zealand with our international partners.

While our formal mandate is found in legislation, we are clear as an organisation that to be effective, we need to police with the trust and confidence of our communities. It is the most important enabler for us to achieve our safety outcomes.²

Legislation

Police currently administers the following Acts:

Policing Act 2008 – The purpose of the Policing Act 2008 is to provide for policing services in New Zealand, to state the functions, and provide for the governance and administration of the New Zealand Police.

Child Protection (Child Sex Offender Government Agency Registration) Act 2016 – This Act aims to reduce sexual reoffending against child victims and the risk posed by serious child sex offenders. The Act does this by providing government agencies with the information required to monitor child sex offenders in the community, and providing up-to-date information that assists Police to resolve cases of child sex offending more rapidly.

Arms Act 1983 – Police administered the Arms Act until January 2024 when the administration was transferred to the Ministry of Justice. This Act imposes controls to promote the safe possession and use of firearms. The regulatory regime established by this Act reflects that the possession and use of firearms is a privilege that comes with a responsibility to act in the interests of personal and public safety. Police retain responsibility for some law enforcement functions under the Act.

¹ Section 9 of the Policing Act 2008.

² Over two thirds (68%) of New Zealanders say that they trust Police to treat all citizens with the same respect, higher than the global average of 57%. Source: IPSOS Polling: Attitudes on Crime and Law Enforcement June 2024.

Office of Constable

Every police officer in New Zealand is a Constable, irrespective of rank. It is from the Office of Constable that each officer performs their legislative functions. On appointment each officer makes a declaration to 'faithfully discharge the duties of the Office of Constable'. Police officers swear or affirm an allegiance to the Crown to ensure operational independence is maintained.

The Office of Constable, held pursuant to the constabulary oath, means a police officer has the legal powers of arrest. This is given to them directly by the oath and warrant.

Constable's Oath

***I swear that I will faithfully and diligently serve
His Majesty, King Charles III, King of New Zealand,
his heirs and successors,
without favour or affection, malice or ill-will.***

***While a constable I will, to the best of my power,
keep the peace and prevent offences against
the peace, and will, to the best of my skill
and knowledge, perform all the duties of
the office of constable according to law.***

So help me God.

Partnerships for better outcomes

In addition to our own capability, we require strong partnerships to be truly successful. They are critical to performing across the full range of our functional responsibilities. The purposeful investment we have made over many years – and continue to make – deepens our partnerships with agencies and communities throughout New Zealand.

Our ability to work with and alongside iwi Māori, Pacific and Ethnic communities, businesses, community groups, international partners, public and private sector agencies, and others, is essential. These relationships enable us to provide support and reassurance to those in need, prevent serious threats to individuals or communities, and to provide effective support during emergencies or other significant events.

For further information about our partnerships refer to the [Our partnerships](#) section of this report.

Who we serve

New Zealand has a resident population of 5,338,500.³ Our population will continue to change in its composition by ethnicity, age, and location over the next two decades, and we will need to continue to build capability to meet communities' expectations and continue to deliver services in a culturally relevant way.

Victims

Our aim is always first to prevent someone from becoming a victim. If a crime occurs, our goal is to provide high-quality services to victims that reduce the likelihood of revictimisation and help them feel safe again. This is particularly important for vulnerable victims, in areas such as family harm.

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 address the individual's offending behaviours to prevent further offending, and therefore reduce victimisation and harm.

Communities

We work in partnership with members of the community, iwi, community groups, business, other government agencies, and with non-government agencies to keep communities safe, provide reassurance, and respond to community-specific concerns.

³ Estimated population as of 30 June 2024. <https://www.stats.govt.nz/topics/population>.

Our history

1886 Legislation creates two institutions out of the Constabulary: the New Zealand Police Force and the Permanent Militia. Sir George Whitmore becomes Commissioner of Police

1895 Sarah Beck, Wellington's first full-time police matron, commences duties

1905 First conviction using fingerprint evidence in New Zealand

1913 Police Force Act passed and regulations promulgated

1917 First dedicated Minister of Police is appointed by government

1936 Police are for the first time permitted to form their own organisation: the New Zealand Police Association

1941 First women recruited as constabulary New Zealand Police

1949 Search and Rescue organisation founded

1956 Male and female recruits train together for the first time

Dog Training School commences operations at Trentham

1957 First group of cadets begins training

Police driver training commences for the first time

1958 111 emergency telephone system instituted

1963 Staff welfare officers first appointed

1964 Armed Offenders squads established

1968 Breath and blood tests introduced

1972 First community constables appointed

1981 New Police College at Porirua opened by His Royal Highness the Prince of Wales

1982 Last cadet wing includes the only four female cadets to undergo training

1988 Eagle Police Air Support Unit established

1989 Independent Police Complaints Authority is established

1990 First conviction using DNA evidence in New Zealand

1992 Integration of 1,000 Ministry of Transport Traffic Safety Service Officers and staff into New Zealand Police

1993 Body Armour introduced

1998 [Police.Govt.NZ](#) national website launched

2001 Lyn Provost was the first woman and civilian to be appointed to the role of Deputy Commissioner of the New Zealand Police. She held that position for eight years.

[New Cops](#) website launched

Restorative justice pilot begins

2004 The Prime Minister orders a Commission of Inquiry into Police Conduct, Commissioner is Dame Margaret Bazley

2007 Code of Conduct introduced

2013 Officer Safety Alarms introduced

iPhone and iPad mobility devices issued to frontline staff

Justice Panels Alternative Resolutions commenced

2015 [Our Business](#) launched

2017 Police Values: Professionalism, Respect, Integrity, Commitment to Māori & Te Tiriti o Waitangi, Empathy and Valuing Diversity are embedded

All 48 recommendations for New Zealand Police from the 2007 Commission of Inquiry into Police Conduct are incorporated into policy, procedure & practice

2020 First constabulary female Deputy Commissioner appointed

Firearms buy-back and amnesty, Police collected 58,250 firearms and 194,245 parts

2022 Te Tari Pūreke Firearms Safety Authority established as a result of legislative change to the Arms Act (1983)

2023 Firearms Register established

2024 National Gangs Unit established

Our operating environment

Globally, policing is being influenced by a range of long-term societal shifts, many of which also affect New Zealand. Shifts include technological advancement and digitisation, more sophisticated transnational and complex forms of crime, an increase in serious and repeat offending by young people and children, urbanisation and sprawl at city fringes, a growing and increasingly diverse population, geopolitical influence, and an evolving information and trust landscape with communities. These global trends are combining with some local factors to drive our current policing environment.

Increasing social demand

The demands on police officers have shifted over the past few decades, with policing taking on a broader role connected to social dysfunction. This is most clearly demonstrated by the continually increasing volume of family harm, mental health, and child protection calls for service, but is also evident in other areas like truancy, alcohol and drug abuse, and homelessness. This demand presents in private places, particularly people's homes, meaning that police have become less visible as they attend to more of these calls.

A considerable proportion of this rising social demand reflects unmet need across the broader social sector or within communities where there is a need for a response, but this need is not met under existing service models, funding, or capacity. In the absence of another capable provider, it has fallen to Police to resolve these non-crime issues and work to produce better outcomes for individuals and communities.

Preventing family harm and intergenerational violence

The incidence of family harm reported to us has increased by 81% from 232 to 420 events per 10,000 population between 2013 and 2023, and the amount of time we spend attending family harm has almost doubled from 10% to 19% (as a proportion of total Police attendance time). The amount of time we spend in attendance at family harm events not involving violence is not sustainable and we are actively exploring ways to ease demand on the frontline while continuing to support whānau and communities.⁴

Providing responses for those with mental health concerns

In 2023/24 Police attended 78,727 events involving a person having a mental health crisis, in distress, or threatening suicide. Not only has the number of events increased, so too has the time taken for us to resolve them. Mental health events have

increased by 152% and threatens/attempts suicide events have increased by 92% between 2013 and 2023.⁵ Of the thousands of these events police attend, only between 2% and 4% have a criminal offence recorded against them.

When we respond to mental health related calls, our role is often to support the person and connect them to appropriate health services, where available. However, there are often long wait times or difficulty connecting people with services. This can result in frontline officers waiting for hours with a person in distress either in the home or a hospital emergency department. A Police-led response means people are not necessarily receiving the right support from the right people at the right time. The current approach is also putting increasing pressure on our ability to resource core policing services. We are working with partner agencies to determine how we ease pressure on the frontline while continuing to support people in mental distress.

Increasing efforts in the domain of traditional demand

Historically, policing was highly visible 'on the streets', responding to matters of public order and criminal offending in public spaces and conducting reassurance activity, like foot patrols and road checkpoints. We have continued to do this, but the volume of competing demand in the social domain has eroded our visibility.



Public place policing.

In line with the Government's commitment to improving public safety, we will be returning our focus to our core policing services in and around communities. Our newly established Community Beat Teams in Tāmaki Makaurau, Wellington, and Christchurch will provide greater visibility and a reassuring police presence for communities. We will continue to build strong relationships with communities,

⁴ Source of data: New Zealand Police Briefing to the Incoming Minister, November 2023.

⁵ Refer footnote 4.

shop owners, and the security industry to ensure all communities feel safe and are safe.

We will continue to use our legislative powers and operational tools to disrupt gang and organised crime within communities. We are currently establishing a national gang unit to enable a stronger strategic view and focus in combatting unlawful gang behaviour and organised crime, by supporting districts to apply pressure on unlawful behaviour, and prevent and disrupt gang-related crime, disorder, and intimidation.

We are planning to grow by 500 additional constabulary officers. These 500 additional staff will be deployed to bolster frontline policing services, including visible community reassurance, and addressing public concerns around gangs, violent crime, and persistent youth offending. The recruitment picture is challenging, and we face competition from Australian and other jurisdictions in attracting and retaining staff. Local employment uncertainty may provide opportunities for more people to consider a career as a sworn officer.

Growth in the domain of cyber demand

The increasing prevalence of cybercrime and ongoing developments in emerging, critical, and sensitive technologies present unique challenges for Police. Criminals and organised crime groups are becoming more sophisticated in their use of these technologies to conceal and facilitate offending. However, most digital crimes leave a digital footprint, making modern capabilities like data and electronic evidence powerful investigative tools. It is clear that law enforcement efforts alone will be insufficient to address this growing threat, and equal effort must go into educating users, making systems and platforms safe, and disrupting unlawful access through the ongoing development of technology.

Cybercrime, by its very nature, operates fluidly between jurisdictions. New Zealand's ability to successfully combat cybercrime and keep New Zealanders safe, therefore, requires a highly interconnected response domestically and internationally. We continue to work closely alongside other government agencies to enhance New Zealand's cyber security settings and investigatory tools while balancing capability and technology opportunities, public safety, and privacy, legislative, and security considerations.

Operating across these domains means prioritising our efforts

Police has legitimate responsibilities across all three domains of demand – traditional (public), social and cyber. Striking the right balance is a key challenge given the volume, breadth, and complexity of calls for service continue to increase. The cumulative effect of the volume and type of demand our frontline staff face means we are constantly making deliberate trade-offs in our deployment decisions to attempt to balance our services to the public. We will always prioritise responding to events that cause the most harm in communities. However, when calls for service or other expectations are greater than our capacity to respond, we must make choices about what not to do. Over time, this has resulted in increasing the threshold for our attendance and for commencing an investigation, accepting that a greater number of events will go unattended, and staff working beyond their capacity. This inevitably leads to a deterioration in service performance, such as call waiting times at our contact centres, or median response times.

Enabling the frontline

Our assets and infrastructure have not kept pace with the growth in other areas within Police. Our property portfolio has suffered sustained underinvestment as we have concentrated on investing available capital into frontline safety improvements and our technology capabilities require a fundamental redesign to ensure they can support modern policing expected of us now and into the future. It will be critical in future years to invest in these areas to ensure safe workplaces for staff, sustaining efficiencies across our business and providing the right accessibility for communities.

The next few years will be challenging but we are confident that the choices we are making now about how we will move forward will ensure we are well placed to meet those challenges.

Highlights from 2023/24



Police responded to
1,211,193
events



992,873
calls to 111 answered



Police answered
652,818
non-emergency calls



99.7%
of general vetting requests
processed on time



Police attended
78,727
mental health events



174,788
family harm investigations



Police conducted
3,583,033
breath tests



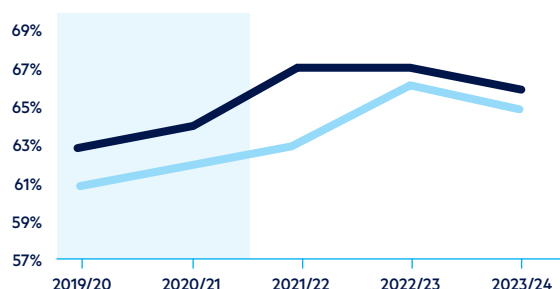
Police prevented
\$54,192,511
of social harm from
the illicit drug trade

Performance dashboard

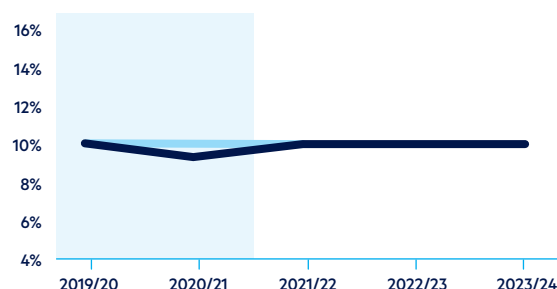
Result —
Target/Range —
COVID-19 years

Safe homes

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

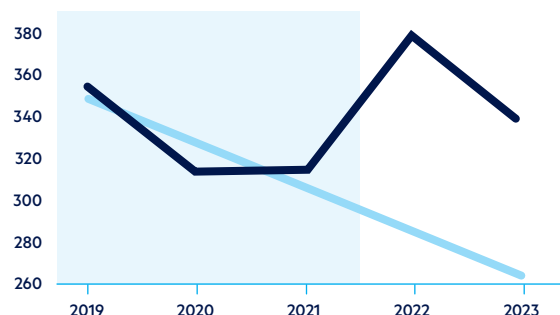


Percentage of repeat victimisations after burglary advice.

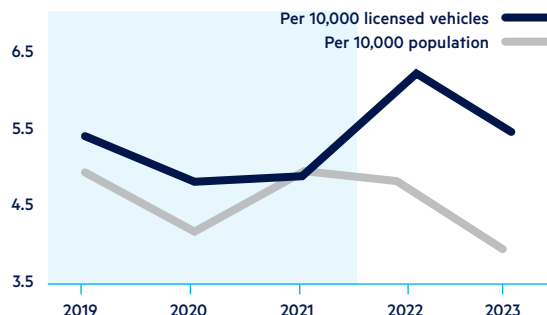


Safe roads

Number of road deaths.

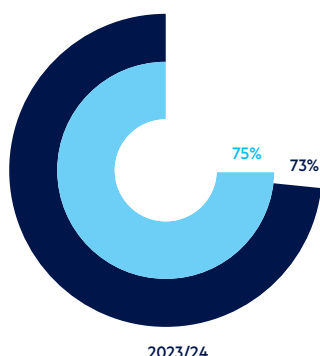


Number of fatal and serious injury crashes per 10,000 licensed vehicles and population.

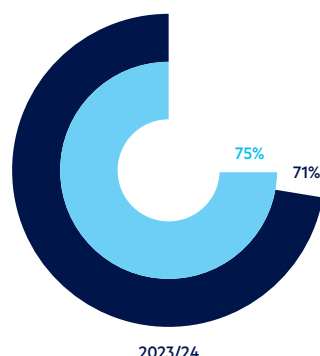


Safe communities

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

To ensure we continue to meet the needs of the community and changes to the environment we operate in, we have refreshed our strategy.

Our vision

New Zealand is the safest country

We want every New Zealander to be safe and feel safe, at home, at work, at play, and on the roads. Our vision aspires for New Zealand to be the safest country it can be.

Our mission

To prevent crime and harm

Whether in an individual case or at the community level, Police's mission aims to focus us on the responses that are most likely to prevent crime and harm.

Our Business is policing on a page. It is an important reference tool for staff.

Our purpose

To ensure everyone can be safe and feel safe

Being safe is incredibly important, but it is feeling safe that enables people to live their lives free of the fear of crime. We recognise that police have an important part to play in ensuring people can feel safe as well as be safe.

Our outcomes

Safe Communities, Safe Roads, Safe Homes

We recognise for New Zealand to be the safest country its citizens need to feel safe and be safe in public places, on our roads, and in their homes.

Our priorities

Enabling the frontline – Supporting the frontline to prevent harm and respond to, investigate, and solve crime.

Community reassurance – Improving feelings of safety by being highly visible and focusing on issues of public concern.

Focus on core policing – Focusing Police effort on our statutory functions. Working with others to reduce crime and the drivers of crime.

OUR BUSINESS

TĀ TĀTOU UMANGA

TO HAVE THE TRUST AND CONFIDENCE OF ALL

WHY WE ARE HERE		WHAT WE DO		HOW WE DO IT	
<p>OUR VISION</p> <p style="text-align: center; font-weight: bold; color: #002060;">NEW ZEALAND IS THE SAFEST COUNTRY</p>	<p>OUR MISSION</p> <p style="text-align: center; font-weight: bold; color: #002060;">TO PREVENT CRIME AND HARM</p> <p style="font-size: small;">Prevention is first and foremost an outcome—every group has a contribution to make.</p>	<p>OUR OUTCOMES</p> <p>SAFE COMMUNITIES People are safe wherever they live, work and visit</p> <p>SAFE ROADS Preventing death and injury with our partners</p> <p>SAFE HOMES Free from harm and victimisation</p> <p>We contribute to:</p> <p>GOVERNMENT TARGETS BY 2029</p> <ul style="list-style-type: none"> ➤ Reduce violent crime by 20,000 victims ➤ Reduce serious youth offenders by 200 ➤ Improve court timeliness <p>INCREASED PUBLIC PLACE VISIBILITY People feel safe because we are...</p>	<p>OUR APPROACH</p> <p><i>We prevent crime and harm by</i></p> <ul style="list-style-type: none"> ➤ Holding offenders to account with the right resolutions ➤ Community-focused problem solving ➤ Supporting victims <div style="text-align: center;"> </div> <p>VISIBLE REASSURING RESPONSIVE</p>	<p>OUR PRIORITIES</p> <p>ENABLING THE FRONTLINE Supporting the frontline to prevent harm and respond to, investigate and solve crime</p> <p>COMMUNITY REASSURANCE Improve feelings of safety by being highly visible and focusing on issues of public concern (e.g. gangs, youth crime)</p> <p>FOCUS ON CORE POLICING Focusing Police effort on Our Functions. Working with others to reduce crime and the drivers of crime</p>	<p>OUR PEOPLE</p> <div style="border: 1px solid #002060; padding: 5px; margin-top: 10px;"> <p>Our people are</p> <ul style="list-style-type: none"> ➤ Safe and well ➤ Valued ➤ Fair to all ➤ Compassionate and reflective <p>Our leaders</p> <ul style="list-style-type: none"> ➤ Live our values collectively and individually ➤ Are inclusive ➤ Enable everyone to be their best, using PHPP ➤ Provide reassurance to their community ➤ Deliver value-for-money services <p>Our culture</p> <ul style="list-style-type: none"> ➤ Community oriented ➤ Collective effort for shared outcomes ➤ Brings humanity to every interaction </div>
<p>OUR PURPOSE</p> <p style="text-align: center; font-weight: bold; color: #002060;">BE SAFE AND FEEL SAFE</p> <p style="font-size: small;">To ensure everybody can</p>		<p>OUR FUNCTIONS</p> <ul style="list-style-type: none"> ➤ 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 		<p>OUR RELATIONSHIP WITH MĀORI</p> <p>TE HURINGA O TE TAI</p> <p>Pou Mataara Our people and our mindset</p> <p>Pou Mataaho Effective initiatives and improved practice</p> <p>Pou Hourua Effective partnerships</p> <p style="font-size: x-small; text-align: center;">WORKING TOGETHER WITH IWI MĀORI TO GET BETTER OUTCOMES FOR ALL</p>	

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

JUNE 2024

Prevention First operating model



Prevention First is the way we deliver our vision, our purpose, and our mission. Every incident that police officers attend represents an opportunity to respond in the most appropriate way to prevent crime and harm. The prevention of crime and harm is a primary focus for all staff, whether through direct delivery of safety outcomes or when working in an enabling role. Prevention can be achieved in many ways, whether it's ensuring a repeat serious offender is held accountable by taking a strong enforcement approach or working with communities and partners to make a physical location less attractive to offend. Prevention is both preventing crime today and reducing crime tomorrow.

Te Huringa o Te Tai



Police are uniquely placed to make a significant contribution to improving outcomes for Māori. Te Huringa o Te Tai recognises that to succeed in our vision and mission, we must be successful with and for Māori. We will continue to build mutual trust and confidence with our iwi Māori partners, and support their aspirations, for the betterment of all.

For further information on Te Huringa o Te Tai and our partnerships with Iwi refer to the [Our partnerships](#) section of this Report.

Our values

To enable us to deliver on our vision and mission we are guided by our core values. These values inform the way we work, operate, and make decisions. Communities look to us as leaders, and our values reflect what is important to us and to the communities we serve. In such a position of trust it is critical that we live our values.

Professionalism – Taking pride in representing Police and delivering a professional standard of service in the communities we serve.

Respect – Treating everyone with dignity/mana, 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 as partners and respecting the principles of Te Tiriti o Waitangi.

Empathy – Seeking to understand and take into consideration the experiences and perspectives of those we serve.

Valuing diversity – Recognising and valuing what different perspectives and experiences bring to make us better at what we do.



Our future strategic focus

Our future strategic focus is set out in our 2024–2028 Strategic Intentions which is available on our website.

Our outcomes



Our outcomes

Our three outcomes reflect our commitment to ensuring the safety of all in New Zealand as they enjoy the New Zealand way of life – in public places, on the roads, and at home.



Safe communities

Feeling safe is an important part of participating in community life. Safe communities means that people can enjoy public spaces, businesses, social gatherings, and entertainment without the fear of crime or harm and without experiencing it. Every community faces different challenges and risks to safety, which means that there is no one-size-fits-all approach to community safety.

Safe communities performance measures

Outcomes

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Percentage of people who agree or strongly agree that Police concentrate their efforts to deal with the most harmful crimes in New Zealand	New measure for 2020/21	77%	76%	73%	73%	75% to 80%
Percentage of people who agree or strongly agree that Police deal effectively with serious crimes		78%	78%	76%	71%	75% to 80%

Performance notes and commentary

To collect information about public trust and confidence markers, Police introduced a module of questions into the New Zealand Crime and Victim Survey (NZCVS) IN 2021. The NZCVS is run nationwide through the Ministry of Justice and collects information about New Zealand adults’ (15 years and over) experiences of crime. This data from [Cycle 6 of the NZCVS](#) covering the period November 2022 until October 2023. Total responses were 7,134. Over the last year, we have raised awareness about demand and where our effort is drawn to, and how we want to continue to focus on keeping our communities safe. A key component of this is our community beat teams.

Protecting communities from organised crime and gangs

Organised crime is an ongoing 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.

While gangs and organised crime are not necessarily synonymous, gangs are the highly visible face of organised

crime in 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 communities, damaging wellbeing, 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 communities as well as risks to public safety.



Under our five-year organised crime strategy – **Organised Crime and Our Operational Response** – we support communities to be resilient, strong, and thrive 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 Resilience to Organised Crime in Communities (ROCC) work programme, together with our broader prevention and enforcement efforts.

Co-leading the delivery of the Transnational Organised Crime Strategy

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

Police and New Zealand Customs Service co-lead the strategic coordination of nineteen other agency partners in the delivery of the **Transnational Organised Crime in New Zealand: Our Strategy 2020–25**.⁶ 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. Combating TNOC supports the delivery of New Zealand's National Security Strategy 2023–2028: Secure Together Tō Tātou Korowai Manaaki.

The TNOC Strategy primarily focuses on the supply-side and international context of organised crime and is closely coordinated with the community and demand-side through its links to the Resilience to Organised Crime in Communities (ROCC) work programme. Together the TNOC Strategy and ROCC work programme create an end-to-end approach to organised crime designed to address the full spectrum of transnational, national, and local organised crime.



Leading the Resilience to Organised Crime in Communities Work Programme

The **Resilience to Organised Crime in Communities** (ROCC) work programme combines enforcement action with tailored social intervention to simultaneously address the harm and drivers of organised crime. The programme is supported by a dedicated ROCC Secretariat (hosted by Police) and implemented by 16 partner agencies.⁷

Central to the ROCC approach is engaging with partners, iwi, and communities to build resilience to the harm caused by organised crime within four 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 (Hawkes Bay, Wairoa and Tairāwhiti), Bay of Plenty (Ōpōtiki, Kawerau and Whakatāne), Southern (Invercargill, Gore, and Mātaura), and Counties Manukau Districts. Additionally, the Government agreed in August 2023 to expand ROCC to three additional districts. Work is now underway to support the establishment of ROCC in Northland, Wellington (Porirua) and Tasman (West Coast) Districts.

Through the National Year Two Action Plan, ROCC has focused on building a joint approach across partner agencies, increasing robust governance in the centre, while enabling regions. At a regional level, ROCC has continued to support communities and harm reduction initiatives, providing almost \$3 million to support communities and initiatives across the ROCC regions.

Detection, prevention, and disruption of organised crime activity

Organised Crime groups, predominantly gangs, are heavily involved in the importation, manufacture and distribution of methamphetamine and other illicit drugs. Illicit drugs, and particularly methamphetamine, cause significant harm within communities.

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 and organised crime groups are involved in the illegal importation and theft of firearms.

Police has responded to the rise in gang related crime and inter-gang violence through Operation Cobalt, a district-wide nationally coordinated operation focusing specifically on addressing unlawful behaviour and intimidation by gang members that affects the public's sense of safety, both in our communities and on the roads.

⁶ <https://www.police.govt.nz/about-us/publication/transnational-organised-crime-new-zealand-our-strategy-2020-2025>.

⁷ <https://www.police.govt.nz/about-us/publication/proactive-release-resilience-organised-crime-communities-papers>.

Introducing a National Gang Unit

On 14 June 2024, Police announced the establishment of a national gang unit to combat offending and intimidation by gangs.

The new unit will work with and support district-based staff to plan and coordinate enforcement, resources, and responses. The unit will draw on successes against gangs through Operation Cobalt, district operations, national activities, and the Tactical Response Model. Once established, the unit will build on the work of Operation Cobalt and support Police's implementation of proposed gang legislation.

The approach will enhance coordination and use of insights and evidence, planning, training, and the resourcing of an operating model for policing gangs. The model will include the establishment of new dedicated district teams – Gang Disruption Units, tasked with identifying, and targeting and catching priority offenders.

In addition to addressing unlawful behaviour and intimidation by gang members in public places and roads, the operation has targeted other unlawful activity through the execution of warrants and other investigative methods.

As at 4 July 2024, as part of Operation Cobalt, Police has:

- conducted 1,730 Search Warrants and 953 warrantless searches
- entered 87,222 charges, across several differing crime types
- issued 115,751 (traffic related) Infringement Offence Notices
- seized 696 firearms.

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, the benefits of operating illegally are removed and the impacts are felt where it hurts criminals the most.

We visibly remove the wealth that attracts people to offending, and we dismantle their ability to reinvest profits into expanding their criminal organisations.

In February 2024, six distinctive motorcycles were destroyed that were once prized possessions of the Comanchero Motorcycle gang. An application was made under the Criminal Proceeds (Recovery) Act 2009, with a court order giving us authority to crush the golden Harley Davidson motorcycles, along with seven personalised plates, and sell the remains for scrap metal. The bikes were seized in April 2019 as part of a major organised crime operation, Operation Nova. At the time Police made numerous arrests, and restrained around \$4 million in assets from the gang, which included the motorcycles.

In February 2024 the bikes were destroyed, and a former secretary of the Comancheros who was convicted as part of Operation Nova was successfully deported back to Australia.



Six motorcycles being destroyed following seizure.

Organised crime performance measures

Prevention

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Dollar amount of social harm avoided by disrupting illicit trade (Police attributed)	\$755,346,000	\$46,554,108	\$108,463,313	\$513,149,304	\$54,192,511	Greater than \$50m

Performance notes and commentary

1kg meth seized represents \$1,048,211.06 in social harm costs avoided. 51.7kgs of methamphetamine was seized by Police from 1 July 2023 – 30 June 2024 based on provisional seizure data. Estimates of total social harm and harm per kilogram of drug consumed are derived from the [New Zealand Illicit Drug Harm Index 2023](#).

Investigation

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Dollar value of assets restrained from serious criminal activity	\$230.77m	\$100.26m	\$63.98m	\$86.33m	\$72.28m	Greater than \$75.00m
Number of money laundering investigations (charges) that resulted in prosecution	307	147	289	327	379	300 to 400
Organised crime disruption value for money ratio – Related personnel spend : value disrupted (restrained)	\$25.30m : \$230.77m	\$29.80m : \$100.26m	\$31.10m : \$63.98m	\$21.31m : \$86.33m	\$25.41m : \$72.28m	\$25.50m : \$75.00m

Performance notes and commentary

Dollar values of assets restrained are reliant on the assets available and are attributable to serious criminal activity through proceeds of crime investigations. Approximate return-on-investment ratio of 3:1 (asset value restrained : personnel spend) has been achieved over the last four financial years.

Helping tamariki and rangatahi to stay safe

The drivers of youth offending are complex, requiring coordinated cross-agency partnerships with communities, iwi, and social service providers. Wherever possible, we keep tamariki and rangatahi out of the justice system and support them to thrive and lead lives free from offending. Tamariki and rangatahi are particularly susceptible to the impacts of family harm, sexual violence harm, drug use, alcohol abuse, road trauma, and the temptations of gang life. We continue to work with agency and community partners to provide the best support for tamariki and rangatahi. Key actions we have taken include:

Responding to serious and repeat youth offending

Serious and persistent youth offending is of great concern for New Zealanders. Factors like exposure to violence, limited access to education and social disadvantage can all play a

role in why young people turn to crime. We need to hold these young offenders to account, while supporting them to address the issues that contribute to their offending. There are currently 1,100 children and young people⁸ with serious and persistent offending behaviour.⁹

The Government has set a target of a 15% reduction in the total number of children and young people with serious and persistent offending behaviour by 2029. A multi-pronged approach across agencies will be used to achieve the target. This includes supporting the establishment of young offender military-style academies that combine discipline with rehabilitation, and the creation of a young, serious offender designation to allow for stricter consequences. We will be targeting our work to prevent these individuals from causing further crime and harm as well as supporting partner agencies as they work to address the long-term causes.

⁸ <https://www.dpmc.govt.nz/sites/default/files/2024-04/factsheet-target-3-reduced-child-youth-offending-8april24.pdf>.

⁹ Serious and persistent youth offending behaviour is defined as when a young person has three or more recorded proceedings within a twelve month period and where one of those proceedings would attract a prison sentence for seven years or more.

Child and Youth Wellbeing Strategy

We 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 (as outlined in the [Safe Homes](#) section) and to improve the wellbeing of tamariki and rangatahi of interest to Oranga Tamariki.

Road safety and harm prevention school programmes

We partner with schools and their wider communities on a range of programmes to promote wellbeing and prevent harm occurring in the lives of young people. As at 30 June 2024 and in partnership with schools and their communities, we delivered 22,895 thirty-minute sessions on travel safety in 1,364 schools. We also partnered with schools and communities in delivery of 34,119 harm prevention sessions across a number of diverse topics.



Officer interacting with school children.

Children's Act 2014

The Children's Act 2014 requires children's agencies (including Police) to develop a Children's Action Plan. The first plan was published in July 2022 and sets out how chief executives will work collectively to improve the wellbeing of the core populations of interest, in line with the outcomes of the Child and Youth Wellbeing Strategy. We completed our two actions to support implementation of the plan:

- implemented Te Pae Oranga Rangatahi in seven sites, testing a more culturally responsive alternative action response to offending by young people, and
- introduced incident coding changes to our recording system – the National Intelligence Application, to support assessment to determine whether further interventions might be required for a child or young person.

Alternative pathways

Alternative pathways away from the criminal justice system, while still holding young people accountable, are a key response to offending behaviour. We work collaboratively with iwi and communities to make positive and lasting differences for tamariki, rangatahi, and their whānau. Te Pae

Oranga Rangatahi is an iwi-led restorative justice process for young people aged 14–17 who have committed an offence. As part of the process, participants (young people who have offended) make a plan to put right the harm caused that includes actions they must complete and conditions they must follow. They are also connected to support services to help them have a better life with their whānau. Seven Te Pae Oranga Rangatahi panel sites have now been implemented and are currently testing a refreshed service design. For further information on Te Pae Oranga refer to page 79.

Resilience to Organised Crime in Communities

Rangatahi are a priority cohort for the Resilience to Organised Crime in Communities (ROCC). Work is underway to leverage existing initiatives and programmes to develop new interventions to support rangatahi away from joining gangs by building their resilience to potential gang recruitment. There is also work underway to expand ROCC into Northland, Wellington, and Tasman Districts.

Fast Track Intervention

In partnership with Oranga Tamariki, we piloted a 'Fast Track Intervention' programme which focuses on a small group of children, aged 10 to 13, who commit serious and persistent offending. The first pilot sites were in Counties Manukau and Waitākere in late 2022. In 2023/24, we expanded the Fast Track Early Intervention Programme to Hamilton, Christchurch, Auckland City, Rotorua, Northland, Dunedin, and Lower Hutt after proving its success in preventing further crime in Counties Manukau and Waitākere.

Agencies meet each morning to review the previous 24-hours of offending by children and some young people. If the child meets the criteria for serious and persistent offending, an interim plan is developed within 48 hours that aims to reduce the risk of further offending and put appropriate support systems in place, which includes immediate home visits to whānau which may also occur over weekends. The Fast Track Intervention Programme often leads to children being referred to the Multi-Disciplinary Cross Agency Teams (MDCAT) to develop plans responding to the offending behaviour and needs of the child and whānau. A small number of children have been referred more than once (31% as of 30 June 2024) due to high and complex needs for them and/or their families. Further funding has been provided to expand to include young people in some sites.

Practice improvements with Oranga Tamariki

As part of improving practice dealing with children who are offending, we have completed two joint protocols with Oranga Tamariki – Improving Family Group Conferences and Strengthening Family Court responses which supports the decision making and expertise of staff and clarifies roles and responsibilities.

Kotahi te Whakaaro

Kotahi te Whakaaro is a multi-agency approach to address offending among children. Whānau are placed at the centre of the response.

Funded by the South Auckland Social Wellbeing Board, whānau of tamariki mokopuna who have offended are visited by a co-response team of Police and non-government agencies within 24 hours of an offence. Timely completion of these visits ensures that the visit clearly connects to the offence. Co-developed plans are tailored to the immediate and long-term psychosocial needs and aspirations of each whānau, to shift the focus to be aspirational, and reorientate the allocation of support towards what matters most to whānau.

From July 2023 to June 2024, 122 tamariki mokopuna who were involved in vehicle theft were supported by Kotahi te Whakaaro – and often their whānau, including 304 other tamariki mokopuna siblings were included in that support. Following engagement with Kotahi te Whakaaro, the majority (90%) of tamariki mokopuna did not reoffend.

Additional unintended benefits included:

- 21 whānau received increased financial support from the Ministry of Social Development
- 8 main benefit grants
- 4 Child Disability Allowance grants
- 4 Temporary Additional Support grants
- 3 Disability Allowance grants
- 1 Training Incentive Allowance grant
- 1 Accommodation Supplement application granted
- 13 whānau had reduced debt repayments through supported entitlement checks.
- 34% of tamariki mokopuna not enrolled at school at the time of offence re-enrolled
- Various types of housing support was provided for numerous whānau.

Youth performance measures

Prevention

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of youth offenders who reoffend where the initial proceeding decision was:						
• Warning	582	460	404	364	314	Fewer than 2022/23
• Supported resolution	926	918	845	958	964	
• (intention to charge) family group conference	281	275	239	249	240	
• prosecution	686	518	508	665	735	
Percentage of youth who reoffend following referral to a Youth Aid intervention	26%	25%	26%	26%	25%	20% to 30%

Preventing and addressing retail crime

In the past five years there has been an increase in retail and commercial burglaries using vehicles as a means of entry (ram raids) across the country. Ram raid offending has been prominent in Northland, Tāmaki Makaurau, Waikato and Bay of Plenty. These areas also saw increases in unlawful taking of motor vehicles. Since August 2022 however, ram raid offences have been declining. While retail crime affects a range of businesses across New Zealand, some retailers, such as dairy owners and high value store owners, have been more affected by ram raids.

We recognise the impact of retail crime on business owners and staff. We continue to respond to these incidents at a district and national level with significant investigative action to identify those responsible and to prevent reoffending.

Offender profile

While youth only account for approximately 16% of retail crime, 83% of ram raids involve young people (under 17-years-old, with some involved being children as young as seven). Offending reached a peak in August 2022 and has trended downward since that time. Aggravated robbery also increased in August 2022, but again has decreased since that time.

Offending is likely driven by a combination of factors including young people exposed to a negative home environment, disengagement from school and communities, the monetary gain from stealing certain goods, and the use of social media, particularly TikTok, to promote their criminal offending and gain notoriety.

Retail Crime Prevention Programme

In response to the rise in retail crime, the Retail Crime Prevention Programme (RCPP) was established in mid-2022 to support small business retailers who have experienced a ram raid. The programme provides funding for small retailer crime prevention solutions, such as installing bollards, alarms, fog cannons, CCTV, or other protection. In November 2022, the programme was expanded to include victims of aggravated robbery. We are responsible for the design, operation, and management of the programme.

As of 30 June 2024, 896 stores who have been the victim of a ram raid and/or aggravated robbery have had installations completed and a total of 3,785 security prevention measures have been provided and installed across the country.

Fog Cannon Subsidy Scheme

In late 2022, a Fog Cannon Subsidy Scheme was set up, in which the Government subsidises up to \$4,000 for the purchase and installation of fog cannons for any small retail business that requests it – with no requirement to have been

the victim of a ram raid or aggravated robbery to access the subsidy. This scheme is administered by the Ministry of Business, Innovation and Employment (MBIE). As of 30 June 2024, MBIE has approved 3,538 applications from retailers, with 3,118 installations completed.

We are working closely with MBIE on the delivery of these two programmes.

Ensuring safe firearms use in New Zealand

We have seen significant improvements in the firearms regulatory system as Te Tari Pūreke – Firearms Safety Authority (TTP)¹⁰ continues working towards safe possession and use of firearms in New Zealand. Over the past year TTP has continued to embed their new processes and technologies. A strong focus on engaging with the firearms community and stakeholders whilst driving performance improvements is helping communities feel safer, improve safety and wellbeing, and reduce risk and harm. TTP's key achievements include:

- launching the Firearms Registry in June 2023 and supporting 47,205 licence holders to register their firearms (as at 30 June 2024)
- introducing an efficient licencing renewal process called the Targeted Renewal Approach
- issuing 19,660 firearms licences to individuals assessed as fit and proper, and revoked 911 or refused 617 licences for those that were not
- making the firearms safety code accessible to more communities by providing an online version (alongside print) in both English and Māori and translating the Firearms Safety Refresher test into simplified Chinese
- continuing to engage with the firearms community by producing guidance material, educational videos, and online resources to help drive awareness about firearms safety and legal obligations
- continuing to support the independent Ministerial Arms Advisory Group to advise the Minister of Police on matters that contribute to achieving the objectives of the Arms Act 1983, in particular, the safe use and control of firearms
- continuing compliance and resolutions activities to ensure firearms licence holders, dealers, clubs, and ranges understand their legal obligations and feel supported to do so
- recording a significant improvement in trust and confidence from licence holders in its management of the licencing system. The latest survey conducted in April 2024, showed 68% of licence holders had confidence, up from 42% in 2022. Confidence from licence holders in our effective control of the safe use and possession of firearms increased at 65% in 2024 compared to 45% in 2022.

¹⁰ Te Tari Pūreke is a branded business unit within Police.

Helping keep our communities safe from firearm harm

Te Tari Pūreke plays a critical role in keeping communities safe from firearms harm. Firearms licensing ensures that only people who are fit and proper become licence holders. We also work collaboratively with all stakeholders including regulated parties, iwi Māori, other agencies and the wider public to foster a culture of safety and responsible firearms use.

Te Tari Pūreke has engaged with a range of communities and stakeholders to understand the opportunities and barriers for legitimate firearms possession and use. Our increased focus on community engagement and safety education includes:

- establishing a team and programme to improve our cultural capability and help improve engagement with Iwi, Hapū, and the Māori firearms community
- providing firearms safety courses, particularly catering to rural and isolated communities
- contracting the Mountain Safety Council to conduct national firearms safety courses, engaging with approximately 6,500 individuals annually
- attending events to engage and provide education and guidance to the firearms community, such as the National Agricultural Field Days and Sika Show
- working with the firearms community to create educational videos, guidance material and resources focusing on firearms safety and compliance
- engaging with and contributing to the Firearms Operations Working Group (comprised of Police, Te Tari Pūreke and NZ Customs) which is committed to reducing access and use of unlawful firearms by criminals.

Building a picture of lawfully held firearms

The Firearms Registry (the Registry) was launched in June 2023 and will, over time, provide New Zealand with the first complete database of all lawfully held firearms. The Registry will make it harder for licence holders to sell firearms to criminals and will provide confidence that firearms are legitimately owned when buying or selling them. The Registry along with shared systems, real-time intelligence and collaboration between Police business groups and Te Tari Pūreke has resulted in the investigation and prosecution of licence holders who have purchased firearms and then on-sold them to unlicensed people such as criminals and gangs.

To date, the number of firearms licence holders registering their firearms has surpassed what was forecast for this stage within the five-year registration period. As of 30 June 2024, 47,205 licence holders have registered their firearms, equating to 20% of total licence holders. The Registry is on track to be fully populated by 2028. Licence holders

have been registering digitally (23,548 or 47%) and via the Registry telephony channel. The Registry Support Team has taken upwards of 86,753 calls assisting licence holders (26,583 or 53%).

Commitment to reducing harm and increasing efficiency

Following a pilot programme, the Targeted Renewal Approach has now been implemented nationwide. This is one of the steps to Te Tari Pūreke being a risk-informed regulator. The approach is focused on optimising the renewal application process by assessing the complexity of the application and tailoring the renewal approach accordingly. The application is assessed by looking at the applicant's history of safe possession and use of firearms, health history, the age of the referee relationship, and the applicant's compliance with legislation.

This approach recognises there are at times more complex applications, and focuses resources on progressing those, while having a more targeted approach for straightforward renewals. This moves away from a 'one size fits all' approach. As a result of these process improvements and being adequately resourced, the average time it takes to process new firearms applications has reduced from 88 days in June 2023 to 47 in June 2024.

Better insights

It is important to understand where and what type of firearm harm is occurring. This has resulted in the development of a harm profile model, which will inform options for increasing safety. Te Tari Pūreke undertakes insight work across operational functions and at a strategic and systems level. This approach to research, including accessing and utilising multiple data streams, has not previously been done in a coordinated or routine way. It provides new insights about what the firearms landscape looks like in New Zealand and where the opportunities are to increase the safer use and possession of firearms.

Examples of these insights include analysis into different parts of the firearms system to understand how firearms (which are not commercially manufactured) are sourced in New Zealand, how Te Tari Pūreke engages with communities on firearms safety, how firearms safety rules are communicated, and the relationship between firearms misuse and mental health risks in New Zealand.

Firearms performance measures

Prevention (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Percentage of pistol endorsement holders investigated for fewer than 12 days of club activities annually	82%	94%	93%	93%	100%	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	63 days	94 days	84 days	108 days	33 days	60 days
Percentage of firearms dealers inspected for compliance with the Arms Act 1983	93%	26%	72%	92%	82%	100%
Percentage of pistol ranges inspected for compliance with the Arms Act 1983	90%	60%	87%	99%	98%	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%	39%	88%	At least 80%

Performance notes and commentary

Te Tari Pūreke Firearms Safety Authority was formally launched on 30 November 2022 to carry out firearms regulatory functions under the Arms Act 1983.

Te Tari Pūreke is a fully functional firearms regulatory entity hosted by Police, with a separate ring-fenced appropriation, and with responsibility for effectively regulating the legitimate possession and use of firearms. Throughout this financial year, there has been a significant uplift in capacity and capability for Te Tari Pūreke, with the workforce increasing to almost 500 staff.

Following a period where the new staff were recruited; improved processes were designed and introduced; and improved data recording and reporting practices were implemented; performance of the firearms system, and the associated performance measures, has, on-the-whole, improved.

The notable drop-off has been in dealer inspections. Over the past year the management of dealer licences was shifted to a centralised team for national consistency and efficient processing of applications. Part of the application process is the inspection of dealer's security locations for compliance with the Arms Act 1983 which is completed by District Arms Officers. The reporting methodology has also changed over the past year, meaning that reporting is now automated and consistent, whereas in previous years the recording of dealer inspections was manual and inconsistent nationally. The drop in performance for this measure is expected to be temporary. Further enhancements to this process in the coming year will result in all dealer inspections occurring in the year and improved recording practices increasing the accuracy of the data in our system.

Te Tari Pūreke also launched the Firearms Registry in June 2023 and has supported 47,205 licence holders (around 20%) to register their arms items. Another key achievement over the year included recording a significant improvement in trust and confidence from firearms licence holders in Te Tari Pūreke's management of the licensing system. The latest survey conducted in April 2024, showed 68% of licence holders had confidence in the system, up from 42% in 2022.

Protecting New Zealand's national security: countering terrorism and violent extremism

National security is a statutory function of Police under the Policing Act 2008. We have a range of important operational and strategic roles across the national security system, including supporting delivery of New Zealand's National Security Strategy 2023–2028: Secure Together Tō Tātou Korowai Manaaki.

Countering terrorism and violent extremism

We work with national and international partner agencies and communities to detect and disrupt potential threats and deliver and support prevention efforts. We are also the lead agency should a response be required to an incident or potential incident of terrorism in New Zealand.

Five years on from the terrorist attacks on Christchurch masjidain in 2019, the terrorist and violent extremist threat continues to be both complex and dynamic. The threatscape includes persistent threats such as those posed by adherents to forms of white supremacist ideologies and those inspired

by high-profile terrorist groups offshore. Increasingly, in line with international trends, the threatscape reflects anti-authority and anti-Government motivations, and includes individuals with mixed, unclear, and unstable ideologies, and young persons and individuals with complex personal vulnerabilities and grievances.

In 2023/24, we managed a highly diverse range of cases in relation to the offenders' motives, locations, and activities, including several complex and longstanding cases. Several cases had an international dimension, involving harm to, or harm caused by, New Zealanders both onshore and offshore, and required focused work with international and domestic partners. We also managed cases that involved threats,

possession of weapons, the creation, and the dissemination and possession of terrorist and violent extremist content.

An area of ongoing focus is managing priority persons of interest over the long term together with agency and community partners. We continue to manage a small number of individuals convicted of or facing trial for terrorism and violent extremism-related offences. Our aim is to manage the individual's risk to prevent harm and offending and support their successful rehabilitation and disengagement from violent extremist ideologies on release from prison. Some cases require significant operational effort to provide the greatest possible assurance to the public and protect staff safety.

Other safe communities measures

Prevention (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Total victimisations recorded per 10,000 population	562.7	558.3	603.5	741.5	711.1	Fewer than 2022/23
Percentage of vetting requests processed within agreed timeframes:						
• Priority (within 1 to 5 working days)	86%	98%	98%	97%	99.1%	At least 90%
• General (within 20 working days)	75%	82%	94%	99%	99.7%	At least 90%
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	74%	62%	70%	66%	67%	Greater than 75%
Percentage of survey respondents who feel safe in their neighbourhood after dark	71%	63%	72%	70%	69%	Greater than 75%
Percentage reduction in the number of high-risk victims (red victim attrition)	47%	44%	40%	40%	40%	Greater than 50%
Percentage of victims of crime satisfied with the overall quality of Police service delivery	74%	65%	69%	65%	64%	Greater than 75%
Percentage of repeat calls for service to the location of crimes where police have attended crimes in the previous 12 months	45%	46%	45%	51%	52%	Less than 2022/23

Performance notes and commentary

The results relating to 'Percentage of survey respondents who agree 'Police is responsive to the needs of my community' and 'Percentage of survey respondents who feel safe in their neighbourhood after dark' are from the NZCVS Survey. This survey is run nationwide through the Ministry of Justice and collects information about New Zealand adults' (15 years and over) experiences of crime. This data from [Cycle 6 of the NZCVS](#) covering the period November 2022 until October 2023. Total responses were 7,134. Public perception has remained reasonably stable over time.

While the 2023/24 saw a modest decrease in the rate of recorded victimisations, the overall trend has shown an increase over the last five years. This corresponds to increases in victimisations i.e. lower rates of high-risk victim attrition and repeat calls for service to the same locations due to crime.

Response (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of 111 calls answered	943,556	886,726	926,643	1,002,424	992,873	900,000 to 950,000
Percentage of 111 calls answered within 10 seconds	77%	90%	88%	79%	88%	Greater than 90%
Number of emergency events responded to	134,589	144,168	153,596	156,075	150,883	140,000 to 170,000
Median response time to emergency events:						
• urban policing areas	8 mins 16 secs	8 mins 21 secs	8 mins 54 secs	8 mins 47 secs	8 mins 35 secs	Less than 10 mins
• rural policing areas (including the Greater Auckland Motorway system)	15 mins 8 secs	15 mins 11 secs	16 mins 35 secs	15 mins 52 secs	15 mins 50 secs	Less than 20 mins
Time taken for 90% of emergency events to be attended:						
• urban policing areas	29 mins 16 secs	29 mins 29 secs	36 mins 1 sec	38 mins 44 secs	38 mins 53 secs	Less than 30 mins
• rural policing areas (including the Greater Auckland Motorway system)	54 mins 24 secs	53 mins 23 secs	59 mins 48 secs	64 mins 26 secs	68 mins 27 secs	Less than 60 mins
Median response time for attempted suicide emergency events	11 mins 18 secs	11 mins 5 secs	12 mins 32 secs	13 mins 4 secs	13 mins 22 secs	10 mins
Percentage of people satisfied with the speed of Police response	64%	57%	68%	69%	66%	Greater than 65%
Percentage of repeat calls for service to the location of emergencies where police have attended emergencies in the previous 12 months	25%	27%	29%	31%	30%	Less than 2022/23
Number of non-emergency calls answered (including 105 service)	1,415,912	1,087,911	743,319	605,933	652,818	750,000 to 1,000,000
Number of non-emergency events responded to	958,879	801,202	929,495	840,753	825,696	800,000 to 950,000
Percentage of people satisfied with the 105 service	87%	69%	71%	64%	63%	Greater than 75%
Percentage of people satisfied with service delivery from Police Emergency Communications Centres	80%	68%	74%	74%	70%	Greater than 75%

Performance notes and commentary

Over the last five years, there has been a general increase in calls for service and events responded to, particularly in emergency (111) calls. Despite the increased demand, median response times (response times for half the attended events) have remained stable and within budgeted standards.

Several factors impact emergency response times including a rise in calls for service, general growth in population and housing, the spread of urban areas, and an increase in the number of licenced vehicles on the roads contributing to congestion, greater travel times, and road policing demand. Additional factors such as priority events happening at the same time, and demand in family harm and mental health incidents, have also contributed to longer response times to emergency events.

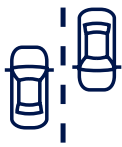
Police introduced online reporting channels in 2019 and 2020, and now processes over 150,000 online reports of crime or other incidents each year, which has diverted some of the non-emergency call demand.

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Total number of victims recorded within the year:						
• crime against the person	58,740	65,838	65,833	72,697	73,705	52,000 to 53,000
• property crime	152,705	143,826	155,411	185,258	165,695	163,000 to 164,000
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':						
• crime against the person	28%	24%	20%	19%	19%	Greater than 35%
• property crime	8%	8%	7%	7%	7%	Greater than 10%
Percentage of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against':						
• crime against the person	36%	30%	26%	25%	25%	Greater than 41%
• property crime	13%	13%	11%	11%	12%	Greater than 15%
Percentage of homicide, sexual assault, and serious assault investigations finalised within 12 months	52%	40%	34%	29%	28%	Greater than 60%
Number of charges resolved by:						
• Prosecution	188,055	176,940	162,638	185,385	189,593	160,000 to 180,000
• Warning	81,402	64,272	54,643	57,945	66,060	50,000 to 60,000
• Supported resolution (including family group conference)	19,487	19,793	20,792	23,906	24,127	20,000 to 30,000
• Not proceeded with	188	116	200	159	123	150 to 250
Percentage of charges laid by Police that result in conviction	73%	72%	72%	71%	70%	Greater than 70%
Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	78%	68%	66%	62%	60%	Greater than 75%
Percentage of Judge Alone Trial cases withdrawn/dismissed at trial stage due to the Police providing insufficient evidence	10%	9%	9%	9%	9%	Less than 6%
District Court Judges' satisfaction with the performance of Police prosecutors	79%	89%	89%	94%	84%	Greater than 85%
Percentage of Judge Alone Trials that do not proceed on the date agreed between Police and the Courts, for reasons that are the responsibility of Police	2%	3%	4%	3%	3%	Less than 3%
Number of prisoners escorted and/or held in Police custody	168,114	104,546	79,545	100,246	106,629	75,000 to 96,000
Number of escapes from Police custody	9	4	2	4	0	Fewer than 2022/23
Number of deaths and serious injuries in Police custody	7 (1 death)	6 (2 deaths)	5 (1 death)	3 (1 death)	11 (3 deaths)	Fewer than 2022/23

Performance notes and commentary

The three deaths in custody were all medical events.



Safe roads

We work alongside our road safety partners to prevent deaths and serious injuries on New Zealand's roads. Our role is to provide consistent prevention and enforcement activities across the roading network, with a particular focus on those behaviours that contribute most significantly to deaths and serious injuries: lack of restraints, impairment, distractions, and speed.

There is strong evidence that an enforcement presence across the roading network saves lives.

The Road Safety Partnership Programme (RSPP) is the framework governing the relationship between Police, New Zealand Transport Agency Waka Kotahi (NZTA), and the Ministry of Transport. It outlines the prevention and enforcement activities required of Police to contribute towards the government's road safety strategy vision, *of a New Zealand where no one is killed or seriously injured on our roads*.

During 2023/24 we progressed a range of initiatives to improve road safety and support the delivery of the Road Safety Partnership Programme including:

- enabling more real-time data to be used to monitor breath testing performance and support our districts with planning their deployments by implementing a centralised platform to allow data to be regularly downloaded from Dräger 7510 breath testing devices.
- working with partners to review the development and delivery of an Impaired Driving Programme, that will enable the introduction of a random roadside Oral Fluid Testing regime in 2025.
- implementing a revised Road Safety Partnership Programme governance model for 2024–2027. This work

supports agencies having a shared understanding of how we work together to improve road safety outcomes through partnerships.

- increasing enforcement activity and greater visibility on the roads. There are still areas that will require an all-of-road-user-and-partner effort to improve performance. We are working with our partners to make substantial improvements to all aspects of the road network for which we have responsibility to ensure it is as safe as it can be for all users, and that all users make sensible decisions while using our roads.

Saving lives on New Zealand roads

In the 2023 calendar year there were 341 people who died using our roads. This is a decrease of 36 deaths compared to 377 deaths in the 2022 calendar year. Road fatalities create significant impact to families and also generate financial and economic costs to society. The average social cost of one road fatality in 2023 is estimated at \$14.2 million. The social cost savings for the decrease in road deaths in 2023 is estimated to be \$511.2 million.¹¹ While the decrease is positive the overall number of deaths remains too high. We continue to work with alongside our road safety partners to prevent deaths and serious injuries on New Zealand's roads.

Road death and serious injury performance measures

Prevention – calendar year results (audited)

Measure	2019	2020	2021	2022	2023	2023 Standard
5% reduction in road deaths each and every year (2017 baseline of 378 road deaths)	352	318	319	377	341	273
Number of fatal and serious injury crashes per 10,000 licensed vehicles	5.4	4.8	4.9	6.2	5.1	Fewer than 2022/23
Number of fatal and serious injury crashes	New measure for 2021		2,267	2,425	2,070	Fewer than 2022/23

Performance notes and commentary

Police is committed to the prevention work we undertake with our road safety partners, the education of road users, and the targeting of high-risk drivers and behaviours for enforcement. Together this work contributes to keeping everyone safe on our roads. The number of road deaths in 2023 was 36 fewer than the previous year, noting that any death on our roads is one too many.

The number of road deaths for the 2023/24 financial year was 315, compared to 367 in 2022/23 and 327 in 2021/22.

¹¹ <https://www.transport.govt.nz/area-of-interest/safety/social-cost-of-road-crashes-and-injuries>.

Road safety focus

The Road Safety Partnership Programme outlines the evidence-based prevention and enforcement activities required to contribute towards the shared outcomes for road safety. We work alongside our principal road safety partners, the New Zealand Transport Agency Waka Kotahi (NZTA) and the Ministry of Transport, to improve safety on our roads through the adoption and promotion of the “Safe System” approach – a world leading approach used by countries with the highest road safety records.

During 2023/24, we worked with our partners to prepare a new, strengthened iteration of the RSPP called the Road Policing Investment Programme (RPIP), which is to take effect for a three-year period beginning 1 July 2024. This development clarifies the vital role that road policing plays in making our roads safer. At the same time, it confirms a commitment to partnership through a new Safe System Partnership and provides the mechanism for partnership at all levels to achieve safer roads. This investment represents a realignment from the previous programme but continues to build on the work achieved during the 2021–24 RSPP.

Targeting high risk driving behaviours

During the year we conducted very high levels of enforcement activity. This enforcement was targeted towards road users’ choices that evidence shows contributes the most harm on our roads. These choices are to drive impaired by alcohol and/or drugs, to speed, to be distracted (usually by a mobile phone), and to not wear a seatbelt.

People choosing to drink and drive place themselves and everyone around them at serious risk of harm. To deter and catch people drink driving, we conducted over 3.5 million breath tests, up 36% from the 2.6 million that were carried out the year prior. This is now the highest number of tests conducted in any year on record.

In March 2023, legislative changes (Land Transport Amendment Act 2022) gave Police additional powers to deter and detect drivers who have used qualifying drugs that impair their ability to drive safely. Over the years we have seen a consistent rise in the presence of impaired drivers in road crashes.

High risk driving behaviour performance measures – impairment

Prevention – calendar year results

Measure	2019	2020	2021	2022	2023	2023 Standard
Median breath alcohol for adults caught exceeding the limit (in micrograms per litre (µg/L))	657	669	677	669	649	Less than 2022
Median breath alcohol for under 20-year olds caught exceeding the limit (in micrograms per litre (µg/L))	420	454	453	468	471	Less than 2022
Performance notes and commentary Compulsory impairment tests, including a 36% increase in breath alcohol tests, is a current focus area for Police and acts as a general deterrent from driving while impaired by substances.						

Prevention – financial year results (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of breath tests conducted	1,615,359	1,500,268	1,592,286	2,629,040	3,583,033	Greater than 3,000,000
Number of blood samples tested for drugs resulting from compulsory impairment tests	474	502	334	389	351	350 to 400

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) relating to:						
• Impaired driving (alcohol, drugs, logbooks, and worktime)	28,667	29,217	25,946	30,970	32,310	25,000 to 30,000

Using a mobile phone while driving continues to be a significant distraction for drivers. We increased the number of infringement notices issued for this offence, with over 62,900 people ticketed – an increase of 18% from 2022/23.

High risk driving behaviour performance measures – distractions

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) relating to:						
• Distractions (mobile phones)	41,628	43,621	40,483	53,090	62,909	40,000 to 45,000

Too many drivers continue to speed. Faster speeds mean less time to react to hazards on the road and a higher number of crashes. Our officers issued 419,700 infringement notices in 2023/24 for speeding, in addition to the more than one million infringement notices issued from our safe speed cameras.

High risk driving behaviour performance measures – speed

Prevention – calendar year results

Measure	2019	2020	2021	2022	2023	2023 Standard
Median speed passing a 'safe-speed camera' in 50km/h zone:						
• fixed camera	44 km/h	44 km/h	44 km/h	44 km/h	43 km/h	45 km/h
• mobile camera	47 km/h	46 km/h	47 km/h	46 km/h	46 km/h	45 km/h
Median speed passing a 'safe-speed camera' in 100km/h zone:						
• fixed camera	87 km/h	87 km/h	87 km/h	86 km/h	86 km/h	90 km/h
• mobile camera	88 km/h	88 km/h	89 km/h	91 km/h	89 km/h	90 km/h

Performance notes and commentary

International research clearly shows that safe speed cameras change driver behaviour and have a positive road safety impact. Speed enforcement is a crucial part of reducing death and serious injuries on our roads. Safe speed cameras are placed in high-risk locations where officer enforcement may not be possible for a variety of reasons e.g. road layout, and the safety of drivers and officers. Speed remains one of the main factors for people dying on New Zealand roads. International research shows that by reducing speed, the severity of a crash can be significantly reduced, and in many cases avoided.

Investigation and resolution – financial year results (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) relating to:						
• Speed	304,917	324,709	311,895	358,169	419,700	310,000 to 320,000

Approximately one-third of the people killed in crashes were not wearing a seatbelt. Seatbelts have been proven to reduce the severity of injuries and save lives, but too many people are still choosing not to wear one. In response, we issued 54,198 infringement notices for not wearing a seatbelt in 2023/24, which is a 12% increase from the year prior.

High risk driving behaviour performance measures – restraints

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) relating to:						
• Restraints	44,576	37,441	35,989	48,530	54,198	34,000 to 39,000

Other high risk driving behaviour performance measures

Investigation and resolution

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of officer issued enforcement actions (infringement notices, summons, and written warnings) relating to:						
• Other high risk driving behaviours	120,615	103,690	91,121	108,634	113,739	90,000 to 95,000
• Vulnerable road users (includes pedestrians, cyclists, moped riders, motorcyclists, elderly, and disabled)	82,298	65,442	54,778	61,711	58,290	55,000 to 65,000
• Network maintenance and efficiency (includes WOF, COF, RUC, VDAM, and Licensing)	148,780	99,156	110,733	155,163	89,743	80,000 to 100,000



Officer conducting a vehicle stop.

Other safe road performance measures

Prevention – financial year results

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Percentage of repeat offending where the driver was issued with an infringement notice:						
• within 6 months	2.5%	2.9%	2.0%	3.1%	3.2%	3% to 5%
• within 12 months	3.1%	3.6%	2.4%	3.8%	3.9%	3% to 5%
Number of road safety sessions delivered to schools	20,873	26,415	17,401	22,385	22,895	20,000 to 30,000
Percentage of waived enforcement actions for Warrant of Fitness where compliance was achieved within 28 days	20%	19%	19%	19%	19%	50%

Performance notes and commentary

Prevention and education are necessary to improve road safety. Issuing infringement notices results in more than 96% of drivers complying with road rules in the future, and around a fifth of those issued with Warrant of Fitness infringements, result in having vehicles made safe and legal for use on our roads. These activities, along with the delivery of road safety sessions in schools, advertising campaigns run together with our road safety partners, and other prevention work, aims to deliver a safer road network with fewer lives lost each year.

Response (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of emergency traffic events responded to	41,046	44,471	36,725	37,988	39,890	40,000 to 50,000
Number of non-emergency traffic events responded to	232,805	248,242	212,330	212,865	194,724	240,000 to 260,000
Median response time to emergency traffic events:						
• urban policing areas	11 mins 37 secs	11 mins 47 secs	12 mins 8 secs	12 mins 25 secs	12 mins 56 secs	Less than 10 mins
• rural policing areas (including Greater Auckland Motorways system)	16 mins 22 secs	16 mins 34 secs	17 mins 29 secs	18 mins 24 secs	19 mins 44 secs	Less than 20 mins
Time taken for 90% of emergency traffic events to be attend:						
• urban policing area	51 mins 42 secs	53 mins 57 secs	59 mins 31 sec	65 mins 32 secs	79 mins 36 secs	Less than 45 mins
• rural policing areas (including Greater Auckland Motorway system)	64 mins 56 secs	64 mins 30 secs	71 min 38 sec	77 min 58 sec	98 min 48 secs	Less than 60 mins

Performance notes and commentary

Several factors impact emergency response times including a rise in calls for service, general growth in population and housing, the spread of urban areas, and an increase in the number of licenced vehicles on the roads contributing to congestion, greater travel times, and road policing demand. Additional factors such as priority events happening at the same time, and demand in family harm and mental health incidents, have also contributed to longer response times to emergency events.

Diverting some non-emergency call demand, Police introduced online reporting channels in 2019 and 2020, and now processes over 150,000 online reports of crime or other incidents each year.

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Percentage of eligible traffic offences resolved by way of supported resolution (including warnings, compliance, diversion, Te Pae Oranga (TPO), and driver licensing programme (DLP))	10%	9%	8%	10%	10%	7% to 12%
Number of supported resolutions:						
• Compliance offered	New measure	159,049	208,851	207,453	200,000 to 250,000	
• Referral to driver licensing programme (DLP)	5,463	5,821	6,645	11,446	9,422	5,500 to 6,500
• Referral to Te Pae Oranga (TPO)	791	670	846	1,495	1,946	800 to 900
• Written traffic warning	38,039	32,393	26,405	36,348	41,828	25,000 to 35,000
Percentage of licence condition violations dealt with through supported resolutions compared to prosecutions:						
• Adult	8%	5%	5%	9%	9%	7% to 12%
• Youth	13%	8%	8%	14%	14%	11% to 15%
Percentage of road policing offences compared to infringements for:						
• Adult	7%	6%	6%	6%	5%	5% to 10%
• Youth	9%	9%	9%	9%	8%	5% to 10%
Percentage of people who had contact with Police at the roadside that agree they were treated fairly	92%	66%	84%	85%	81%	Greater than 80%



Safe homes

Homes should be places of safety. Feeling safe and secure in the home is a key indicator of individual wellbeing. Safety at home is generally compromised either as a result of harm or violence created within the home, or through an intrusion into the home such as burglary.

We consistently see the connections between harm occurring in homes, particularly family violence, and other types of harm occurring elsewhere, including youth offending and gangs. Reducing family violence is our most significant opportunity for a generational circuit-breaker and is why Police is so focused on working alongside our partners and communities in this area.

Ensuring homes are free from family harm

Family harm is a significant issue for New Zealand. The New Zealand Crime and Victims Survey estimates that 24% of women and 10% of men experience intimate partner violence. In 2023/24 we recorded 174,788 family harm investigations.¹²

We use the term ‘family harm’ to describe a holistic view of issues occurring within a family, and their ongoing detrimental effects. This reflects the many intersecting stressors that can contribute to family harm, including poverty, housing instability, mental illness, and substance issues.¹³

While family harm occurs across all ages and communities, some population groups are disproportionately affected. In particular, women, young people and children, Māori, Pacific peoples, LGBTQA+, ethnic communities, older people, disabled people, and people experiencing compounding forms of disadvantage and discrimination all experience higher rates of family harm.

We support the response to family harm through hosting joint national and local partnered initiatives including the Integrated Safety Response (ISR), Whāngaiā Ngā Pā Harakeke (WNPH), Whiria Te Muka and the Family Violence Interagency Response System (FVIARS).

ISR, in Waikato and Canterbury, is an effective multi-agency risk assessment and triage of high-risk partner agency referrals and 111 calls related to family harm. In 2023/24, Waikato and Canterbury ISR teams triaged, and risk assessed 31,247 family harm cases resulting in 100% of families receiving a referral for a multi-agency response. This saw 97% of family safety planning managed via community supports with just 3% requiring government agency led responses. For those who completed a pre and post ISR intervention assessment significant reductions in harm are evidenced, including a 79% reduction in physical harm occurring and a 70.5% reduction in children witnessing and exposed to violence in the home.

WNPH remains an active programme of collaborating across nine Police districts though only three areas receive funding specifically for the initiative: Whiria Te Muka in Te Hiku, Counties Manukau and Tairāwhiti. Formal evaluations have been conducted for these three and several other WNPH sites which have all measured a reduction in family violence observing a range from 15% to 19.5% reduction in total crime harm. This measure is amongst many other positive benefits of the initiatives, including reductions in calls for service and reductions in repeat family harm offending.

WNPH has shown that there is ability for the wider sector, iwi, and communities to work differently together and achieve greater collaboration that drives the evolution of our collective efforts to eliminate family and sexual violence. Examples such as the Co-response pilots for Family Violence,¹⁴ the School Alerts initiative, which is now active in five WNPH districts, the Multi-Disciplinary Cross Agency Team (MDCAT) in Counties Manukau and the systems thinking work in Tairāwhiti and Ōtepoti show how new initiatives and possibilities are created when collaboration is enabled.

¹² Investigations with offences and without offences.

¹³ Sixty-two percent of New Zealanders say poverty and unemployment are the most significant causes of crime and violence. Following that, drug and alcohol abuse are seen as a root cause of crime by 58% in New Zealand. Source: [IPSOS Polling: Attitudes on Crime and Law Enforcement June 2024](#).

¹⁴ The Co-response model has been piloted in Counties Manukau since September 2023. This Pilot enables specialist NGO partners to attend family violence episodes earlier than ever before by attending alongside or shortly after Police Emergency Responders. This approach is being formally evaluated presently but key benefits are believed to be improved understanding of whānau needs and immediate referrals.

Collective partnering to eliminate family violence and sexual violence

Preventing and responding to family violence is complex work requiring action across government and in communities. Responding to the complex nature of family violence and sexual violence does not fit neatly into any single agency's boundaries.

It therefore requires a collaborative approach between agencies and communities to ensure that sustained and long-term shifts can occur. Government and communities are committed to eliminating family harm in New Zealand. Te Puna Aonui is responsible for leading New Zealand's whole-of-government approach to addressing family violence and sexual violence guided by the national strategy Te Aorerekura.

Te Puna Aonui agencies developed Te Aorerekura, New Zealand's 25-year national strategy and action plan for the elimination of family and sexual violence with engagement from iwi, the social sector, and communities. As a 25-year strategy, Te Aorerekura is seeking to guide long-term generational change. Medium and short-term activity to achieve the goals of Te Aorerekura will be outlined in successive Action Plans. The first, a two-year Action Plan, was launched alongside Te Aorerekura.

This action plan was reviewed in December 2023, and a transition plan is in place whilst the deliverables for the second action plan are developed further.

Action plan two will support the overarching family and sexual violence (FVSV) priority of improving the current response system to FVSV by strengthening the local and regional based multi-agency crisis response models already in place. A key component includes developing Te Aorerekura in Place to strengthen the delivery of Te Aorerekura in communities by enabling locally driven models that are aligned and supported regionally, with national oversight.

At this time, we continue to lead work on an improved Family Violence National Case Management Response System. This system, Project Whetū, will be accessible to all Te Puna Aonui agencies and sector partners, uniting all efforts to support whānau and victims.

We play a distinct role in responding to family violence and preventing further harm

We have a role in responding to reported family violence and ensuring the right referrals are made at the right time for those experiencing harm.

Our role is to:

- provide 24/7 responses to 111 calls in relation to family violence/harm
- partner in follow-up responses. These include early intervention and secondary prevention opportunities as well as follow up crisis responses. Models include the Integrated Safety Response (ISR), Whāngaia Ngā Pā Harakeke, and other family harm multi-agency responses (for example, Family Violence Interagency Response FVIARS)
- continue to strengthen our partnerships with local iwi, NGOs, communities, and other government agencies across a range of initiatives. In Tāmaki Makaurau, Hamilton and Christchurch, for example, we connect

recipients of Police Safety Orders with services who provide accommodation and support services for recipients and their whānau.

- In 2023, we trialled a family harm non-emergency response (FHNER) proof of concept (POC). The POC saw victims seeking help for non-emergency family harm matters, that did not require an immediate frontline response, receive a telephone response by constabulary officers. Victims who requested Police attendance following this call received a visit. Only 27% sought this follow up. Overall, the FHNER evaluation demonstrated delivery of a timely, quality service for victims and mitigated safety concerns at the earliest opportunity, ensuring referrals were made as and when appropriate.

Family harm performance measures

Outcomes

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Total number of family violence offenders			23,564	22,497	22,681	Fewer than 2022/23
Total number of family violence reoffenders		New measure for 2021/22	4,712	4,609	4,637	Fewer than 2022/23
Percentage of family violence reoffending at same or greater level of seriousness		New measure for 2020/21	64%	67%	67%	66% Less than 2022/23

Performance notes and commentary

Our primary focus on family violence centres around response to violence in the home and involvement of multi-agency interventions that reduce revictimisation. We support other agencies who are best placed to provide interventions that address the root causes of family harm.

Prevention

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Number of Police Safety Orders issued		New measure for 2021/22	23,528	23,983	24,673	20,000 to 25,000
Compliance with Police Safety Orders		91%	92%	92%	92%	Greater than 2022/23

Response

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Median response time for family harm emergency events		New measure for 2023/24			12 mins 4 secs	10 mins

Investigation and resolution

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Total number of family violence offences (charges) recorded		New measure for 2021/22	27,174	28,299	27,944	Fewer than 2022/23
Aggravated sexual assault victimisation clearance rate		28%	26%	25%	24%	23% 24% to 29%
Percentage of drug (dealing/manufacturing) houses with children present (with the intent that this decreases over time)		18%	19%	22%	20%	18% Less than 2022/23

Ensuring homes are free from burglary

Burglary of private dwellings affects too many New Zealanders and contributes to people feeling unsafe in their homes. Although burglary numbers have been decreasing since 2016, burglaries still account for around 17% of reported crime.¹⁵ Our role in burglary prevention includes urgent response to burglaries in progress, investigation of burglaries, and providing prevention advice to reduce likelihood of revictimisation. We remain committed to attending greater than 85% of dwelling burglaries within 48 hours as it provides us with the best opportunity to respond to the needs of victims, and to identify the offender.

Prevention through Locks, Lights and Line of Sight

The Locks, Lights, and Lines of Sight (LLL) burglary prevention initiative was introduced as a trial in 2018 in Canterbury, Bay of Plenty, Waikato, and Eastern Districts. This initiative assists burglary victims by the installation of security measures reduce the likelihood of future burglaries. 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. Positive feedback continues to be received. In January 2022, LLL became a business-as-usual response to burglary of secure dwellings in these four districts. Work continues to assess the viability of this programme to be delivered in other high risk, high need communities.

“I was so impressed that this service is offered, and I think it is a brilliant initiative, so a big thanks to you and the team for making it happen. It is a lovely positive experience to have after the far less positive experience of being burgled, so aside from the very practical aspects that the service offers, the additional positive benefits of being reminded of the (many) good aspects of our fellow humans is not to be underestimated :-)

Anyway, I was equally impressed with the professionalism, kindness, communication, and timeliness of the team who assisted me – from the person who came to assess the property through to the carpenter and electrician who undertook the installations...”

Member of the public

Current burglary prevention trials are showing positive results

Police is trialling two other burglary prevention initiatives. The Ko Tōu Manawa Ko Tōku Manawa trial uses a problem solving and collective impact design to assess security weaknesses and implement appropriate security measures (e.g. burglar alarms, security lighting, car alarms, signage, and locks). This aims to reduce the likelihood of burglary, whilst working with stakeholder organisations to build community cohesiveness. This trial began in January 2022 in two neighbourhoods in Central District. As of 30 June 2024, security measures have been installed in 1,590 properties. An evaluation will be completed in 2025.

Additionally, a North Canterbury Rural Crime Prevention initiative 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 initiative has helped to develop a response to common security weaknesses using a Crime Prevention through Environmental Design approach (e.g. high tensile chains and locks, security cameras, signage, and vehicle security measures). As of 30 June 2024, 140 properties have received security measures. An evaluation will be completed following the conclusion of the trial.

Officers with a member of the public.



¹⁵ For the year 2023/24, there were a total of 380,452 victimisations of which 66,117 were burglaries making it about 17% of total crime in 2023.

Burglary performance measures

Prevention

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Percentage of repeat victimisations after burglary prevention advice	10%	9%	10%	10%	10%	5% to 10%

Investigation and resolution (audited)

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24 Standard
Dwelling burglary clearance rate	13%	13%	12%	11%	11%	11% to 15%
Percentage of home/dwelling burglaries attended by Police within 48 hours	92%	89%	83%	81%	83%	Greater than 85%

Performance notes and commentary

There are a number of contributing factors as to why it is challenging for Police to achieve the target. These factors include: Police officers missing the 48-hour deadline due to other competing high priority responses; the victim advising they do not want officers to attend; the victim advising they want officers to attend, but later than 48 hours following reporting the burglary.

Our people



Our People

We are a people-centric organisation. Our services can only be delivered by our people, who are highly motivated and action oriented. The way we engage has a material impact on how people respond to police involvement, perceptions of safety, and any subsequent interventions that may follow. It is important that as an organisation we ensure our people have the skills, knowledge, and experience to be successful.

Wellness and Safety

The safety and wellbeing of all employees is of fundamental importance and informs our strategic and operational planning and decision making. We support the wellness and safety of our people to ensure they remain fit for work, fit for life, and are deployable. We continue to foster a culture where safety and wellness are understood, valued, and are intrinsic in everything we do.

Health and Safety Governance

Our Executive Leadership Team (ELT) are designated Officers of the PCBU (Person Conducting Business or Undertaking) under the Health and Safety at Work Act 2015. They set the strategic direction and participation in health, safety, and wellbeing risk management processes, and provide governance and oversight of health, safety, and wellbeing matters. In the near future, health and safety governance arrangements will be refreshed to sit closer to the ELT.

The Police Executive Due Diligence Programme has ensured due diligence requirements for our Officers of the PCBU are visible, tracked, and monitored through a calendar of activities. This includes training. In the last year, members of the Police Leaders Forum engaged in an interactive workshop focused on mentally healthy work. In the past year we introduced critical risk reporting to our performance reporting on health and safety matters. This is a tiered reporting approach from executive sponsors through to critical control owners and district commanders.

The establishment of the Health and Safety Advisory Group in early 2023 has provided assurance and confidence that recommendations arising from various safety reviews, audits, and reports are coordinated, assigned, and managed.

Critical risk programme

A critical risk is something that can result in a life-changing injury or death for our people, both constabulary and employees. Each risk has controls in place to minimise the likelihood of serious harm occurring or mitigating the severity of harm, and it's vital to ensure those controls are working as intended.

In the last year, we commenced the control verification phase of our Critical Risk programme.

This phase involved working with district-based staff to review the performance of the critical controls that are in place to keep our people safe. Within the 12 districts and service centres verified to date, a total of 801 employee interviews, 1,949 surveys and 1,102 safety observations have been carried out. The results and feedback have informed improvements to our critical control management where there have been gaps identified.

Complementing the Critical Risk programme, in the last year we have undertaken health and safety reviews of our specialist workgroups. This has provided a platform to assess any resourcing, risk, engagement, and leadership opportunities while also celebrating success through recognising areas of good performance.

“Very insightful process that highlighted a number of obvious areas where improvements can be made and also areas where we are doing well, which is great from a health and safety perspective.

The interview process provided the opportunity to have good one-on-ones with staff and to highlight health and safety, with recognition to the overall critical risk process, which I felt demonstrated a genuine commitment by the organisation to make our people safe.”

Health and Safety Representative

Worker engagement

Worker engagement is key to developing a positive and safe workplace culture. The number of elected Health and Safety Representatives (HSRs) across the organisation are determined in consultation with the New Zealand Police Association and New Zealand Police Leaders Guild. There are health and safety committees in every district with leaders, elected representatives, and union members attending.

Our committee members role-model a safety culture. Workers are represented at the National Health and Safety Committee by six HSRs, alongside active members of the Police Association and the Police Guild. This committee is chaired by an Assistant Commissioner and is an integral part of the wider health and safety governance framework.

HSR forums have been delivered throughout the year with topics including psychological harm, mentally healthy work, incident reviews, return to work and supportive leadership. We reviewed and refreshed our training pathway for HSRs and have ensured our communication channels are made easy and clear to better connect our HSRs across all parts of the organisation.

We celebrated the year with an HSR being a finalist at the Government Health and Safety Lead annual awards with a presentation on a safety-first mindset.

Health and Safety capability

When an incident occurs, we undertake a variety of safety reviews aligned with 'just culture' principles, which include root cause analysis using TapRoot® (and ICAM methodology

(Incident Cause Analysis Method). Recommendations from formal reviews of critical incidents are channelled through the Health and Safety Advisory Group for ratification, prioritisation, monitoring, and review.

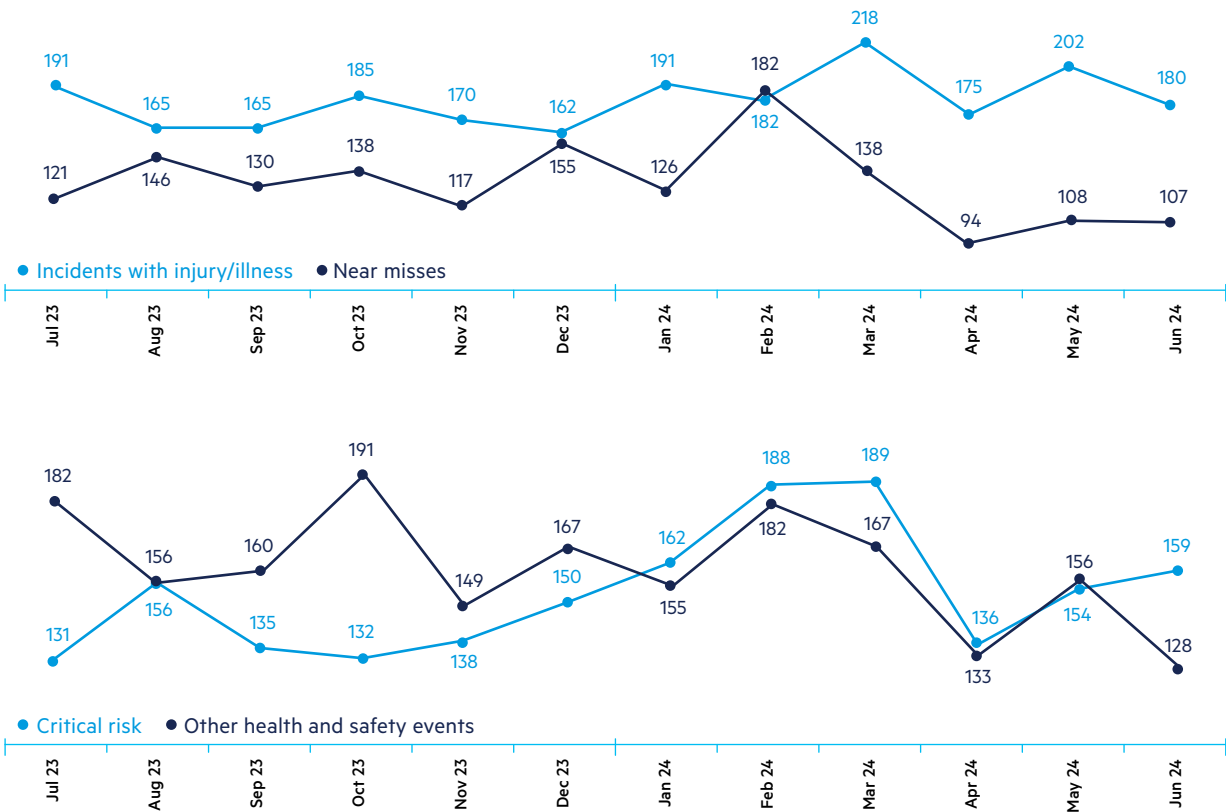
Health monitoring

Over 700 staff receive mandatory ongoing health monitoring and testing due to the specialised nature of their roles. Testing and monitoring ranges from audiometry through to lung function testing, full health assessments and vaccinations. Our Health Monitoring Policy is currently undergoing a review to identify any potential gaps in monitoring to ensure that all employees at risk of exposure to health hazards have appropriate monitoring in place.

Incident reporting

Incident and near miss reporting remains a strong focus for all employees. We categorise and report on events quarterly, identifying which of our critical risks are most frequently causing harm or potential harm to our people. Unsurprisingly, motivated offenders as a critical risk are the most common incident or near miss event reported.

Reported incident and near misses



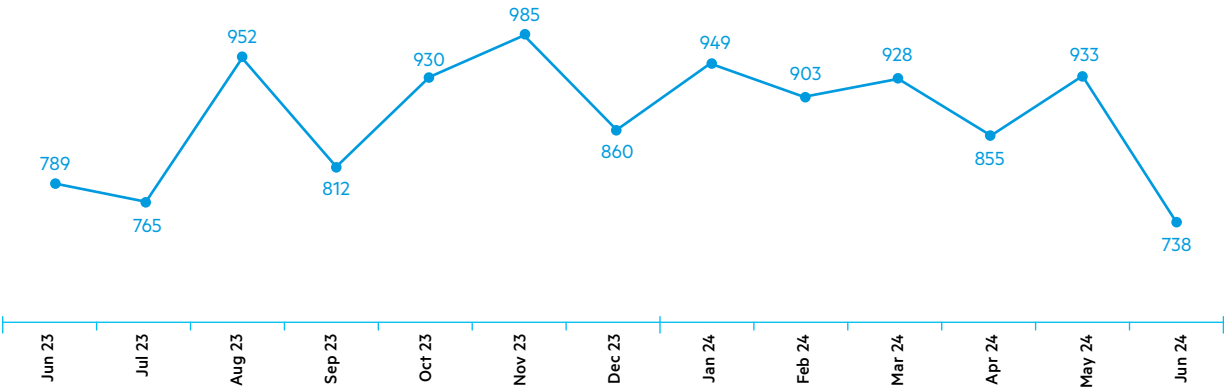
Injury management programme

We participate 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.

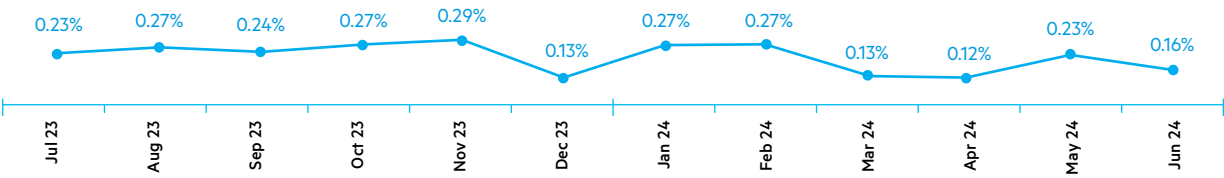
Sprains and strains continue to be the most common injury type constituting over 50% of all claims. Over 2023/24, the average time to make a cover decision has remained steady at 10 days. Ninety one percent of all claims in the past twelve months had a cover decision made within the first 21 days.

In 2023/24 we initiated work to develop a future state operating model for how injury and illness is managed within Police and in partnership with our TPA. We recognise the physical and psychological benefits of receiving a timely and supported return to work for the individual so our tailored approach going forward will allow those benefits to be realised.

ACC absent days



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



Health Promotions



One of our key primary wellness interventions continues to be our online platform, the Wellness Hub, available to all employees and their whānau. Our health and safety strategy is based on Sir Mason Drury's Te Whare Tapa Whā principles.¹⁶ The hub ensures all quadrants that make up a person's wellbeing are captured.

Individual and group health-related challenges are a focus of the hub activity, creating a friendly yet competitive environment for people to collectively focus on a particular area of health. Staff feedback to health challenges is just as important as the challenge itself.

In the last year, we have designed and developed content within the Wellness Hub to deliver a 24-week recruit programme that requires recruits to be actively engaged, aligning the formal recruit programme with supporting health and wellbeing activities, information, and guidance to prepare the individual more fully from a wellness lens when they graduate. We designed and delivered educational material in the last year on drug and alcohol use, including prescription medicines and the impact they can have on impairment. We have continued to offer up fun health-related workgroup challenges such as the Shift Finders Challenge, designed to get employees physically moving during the course of a working day. Feedback from staff has included:

"...especially getting out for a walk at midday – it helps me clear my head and be ready for the afternoon. I have been guilty of not taking a break, thinking I couldn't afford the time – but know the opposite is true."

"This challenge has encouraged me to be healthier, I've loved engaging with my team."

"I always thought I had no time for exercise. This has shown me that I do. I have LOVED it."

Suite of Wellness services

Psychological harm has been identified as one of our critical risks. We provide a suite of wellness services to ensure all employees' wellness needs are catered for depending on where they are within the continuum of mental health and wellbeing. Our critical controls to prevent mental harm occurring to our people range from selfcare proactive primary interventions (including the Wellness Hub) through to secondary and tertiary interventions, with support from our health qualified Wellness Advisors who are imbedded in every district and are available 24/7. Wellness Advisors can further refer staff for psychological treatment to contracted clinical psychologists.

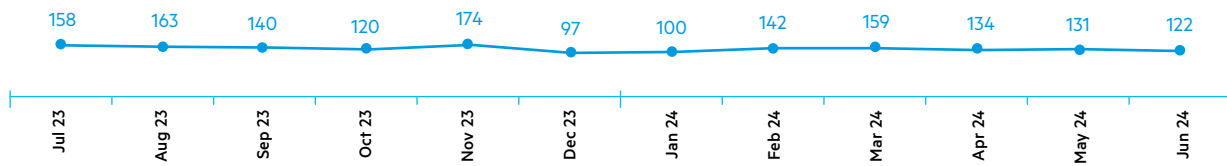
On average over 13,000 referrals are received by our Wellness service annually. Wellness Advisor activities directly mitigate the impact of a psychosocial hazard or minimise the response to a psychosocial trauma. Wellness Advisors assess and provide brief skills-based interventions and if necessary, refer to external agencies in response to psychosocial hazards (e.g. job demands, trauma, violence). In doing so, they significantly impact the potential for psychological harm (e.g. sleep disorders, depression, suicidal ideation, anxiety disorders, burn out, and post-traumatic stress disorder) and associated behavioural concerns such as impacted decision making, poor judgement or compassion fatigue. The Wellness service includes support and interventions for staff deployed to larger scale operations both unplanned and planned, recurring or one-off, for example, Waitangi Day events and those staff who deploy overseas.

This year saw an increase in staff requiring further clinical support through our Trauma Support Policy. Over 1,500 staff were referred to a clinical psychologist, equating to over 8,000 hours of approved specialist support. Each new approved referral provides an employee with an initial six hours of specialist support. In addition, our Wellcheck Support Policy enables a range of employees from identified workgroups on-going support with a clinical psychologist due to the nature of their work and daily exposure to trauma and harm.

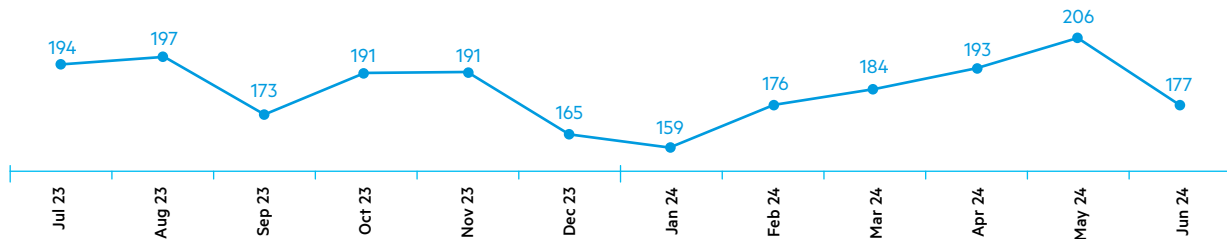
Our Chaplaincy Service and Employee Assistance Programme are further avenues of support for staff and their whānau. An online psychological first aid training package is also available for all staff.

¹⁶ <https://mentalhealth.org.nz/te-whare-tapa-wha>.

New referrals to a psychologist



Employee Assistance Programme attendance



Frontline Safety

Frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way in order to keep the public safe. Increasingly, they face threats from those willing to use violence against them and others.

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 two delivery workstreams of the programme provide tactical safety training, and equipment. The programme has significantly improved staff safety across the system.¹⁷

Improving frontline safety with our Tactical Response Model

The Tactical Response Model (TRM) was created with our people and our communities. It is a safety system designed to ensure police officers are trained, equipped, and supported to keep themselves and the communities they serve safer.

The TRM is designed to increase frontline capability through three integrated components:

- **Training:** we have more than doubled current tactical training to frontline staff from 3.5 to 7.5 days per year
- **Deployment:** with a focus on staff safety and risk ownership, deployment includes tactical intelligence, tasking and coordination, and District Command Centre activities
- **Tactical capability:** specialist capability is more accessible to frontline staff through two new teams – Offender Prevention Teams and Tactical Dog Teams, who operate as part of the frontline and as first responders.

Each of these components produces benefits, but the impact is greatest when all three operate as a safety system.

The TRM was progressively implemented in all districts as they reached a state of readiness. The TRM is now live in all 12 districts and capability continues to grow and develop.

A Quality Assurance and Improvement Framework (QAIF) has been put in place to ensure the TRM continues to improve and remains responsive to the frontline operational environment.

The Royal New Zealand Police College Scenario Village

The Royal New Zealand Police College Scenario Village is a purpose-designed training facility for teaching safe tactics in a realistic setting. It was designed with help from frontline officers. The facility features three different residential environments, all of which are furnished and staged as if they are lived in. Some features have been strengthened to ensure the houses can withstand robust training exercises. The streetscape makes the scenario village feel like a neighbourhood and enables greater, more realistic training opportunities for our frontline staff.

Since its launch in early March 2024, the scenario village has been used for 75% of bookable days (excluding public holidays during this period). Usage each month has ranged from 57% to 93% as we have moved from pilot training exercises to actual training programmes.

Future state of frontline safety training

Enhanced tactical training for frontline staff is a key component of the TRM. The Frontline Safety Improvement Programme worked with training experts at the Royal New Zealand Police College, subject matter experts, and our frontline staff, to design the Frontline Safety Training system.

The Frontline Safety Training system replaces the Police Integrated Tactical Training (PITT) and Frontline Skills

¹⁷ For more information please refer to the Tactical Response Model Evaluation Report <https://www.police.govt.nz/sites/default/files/publications/trm-evaluation-report.pdf>.



Officers participating in tactical response training.

Enhancement in District (FSED) training. Learnings and successes from both were used in developing the redesigned training programme. The refreshed curriculum increases scenario-based training under cognitive load, focusing on skill enhancement for frontline staff, and reflecting the operational environment.

Topics covered and woven throughout the training include tactical communication and de-escalation, cognitive conditioning, decision making and appreciation processes, high-risk vehicle stops, active armed offender, clearance and rescue tactics, tactical rescue options, and more.

Frontline Safety Training was implemented in all districts on 1 July 2024.

Frontline Skills Enhancement Course for Sergeants

The Frontline Skills Enhancement Course (FSEC) for Sergeants is a week-long course with a tactical and operational focus, and a heavy emphasis on practical scenario-based learning with a leadership emphasis. The course covers operational decision making, communication under pressure, and involves advanced tactical scenarios – all with a view to keeping their staff and the community safe in high-risk situations.

A tailored course for sergeants means they are able to lead their people effectively and confidently because they understand how their people have been trained to think and act in high-risk situations.

Four FSEC for Sergeants courses were delivered in April 2024. Eighty-nine sergeants and acting sergeants from across all 12 districts completed a one-week block course, with coaching from 23 Armed Offender Squad operators.

Leadership

Police High Performance Framework

The Police High Performance Framework™ (PHPF) helps us foster a style of leadership where leaders are focused on enabling their people to be the best they can be and to make a difference. PHPF is delivered through five frameworks – Strategy, Culture, Leadership, Capability and Performance Management – to embed an integrated performance process.

Integrating the five PHPF frameworks into the new Initial Training programme and Leadership Development framework has been ongoing, as has general advisory assistance across the country.

Leadership Development Framework

The Leadership Development Framework (LDF) supports and contributes to our long-term aim to shift our culture to be diverse, inclusive, and enable our people.

The focus of the LDF is first to adopt a more purposeful approach to leader selection and then ensure our leaders are equipped and enabled with the right knowledge and skills. Leveraging a strong evidence-base, critical aspects of our leadership development have been refreshed. Specifically, they have been informed by what our leaders say they need, lessons learnt and the needs of our business.

The new framework connects our people with considered and purposeful leadership development that is designed to build the leadership capability we need now and into the future. It supports our people to build the capabilities required to strengthen who we are as leaders and how we behave internally. It provides the structured leadership

development pathway for career development up to Strategic Leader level.

The LDF incorporates Core Policing Knowledge; Online Learning; the Leadership Programme; and the Command-and-Control Framework into one system. Entry into the LDF is managed through Development Boards, which are established across all districts and service centres.

This programme of work has included implementing Development Boards, realigning Core Policing Knowledge examination criteria, redesigning the Leadership Programme outcomes and developing a separate week-long Command and Control course. These components include a strong emphasis on coaching as outlined in the New Zealand Police National Coaching Framework. Together, these programmes provide an intentional departure from directive management to inclusive leadership, orientated towards building strong relationships, effective coaching, and enhanced communication to span the requirements of our business. In line with this approach, the Leadership Programme has been designed to focus on eight core learning outcomes to support participants to be the leaders we expect:

- Working with humanity and integrity
- Creating healthy workplaces
- Bicultural awareness
- Developing talent
- Conflict management and resolution
- Supporting improved performance
- Diversity and inclusion
- Managing personal bias

The first LDF programme at the Team Leader level started in March 2024.

Professional Development Boards

Development Boards enable us to be purposeful about how we develop our people to grow into new roles, particularly promotion and leadership roles. The Boards provide access to a range of development opportunities and programmes, support our long-term thinking and succession planning, and enable our people to take ownership of their career and development pathway. Development Boards provide us with a consistent and transparent approach to leadership development. During the year, 18 Development Boards have been created across the country.

Succession Management Programme

The Succession Management Programme (SMP) is designed to build and add depth to the talent and capability at a senior leader level. A pilot programme was implemented to objectively measure and provide insights into our senior leadership talent pipeline. The SMP pilot involved:

- developing a description of the priority leadership behaviours required to take the cultural transformation forward
- partnering with a vendor to deliver independent and objective measurement of these leadership capabilities
- providing feedback for all participants with members of the Executive Development Board
- using SMP assessment data to support more robust talent decisions for critical Expressions of Interest (secondments), and permanent appointments.

The pilot programme ran between mid-2022 and mid-2023. In October 2023, a structured review of the SMP pilot was undertaken to formally establish lessons learned, strengths of the pilot, and opportunities for improvement. Work is now underway to implement the recommendations from the review and develop options for a sustainable solution moving forward.

Tuakana Connect

We are committed to developing our people to ensure they have the skills, knowledge, experience, and mindset to be their best and help deliver our strategy. Tuakana Connect was launched in April 2023 and is an online mentoring platform that supports our people to make mentoring connections to enable their professional growth.

The platform is for people open to sharing their skillset to benefit another individual's development, while developing their own mentoring and leadership capabilities, or those looking to accelerate their development goals with an innovative mentoring experience. Mentoring is encouraged at all levels throughout our organisation and Tuakana Connect is available to everyone in Police.

Diversity and Inclusion

We are committed to building a diverse and inclusive organisation which enables everyone to thrive. We value the diverse experiences and perspectives that our people bring to their work because this enables us to better understand and engage with each other and our communities, ultimately increasing trust and confidence and delivering a better service to all New Zealanders. We strive to foster an inclusive culture where the benefits of this diversity can be fully realised. Our Diversity and Inclusion Plan will be available on our website by 15 November 2024.



Officers promoting Fijian Language Week.

There are many initiatives, programmes, and projects that have supported our aspirations for diversity and inclusion across the organisation in the past year. These include:

- building the capability of leaders to drive inclusion, mitigate bias, and develop bicultural competence through the Leadership Development Framework
- delivering Understanding Diversity training to all recruits, comprising nine lessons each focused on a specific community or aspect of diversity. This is further supported by unconscious bias training delivered to recruits during their initial training
- developing a police-specific online Rainbow 101 training package.
- identifying opportunities to support the development of diverse leadership through mechanisms such as Development Boards and the Succession Management Programme.

Our Employee Led Networks continue to thrive. These networks connect staff with shared lived experiences and play a valuable role in fostering inclusion. We have developed an Employee Led Network Operating Framework to provide practical support to these networks while enabling them to be self-determining.

Gender and ethnic pay gaps

We continue to work towards eliminating gender and ethnic pay gaps. However, the June 2024 figures are partial of the actual year. This is because during the 2023/24 year the main Collective Employment Agreement (CEA) negotiations for police employees had been settled and paid, whereas for constabulary employees the main CEA negotiations were still ongoing as at 30 June 2024. The different demographics of the two workgroups means this situation makes reliable comparisons between these rates and previous years challenging. Constabulary negotiations have since concluded.

Gender	8.2%
Māori	4.8%
Pacifica	10.7%
Asian	10.1%

Awards and Honours

Awards such as the New Zealand Royal Honours, New Zealand Bravery Awards, and the Royal Humane Society of New Zealand are given only to a few whose actions have gone beyond the norm. Our people are nominated for these awards when their actions deserve public recognition at the level of a Royal Honour or similar. In 2023/24, eight employees received King's Birthday or New Year Honours.

Police also presents its own awards and commendations. These recognise meritorious performance of duties that may have involved a potentially life-threatening risk to the recipient, or that require special knowledge, skills or aptitude and reflect an exceptional level of professionalism and dedication. Campaign medals are also awarded to recognise the important service that our people undertake when they are deployed overseas.

The Minister of Police may grant awards to constabulary employees, and the Commissioner may grant awards to general employees, for recognising long service and good conduct.

The Royal New Zealand Police College

The Royal New Zealand Police College (RNZPC) is a unique training venue that is purpose built for policing training. All recruits are based at the College during their initial training and the campus experience is a formative part of their Police training experience. The college provides all our people, officers, and employees, with access to a range of specialist training throughout their tenure at Police.

Governance

The training governance system provides a mechanism to ensure the Royal New Zealand Police College understand the organisation's training needs, the environment that we operate in and the challenges that the organisation faces, seen through the training lens.

Two key parts of the training governance system are the Training Approvals and Quality Board (TAQB) and the Independent Advisory Board (IAB). TAQB governs all new

training across Police and reviews the current training in place, ensuring quality assurance standards are met and content is fit for purpose. Over the last 12 months TAQB has for example approved the training design of the TASER 10 project, provided feedback on the design and implementation of the Initial Training Refresh Programme, and approved the training approach to the Digital Notebook rollout.

IAB provides a community lens across our training, which helps guide our approach to training – ensuring we respond to the different learning requirements of individuals as our organisation continues to represent the communities we serve. The IAB has provided input into the updated Academic Policies, trainer capability development, and feedback on the recruitment challenges for new recruits.

Initial Training Curriculum Refresh Programme (Phases one and two)

Phase one of the Initial Training Curriculum Refresh Programme was formally approved on 30 August 2023 to move from a 16-week to a 20-week initial training programme for recruits. A formalised programme to enable that shift was created with the refreshed curriculum going live on 8 January 2024. Wing 374 was the first wing to undertake the 20-week programme.

Phase two of the programme is focused on the Probationary Constable Programme and covers the review and refresh of the workplace assessment standards to align with the refreshed 20-week programme. This includes aligning the standards to a graduate profile (which sets out the skills and knowledge expected of a constable), refreshing the standards to meet the expectations and needs for constables in 2024, engaging with key stakeholders on the proposed changes, and reviewing and providing recommendations for the Workplace Assessments role.

A continuous improvement framework is being developed to continue to evolve the curriculum for new recruits to ensure it responds to the environment that we operate in and remains fit for purpose.

Recruitment pipeline into initial training

Our Constabulary Recruitment Team works in partnership with districts to ensure the future of our constabulary workforce will deliver to the needs of New Zealand's communities. The recruitment processes deliver recruit wings to the RNZPC for their initial training.

During 2023/24 Police received 5,266 applications via the NewCops website.¹⁸ In the first six months of the year 2,108 applications were received, and this grew by almost 50% to 3,158 in the second six months of the year. This represents increased recruitment activity to enable Police to meet the Government's 500 additional officers growth target.



Recruits at the RNZPC.

The Constabulary Recruitment Team manages a multi-step selection process that assesses suitability to attend the RNZPC as a recruit. Our Recruitment Attraction Strategy continues to drive the work that fills the recruitment pipeline. The RNZPC reprioritises training to ensure we meet our targets for growth and to offset attrition.

Delivering Enhanced Frontline Safety and Tactical Training

During the year the RNZPC continued to support the Frontline Safety Improvement Programme. The RNZPC has contributed to the design of the new Frontline Safety Training System, the refreshed curriculum, and has created supporting training materials. Responsibility for the Frontline Safety Training System was handed over to the RNZPC on 28 June 2024.

¹⁸ www.newcops.govt.nz.

Prosecution Uplift Programme

The Prosecution Uplift Programme is focused on ensuring Police makes its contribution to the improvement of courts' timeliness. We have a long-term vision of modernising operational policing services, and the processes, tools, and policies required to lift core policing performance for better resolution outcomes. This focuses effort on building a foundation of understanding for how we might:

- better enable the frontline to collect and manage evidence, and conduct initial investigations, so they have more time to focus on delivering core policing services
- remove duplication and unnecessary paperwork to improve efficiency
- improve how we support and engage with victims
- ensure sound resolution decisions are made and provide the right information and evidence into the justice system.

Our transformation programme, *ReFrame*, had a long-term vision of moving towards digital case management for all of Police activity, including prosecution cases going to the courts. Recognising the current fiscal environment, we have repositioned the programme to focus on near-term benefits and will utilise the operating model developed through *ReFrame* to inform our Core Policing Services programme, which is focused on replacing core operational systems and better aligning the organisations operating model to the current and future operating environment.

The near-term benefits being applied are expanding the improvements already delivered in 2023/24 through the Prosecution Uplift Programme by focusing on supporting the frontline further, putting resources into trialling services and improving underlying processes and practices. Further work underway is focusing on minimising overheads and maximising delivery efficiency.

Public Safety Network

New Zealand's emergency services require secure, fast, and dependable communications when responding to emergency situations. In August 2022, the Government approved a business case to implement the Public Safety Network (PSN) consisting of three complementary services to modernise critical communications for New Zealand's frontline emergency responders – initially Fire and Emergency New Zealand, Police, Hato Hone St John, and Wellington Free Ambulance.

The PSN is being delivered through the Next Generation Critical Communications (NGCC) programme. It will deliver a



Officer talking on her mobile phone.

new, secure digital communications ecosystem with excellent coverage, encryption, and resilience. The PSN will make New Zealand's emergency services staff, volunteers, and the public, safer and improve productivity and impact, including by enabling the emergency services to work together more effectively.

Existing disparate radio networks used by the four emergency services, some nearing end-of-life, will be replaced with a single nationwide secure digital radio service and an extended, prioritised cellular broadband capability (voice, video, messaging, and data) in urban, state highway and rural areas commonly accessed by frontline emergency services. Existing personal alerting (paging) services will be stabilised to ensure reliability and longevity, ensuring emergency services are able to mobilise volunteers and other responders in areas where other coverage may be limited.

In August 2022, NGCC contracted Tait Kordia JV to deliver digital Land Mobile Radio (LMR), and Hourua (a joint venture between Spark and One NZ) to deliver cellular services.

Cellular Roaming was launched in July 2023 and will be rolled out to more than 15,000 emergency service staff by the end of 2024, enabling them to move across Spark and One NZ networks to increase coverage and improve communications resilience. Cellular Priority will be launched in late-2024 to provide the emergency services with preferential quality coverage at times of mobile network congestion or degradation so they can do their jobs when communities need them most, like during large weather emergencies and public events. There will be 35,000 users of PSN Cellular Services in the next two years.

The network design is complete for the Land Mobile Radio network and is driving site acquisition and build for more than 400 transmission sites around the country. The emergency services will test their new radios and devices on a fully functioning small scale LMR network in South Canterbury, which will be followed by a nationwide, region by region rollout due to finish delivery on time in 2026. Once each region is delivered, the emergency services will begin to migrate to the new digital network and start using it.

Profile of our people

All employees: by gender

Table 1: Employees by gender 2019 – 2024:

Gender	As at 30 June 2023				As at 30 June 2024			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
Female	2,811	3,093	60	5,964	2,779	3,155	59	5,993
Male	7,945	1,565	129	9,640	7,878	1,630	200	9,707
Total	10,757	4,658	189	15,603	10,656	4,785	259	15,700
female (%)	26.1%	66.4%	31.7%	38.2%	26.1%	65.9%	22.8%	38.2%

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
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
female (%)	22.0%	66.0%	33.6%	34.2%	23.2%	66.6%	39.2%	35.5%

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 2019 – 2024:

Age	As at 30 June 2023				As at 30 June 2024			
	Constabulary	Other employee	Recruits	Total	Constabulary	Other employee	Recruits	Total
0 to 24	445	370	49	865	392	338	93	822
25 to 34	3,303	1,206	111	4,621	3,233	1,270	131	4,633
35 to 44	2,516	779	25	3,319	2,545	830	30	3,405
45 to 54	2,707	928	4	3,639	2,531	907	5	3,444
55 to 64	1,642	1,039	–	2,681	1,782	1,079	–	2,861
65+	143	336	–	479	173	361	–	534
Total	10,757	4,658	189	15,603	10,656	4,785	259	15,700

Age	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

Age	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

Notes to Table 2:

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

Employees – by rank and gender:

Table 3: All employees by rank and gender 2024:

As at 30 June 2024	Constabulary Male	Constabulary Female	Non-Constabulary Male	Non-Constabulary Female	Total
Commissioner	1	–	–	–	1
Deputy Commissioner/Deputy Chief Executive	2	1	1	2	6
Assistant Commissioner/Executive Director	5	1	3	3	12
Superintendent/Non-Constabulary Equivalent	38	10	17	17	82
Inspector/Non-Constabulary Equivalent	333	79	176	211	799
Senior Sergeant/Non-Constabulary Equivalent	603	118	148	233	1,102
Sergeant/Non-Constabulary Equivalent	1,552	345	285	384	2,566
Constable/Non-Constabulary Equivalent	5,472	2,478	460	620	9,030
Recruits	n/a	n/a	122	38	160
Other Non-Constabulary Employees	n/a	n/a	682	1947	2629
Total	8,006	3,032	1,894	3,455	16,387

Employees – sworn staff only: by rank and gender:

Table 4: Constabulary employees by rank and gender 2019 – 2024:

	As at 30 June 2023				As at 30 June 2024			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	1	3	33.33%	2	1	3	33.33%
Assistant commissioner	7	3	10	30.00%	6	3	9	33.33%
Superintendent	38	8	46	17.39%	38	8	46	17.39%
Inspector	301	73	374	19.48%	318	77	395	19.46%
Senior sergeant	521	96	618	15.61%	547	112	659	16.93%
Sergeant	1,475	267	1,743	15.33%	1,466	291	1,758	16.58%
Constable	5,254	2,179	7,433	29.32%	5,137	2,101	7,238	29.03%
Authorised officer	339	181	520	34.77%	362	187	549	34.04%
Recruits	126	58	184	31.52%	200	59	259	22.78%
Total	8,064	2,866	10,931	26.22%	8,077	2,839	10,916	26.00%

	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	25.00%
Assistant commissioner	7	3	10	30.0%	8	3	11	27.27%
Superintendent	35	6	41	14.6%	37	6	43	13.95%
Inspector	278	55	333	16.5%	294	63	357	17.76%
Senior sergeant	499	89	588	15.1%	487	95	583	16.36%
Sergeant	1,391	228	1,619	14.1%	1,402	240	1,642	14.60%
Constable	5,283	1,919	7,203	26.6%	5,267	2,075	7,341	28.26%
Authorised officer	227	94	321	29.2%	240	119	359	33.15%
Recruits	46	54	100	54.0%	183	81	264	30.68%
Total	7,770	2,449	10,219	23.9%	7,923	2,683	10,606	25.30%

	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%

Notes to Table 4:

- 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 5: Ethnicity profile of Police 2019 – 2024:**

Ethnicity	2018 census population base (%)	As at 30 June					
		2019 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)
New Zealand European/Pākehā	65.1	68.1	68.2	68.0	68.7	67.3	72.3
Māori	16.5	11.9	12.0	12.3	12.9	12.5	13.7
Pacific peoples	8.1	6.4	6.6	6.8	7.5	8.0	8.7
Asian peoples	15.1	5.4	5.7	6.0	7.0	7.6	8.4
European	5.1	16.2	16.6	16.6	17.1	17.2	18.8
MELAA (Middle Eastern, Latin American & African)	1.5	–	–	–	–	0.9	1.0
Other ethnic groups	2.7	0.9	1.0	1.1	1.2	0.3	0.3

Notes to Table 5:

- 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 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.
- For the 2024 year we have added in the MELAA ethnicity that has been missing from previous years and as a result the values for 2023 have been recalculated.

All Employees: Turnover and exits**Table 6: Turnover and exits 2019 – 2024:**

	As at 30 June					
	2019	2020	2021	2022	2023	2024
Constabulary turnover rate	4.1%	2.9%	2.9%	4.7%	4.31%	4.96%
Constabulary exits	383	290	294	488	459	537
Other employee turnover rate	10.9%	8.7%	8.0%	12.6%	11.66%	9.50%
Other employee exits	348	306	294	497	510	443

Notes to Table 6:

- This excluded planned exits.

Table 7: Turnover and exits by gender 2019 – 2024:

	As at 30 June					
	2019	2020	2021	2022	2023	2024
Constabulary – Female turnover rate	4.2%	2.7%	2.7%	3.6%	3.39%	4.78%
Constabulary – Female exits	87	62	67	93	95	138
Constabulary – Male turnover rate	4.1%	3.0%	2.9%	5.1%	4.63%	5.03%
Constabulary – Male exits	296	228	227	395	364	399
Other employee turnover rate – Female	11.3%	8.7%	8.0%	11.7%	10.80%	9.55%
Other employee exits – Female	243	206	199	186	317	297
Other employee turnover rate – Male	10.1%	8.8%	7.9%	14.4%	13.41%	9.40%
Other employee exits – Male	105	100	95	311	193	146

Notes to Table 7:

- This excluded planned exits.

Total employee numbers**Table 8: Staff Numbers (headcount, including provision for leave without pay) 2019 – 2024:**

Group	as at 30 June 2023				as at 30 June 2024			
	Constabulary		Other employee		Constabulary		Other employee	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	397	24	50	3	397	23	57	4
Waitematā	835	43	88	14	818	41	82	10
Auckland	876	19	127	12	875	16	109	12
Counties Manukau	1,223	49	182	14	1,190	47	169	9
Waikato	713	43	62	24	698	38	63	23
Bay of Plenty	783	25	78	13	777	28	78	13
Central	758	30	68	29	769	37	79	28
Eastern	527	33	46	20	510	34	50	20
Wellington	845	44	101	12	880	43	101	12
Tasman	367	26	40	14	372	26	43	13
Canterbury	946	81	81	20	958	72	81	20
Southern	609	28	55	32	602	36	55	29
RNZPC	166	9	112	4	165	6	129	7
PNHQ and Service Centres	1,547	46	3,226	433	1,532	52	3,342	447
Total	10,592	500	4,316	644	10,543	499	4,438	647

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

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

Notes to Table 8:

- PNHQ: Police National Headquarters includes the National Command and Coordination Centre, Police Infringement Bureau, Gang Harm and Intelligence Centre, National Organised Crime Centre, National Intelligence Centre, National Operations, National Road Policing Centre, and Investigations.
- RNZPC: Royal New Zealand Police College.
- Service Centres: Service Centres include the Northern, Central and Southern Emergency Communication Centres, Kapiti Non-emergency Communication Centre, Vetting Services and ICT.
- Numbers are inclusive of employees on leave without pay and parental leave.
- Due to the consolidation of numbers some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

Remuneration

Table 9: Remuneration of staff by salary band 2022/23 and 2023/24:

Total remuneration band	2022/23					2023/24				
	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	284	3	47	216		224	17	55	129	
\$10,000–\$19,999	420	22	111	290		355	9	135	206	
\$20,000–\$29,999	511	15	116	328		370	6	113	218	
\$30,000–\$39,999	397	18	88	176		322	15	106	101	
\$40,000–\$49,999	546	7	99	270		457	17	110	160	
\$50,000–\$59,999	502	5	91	171		431	6	97	154	
\$60,000–\$69,999	853	1	95	196		659	5	105	144	
\$70,000–\$79,999	1,114	5	71	62		1,087	5	72	64	
\$80,000–\$89,999	2,125	2	57	40		2,235	2	80	49	
\$90,000–\$99,999	2,146		43	15		2,494		62	33	
\$100,000–\$109,999	1,685		43	9		1,787		52	23	
\$110,000–\$119,999	1,597		31	8		1,750		38	10	
\$120,000–\$129,999	1,436	1	23	7		1,513	1	32	9	
\$130,000–\$139,999	1,076		20	3		1,159		23	5	
\$140,000–\$149,999	863		12	1		907		26	4	
\$150,000–\$159,999	615		10			642		16		
\$160,000–\$169,999	423		6	1		399		6	2	
\$170,000–\$179,999	236		5			264		8	1	
\$180,000–\$189,999	149		1			171		4		
\$190,000–\$199,999	97		4			113		5		
\$200,000–\$209,999	49		4	1		69		3	1	
\$210,000–\$219,999	32		6			32				
\$220,000–\$229,999	9		2			17		3	1	
\$230,000–\$239,999	11		4			12		3	1	
\$240,000–\$249,999	8		3			6		1		
\$250,000–\$259,999	7		1			7		3		
\$260,000–\$269,999	1					5		1	1	
\$270,000–\$279,999	4		3			3		1		
\$280,000–\$289,999	5		1			4		1		
\$290,000–\$299,999	4					4		1		

Total remuneration band	2022/23					2023/24				
	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remun-eration Authority ^[d]	Total personnel	Over-seas ^[a]	Left Police ^[b]	Started during year ^[c]	Remun-eration Authority ^[d]
\$300,000–\$309,999	5					5				
\$310,000–\$319,999	3					2		1		
\$320,000–\$329,999	3					1				
\$330,000–\$339,999	3		1							
\$340,000–\$349,999	1					2				
\$350,000–\$359,999						1				
\$360,000–\$369,999						1				
\$370,000–\$379,999	1		1			1				
\$380,000–\$389,999						1				
\$390,000–\$399,999	1					2		1		
\$410,000–\$419,999	1		1							
\$420,000–\$429,999	1				1					
\$510,000–\$519,999	1			1	1	1				1
\$520,000–\$529,000						1				1
\$600,000–\$609,999	1									
\$660,000–\$669,999	1				1	1				1
\$1,140,000–\$1,149,999	1		1							
Total	17,228	79	1,001	1,795	3	17,517	83	1,164	1,316	3

Notes to Table 9:

- The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2022/23 and 2023/24 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 2022/23 and 2023/24 may have been paid contractual entitlements.

[c] Employees who began working for Police during 2023/24, 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 10: Remuneration of staff by salary band and age group 2022/23 and 2023/24:

	2022/23						2023/24					
	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	49	129	39	37	26	4	43	89	49	19	18	6
\$10,000-\$19,999	103	150	68	56	33	10	89	130	65	38	25	8
\$20,000-\$29,999	104	184	101	52	48	22	82	161	48	38	29	12
\$30,000-\$39,999	44	140	75	58	46	34	42	104	56	47	35	38
\$40,000-\$49,999	72	205	99	76	59	35	48	186	92	61	44	26
\$50,000-\$59,999	70	158	97	79	67	31	47	166	82	56	54	26
\$60,000-\$69,999	109	302	144	130	132	36	75	240	122	92	94	36
\$70,000-\$79,999	118	396	161	174	191	74	132	423	198	152	134	48
\$80,000-\$89,999	174	1,069	379	224	213	66	238	1,044	410	226	233	84
\$90,000-\$99,999	57	1,139	531	251	132	36	85	1,279	564	278	204	84
\$100,000-\$109,999	19	656	515	326	141	28	15	696	530	311	199	36
\$110,000-\$119,999	5	307	470	432	325	58	4	372	532	421	365	56
\$120,000-\$129,999	2	150	409	500	339	36	1	206	406	492	360	48
\$130,000-\$139,999		52	261	420	294	49		72	287	426	327	47
\$140,000-\$149,999		36	155	363	283	26	1	35	169	346	297	59
\$150,000-\$159,999		10	78	300	200	27		15	92	285	231	19
\$160,000-\$169,999		6	44	205	155	13		6	42	172	159	20
\$170,000-\$179,999		2	21	113	93	7		2	29	125	99	9
\$180,000-\$189,999		1	15	64	63	6		1	20	76	68	6
\$190,000-\$199,999			7	37	43	10			7	39	55	12
\$200,000-\$209,999			1	26	18	4			3	28	33	5
\$210,000-\$219,999			2	18	11	1				10	22	
\$220,000-\$229,999				2	5	2			1	8	6	2
\$230,000-\$239,999			1	4	5	1			1	4	6	1
\$240,000-\$249,999				4	3	1				3	2	1
\$250,000-\$259,999				1	5	1				3	3	1
\$260,000-\$269,999					1					1	3	1
\$270,000-\$279,999				1	3						3	
\$280,000-\$289,999					4	1				1	2	1
\$290,000-\$299,999				1	3					1	3	
\$300,000-\$309,999				3	2					2	3	
\$310,000-\$319,999				2	1					1	1	
\$320,000-\$329,999			1	1	1					1		
\$330,000-\$339,999					3							
\$340,000-\$349,999			1							1		1
\$350,000-\$359,999										1		
\$360,000-\$369,999											1	

	2022/23						2023/24					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$370,000-\$379,999						1					1	
\$380,000-\$389,999											1	
\$390,000-\$399,999					1					1		1
\$410,000-\$419,999					1							
\$420,000-\$429,999					1							
\$510,000-\$519,999				1							1	
\$520,000-\$529,999										1		
\$600,000-\$609,999						1						
\$660,000-\$669,999				1						1		
\$1,140,000-\$1,149,999					1							
Total	926	5,092	3,675	3,962	2,952	621	902	5,227	3,805	3,768	3,121	694

Notes to Table 10:

- The table includes: all employees including part-time employees, employees who had a period of leave without pay, employees on parental leave, employees who started during the year, and employees who received pay increases during the year, by the remuneration band that they actually received during 2022/23 and 2023/24, not the full-time remuneration at any point of the year.

Length of Service

Table 11: Average length of service in years, 2019 – 2024:

Role	As at 30 June					
	2019	2020	2021	2022	2023	2024
Constabulary	13.4	13.1	13.5	13.3	13.0	13.3
Other employee	8.6	8.0	8.3	8.1	7.7	7.9

Notes to Table 11:

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

Table 12: Average length of service in years by gender, 2019 – 2024:

Gender	As at 30 June 2022		As at 30 June 2023		As at 30 June 2024	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
Female	9.9	8.3	10.0	7.8	10.4	8.1
Male	14.5	7.7	14.2	7.4	14.4	7.5

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

Notes to Table 12:

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

Table 13: Average length of service in years by age, 2019 – 2024:

Age Range	As at 30 June 2022		As at 30 June 2023		As at 30 June 2024	
	Constab	Other employee	Constab	Other employee	Constab	Other employee
0–24	2.1	1.4	1.5	1.2	1.8	1.4
25–34	4.9	3.3	4.7	3.1	5.0	3.4
35–44	10.6	6.2	10.0	5.4	10.1	5.6
45–54	19.1	10.2	18.5	9.1	18.6	9.2
55–64	27.4	13.7	26.8	12.7	26.8	12.9
65+	33.6	15.7	33.0	16.3	33.1	16.8

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

Notes to Table 13:

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

Our organisation



Organisational structure

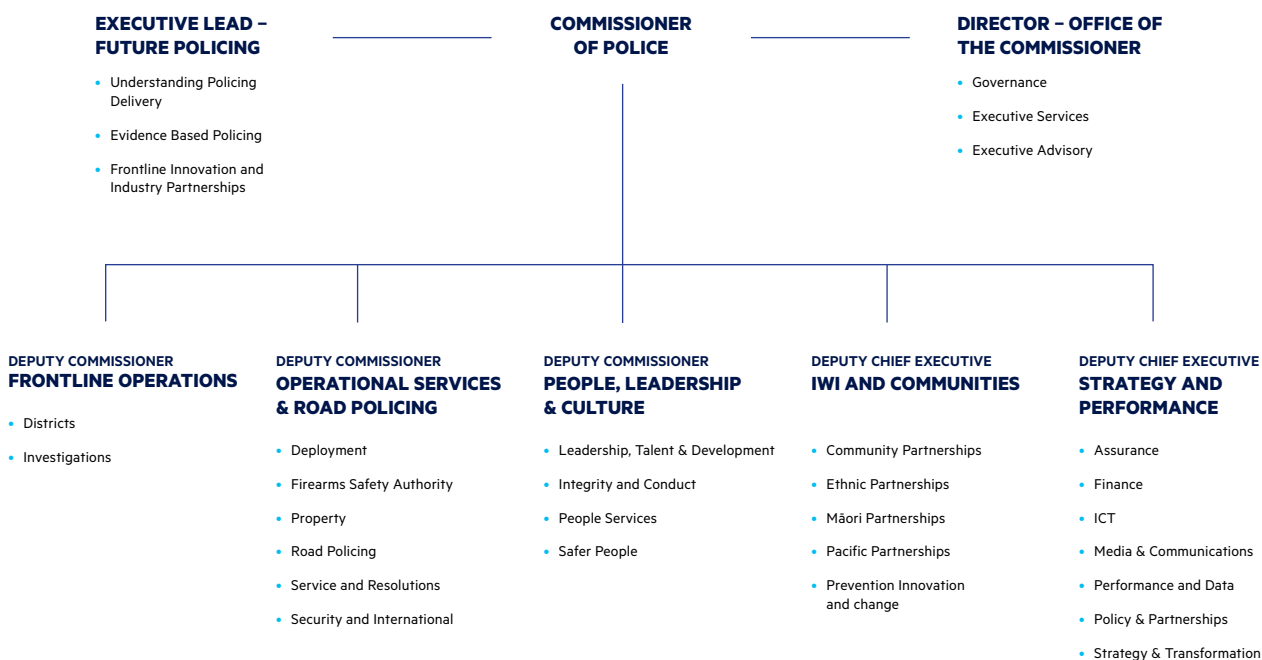
Commissioner of Police

The Commissioner of Police is appointed by the Governor-General and acts independently to government in carrying out operational activity relating to the maintenance of law and order. The Commissioner is accountable to the Minister of Police for the administration of police services.

Police districts

Nationally we have 12 districts administered from a 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. A map of district locations is available on our [website](#).

Executive structure



Executive Leadership Team

COMMISSIONER OF POLICE

Andrew Coster



Andrew Coster became Commissioner of Police on 3 April 2020. His Police career spans more than 27 years and has a strong history of accomplishments following his graduation from Police College in 1997, including serving in frontline and investigative roles in Counties Manukau and Auckland.

Before being appointed as Commissioner, he was acting Deputy Commissioner: Strategy and Partnerships. In the period immediately after the terror events in Christchurch in 2019, he led the development of the Government's firearms reforms, including the ban on semi-automatic firearms.

He was appointed Assistant Commissioner, Strategy and Transformation in 2015, providing leadership and co-ordination for Police's largest IT project of the decade – the replacement of the organisation's HR and payroll system. He also spent some time as acting Deputy Commissioner: Resource Management. Andrew has worked in a variety of Police leadership roles that have taken him around New Zealand, including Area Commander in Auckland City Central and District Commander for the Southern Police District.

Andrew has a Bachelor of Laws (Honours) from the University of Auckland and a Master of Public Management from Victoria University of Wellington. He has been a Solicitor in the Office of the Crown Solicitor in Auckland and was seconded to the Ministry of Justice as Deputy Chief Executive in 2016. At the Ministry he led the development of a five-year plan to modernise courts and tribunals, before returning to Police.

DEPUTY COMMISSIONER: FRONTLINE OPERATIONS

Tania Kura



Deputy Commissioner Tania Kura is responsible for the organisation's frontline services including the 12 districts and our investigation functions. Tania joined Police in 1987 and, in 2020, became the first female police officer to be appointed to the position of Deputy Commissioner. Prior to her current position, she was the Deputy Commissioner: Leadership and Capability.

Tania was recruited from Invercargill, where she was born and raised with a whakapapa linking her to Tainui. Her first posting was to Christchurch and has since worked in Central and Bay of Plenty Districts, the Royal New Zealand Police College, and Eastern District in a variety of uniform, investigative and leadership areas including youth, intelligence, Officer in Charge of station and operational field training.

She spent five years as Hawke's Bay Area Commander before being promoted in 2017 to the role of Eastern District Commander, where she had responsibility for 500 people and demonstrated her ability to lead significant cultural change.

DEPUTY COMMISSIONER: OPERATIONAL SERVICES AND ROAD POLICING

Jevon McSkimming



Deputy Commissioner Jevon McSkimming is responsible for the organisation's operational services and road policing. Jevon joined Police in 1996 after completing his studies in 1995.

Before being appointed to this role, he was the Deputy Commissioner: Strategy and Service. Prior to that his roles included Assistant Commissioner: Service, and Chief Information Officer, where he managed ICT Services for New Zealand Police.

During his time as a member of the Executive, Jevon has led the Next Generation Critical Communications Programme, overseen the launch of the Single Non-Emergency Number (105), and managed the property portfolio, police vehicles and the ICT systems to maximise the benefit to the frontline.

Starting his career in Auckland, Jevon undertook a number of front line, Communications and Maritime roles before shifting to the far South, where he met a range of challenges as a rural and provincial sole charge officer.

An opportunity to rewrite rural officers' work terms and conditions led to a move to Wellington, and then a transfer to the Royal New Zealand Police College to run the promotion courses for Sergeant and Senior Sergeant ranks. As Deployment Manager for Wellington District, Jevon and his team played a key role in the model and process design for the New Zealand Police *Prevention First* Strategy.

**DEPUTY COMMISSIONER:
PEOPLE, LEADERSHIP AND
CULTURE**

Chris de Wattignar



Chris de Wattignar was appointed to this role in July 2023 to oversee our key people functions across the Leadership, Talent and Development (including the RNZPC); People Services; Integrity and Conduct; and Safer People workgroups. Previous to this he was Assistant Commissioner: Iwi and Communities.

Chris was previously District Commander for Central District and before that served in uniform and CIB, mainly in district leadership roles for Counties Manukau.

**DEPUTY CHIEF EXECUTIVE:
IWI AND COMMUNITIES**

Pieri Munro MNZM



Deputy Chief Executive Pieri Munro is responsible for Ethnic, Iwi, Pacific and community partnership, and prevention innovation and change. He was appointed in late 2023.

Pieri brings a wealth of knowledge, skill and experience drawn from a successful 35-year Police career from 1975 to 2010 that included serving as District Commander Wellington. In 1989 he was the first person formally appointed as a New Zealand Police cultural adviser within the EEO Unit (Equal Employment Opportunities and Diversity), becoming principal architect of Police strategies for responsiveness to Māori and the Treaty. In 2003 he led the establishment of Māori, Pacific, and Ethnic Services at Police National Headquarters, then took secondment to Waikato District as relieving District Commander. He retired from Police in 2009 as Wellington District Commander.

Prior to returning to Police in 2023, Pieri spent five years at Hawke's Bay Regional Council where, as interim Chief Executive from February to May 2023, he led council through the devastation of Cyclone Gabrielle. In addition, Pieri was made a member of the New Zealand Order of Merit in 2004 for services to New Zealand Police and Māori.

**DEPUTY CHIEF EXECUTIVE:
STRATEGY AND
PERFORMANCE**

Andrea Conlan



Andrea Conlan joined Police in October 2023. The Deputy Chief Executive: Strategy and Performance brings a strategic view, utilising the collective insights gained across our Strategy; Assurance; Performance; Policy; and Media and Communications functions. Her role is about helping to provide a forward-looking lens across where we are going, the risks we face, the opportunities to inform or influence, and how we enable the change we need to deliver on our organisational goals.

Andrea is an experienced public sector leader. Before joining Police, Andrea worked for the Accident Compensation Corporation, where for 12 years she held a range of senior roles, including Head of Customer Performance, Head of Service Support and Acting Deputy Chief Executive – Strategy, Engagement and Planning.

**EXECUTIVE LEAD:
FUTURE POLICING****Mark Evans OBE**

Executive Lead Mark Evans is responsible for Understanding Policing Delivery, Evidence Based Policing, Frontline Innovation, and Industry Partnerships. Mark came to New Zealand in 2007, having previously been the Director of Analytical Services for the Police Service of Northern Ireland, and was appointed to his current role in July 2023. He has been a member of the Police Executive since 2011, and prior to his current role has held a number of executive positions including Deputy Chief Executive: Insights and Deployment, Deputy Chief Executive: Service Delivery, and Deputy Chief Executive Strategy.

Mark is Vice President of the Australia and New Zealand Society of Evidence Based Policing (ANZSEBP), a member of the Global Advisory Board for Policing Insight, a member of the World Class Policing Awards Judging Panel, and a fellow of the Institute of Strategic Risk Management. He is a frequent contributor to international intelligence teaching and training and is a Visiting Professor at University College London where he teaches on their MSc in countering organised crime and terrorism and their MSc in police leadership.

In 2006 Mark was awarded an OBE for services to policing, and in July 2022 he was inducted into the Hall of Fame at the Center for Evidence-Based Crime Policy at George Mason University, Virginia, in recognition of his leadership in embedding evidence-based policing in New Zealand Police.

**DIRECTOR – OFFICE OF
THE COMMISSIONER****Maria Rawiri**

Director: Office of the Commissioner Maria Rawiri provides strategic support to the Commissioner, Executive Leadership Team, and governance to help deliver on our priorities and organisational goals. Maria joined Police in November 2020.

Maria has a wide range of experience from across the public service. She was previously a chief advisor and general manager at the Ministry of Justice, and over the past decade has worked in senior management roles at Oranga Tamariki and the Office of the Auditor-General. In the early part of her career, Maria worked at the New Zealand Treasury and New Zealand Trade and Enterprise.

Our governance and 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. The current governance model is being refreshed for 2024/25 to align with our 2024–2028 strategic intentions.

Our governance model in 2023/24



Model structure

In order to address the breadth and depth of responsibilities that good organisational stewardship 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 wider executive – Assistant Commissioners and Executive Directors. All groups are chaired by a Tier Two executive, with membership comprised from a combination of appointments based on portfolio representation and specific skills/experience. The system is designed to enable collective accountability, with earned autonomy – empowering Tier Three leaders with broad responsibilities around the governance of the organisation.

Governance group functions

Executive Leadership Team

The Executive Leadership Team (ELT) is primarily responsible for our strategic direction and provides leadership, executive governance, and guidance to relevant stakeholders and partners. The ELT oversee operational decisions, monitor strategic level priorities, approve investments in change and asset delegations, and respond to systematic issues that can impact strategic or organisational performance.

ELT's key focus includes overseeing of the day-to-day organisational stewardship, assessing challenges and opportunities that arise, and considering the most appropriate intervention with an 'outcomes' focus.

Weekly meetings focus on the present and provides assurance that the organisation is operating in a way that ensures risks are identified and escalated as needed. Monthly reflection meetings focus on leadership and governance of performance monitoring against our strategic priorities. Quarterly forward-looking meetings enable the ELT to understand and respond to systematic issues that emerge during the year that impact on achievement of our strategic intent and organisational performance.

Matters considered during 2023/24:

- Financial sustainability
- Demand management including non-emergency triage
- Bargaining and employee relations
- Strategic risks
- Organisation performance
- Review of strategy and priorities
- Code of Conduct

Health and Safety Governance Group

The Health and Safety Governance Group is responsible for providing organisational wide leadership and advocacy for health, safety, and wellbeing and leading and enabling a culture of health, safety, and wellbeing across our operations. This governance group oversees our legal obligations under the Health and Safety at Work Act 2015.

This governance group approves overarching wellness and safety systems and content, including organisational policy and process and procedures relating to wellness and safety. Monitors strategic indicators of critical risk management performance and progress towards strategic goals and seeks assurance in relation to necessary corrective actions.

Key focus includes responsibility for the health and safety of our staff by reinforcing accountability for health, safety, and

wellness performance across the organisation by providing direction and support in shaping of the organisation's wellness and safety plan.

Matters considered during 2023/24:

- Incident reviews
- Wellness and safety metrics
- Firearms risk
- Hard armour plates return
- Critical Risk Programme
- Frontline safety survey
- Residential property risk assessment
- Communicable disease framework
- Enforceable undertaking (WorkSafe)

Organisational Culture Governance Group

The Organisational Culture Governance Group is responsible for ensuring we have a high performing culture that is diverse and inclusive. This includes ensuring we have robust coaching, mentoring, and leadership programmes in place; and that we understand what our medium to long term workforce requirements are to enable and equip the successful delivery of our outcomes.

This governance group primarily focuses on governing strategic employment relations matters, in order to uphold Police's legal duty to be a fair and reasonable employer; end-to-end oversight of training and learning matters, including fostering a culture of continuous improvement and championing evidence-based activity; overseeing the end-to-end implementation of large people-centred programmes, ensuring they are delivered to a high standard and align to our strategic intent; proactively govern our people capability to ensure the right skills exist to deliver on the agreed outcomes, either internally, or by gaining assurance that the necessary skills and capabilities are available in the market.

Matters considered during 2023/24:

- Operational matters
- Movements policy
- Restructuring policy
- Growing the constabulary recruitment pipeline
- Police policy: alcohol, gifts, discounts, hospitality, and sensitive expenditure

Stewardship and Performance Governance Group

The Stewardship and Performance Governance Group oversees our stewardship responsibilities and corporate performance, in order to maintain compliance and

appropriate quality standards in the management of public resources, while delivering our strategy.

This governance group is responsible for oversight of the budget, strategic and business planning processes, including the development of key accountability documents; representing our interests as an investor, including overseeing all bids for external funding, investment planning, and the delivery of all investments; building and maintaining key capabilities to support the delivery of policing services; seeking assurance and monitoring compliance over key internal controls and external compliance and reporting guidelines (both legislative and other);¹⁹ prioritising and overseeing the delivery of strategic outcomes, including corporate and capability strategies; governing and monitoring against organisational health performance measures; upholding corporate stewardship, ensuring we provide high quality products and services to New Zealanders; monitoring the resource and capability demand required to implement investments, and lead the development of the capabilities necessary to deliver, including the adoption of new technologies, systems, and tools.

Matters considered during 2023/24:

- Investment planning and delivery
- Financial performance
- Asset management and oversight of delivery plans
- Monitoring significant initiatives including Arms Transformation Programme
- Assurance reporting
- Strategic Resilience Framework
- Capability
- Carbon emissions

Strategic Tasking and Coordination Governance Group

The Strategic Tasking and Coordination Governance Group governs and oversees the prioritisation and deployment of resources to positively impact the criminal environment and enable us to deliver on our priorities with a focus on prevention through partnerships.

This governance group is central to our national deployment model. It ensures our resources are focused on the right priorities and accountability is assigned. The use of evidence-based approaches, frameworks, strategies, and action plans inform decisions around potential trade-offs and strategic direction setting in line with our *Prevention First* operating model.

Matters considered during 2023/24:

- Emerging issues and risks in the operational environment
- Major events planning and response
- Workforce deployment and planning to achieve leave liability reduction objectives
- Disruption of gangs
- Operational performance

Assurance and Risk Committee

Our external Assurance and Risk Committee continues to provide the Commissioner and Executive Leadership Team with well-informed, independent scrutiny and challenge on the strategic risks and issues facing Police.

In line with guidance issued by the Auditor-General, the Committee's role is to bring an outside-in focus and give advice on governance, strategy, organisational and fiscal performance, external reviews, risk management, effectiveness of internal controls and audit practices, assurance, corporate health, integrity and public trust and confidence.

The Assurance and Risk Committee operates under a Charter which was refreshed in early 2024. The Charter confirms the role, responsibilities, and operating arrangements for this external advisory body. As part of the Charter, the Committee has a mandate to review and endorse Police's annual Audit and Assurance Work Plan. The Committee also meets with Police's external auditors, Ernst and Young, appointed by the Auditor-General to consider their final report on the financial statements and service performance information in the annual report (refer page 135). The Committee meets with the Commissioner five times a year, along with other key stakeholders.

The Committee's advisory role includes observations, guidance and challenge on quality and effectiveness in the areas of: strategic insight, risk and internal audit, external audit, and corporate health and integrity.

¹⁹ Relevant standards include the Public Finance Act; Cabinet Office circular CO(19)6; Treasury's Risk Profile Assessment; GCDO assurance requirements and security and privacy accreditations; and other corporate stewardship responsibilities and regulatory requirements as outlined by the Public Services Commission and/or other government leads.

The current members of Police's Assurance and Risk Committee are:

Sandi Beatie QSO
 (Chair)


Nelson based Sandi brings substantial experience from senior executive roles and as a director. She is a member of the Risk and Assurance Committee for Treasury and served two terms as Chair on the Education Payroll Board. Sandi's previous governance roles include Chair of the Archives Council; membership of Assurance and Risk Committees for Inland Revenue and the Department of Prime Minister and Cabinet; a member of the Ministerial Advisory Committee on Public Broadcasting; and Director of IQANZ. Prior to retiring from fulltime employment in April 2015, Sandi was the statutory Deputy State Services Commissioner.

Shamubeel Eaqub


Tamaki Makaurau-based, Shamubeel has over two decades of experience as an economist in Wellington, Melbourne, and Auckland, working for leading banks and consultancies. He is an author, media commentator and public speaker. Shamubeel holds a BCom (Hons) in Economics from Lincoln University and is a Chartered Financial Analyst. Shamubeel has written or co-written several books: *The New Zealand Economy: An Introduction* (2011) [with Ralph Lattimore], *Growing Apart: Regional Prosperity in New Zealand* (2014), and *Generation Rent* (2015) [with Selena Eaqub]. He has also co-edited and contributed chapters to other books, including *BWB Texts: Economic Futures* (2014).

Tiana Epati


A Gisborne-based barrister, Tiana is a graduate of Auckland University and has extensive criminal law and appellate experience from work as a Crown prosecutor in Auckland and Wellington. As well as bringing governance experience from her roles as former Vice President and President of the New Zealand Law Society (NZLS), Tiana has also been a Trustee of the franchise holder for the Moana Pasifika Super Rugby Team. Tiana also brings experience of helping to lead culture change in a profession, notably via her work to spearhead the review of the NZLS's statutory framework for dealing with complaints of unacceptable behaviour.

Jennifer Kerr


Jennifer is an experienced Independent Director and Chair across different industries. She is currently the Chair of WorkSafe New Zealand, Callaghan Innovation and New Zealand Trade and Enterprise. She is also a Director of Eke Panuku Development Limited and Waipa Networks Ltd and is a former Director of New Zealand Rugby. Earlier in her career Jennifer worked in C suite roles predominantly overseeing Human Resources, Health and Safety and stakeholder relations functions in North America, UK, Europe and New Zealand. She holds a Graduate Diploma in Psychology and a Bachelor of Arts and is part way through a Masters in Crime Science and Security. She is a descendant of Ngāti Mutunga and Ngāti Tama.

June McCabe


June, who is a chartered member of the Institute of Directors and who holds an MBA, has more than 25 years' experience in governance roles across the public, private, and not-for-profit sectors. After an extensive career in banking and finance, following many years in the public service, June has held a wide range of governance roles. Current directorships include Devon Funds Management, Chairman of TAHITO and Chairman of the asset holding company of one of her iwi. Previous roles include founding director of the New Zealand Venture Investment Fund; Avanti Finance, Accident Compensation Corporation, Television New Zealand along with education and health sector appointments. She has a passion for the advancement of Māori economic development and as a result is involved in a number of Māori iwi systems change initiatives. She is also the Chairman of Corrections Audit and Risk Committee. June has iwi affiliations with Ngāpuhi, Te Rarawa, Te Aupōuri, Ngāti Kaharau and Ngāti Kahu.

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 place 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 Te Tiriti o 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 with iwi Māori 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.

These forums allow for direct engagement on the risks and opportunities for preventing crime and harm in New Zealand's Māori, Pacific and Ethnic communities. The insights and feedback gained from these Forums are an important input into the strategic planning, tasking, and coordination functions of Police.

Understanding Policing Delivery

For the last two years, Police has worked with an independent panel on a major research programme looking at how we can ensure we deliver policing that is fair and equitable for all communities. Understanding Policing Delivery has been a critical part of a range of wider work to make sure our services are responsive to all communities – because we know we can only reduce crime and harm in the long term when we work together with communities to do that.

The Independent Panel oversaw the research on Police's behalf, which was delivered by three research teams and a statistician. There were three focus areas which included who police stop, when and why police use force, and who police charge. An Operational Advisory Group has sat alongside the Panel to ensure the research has been informed by frontline insight, observations, and advice from Police's operating environment.

Demonstrating good governance

High standards of public sector governance and accountability are essential to healthy democracies at both a national and local level.

They enable the effective and efficient use of public resources in the agencies within the public sector. The [New Zealand Office of the Auditor General](#) describes eight elements that they consider essential for governance to be effective. Although the elements²⁰ are important in their own right, those involved in public administration need to consider how they apply to the particular context of the organisation or project that they are involved in.

20 <https://oag.parliament.nz/good-practice/docs/good-governance.pdf>.

Elements of effective governance

This section notes each of the New Zealand Office of the Auditor General's eight good governance principles and demonstrates how Police meet these elements.

Good governance elements	Performance against these elements
Element 1 Set a clear purpose and stay focused on it	Our strategic direction is set by our Executive Leadership Team (ELT) and is outlined in our 2024–2028 strategic intentions. The ELT sets a strategic performance plan each year, based on our strategic intentions, and reviews this regularly through the year.
Element 2 Have clear roles and responsibilities that separate governance and management	Each governance group has its own terms of reference that includes the group purpose, principles, key focus areas, key accountabilities, membership, standing attendees, quorum, delegated financial authority, frequency, duration, and decision cadence of meetings. The Assurance and Risk Committee (ARC) has its own charter that sets out its purpose, scope, and role.
Element 3 Lead by setting a constructive tone	Members of governance groups are expected to demonstrate behaviours consistent with the values of police. A governance and leadership policy is in place that details the systems and processes for leading and guiding our organisation. It describes the arrangements and practices that allow us to set our direction and manage our operations to achieve our desired outcomes and fulfil our accountability obligations.
Element 4 Involve the right people	Governance groups represent a range of perspectives and backgrounds to ensure the right mix of people are involved in governance decisions. Membership is comprised from a combination of appointments based on portfolio representation and specific skills and experience. The system is designed to enable collective accountability, with earned autonomy – empowering tier three leaders with broad responsibilities around the governance of the organisation.
Element 5 Invest in effective relationships built on trust and respect	Governance group members are expected to make decisions in a way that is consistent with our police values and the characteristics of our Police High Performance Framework™ which includes, but is not limited to, building effective relationships, and acting with integrity, trust, and respect.
Element 6 Be clear about accountabilities and transparent about performance against them	In order to address the breadth and depth of responsibilities that good organisational governance demands, the ELT has structured itself to differentiate between these responsibilities with four governance groups that meet on a monthly basis and provide regular performance updates to ELT. Governance matters are reported at ELT each month and discussed at our assurance and risk committee. Governance performance is also reported on publicly in the annual report.
Element 7 Manage risks effectively	Our Assurance and Risk Committee provides well-informed, independent scrutiny and challenge on the strategic risks and issues facing Police. We have a strategic resilience plan that provides a solid foundation to build a more risk aware and resilient organisation. We have also updated our risk management policy to better define the principles and roles and responsibilities that guide our approach to managing risk. The policy is supported by tools and resources to help staff understand risk and apply a risk lens to their work and decision-making. Strategic risks are monitored and regularly reported to the ELT.
Element 8 Ensure that you have good information, systems, and controls	We have a robust system of information systems and internal controls to ensure integrity of financial reporting and legislative compliance, promote effectiveness and accountability of business processes, and address risks relevant to fraud, bribery, and corruption. These information systems and internal controls are regularly reviewed by our Assurance and Risk Committee and are examined and reported on by our external auditor each year.

External oversight

We have external oversight in place to ensure we are conducting ourselves and our business in a manner consistent with our legislative requirements.

Parliamentary Select Committees

Select Committee reviews are how Parliament ensures that New Zealanders are getting good value from government agencies and other accountable organisations.

Estimates Review

The Estimates of Appropriations Review is focused on spending intentions for Police (financial information and estimates performance measures). The Estimates Review Hearing for the 2024/25 financial year was held in June 2024. Themes discussed included Budget 2024 initiatives, proposed legislative changes, restoring law and order, community safety, and recruitment and retention.

Annual Financial Review

The Annual Financial Review examines agency expenditure and performance results for the year and can cover the interest of Parliament in other aspects of how the agency is run. The Annual Financial Review is a vital part of Parliament's scrutiny of agency spending and performance. The Annual Financial Review Hearing for the 2023/24 financial year will be held in December 2024.

Independent Police Conduct Authority

The Independent Police Conduct Authority (IPCA) was set up by Parliament as an oversight body. The IPCA is statutorily independent from Government and Police by virtue of the Independent Police Conduct Authority Act 1988 and the Crown Entities Act 2004. The law requires the IPCA to act independently in performing statutory functions and duties. This means their judgements about the facts are based on evidence and the law.

The Independent Police Conduct Authority handles, investigates, and resolves complaints about Police that have been referred to them by either members of the public or Police. By law the IPCA is also notified of and may investigate incidents where Police may have caused death or serious injury. The IPCA also monitors places of Police detention to ensure human rights standards are being met.

The IPCA conducted 117 investigations into Police conduct in 2023/24. Broad themes included custody incidents, off duty officer conduct, on-duty officer conduct, driving conduct, use of force, misuse of information, and privacy breaches. Findings from these investigations are available on the [IPCA website](#). For information about complaints dealt with directly by Police refer to page 75.

External audit

The Auditor General appoints an independent auditor to provide an objective independent examination of our systems and processes, and to verify the financial statements and service performance information. The appointed auditor prepares a report (see page 135) on the financial statements and service performance information in this Annual Report and confirms that this information has been appropriately prepared in accordance with generally accepted accounting standards.

The auditor will report their findings to both the Auditor General and the Parliamentary Justice Committee charged with overseeing the operations of Police.

External audit focus areas include management control, financial management, performance information, and human resources. Recommendations are then progressed with the relevant business groups and managed by our Assurance Team.

Risk management

To achieve our strategic objectives we need to manage our risks actively and effectively. We continue to develop and embed a risk aware culture, where our people are encouraged and enabled to identify and manage risks from the top down and the bottom up.

Our increased risk awareness is reflected in the quality of risk conversations and in the continual integration of risk management practices and behaviours into decision-making, governance, strategy development, business planning and in programme and project management.

We have a strategic resilience plan that provides a solid foundation with key aims and milestones to build a more risk aware and resilient organisation. We have a risk management policy to define the principles and roles and responsibilities that guide our approach to managing risk, supported by tools and resources to help our people better understand risk and apply a risk lens to their work and decision-making.

With the increasing awareness of the value of risk management there has been an increased demand for specialist risk advice and support to workgroups, service centres, districts, portfolios, and governance forums.

Strategic Risks

The Police Executive as owners of our strategic risks, supported by our Assurance and Risk Committee, have focused throughout 2023/24 on the following risk areas: trust and confidence; partnerships; and ensuring we are fit for purpose and fit for the future to deliver on our functions and the expectations of the public, partners, and our people. Our three key strategic risks are described below:

Loss of trust and confidence in Police

If we cannot maintain legitimacy in the eyes of the communities we serve, we will struggle to operate effectively and deliver our purpose. This could be due to challenges to our actual or perceived independence, our integrity, or our delivery of equitable, impartial, transparent, and effective services to all.

Not maintaining fitness for purpose now and evolving to meet future challenges

Our operating environment presents increasingly complex challenges, and this evolution will only continue into the future. If we do not maintain clarity on the purpose and scope of our functions in this constantly evolving environment, with an eye for the future and our need to innovate and adapt, we will be unable to deliver on our purpose. Doing this well means we must ensure that our people – our greatest asset – are supported to succeed in delivering through the right training, equipment, information, assets, and operating models.

Not partnering strategically

We operate as part of the wider government system, and intrinsically rely on different public, private, and community partnerships to deliver our mission, while also being relied on by others to play our specialist role as part of end-to-end services. If we do not manage our partnerships strategically,

it is unlikely that we can deliver on our core services and mission, we will not be able to support others across the wider sectors that we operate in and are unlikely to be able to effect long term reductions in non-core demand.

Managing and monitoring risk

We manage operational risk through practices and processes built into our daily activities and monitor the impacts of collated operational risk on our strategic risks through leadership and governance processes. Everyone across Police informs the strategic risk processes through BAU risk management and planning; and gains awareness to support BAU risk management through understanding the strategic linkages with the risks they manage.

Our [Risk Management Policy](#) is available on our website and provides further details of:

- Policy statement and principles
- Effective risk management
- Our risk management approach
- How we manage strategic, corporate, operational and programme/project risks
- Our risk oversight framework
- Roles and responsibilities – who is responsible for the governance and monitoring of strategic, corporate, operational and programme/project risks
- Active risk management and assurance
- Risk management resources.

Internal controls

We have a system of internal controls to ensure the integrity of financial reporting and legislative compliance, promote effectiveness and accountability of business processes, and address risks relevant to fraud, bribery, and corruption.

Internal audit

Our internal audit function provides independent assurance to the Executive that current and proposed initiatives meet organisational requirements to enhance achievement of agreed outcomes.

The annual Audit and Assurance work programme focuses assurance efforts on key risk areas and topics of immediate interest, with relevance to our dynamic operating environment. The reviews undertaken identify key risk themes, level of alignment with good practice and recommendations for improvement. Our deliverables provide evidence-based reporting to inform good decision making, develop corrective actions, and share learning across the organisation.

High level evaluations and reviews were undertaken in 2023/24 in the areas of information systems management, contract management, expenditure, corporate hygiene, and data quality.

Ethics, integrity, and standards

We set standards of integrity and conduct through our [Code of Conduct](#). In 2024, we refreshed our code of conduct to clarify Police's expectations about the way we treat each other. The Code now includes sexual harassment as potential serious misconduct (linked to the existing 'bullying or harassment') and has the addition of 'objectively abusive or offensive language, or gestures that may be interpreted as predatory, sexual, malicious, or threatening', also as potential serious misconduct. The refresh to the Code of Conduct will also inform matters notified and assessed under the Employment Resolutions and Disciplinary Process.

More generally, we seek to build trust in the way ethics and integrity issues are managed. We have a series of integrity support policies to assist staff to manage offers of gifts and hospitality, conflicts of interest, sensitive expenditure, secondary employment, or the process for making a protected disclosure. Advice about managing conflicts of interest includes a focus on maintaining professional boundaries.

Our Assurance Team offers advice on how to keep staff and the organisation safe when working in a political environment and facilitates ethics discussions held by our executive and district leadership teams. The Assurance Team also leads efforts to support high standards, legislative compliance, and national consistency.

Our Integrity and Conduct Group operates as an important investigative and prevention focused component in deterring misconduct and detecting any integrity risk or corruption in our organisation. The wider team consisting of Police Professional Conduct and the National Integrity Unit brings a single point of focus to, and oversight of complaints against Police, and any allegations of the most serious criminality involving our people.

We have services in place where people who are not happy with how they have been treated 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.²¹

In 2023/24, there were 200 complaints upheld, compared to 172 in the 2022/23 year. This equates to 0.01 complaints upheld per employee for 2023/24.

Cyber and information security

Cyber and information security continue to be ongoing operational priorities. Our in-house cyber security and information security teams ensure that our systems and data are protected. We have an ongoing programme of work that continues to uplift our capabilities in these areas and that monitors threats to our organisation.

Police continue to work closely alongside other government agencies to enhance New Zealand's cyber security settings and investigatory tools while balancing capability and technology opportunities, public safety, and privacy, legislative, and security considerations.

During the year, Police has also been strengthening relationships with international partners to support Police' capability to prevent and respond to cybercrime and protect communities from harm. In November 2023, Police completed the final steps to implement a New Zealand and European Union (EU) international agreement. This agreement will enable prescribed New Zealand law enforcement agencies and Europol (the EU agency responsible for law enforcement) to quickly exchange information to respond to serious crimes and terrorism.

21. Total upheld complaints are an aggregate of the investigations undertaken by Police and those investigations undertaken by the IPCA. This equates to 0.01 per police employee.

Security and Privacy Reference Group (SPRG)

We are committed to maintain an environment which protects our employees, information, and assets. Acting under delegated authority from the Executive through the Chief Security Officer (Deputy Commissioner Operational Services and Road Policing), the SPRG is responsible for ensuring capability is in place for implementing and managing effective Protective Security Requirement (PSR) arrangements, and for maturing the core privacy expectations for government agencies set by the Government Chief Privacy Officer (GCPO).

The SPRG governs the development and implementation of our protective security and privacy work programmes; helps identify and manage security and privacy related risks; and guides the development of security and privacy related policies, standards, and guidelines. It:

- directs the strategic approach for security and privacy across Police
- improves the management of security, privacy, and service continuity risks
- ensures security and privacy policies, protocols and management requirements align with our strategic objectives and needs
- ensures security and privacy governance, personnel security, information security and physical security measures meet with PSR and GCPO expectations
- sets PSR and privacy maturity objectives and oversees progress towards those objectives.

The SPRG also oversees the security and privacy aspects of proposals reviewed within the emergent technology process. The SPRG reports to the Stewardship and Performance Governance Group, and the Organisational Culture Governance Group.

Privacy Maturity Assessment Framework

The Government Chief Privacy Officer (GCPO) developed the Privacy Maturity Assessment Framework (PMAF) for agencies to annually self-assess their privacy capability and maturity.

Undertaking the PMAF assessment helps Police understand its current level of maturity in managing personal information, helping us identify our strengths and areas where we can improve.

The report shows Police's results in the context of other 'Category 1' agencies (those with large holdings of personal information and/or use personal information for multiple purposes).

Our assessment report is available on our website [Annual Privacy Maturity Report for New Zealand Police 2024](#).

Data Quality and Integrity

It is important that our data enables us to respond quickly and with confidence to new threats and opportunities to prevent harm and supports data-driven processes to keep all New Zealanders being and feeling safe.

We continue to enhance the quality and accuracy of offence and incident data to promote a culture of ethical crime recording and enable effective quality assurance practices. The National Crime Registrar and Data Quality and Integrity Unit work across the organisation to improve staff knowledge, skills and understanding about the risks and opportunities that present in relation to offence and incident recording, from report, through investigation, to the point of resolution. A copy of our latest [annual report on police data quality](#) is available on our website.

Project management

The Stewardship and Performance Governance Group (S&PGG) oversees the delivery, progress, and benefits realisation of all Police projects and programmes, with decision making delegation up to the Commissioner's DFA of \$25m whole of life costs. Anything above this delegation is escalated to either the Minister or Cabinet in line with the most recent Treasury guidance.

To enable the S&PGG to focus on governance of strategic outcomes, Investment Sub-Portfolios are in operation. Their role is to plan, govern, and deliver projects required to achieve the outcomes of approved business strategies. Investment Sub-Portfolios are responsible for governing the successful delivery of projects and the realisation of agreed benefits. They provide governance oversight and investment decision making for projects and project steering committees, within their delegated financial authority. Investment Sub-Portfolios perform the functions set out in a Terms of Reference on behalf of the S&PGG and act on behalf of S&PGG representing their interests as the investor.

Portfolio and project frameworks

Our Investment Portfolio Office, in consultation with key stakeholders, has developed a number of frameworks to help describe and guide how we deliver, manage, and report on projects and programmes. These link to and build off one another.

Our current frameworks are:

- Portfolio management framework
- Project assurance framework
- Benefits and value framework
- Enterprise change framework
- Risk and issue standards and guidelines
- Lessons learned framework
- Monitoring and reporting standards
- Enterprise project and programme resourcing framework

Further frameworks and guidelines are planned to be developed in the near future.

Our partnerships

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

Maintaining strong government partnerships

We are an operational organisation that connects several different sectors including justice, national security, emergency management, 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 in partnership across government.

Public Sector targets

In April 2024, the Government introduced nine targets for Public Sector service delivery, two of which focus on crime. Our response to the targets is embedded into our services and strategic priorities, and we will support the lead agencies in reporting against these targets. These targets will be delivered by 2029/30.

Lead agencies will develop the delivery plan for the targets, including the contributions from other agencies. Lead agencies will prepare quarterly progress reports for their Minister to approve. The lead minister will approve delivery plans and the plans will be regularly reviewed and updated.

Reduced child and youth offending (lead agency – Oranga Tamariki).

By 2029, a 15% reduction in the total number of children and young people with serious and persistent offending behaviour (down from 1,100).

Serious and persistent youth offending behaviour is defined as when a young person has three or more recorded proceedings within a twelve-month period and where one of those proceedings would attract a prison sentence for seven years or more. Currently there are around 1,100 youths identified as meeting these criteria.

We will work with Justice and Social Sector partners to reduce this number to 900 by 2029, by supporting *Fast Track* programmes to tackle the most persistent offenders, alongside the introduction of a new young serious offender category and military style academies.

Reduced violent crime (lead agency – Ministry of Justice).

20,000 fewer people are victims of an assault, robbery, or sexual assault (from 185,000 to 165,000).

For violent crime, which includes assault, robbery, or sexual assault, we will be working with our Justice Sector partners to deliver 20,000 fewer victims a year by 2029, down from 185,000 per year currently.

For results against these targets please refer the websites for Oranga Tamariki, and the Ministry of Justice. Quarterly updates against these targets, along with the other seven Government Targets are available from the Department of Prime Minister and Cabinet [website](#).

Minister of Police

We continue to provide support and advice to assist the Minister of Police in the development of government policy and perform their ministerial duties.

Measure	2019/20	2020/21	2021/22	2022/23	2023/24	Target
Number of policy related briefings (formal and additional) for the Minister	207	221	225	183	343	200 to 300
Number of second opinion advice and contributions to policy advice led by other agencies	276	280	280	386	316	200 to 300
The satisfaction of the Minister of Police with the policy advice service	90%	84%	75%	98%	82%	At least 80%
Technical quality of policy advice papers assessed by the Policy Quality Framework (scale 1-5)	80%	77%	75%	76%	73% (3.65)	76% (At least 3.8 out of 5)
Number of briefings for the Minister	509	409	340	400	343	300 to 500
Percentage of draft responses to parliamentary questions provided within specified timeframes	92%	79%	89%	80%	87%	At least 95%
Percentage of items of Ministerial correspondence provided within the timeframes specified	92%	83%	96%	98%	100%	At least 95%

Performance notes and commentary

The satisfaction of the Associate Minister of Police with policy advice service is 89%.

The technical quality of policy is examined externally by the New Zealand Institute of Economic Research (NZIER) which gives each public sector agency a rating out of five for its quality of advice.

Māori Crown relations capability

We are committed to building strong and effective relationships with Māori and uplifting our cultural capability.

Te Huringa o Te Tai

Te Huringa o Te Tai is the overarching strategy for strengthening our relationship with Māori. Te Huringa o Te Tai recognises our role and responsibility 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.

Māori Partnerships

We continue to partner with Māori at local and national levels. At a national level we partner through the Commissioner's Māori focus forum, a group of rangatira who meet regularly with the Commissioner of Police to discuss issues of mutual interest and concern. This forum provides advice on current issues of concern to whānau, hapū, community, and iwi and helps strengthen our partnership with Māori.

At a local level we have a range of formal and informal relationships with iwi, hapu, and Māori organisations. We are co-designing Takai Here with Iwi Māori to replace memorandums of understanding and continue to strengthen

relationships with Iwi through programmes such as Te Pae Oranga – Iwi Community Panels, which are developed and delivered in partnership with Iwi.

We also continue to support Māori Wardens, acknowledging the significant role they play across their communities, and we have a number of important frontline roles that support cultural responsiveness and partnerships, including Iwi Liaison Officers and Māori Responsive Managers.

Capability

We continue to build the cultural capability and confidence of our people. Te Huringa o Te Tai and our partnerships with iwi, hapu and Māori are key enablers to achieving this alongside our Te Reo Māori, Tikanga and training initiatives.

Te Reo Māori continues to be used frequently in the organisation and in internal and external publications. We hold annual Te Reo Wananga, have recently realigned, and refreshed our translation processes with Te Taura Whiri and continue to promote Te Rito, our cultural competency modules.

We have also established Taonga Tuku Iho, a daily kaupapa Māori session for all Police staff that focuses on waiata, karakia and tikanga practices and are refreshing a range of policies that aim to support our people to protect Taonga, such as Te Reo Māori, Tohu, Waiata and physical taonga.

The Royal New Zealand Police College also deliver a range of programmes designed to support cultural confidence of recruits and frontline staff including noho marae, the wall walk²² and Iwi Liaison officer training.

Reporting on Treaty Settlement Commitments

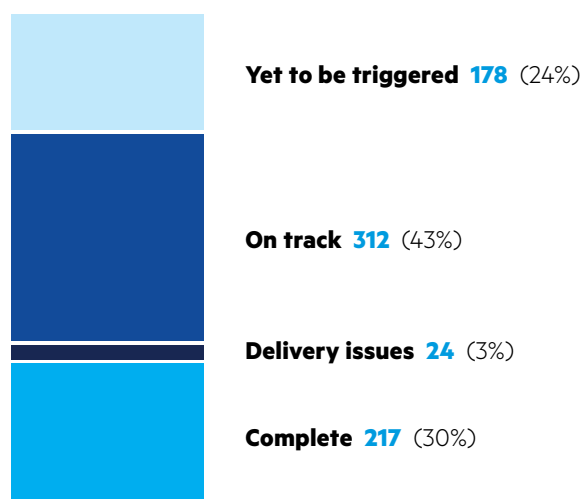
He Korowai Whakamana, a Cabinet agreed framework, enhances the Crown's accountability for its Treaty settlement commitments. He Korowai Whakamana requires core Crown agencies to record and track the status, and report annually on, their settlement commitments. Te Arawhiti is the lead agency and is responsible for tracking the Crown's overall progress with delivering on Treaty settlement commitments.

In 2023, New Zealand Police, alongside core Crown agencies used Te Haeata – the Settlement Portal to record whether each of their commitments is complete, on track, yet to be triggered or has delivery issues.

As part of He Korowai Whakamana, we commenced reporting on the status of our settlement commitments from 2023/24.

The status of New Zealand Police Treaty settlement commitments

As of 30 June 2023, New Zealand Police were responsible for 731 Treaty settlement commitments, and the status of these commitments is summarised below:



The status of New Zealand Police settlement commitments as of 30 June 2024

Most of the commitments we are responsible for have been completed or are on track (73%) with a small number yet to be triggered (24%). A small proportion of our commitments (3% or 24 commitments) have delivery issues, which relate to one treaty settlement. New Zealand Police are actively engaging with Te Arawhiti who are leading the resolution process for these commitments and other impacted agencies.

Te Pae Oranga

Te Pae Oranga is delivered in partnership between Iwi Māori and New Zealand Police and is a supported resolution option Police can use to respond to offending, as an alternative to court. Te Pae Oranga holds participants (people who've offended) to account and enables them to put right the harm caused by offending and help them get their life back on track. It is available to people of all ethnicities and from all walks of life.

Underpinned by te uarua Māori (Māori values), and leveraging existing Iwi infrastructure, Te Pae Oranga panel processes use tikanga Māori and restorative justice practices to address offending while also looking at issues that can lead to reoffending behaviour. When Police refer a participant to Te Pae Oranga, a panel of experienced community leaders, who are vetted and trained, support the participant to put right the harm caused, and also connect them to help to address underlying issues. Victims are encouraged to participate in the panel processes too.

Outcome plans include restorative actions participants must complete and conditions they must follow such as: apologising to victims, paying reparations, community work, obtaining a driver licence, gaining employment, undertaking education or training opportunities, and being connected to health and counselling services, or alcohol, drug, and addiction services.

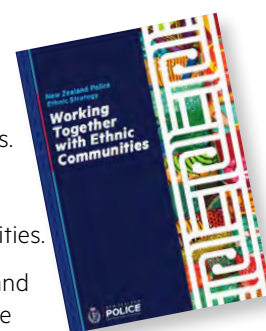
Budget 2021 provided new and permanent investment for Te Pae Oranga of \$70.1 million over four years. The number of Iwi Māori partnerships and the total number of Te Pae Oranga adult panel sites is planned to grow to 30 by 2024/25, with 12 Te Pae Oranga Rangatahi panels, focused in areas of greatest need.

As of June 2024, Te Pae Oranga panel locations have increased to 28 from 20 in 2023. Seven of the 28 sites are also delivering Te Pae Oranga Rangatahi panels for young people (aged 14–17) and their whānau. Two additional pilots, exploring referrals to Te Pae Oranga from Ara Poutama Aotearoa (Corrections), and a Te Pae Oranga Whānau pilot testing referrals for family harm cases, have recently ended and are currently being evaluated.

Ethnic partnerships

We provide services to over 200 ethnicities, speaking over 170 languages. By 2043 it is projected that 29% of New Zealand's population will come from the MELAA²³ and Asian communities.

Since the launch of the first New Zealand Police Ethnic Strategy in 2005, we have



²² The wall walk is an interactive presentation to educate staff of key events in the history of New Zealand's bicultural relations and the Māori-Crown relationship. The walk moves through time, inviting new or deeper consideration about particular events, and their impact for Māori and New Zealand.

²³ Middle Eastern/Latin American/African.

continued to show our commitment by periodically updating our Ethnic Strategy to respond to New Zealand's changing environment and population. The Ethnic Strategy was refreshed in 2015, 2019 and the 2024 edition was released in July 2024. We are undertaking activities that support seven focus areas:

- increasing and maintaining ethnic representation across all levels of Police to reflect New Zealand's ethnic population
- building our cultural and religious understanding and capability
- improving the collection, recording, analysis and sharing of data
- being culturally responsive to victims of crime by providing appropriate support and up to date information.
- working with ethnic people to address the issues that lead to repeat victimisation and offending.
- building trust and confidence in our ethnic communities by listening and responding to the community voice
- partnering with community providers and government agencies to improve long-term wellbeing for Ethnic peoples.

The seven focus areas identified as a part of the refreshed 2024 Ethnic Strategy underpins our plan to deliver better services and outcomes for community. Implementation activities across all workgroups and levels of Police will put Police in a strong position to serve our communities.

Activities supporting ethnic communities in 2023/24 included:

- developing resources and publications, including multilingual tools to support communicating with ethnic communities
- uplifting the ethnic training component of Initial Training for Police recruits
- updating policies and protocols to better serve communities
- including and servicing the voices of ethnic communities through advisory boards and focus forums
- supporting safe, peaceful, and lawful gatherings that relate to international conflicts but have domestic implications
- launching a Police community engagement vehicle, showcasing the word 'hello' in 73 languages
- supporting All-of Government strategies and programmes that have a focus on better outcomes for ethnic communities, such as the Royal Commission of Inquiry into the 2019 Terrorist Attack on Christchurch Masjidain, the Migrant and Refugee Resettlement Strategy, and the National Plan Against Racism

- supporting the New Zealand Race Unity Speech Awards across 24 heats, amplifying, and providing a voice for youth to speak and address racism
- increasing the number of ethnic patrollers participating in the Community Patrols New Zealand programme
- understanding ethnic victimisations through data and analysis
- delivering religious and cultural awareness training for custody supervisors
- increasing ethnic constabulary recruit numbers (15% increase from last year)
- celebrating religious and cultural events with staff to build capability and awareness
- refreshing of the Police Refugee Orientation Programme both nationally and in districts
- strengthening engagement with partner agencies and former refugee communities, including the launch of the informational Police Welcome Pack
- increasing strategic engagement with Ethnic communities nationally and locally, including strengthening partnerships with our African and Latin American communities.

Pacific partnerships

We collaborate closely with government and non-government agencies to support and advise Pacific communities as they strive to improve their levels of wellbeing.

Our Pacific partners have identified key drivers of demand for Pacific communities – family, youth, roads, organised gangs, alcohol, and mental health. We work with Pacific communities to reduce crime and victimisation.

O Le Taeao Fou – Dawn of a New Day, our Pacific National Strategy, focuses on building our capacity and capability to competently engage with Pacific communities and families, enabling us to establish new partnerships and maintain and enhance existing partnerships with Pacific Peoples.

Achievements for 2023/24 included:

- increasing the proportion of the Pacific constabulary staff.
- increasing the number of Pacific staff holding supervisory or management positions including an Assistant Commissioner, three Superintendents, 18 Inspectors, 16 Senior Sergeants, and 91 Sergeants
- developing Pacific awareness and competency sessions for recruits as part of the curriculum, with the outcome that all recruits are provided with guidance and tools to engage competently with Pacific communities



- strengthening engagement with partner agencies including reviewing current formal agreements between Police and government and non-government agencies
- providing support with national level operation deployments of Pacific Liaison Officers across the country
- partnering with tertiary institutions on a number of initiatives including:
 - enabling Masters students to conduct research on the drivers of crime
 - presenting to criminology courses at both Auckland and Victoria Universities
 - Participating in an advisory group that had oversight of a research programme being carried out by Auckland University of Technology on Pacific youth violence.

International partnerships

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

Our finances

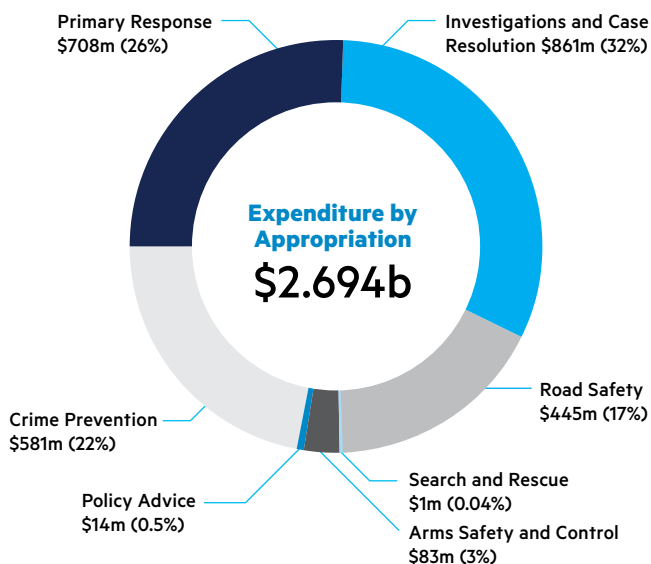


Financial overview

Vote Police Appropriation received to fund our departmental operations

A total of \$2.720 billion in departmental funding was appropriated for Vote Police in 2023/24, an increase of \$130 million from \$2.590 billion in 2022/23. The increase largely related to \$113 million drawdown from Police Collective Employment Negotiations tagged contingency for Police Bands A – J Collective agreements.

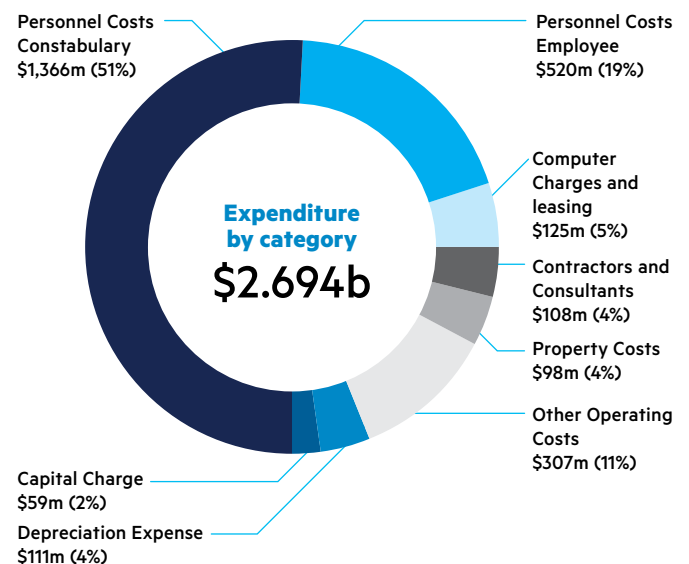
The expenditure by appropriation is shown in the graph below:



How we spent the appropriation received for our departmental operations

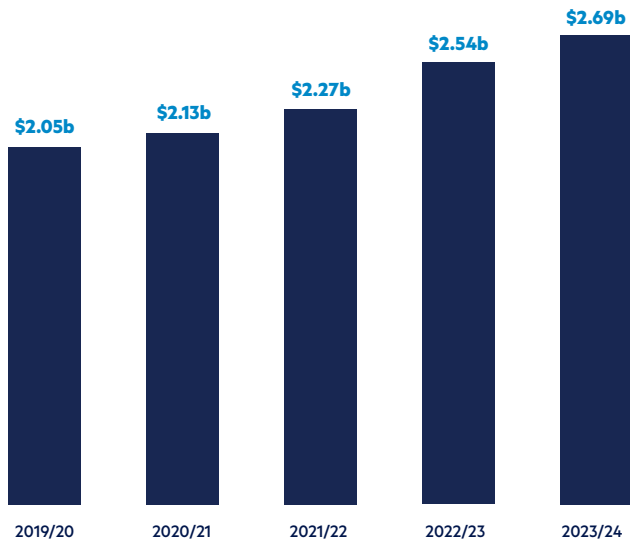
In terms of actual results, Police spent a total of \$2.694 billion in 2023/24, recording a surplus of \$27.030 million for the financial year (2023: \$48.659 million).

Personnel costs are the most significant expenditure for Police, accounting for 70% of the total departmental spend, as shown in the graph below.



Our spending over the last five years

Police actual spending has grown by \$639 million (31%) from \$2.055 billion in 2019/20 to \$2.694 billion in 2023/24.



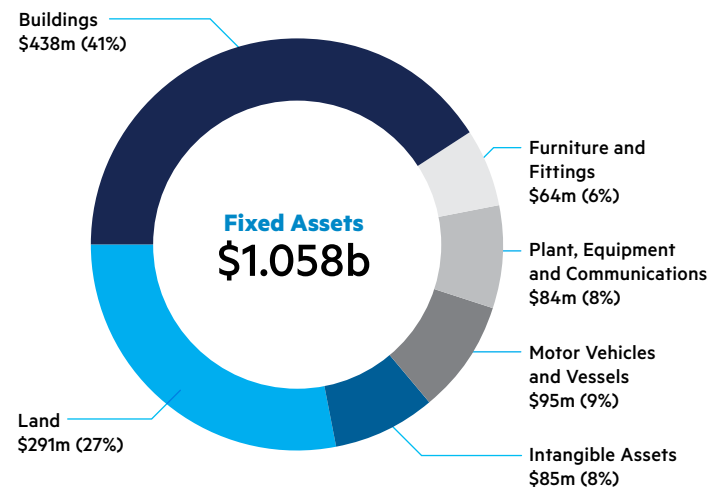
Between 2019/20 and 2023/24, the Vote Police departmental appropriations increased by \$604.593 million (28.6%). This increase was mainly due to:

- higher funding for Police Collective Employment Agreements drawdown from tagged contingency (2022/23) \$86.113 million and (2023/24) \$112.704 million
- higher funding for Striving Towards 1,800 New Police \$98.500 million
- new funding for the Arms Safety and Control \$83.804 million
- higher funding for NGCC \$77.556 million
- higher funding for the Road Safety Programme \$69.532 million
- higher funding for Police Collective Employment Agreements (2018/19) \$50.386 million
- new funding for Enabling National Implementation of the Tactical Response Model \$40.940 million, and
- new funding for the Preventing Community Harm from Organised Crime: Cross Agency Approach initiative \$26.362 million.

These increases were partially offset by COVID-19 funding of \$125.032 million in 2019/20.

Fixed assets that support our operations

A total of \$1.058 billion in fixed assets is used to support our operations, as depicted below.



In addition to this, a total of 16 properties, with a net book value of \$55.576 million have been declared surplus and classified as assets held for sale during 2023/24. There is also \$57.597 million in Capital work-in-progress currently under development.

Non-departmental revenue

Police collects infringement fees such as from speeding tickets or not wearing seatbelts and other infringements on behalf of the Crown. These fees are collected on behalf of the Crown, and as such, are fully returned to Treasury.

In 2023/24, a total of \$103 million was collected for Infringements compared to \$98 million in 2022/23. These funds have been transferred to Treasury.

Financial Sustainability and Investment

Police is a non-core government department primarily funded by the Crown. All expenditure incurred through the provision of policing service must be within Police's Appropriation scopes and Appropriation limits.

In recent years, even with additional Crown funding, we have faced significant cost pressure due to increasing public demands, increasing personnel costs through employment contract renewals, and inflation impacted operating costs. These increased cost pressures are making it difficult to deliver policing services within funding levels. These cost pressures will become more challenging to manage, so we will need to identify savings and efficiency measures or reduce services to manage our spending within Appropriation limits.

Budget 2024

Budget 2024 provided \$651 million extra over four years in critical support for frontline policing, including the reinvestment of \$55.1 million in savings. This investment includes:

- \$226.1 million to deliver an extra 500 Police officers
- \$424.9 million to support frontline policing including \$242.2 million to boost police pay \$62.7 million for frontline police vehicles and maritime capability.

As part of the Government's savings programme, we identified \$55 million of savings will be achieved from corporate support functions.

New funding includes new specialist vehicles for Armed Offenders Squads, new utes for dog handlers and rural cops, as well as patrol cars for our beat police officers. Funding will also include a new boat for the Auckland Police Maritime Unit which is essential to keeping people safe on Auckland's busy waterways.

Our frontline police officers do an incredible job both on the ground and on the water. They do this work in a wide range of environments and need specialised vehicles. These new vehicles will enable our Police to disrupt crime wherever it is occurring.

Financial Sustainability Programme

The focus of the Financial Sustainability Programme is to deliver savings required to manage our forecast deficit position in the current and future financial years. It must address cost pressures, to ensure we can operate within baseline funding in 2024/25 and beyond.

Long Term Investment Plan

There has been sustained underinvestment in our assets and how we manage them over time. We are preparing a 10-year plan identifying where we need to invest to support our policing goals and to guide our ongoing investment choices. We will require government investment to enable us to realise these plans.

Modernising investment in the criminal justice sector

In the lead-up to Budget 2022, two cluster pilots were established as part of the work programme to modernise New Zealand's public finance system. We are participating in the justice cluster pilot, along with four other justice sector agencies (Ministry of Justice, Department of Corrections, Crown Law Office, and the Serious Fraud Office).

The previous Government identified four key priority areas for the justice sector: better outcomes for victims; addressing issues with remand; improved access to justice; and better enabled organisations and workforce. Key initiatives supporting these priorities are reported on in the delivering agency's annual report. We are delivering the following key initiatives:

- Prosecution Uplift Programme pg 49
- Te Pae Oranga pg 79
- Frontline Safety Model pg 44.

Budget significant initiatives

We have identified in the table below where the reader can find information on Budget significant initiatives from the current and previous three Budgets – Budget 2023, Budget 2022, and Budget 2021.

Budget Year Funded	Name of initiative	Location of performance information (page)
2023/24	Next Generation Critical Communications (NGCC): Approval of Public Safety Network Implementation Business Case	49
	Enabling National Implementation of the NZ Police Tactical Response Model	44
	Arms Safety and Control – draw down from tagged contingency	22
	Funding to support <i>ReFrame</i> , the Police service delivery transformation Programme	49
2022/23	2021–24 Road Safety Partnership Programme	28
	Next Generation Critical Communications (NGCC): Replacing Emergency Services Critical Communications	49
	Investing in Police Frontline Safety; and Tactical Response Model – Increasing Frontline Safety	44
	Arms Safety and Control – to deliver a firearms registry and ongoing Arms Act 1983 legislative changes.	22
	Preventing Community Harm from Organised Crime: Cross-Agency Approach	17
	<i>ReFrame</i> – systems, tools, and processes to strengthen the basics of policing, which will: lift performance in evidence collection and resolution decision-making; modernise our end-to-end resolutions framework; and improve outcomes for victims, witnesses, offenders, whānau, and communities	49
	Retail Crime Prevention – established to support small business retailers who have been the victim of a ram raid or an aggravated robbery within the past 12 months	22
	Preventing Family Violence and Sexual Violence: Support and expand integrated community-led responses	34
	Te Pae Oranga iwi community panels: tikanga Māori and Whānau Ora-based alternative to court for low-level offending	79
2021/22	Preventing family violence and sexual violence: Sustaining and developing existing safety responses with communities	34
	Effective Administration of the Arms Regulatory System	22

Financial statements

For the year ended 30 June 2024

Statement of comprehensive revenue and expenses

For the Year Ended 30 June 2024

	Note	Actual 2022/23 \$000	Actual 2023/24 \$000	Main Estimates 2023/24 \$000	Supp. Estimates 2023/24 \$000
Revenue					
Crown		2,552,871	2,686,161	2,496,704	2,686,161
Other Revenue	2	32,783	34,795	29,657	33,537
Total Revenue		2,585,654	2,720,956	2,526,361	2,719,698
Expenditure					
Personnel Costs	3	1,717,665	1,886,071	1,820,789	2,002,136
Operating Costs	4	654,796	637,232	534,977	545,824
Depreciation and Amortisation Expenses	6	108,071	111,486	108,593	112,097
Capital Charge	7	56,463	59,137	62,002	59,641
Total Operating Expenses		2,536,995	2,693,926	2,526,361	2,719,698
Surplus (Deficit) from Outputs		48,659	27,030	–	–
Revaluation of Land and Buildings		(9,428)	(18,530)	–	–
Other Comprehensive Revenue and Expenses		–	(18,530)	–	–
Total Comprehensive Revenue and Expenses		39,231	8,500	–	–

The accompanying notes form part of the financial statements.

Statement of movements in taxpayers' funds

For the year ended 30 June 2024

	General Funds \$000	Reval. Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2023	665,751	530,756	(1,752)	1,194,755	1,204,183	1,194,755
Net Surplus (Deficit) for the year	28,226	–	(1,196)	27,030	–	–
Other Comprehensive Revenue and Expenses		(18,530)		(18,530)	–	–
Total Comprehensive Revenue and Expenses for the Year	28,226	(18,530)	(1,196)	8,500	–	–
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	(27,030)	–	–	(27,030)	–	–
Capital Contribution	11,930	–	–	11,930	71,710	11,930
Capital Withdrawal	(237)	–	–	(237)	0	(15,800)
Movement in revaluation reserve	–	–	–	–	–	–
Total Transactions with Owners in Their Capacity as Owners	(15,337)	–	–	(15,337)	71,710	(3,870)
Total Taxpayers' Funds as at 30 June 2024	678,640	512,226	(2,948)	1,187,918	1,275,893	1,190,885

For the Year Ended 30 June 2023

	General Funds \$000	Reval. Reserves \$000	Memorandum Account \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2022	586,645	540,184	(1,515)	1,125,314	1,120,015	1,125,314
Net Surplus (Deficit) for the year	48,896	–	(237)	48,659	–	–
Other Comprehensive Revenue and Expenses	–	(9,428)	–	(9,428)	–	–
Total Comprehensive Revenue and Expenses for the Year	48,896	(9,428)	(237)	39,231	–	–
Transactions with owners in their capacity as owners						
Provision for Repayment of Surplus to Crown	(48,098)	–	–	(48,098)	–	–
Capital Contribution	78,869	–	–	78,869	43,619	78,869
Capital Withdrawal	(561)	–	–	(561)	–	–
Total Transactions with Owners in Their Capacity as Owners	30,210	–	–	30,210	43,619	78,869
Total Taxpayers' Funds as at 30 June 2023	665,751	530,756	(1,752)	1,194,755	1,163,634	1,204,183

The accompanying notes form part of the financial statements.

Statement of financial position

As at 30 June 2024

	Note	Actual 2022/23 \$000	Actual 2023/24 \$000	Main Estimates 2023/24 \$000	Supp. Estimates 2023/24 \$000
Assets					
Current Assets					
Cash		60,820	211,144	129,040	51,370
Accounts Receivable	8	506,393	519,085	391,618	505,461
Prepayments		33,300	32,660	7,750	7,750
Inventories		–	–	–	–
Assets Held for Sale	9	19,818	55,576	–	19,817
Total Current Assets		620,331	818,465	528,408	584,398
Non-Current Assets					
Property, Plant and Equipment	10	1,033,076	972,558	1,074,187	1,107,444
Intangible Assets	11	76,889	85,010	161,924	164,829
Capital work-in-progress	12	68,565	57,597		
Total Non-Current Assets		1,178,530	1,115,165	1,236,111	1,272,273
Total Assets		1,798,861	1,933,630	1,764,519	1,856,671
Liabilities					
Current Liabilities					
Creditors and Payables	13	16,026	63,428	13,399	26,053
Accrued Expenses	14	100,151	223,848	10,000	99,062
Employee Entitlements	15	254,164	261,758	298,555	306,123
Provision for Repayment of Surplus to the Crown		48,659	27,030	–	–
Total Current Liabilities		419,000	576,064	321,954	431,238
Non-Current Liabilities					
Employee Entitlements	15	185,106	169,648	166,672	234,548
Total Non-Current Liabilities		185,106	169,648	166,672	234,548
Total Liabilities		604,106	745,712	488,626	665,786
Net Assets		1,194,755	1,187,918	1,275,893	1,190,885
Taxpayers' Funds					
General Funds		665,751	678,640	735,709	660,129
Property, Plant and Equipment Revaluation Reserves		530,756	512,226	540,184	530,756
Memorandum Account	21	(1,752)	(2,948)	–	–
Total Taxpayers' Funds		1,194,755	1,187,918	1,275,893	1,190,885

The accompanying notes form part of the financial statements.

Statement of cash flows

For the year ended 30 June 2024

	Note	Actual 2022/23 \$'000	Actual 2023/24 \$'000	Main Estimates 2023/24 \$'000	Supp. Estimates 2023/24 \$'000
Cash Flows from Operating Activities					
Cash provided from:					
Supply of Outputs to:					
– Crown		2,489,028	2,673,914	2,496,704	2,686,161
– Others		30,805	39,585	29,657	33,537
		2,519,833	2,713,499	2,526,361	2,719,698
Cash was applied to:					
Produce Outputs:					
– Personnel		(1,706,280)	(1,803,110)	(1,727,544)	(1,771,038)
– Operating		(694,637)	(559,437)	(641,440)	(686,285)
– Capital Charge		(56,463)	(59,137)	(62,002)	(59,641)
		(2,457,380)	(2,421,684)	(2,430,986)	(2,516,964)
Net Cash Flows from Operating Activities	16	62,453	291,815	95,375	202,734
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		3,826	4,004	2,760	2,760
Cash was applied to:					
Purchase of Property, Plant & Equipment		(115,457)	(92,880)	(57,388)	(119,415)
Purchase of Intangible assets		(52,402)	(15,649)	(44,557)	(43,000)
Net Cash Flows from Investing Activities		(164,033)	(104,525)	(99,185)	(159,655)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		78,869	11,930	71,710	11,930
Cash was applied to:					
Capital Withdrawal		–	(237)	–	(15,800)
Repayment of Surplus to Crown		(12,065)	(48,659)	–	(48,659)
Net Cash Flows from Financing Activities		66,804	(36,966)	71,710	(52,529)
Net Increase (Decrease) in Cash Held		(34,776)	150,324	67,900	(9,450)
Add Opening Cash		95,596	60,820	61,140	60,820
Closing Cash as at 30 June		60,820	211,144	129,040	51,370
Cash Balance Consists of					
Cash at Bank		58,836	208,960	127,190	49,520
Petty Cash		1,029	1,310	1,000	1,000
Prepaid Cards		110	94	100	100
Overseas Posts		845	780	750	750
Total Cash		60,820	211,144	129,040	51,370

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2023: nil).

The accompanying notes form part of the financial statements.

Statement of trust monies

For the year ended 30 June 2024

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	–	–	–	–
Reparation	2	–	(1)	1
Money in Custody	26,027	12,560	(15,450)	23,137
Found Money	98	164	(168)	94
Forfeited Money Payable to Crown	578	9,646	(9,775)	449
Total	26,705	22,370	(25,394)	23,681

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 2024

	Actual 2022/23 \$000	Actual 2023/24 \$000
Legal Proceedings and Disputes	397	1,263
Personal Grievances	97	203
Total	494	1,466

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 2024 (2023: nil).

Statement of commitments

As at 30 June 2024

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 2022/23 \$000	Actual 2023/24 \$000
Capital Commitments		
Capital Works		
Less Than One Year	22,174	1,598
Total Capital Works	22,174	1,598
Plant, Equipment and Intangible assets		
Less Than One Year	77,390	76,630
One to Two Years	86,548	118,722
Two to Five Years	145,558	151,947
Total Plant, Equipment and Intangible assets	309,496	347,299
Motor Vehicles		
Less Than One Year	15,916	4,588
Total Motor Vehicles	15,916	4,588
Total Capital Commitments		
Less Than One Year	115,480	82,816
One to Two Years	86,548	118,722
Two to Five Years	145,558	151,947
Total Capital Commitments	347,586	353,485
Operating Commitments		
Accommodation Leases		
Less Than One Year	31,380	35,717
One to Two Years	27,827	34,263
Two to Five Years	57,825	98,378
Greater Than Five Years	87,290	356,327
Other Non-Cancellable Leases		
Less Than One Year	43,865	122,431
One to Two Years	97,959	86,043
Two to Five Years	225,037	281,911
Greater Than Five Years	250,168	264,967
Total Leases	821,351	1,280,037
Total Commitments	1,168,937	1,633,522

The accompanying notes form part of the financial statements.

Notes to the financial statements

For the year ended 30 June 2024

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 2024.

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 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:

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Amendments to PBE IPSAS 1 Presentation of Financial Reports change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm.

This is effective for the year ended 30 June 2025.

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 2024 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	8–25%

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 12.9% (2023: 13.4%).

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

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

Intangible Assets

Software Acquisition and Development

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

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

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life.

Amortisation begins when the asset is available for use and ceases at the date that the asset is de-recognised.

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

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

Impairment of Property, Plant and Equipment and Intangible Assets

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

Non-Cash Generating Assets

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

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

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

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

Employee Entitlements

Short-Term Employee Entitlements

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

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

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

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

Long-Term Employee Entitlements

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

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

Termination Benefits

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

Presentation of Employee Entitlements

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

Provisions

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

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

Commitments

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

Contingencies

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

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

Accident Compensation Corporation (ACC) Partnership Programme

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

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

Equity

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

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

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

Goods and Services Tax (GST)

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

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

Income tax

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

2023/24 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2024.

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 2022/23 \$000	Actual 2023/24 \$000
Arms Act Services	2,415	2,969
Chargeable Police Services	8,203	7,291
Department of Corrections Remand Prisoners	299	209
Overseas Deployments	16,126	16,619
Pacific Island Chiefs of Police Secretariat Support	1,293	1,941
Property Rentals	1,595	1,545
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	19	5
Other*	2,833	4,216
Total Other Revenue	32,783	34,795

* Other includes revenue for the Camera Expansion project from NZTA; and issuance of traffic crash reports to insurance companies.

Note 3: Personnel Costs

	Actual 2022/23 \$000	Actual 2023/24 \$000
Accident Compensation Costs and Recoveries	(534)	5,723
Fringe Benefit Tax	2,892	4,207
Salaries/Wages	1,514,722	1,664,384
Staff Insurance	2,983	3,950
Superannuation	163,018	166,323
Training	5,397	4,200
Transfer/Removal Expenses	2,881	3,308
Increase in Employee Entitlements	28,074	38,499
Other*	(1,768)	(4,523)
Total Personnel	1,717,665	1,886,071

* Other includes credit from the release of over provision from the motor vehicle remediation project.

Note 4: Operating Costs

	Actual 2022/23 \$000	Actual 2023/24 \$000
Audit fees	419	440
Bad Debts Expense	49	1,630
Changes in Doubtful Debts Provision	2,145	(2,344)
Clothing, Equipment and Consumables	42,207	37,751
Communications	25,786	26,689
Computer Charges/Leasing Expenses	97,999	124,672
Contractors & Consultants*	108,245	107,929
Contribution to Partnerships and Non-Govt organisations	14,444	61,108
Equipment Rental	4,893	4,653
ESR Forensic Science Services	26,739	31,674
Foreign Exchange Rate (Gain)/Loss	(152)	(345)
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	359	1,105
Other Operating Expenses	14,492	13,510
Other Professional Services**	95,327	22,644
Physical Asset Write-offs	440	1,252
Software as a Service de-recognition	2,143	–
Printing	5,751	5,705
Legal Expenses	11,363	11,560
Property Rentals	42,408	49,299
Property Utilities, Rates and Maintenance	59,770	48,202
Third Party Expenses	3,974	4,259
Travel	36,944	22,925
Vehicle/Aircraft/Launch Rentals	16,042	16,527
Vehicle Expenses	43,009	46,387
Total Operating	654,796	637,232

* Contractors and Consultants expenditure reporting has been realigned to meet the definition and guidance provided by the Public Service Commission in order to consistently measure and report on its usage.

** Other Professional Services covers expenditure on specialised services like insurance, publicity and public relations, outsourced services and other professional fees that do not meet the definition of Contractors and Consultants as provided by the Public Service Commission. Other Professional Services also includes other fees paid to Police's financial statement auditors. For the current year, this fee relates to a review and findings report for the Public Safety Network Cellular project whereas in the prior year the fee related to Quality Assurance Services for the Public Safety Network Cellular project (2024 \$0.04m; 2023 \$0.1m).

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

	Actual 2022/23 \$000	Actual 2023/24 \$000
(Gain)/Loss on Sale of Motor Vehicles	565	(215)
(Gain)/Loss on Sale of PPE	(206)	1,320
(Gain)/Loss on Sale of Non-Current Assets	359	1,105

Note 6: Depreciation and Amortisation Expenses

	Actual 2022/23 \$000	Actual 2023/24 \$000
Buildings	26,703	28,583
Plant and Equipment, Computer Equipment and Communication Assets	30,591	26,484
Vessels	652	472
Furniture and Fittings	1,503	1,620
Motor Vehicles	23,746	24,970
Amortisation of Intangibles	24,876	29,357
Total Depreciation and Amortisation	108,071	111,486

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 2023/24 (2022/23: 5%).

Note 8: Accounts Receivable

	Actual 2022/23 \$000	Actual 2023/24 \$000
Trade Debtors	9,200	6,537
Sundry Debtors	6,498	7,262
Less: Provision for Doubtful Debts	(7,016)	(4,672)
Net Debtors	8,682	9,127
Debtor Crown	497,711	509,958
Total Accounts Receivable	506,393	519,085

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

	Actual 2022/23 \$000	Actual 2023/24 \$000
Balance at 1 July	(4,871)	(7,016)
(Reductions)/Additional Provisions made during the year	(2,194)	714
Debts written off during the period	49	1,630
Provision for Doubtful Debts	(7,016)	(4,672)

Note 9: Assets Held for Sale

The balance of \$55.576m as at 30 June 2024, reflects net book value of a property which was declared surplus and classified as assets held for sale during 2023/24 (2022/23: \$19.818m).

Note 10: Property, Plant and Equipment

As at 30 June 2024

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	340,479	582,774	23,541	325,693	193,460	10,769	1,476,716
Additions	–	38,986	1,459	21,274	23,857	9	85,585
Revaluation/Impairment	13,476	(68,961)	–	–	–	–	(55,485)
Disposal, Transfers and Write-offs	(63,342)	(8,611)	6	(96)	(20,465)	1	(92,507)
Transfers of Leasehold Improvements and Building Masts	–	(105,334)	94,806	10,528	–	–	–
Closing Balance	290,613	438,854	119,812	357,399	196,852	10,779	1,414,309

Accumulated Depreciation: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	–	86,469	13,687	239,482	96,262	7,742	443,642
Depreciation for the year	–	28,583	1,620	26,484	24,970	472	82,129
Reversal of Depreciation relating to Revaluation/Impairment	–	(64,899)	–	–	–	–	(64,899)
Disposal, Transfers and Write-offs	–	(1,862)	3	(50)	(17,221)	9	(19,121)
Transfers of Leasehold Improvements and Building Masts	–	(47,514)	40,163	7,351	–	–	–
Closing Balance	–	777	55,473	273,267	104,011	8,223	441,751
Closing Book Value	290,613	438,078	64,339	84,133	92,840	2,555	972,558

As at 30 June 2023

Cost: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	342,296	551,420	22,162	437,831	177,179	10,456	1,541,344
Additions	–	40,183	2,146	39,912	38,039	313	120,593
Revaluation/Impairment	(859)	(7,679)	(332)	(284)	–	–	(9,154)
Disposal, Transfers and Write-offs	(958)	(1,150)	(435)	(151,766)	(21,758)	–	(176,067)
Closing Balance	340,479	582,774	23,541	325,693	193,460	10,769	1,476,716

Accumulated Depreciation: \$000	Land	Buildings	Furniture & Fittings	Plant, Equipment & Comm. Assets	Motor Vehicles	Vessels	Total
Opening Balance	–	60,186	12,616	360,483	89,508	7,090	529,883
Depreciation for the year	–	26,703	1,503	30,592	23,745	652	83,195
Reversal of Depreciation relating to Revaluation/Impairment	–	–	–	–	–	–	–
Disposal, Transfers and Write-offs	–	(420)	(433)	(151,595)	(16,990)	–	(169,438)
Closing Balance	–	86,469	13,686	239,480	96,263	7,742	443,640
Closing Book Value	340,479	496,305	9,855	86,213	97,197	3,027	1,033,076

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 2024 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.

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 2024, there was no land that Police has in possession and use, for which legal title is not completely established (2023: nil).

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

Note 11: Intangible Assets

	Actual 2022/23 \$000	Actual 2023/24 \$000
Cost		
Opening Balance	335,717	353,897
Additions	40,247	37,478
Write-offs	(22,067)	–
Balance at 30 June	353,897	391,375
Accumulated Amortisation and Impairment Losses		
Opening Balance	274,198	277,008
Amortisation During the Year	24,876	29,357
Write-offs	(22,066)	–
Balance at 30 June	277,008	306,365
Book Value	76,889	85,010

New Zealand Police develops and maintains internally generated software which are included in Capital work-in-progress (see Note 12) and capitalised as intangible assets at the in-service date.

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

	Actual 2022/23 \$000	Actual 2023/24 \$000
Capital work-in-progress		
Property, Plant and Equipment	41,051	51,907
Intangibles Assets	27,514	5,690
Total Capital work-in-progress	68,565	57,597

Note 13: Accounts Payables

	Actual 2022/23 \$000	Actual 2023/24 \$000
Creditors and Payables (Note 19)	21,111	23,968
GST (Receivable)/Payable	(5,235)	39,622
Unclaimed Salaries and Wages	150	(162)
Total Accounts Payable	16,026	63,428

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

Note 14: Accrued Expenses

	Actual 2022/23 \$000	Actual 2023/24 \$000
Sponsorship Reserve	93	393
Accident Compensation and Accredited Employer Programme Provisions*	9,137	11,597
Other Accrued Expenses	48,539	97,645
Payroll Accruals	42,382	114,213
Total Accrued Expenses	100,151	223,848

* 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 2024, resulting in a provision for work-related accidents of \$7.642 million (2023: \$6.132 million).

These costs are included in the provision above.

Note 15: Employee Entitlements

	Actual 2022/23 \$000	Actual 2023/24 \$000
Current Liabilities		
Annual Leave	176,021	183,281
Long Service Leave*	14,618	31,859
Sick Leave	1,958	2,437
Shift Leave	25,623	25,171
Other Employee Entitlements**	35,944	19,010
Total Current Portion	254,164	261,758
Non-Current Liabilities		
Long Service leave*	177,235	160,862
Sick Leave	7,871	8,786
Total Non-Current Portion	185,106	169,648
Total Employee Entitlements	439,270	431,406

* The current liability for Long Service Leave represents the amount due for potential settlement within the next 12 months. An increase in the average length of service of current staff, coupled with updates to the actuarial valuation assumptions to reflect the recent experience of staff movements; has resulted in a material transfer of liability from non-current to current.

** 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 2024 to estimate the present value of long service leave and sick leave liabilities.

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

If the salary inflation factor were to increase by 1% from the estimate, with all other factors held constant, the carrying amount of the long service leave liability would increase by \$10.404 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$9.388 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 \$9.577 million. If the discount rate were to decrease by 1%, the liability would increase by \$10.871 million.

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

	Actual 2022/23 \$000	Actual 2023/24 \$000
Net Surplus (Deficit)	48,659	27,030
Add Non-Cash items		
Depreciation and Amortisation Expense	108,071	111,486
Physical Asset Write Offs	440	1,252
Remeasurement due to North Island Weather Event	2,143	–
Total non-cash items	110,654	112,738
Add Items classified as Investing Activities		
Loss on Disposal of Property, Plant and Equipment	359	1,105
Net investing Activities	359	1,105
Add/(Less) Movements in Working Capital Items:		
Increase/(Decrease) in Accounts Payable	(15,739)	47,402
(Increase)/Decrease in Accounts Receivable	(1,099)	(445)
Increase/(Decrease) in Employee Entitlements	(21,745)	(7,864)
(Increase)/Decrease in Debtor Crown	(63,843)	(12,247)
(Increase)/Decrease in Prepayments	(15,731)	640
Increase/(Decrease) in Other Accrued Expenses	20,938	123,456
Net Working Capital Movements	(97,219)	150,942
Net Cash Flows from Operating Activities	62,453	291,815

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 2022/23 \$000	Actual 2023/24 \$000
Salaries and other short term employee benefits	3,609	3,188
Post-employment and other long-term employee benefits	347	245
Total Compensation	3,956	3,433
Number of Full Time Equivalents	7	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.

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. 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. 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 2024. 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
2024					
Creditors and Payables (Note 13)	23,968	–	–	–	23,968
2023					
Creditors and Payables (Note 13)	21,111	–	–	–	21,111

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 2022/23 \$000	Actual 2023/24 \$000
Financial Assets Measured at Amortised Cost		
Cash and Cash Equivalents	60,820	211,144
Accounts Receivable (Note 8)	506,393	519,085
Total Loans and Receivables	567,213	730,229
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables (Note 13)	21,111	23,968
Total Financial Liabilities	21,111	23,968

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 2022/23 \$000	Actual 2023/24 \$000
Balance as at 1 July	(1,515)	(1,752)
Revenue	4,961	4,325
Expenses	(5,198)	(5,521)
Surplus/(Deficit) for the year	(237)	(1,196)
Balance as at 30 June	(1,752)	(2,948)

Note 22: Post Balance Date Events:

Final Offer Arbitration (FOA)

The Constabulary Collective Employment Agreement (CEA) covering constabulary staff in bands G-J expired on 30 June 2023. Police and the service organisations (unions) were unable to conclude negotiations on an agreed basis and the matter was referred to Final Offer Arbitration (FOA) for determination. The decision was released on 15 July 2024 with the Arbitral body ruling in Police's favour. The arbitration decision confirms the terms and conditions, including the level of the general wage increase, to be included in the new CEA.

A provision of \$72.093 million to settle the CEA has been recognised in 2023/24.

Otahuhu Station

On Thursday the 4th July 2024, the Otahuhu Station (180 Great South Road, Auckland) experienced a fire in the electrical control equipment. Although the fire damage was limited to a relatively small area of the building, smoke and water damage has significantly damaged the building and infrastructure.

After remedial work to make the station safe and secure, front facing operations have resumed from a small area of the Station. Rest of the station is not operational.

Valued at \$7.750m (Land \$4.050m, Building \$4.700m), to restore the building to fully operational status could be in the vicinity of \$2.000m.

Note 23: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2023/24 increased by \$193.337 million to \$2,719,698 million. This was mainly due to:

- \$112.704 million new funding for Police Collective Employment Agreements draw down from tagged contingency
- \$18 million carry forward from 2022/23 to 2023/24 for the Next Generation Critical Communications (NGCC) relating to decommissioning costs of sites and equipment not required with the introduction of the Land Mobile Radio (LMR) services and the introduction of cellular-based services
- \$15.800 million capital to operating swap based on reclassification of expenditure relating to the Arms Information Solution
- \$12.564 million from the Justice Cluster for Improving Court Performance and Timeliness to enable clearing of the backlogs of District Court cases awaiting trials, and length of time taken to resolve them
- \$11.291 million for the Retail Crime Prevention Programme
- \$9.261 million transfer from Vote Transport to partially address road policing cost pressures arising from the 2023/24 Police Collective Employment Agreements
- \$6.201 million additional cost recovery from Vote Foreign Affairs for the delivery of various policing partnership programmes in the Pacific Islands
- \$5.300 million for the Recovery of Legal Costs for Civil Actions taken under the Criminal Proceeds (Recovery) Act 2009
- \$3.348 million of new funding for the provision of Pacific Officer Safety training and tactical equipment to nine Pacific Police Services
- \$1.840 million new funding provided to address cost pressures associated with the Police fleet renewal programme
- \$1.362 million fiscally neutral transfer from the Arms Safety and Control appropriation to reflect provision of policy advice relating to Arms Safety and Control, and
- \$1.100 million fiscally neutral transfer from Vote Foreign Affairs for New Zealand's contribution to the Interpol Blue Pacific Programme.

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 2024" for an explanation of budget changes by output class between the 2023/24 Main Estimates and 2023/24 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 2024.

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 2024

	Actual 2022/23 \$000	Actual 2023/24 \$000	Main Estimates 2023/24 \$000	Supplementary Estimates 2023/24 \$000
Revenue				
Non-Tax revenue:				
Infringement Fees	97,697	103,447	76,600	95,000
Sale of Unclaimed Property	179	363	400	400
Crown Revenue	100	100	100	100
Other Revenue	16	189	–	–
Total Non-Departmental Revenue	97,992	104,099	77,100	95,500
Expenses				
United Nations Drug Control Programme	100	100	100	100
Total Non-Departmental Expenses	100	100	100	100
Net Surplus*	97,892	103,999	77,000	95,400

*The Net Surplus is returned to Crown each month.

Schedule of non-departmental assets

As at 30 June 2024

	Actual 2022/23 \$000	Actual 2023/24 \$000	Main Estimates 2023/24 \$000	Supplementary Estimates 2023/24 \$000
Current Assets				
Cash	9,087	7,528	8,236	27,887
Accounts Receivable	20,193	19,651	16,168	19,529
Total Non-Departmental Assets	29,280	27,179	24,404	47,416

Schedule of non-departmental liabilities

As at 30 June 2024

	Actual 2022/23 \$000	Actual 2023/24 \$000	Main Estimates 2023/24 \$000	Supplementary Estimates 2023/24 \$000
Current Liabilities				
Accounts Payable	219	231	–	–
Provision for Firearms Buyback	445	445	–	–
Total Non-Departmental Liabilities	664	676	–	–

Schedule of non-departmental commitments

As at 30 June 2024

Police, on behalf of the Crown, has no non-departmental commitments as at 30 June 2024 (2023: nil).

Schedule of non-departmental contingent assets and liabilities

As at 30 June 2024

Contingent Liabilities

Police, on behalf of the Crown, has no non-departmental contingent liabilities as at 30 June 2024 (2023: nil).

Contingent Assets

Police, on behalf of the Crown, has no non-departmental contingent assets as at 30 June 2024 (2023: nil).

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

for the year ended 30 June 2024

	Actual 2022/23 \$000	Actual 2023/24 \$000	Supp. Estimates 2023/24 \$000	Location of end-of-year performance information*
Appropriations for Departmental Output Expenses				
Arms Safety and Control	56,064	83,338	83,804	1
Road Safety Programme	425,799	445,038	447,203	1
Search and Rescue Activities (PLA)	912	1,115	1,329	2
Total Appropriations for Departmental Output Expenses	482,775	529,491	532,336	
Appropriations for Departmental Other Expenses				
Compensation for Confiscated Firearms	–	–	10	
Total Appropriations for Departmental Other Expenses	–	–	10	
Appropriation for Departmental Capital Expenditure				
New Zealand Police Capital Expenditure - Permanent Legislative Authority under 24(1) of the PFA	173,957	113,683	162,415	1
Total Appropriation for Departmental Capital Expenditure	173,957	113,683	162,415	
Appropriation for Non-Departmental Other Expenses				
United Nations Drug Control Programme	100	100	100	2
Total Appropriations for Non-Departmental Expenses	100	100	100	
Appropriation for Multi-Category Expenses				
Departmental Output Expenses:				
Crime Prevention	571,890	581,152	584,191	1
Investigations and Case Resolution	800,625	861,222	868,639	1
Policy Advice & Ministerial Service	10,371	13,791	12,553	1
Primary Response Management	669,190	708,270	721,979	1
Total Appropriation for Multi-Category Expenses	2,052,076	2,164,435	2,187,362	
Total Annual, Multi Year and Permanent Appropriations	2,708,908	2,807,709	2,882,223	

* 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 2024

There were no expenses which were incurred in excess of the appropriation for the year ended 30 June 2024 (2023: nil).

Forecast financial statements

For the year ended 30 June 2025

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2025 (the Forecast is 2024 Budget and Economic and Fiscal Update (BEFU 2024) 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 2024/25 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 22 April 2024. 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 22 April 2024 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 2023/24 was used as the opening position for the 2024/25 forecasts. The actual financial results achieved for 30 June 2025 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 2024/25 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 2025

	Note	Forecast 2024/25 \$000
Revenue		
Crown		2,575,214
Other Revenue		21,323
Total Revenue	1	2,596,537
Expenditure		
Personnel		1,928,036
Operating		469,994
Depreciation and Amortisation Expenses		133,254
Capital Charge		65,253
Total Operating Expenses		2,596,537
Surplus (Deficit) from Outputs		-
Other Comprehensive Revenue and Expenses		-
Total Comprehensive Revenue and Expenses		-

Statement of financial position

as at 30 June 2025

Forecast
2024/25
\$'000

Assets	
Current Assets	
Cash	55,222
Accounts Receivable	505,461
Prepayments	7,750
Total Current Assets	568,433
Non-Current Assets	
Property, Plant and Equipment	1,102,196
Intangible Assets	189,924
Total Non-Current Assets	1,292,120
Total Assets	1,860,553
Liabilities	
Current Liabilities	
Creditors and Payables	26,053
Accrued Expenses	154,913
Employee Entitlements	86,744
Total Current Liabilities	267,710
Non-Current Liabilities	
Employee Entitlements	173,596
Total Non-Current Liabilities	173,596
Total Liabilities	441,306
Net Assets	1,419,247
Taxpayers' Funds	
General Funds	888,491
Property, Plant and Equipment Revaluation Reserves	530,756
Memorandum Account	–
Total Taxpayers' Funds	1,419,247

Statement of cash flows

for the year ended 30 June 2025

Forecast
2024/25
\$000

Cash Flows from Operating Activities

Cash provided from:

Supply of Outputs to:

Crown	2,575,214
Others	21,323
	2,596,537

Cash was applied to:

Produce Outputs:

Personnel	(1,750,308)
Operating	(830,376)
Capital Charge	(65,253)
	(2,645,937)

Net Cash Flows from Operating Activities	(49,400)
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Cash Flows from Investing Activities

Cash provided from:

Sale of Non-Current Assets	2,760
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Cash was applied to:

Purchase of Property, Plant and Equipment	(98,006)
Purchase of Intangible Assets	(79,864)

Net Cash Flows from Investing Activities	(175,110)
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Cash Flows from Financing Activities

Cash provided from:

Capital Contribution	228,362
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Net Cash Flows from Financing Activities	228,362
---	----------------

Net Increase (Decrease) in Cash Held	3,852
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Add Opening Cash	51,370
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Closing Cash as at 30 June	55,222
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Cash Balance Consists of

Cash at Bank	53,272
Petty Cash	1,000
Overseas Posts	950
Total Cash	55,222

NOTE 1: TO FORECAST FINANCIAL STATEMENTS

Total Revenue

The table below summarises the key changes in revenue between the financial years 2023/24 and 2024/25:

	\$000
2023/24: Total Multi-Category Appropriations (MCA), Departmental Output Expenses, and Departmental Other Expenses as at 2023/24 Supplementary Estimates	2,719,698
Higher funding in 2024/25 for New Policies and initiatives approved in 2023/24 including Budget 2024	
Addressing Serious Youth Offending	382
Continuing the Alcohol and Other Drug Treatment Courts: Waikato, Auckland and Waitakere	2
Cost Pressure Funding	120,000
Cyber Security and Resilience Programme: information management	407
Expense Transfer – Retail Crime Prevention Programme/Fog Cannon	6,250
FNA to MSD – Regional System Leadership Framework	375
Government response to the Royal Commission Inquiry	20
Improving Court Performance and Timeliness	888
Interpol Blue Pacific Project	50
Investing in Frontline Policing	13,455
NGCC: Approval of Public Safety Network Implementation Business Case	20,042
NZ Police Pacific Officer Safety	1,487
Pacific Islands policing partnership programmes	2,700
Police Fleet Renewal Programme Cost Pressure	2,870
Preventing Community Harm from Organised Crime: Cross Agency Approach	1,760
Preventing family violence and sexual violence	43
Proceeds of Crime Fund: Live for More Surf Therapy programmes	3
Return of funding – Infrastructure to support Police's COVID response (MIQF)	662
Rollout 2025/26 Outyear – Improving the Justice Response to Sexual Violence Victims	54
Te Pae Oranga Iwi Community Panels: increased referrals	1,000
FNA from Vote Transport: Increased funding for Search and Rescue Activities	36
Lower funding in 2024/25 for New Policies and initiatives, time-limited funding/one-off funding in 2023/24 only	
Arms Safety and Control – drawdown of tagged contingency	(2,873)
Capital to Operating Swap – Arms Information Solution	(16,590)
Continuing Action to Improve Social Inclusion	(180)
Cross-Agency Business Case for a Public Reporting System for Concerning Behaviours and Incidents	(430)
Draw down from Police Collective Employment Negotiations tagged contingency for Police Bands A – J Collective agreements	(100,437)
Enabling National Implementation of the NZ Police Tactical Response Model	(320)
FNA – Funding agreement with NZ Search & Rescue (NZSAR)	(230)
FNA – MFAT Pacific Islands policing partnership programmes	(8,901)

FNA – Pitcairn Island Police Officer – Cost recovery	(290)
FNA – Police/MBIE MoU – FIFA Women's World Cup 2023	(60)
FNA from Vote Corrections – Better Outcomes for Victims Pilots	(414)
FNA to Vote Justice – Continued delivery of the Apanui Justice Programme	(11)
FNA: NZ Police/MFAT – Pacific Islands Partnership Programmes	(4,134)
Funding from Australia Federal Police to PICPS	(173)
Funding from Criminal Justice Sector – Remand Action Plan	(346)
Funding to Extend Pay Equity Settlement for Social Workers in Community and Iwi Organisations	(4)
Funding to Support ReFrame	(3,441)
Infrastructure to support Police's COVID response (MIQF)	(662)
Legal Fee recovery from Proceeds of Crime Fund	(5,300)
Next Generation Critical Communications (NGCC) establish Emergency Services critical communications capability	(3,989)
NGCC – Confirmation of In-Principle Expense and Capital Transfer	(18,000)
NZ Police: Offshore Emergency Deployment	(414)
PoCF – Te Huringa o te tai o nga wahine	(12)
Proceeds of Crime: Hooks for Change, Paihia CCTV, Wastewater Analysis	(18)
Reductions of Corporate Support Functions	(1,994)
Retail Crime Prevention Programme – funded from Justice Cluster	(3,050)
Retail Crime Prevention Programme: Update and Additional Funding	(8,241)
Shared Approach to Back-office Transformation	(400)
Te Pae Oranga	(350)
2021–24 Road Safety Partnership Programme (RSPP)	(104,203)
FNA – Waka Kotahi Camera Expansion Programme	(830)
FNA from Vote Transport – funding Road Policing cost pressures	(9,261)
Other Baseline Adjustments	
Reduction in Capital Charge from 6% to 5%	(3)
Asset Revaluation Depreciation Impacts	(86)
2024/25 Mains Estimates	2,596,537

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

Total Multi-Category Appropriations (MCA) and Departmental Output Expenses	\$000
Policing Services (MCA)	
– Crime Prevention	576,145
– Investigations and Case Resolution	877,605
– Policy Advice and Ministerial Services	12,573
– Primary Response Management	730,509
Road Safety Programme	332,909
Arms Safety and Control	65,431
Search and Rescue Activities (PLA)	1,365
2024/25 Main Estimates Appropriation – Total Revenue	2,596,537

Output Expense Statements

Policy Advice and Ministerial Services

for the year ended 30 June 2024

	2022/23 Actual \$000	2023/24 Actual \$000	2023/24 Main Estimates \$000	2023/24 Supplementary Estimates \$000
Revenue				
Revenue Crown	11,899	12,540	10,836	12,540
Revenue Department	2	1	1	1
Revenue Other	9	12	12	12
Total Revenue	11,910	12,553	10,849	12,553
Expenses				
Policy Advice	8,761	11,824	9,284	10,742
Ministerial Services	1,610	1,967	1,565	1,811
Total Expenses	10,371	13,791	10,849	12,553
Net Surplus (Deficit)	1,539	(1,238)	-	-

Crime Prevention

for the year ended 30 June 2024

	2022/23 Actual \$000	2023/24 Actual \$000	2023/24 Main Estimates \$000	2023/24 Supplementary Estimates \$000
Revenue				
Revenue Crown	536,154	559,965	517,894	559,965
Revenue Department	17,430	18,379	10,425	17,726
Revenue Other	7,252	6,783	9,110	6,500
Total Revenue	560,836	585,127	537,429	584,191
Expenses				
Directed Patrols	210,789	209,644	200,015	217,209
Maintenance of Order	30,916	30,001	28,826	31,303
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	31,079	35,951	25,688	27,896
Community Responsiveness	198,651	201,695	189,473	205,759
Youth Services	85,664	88,328	81,610	89,776
Vetting Services	5,198	5,521	4,220	4,220
Arms Act Services	3,946	4,683	2,579	2,579
Lost and Found Property	5,647	5,329	5,018	5,449
Total Expenses	571,890	581,152	537,429	584,191
Net Surplus (Deficit)	(11,054)	3,975	-	-

Police Primary Response Management

for the year ended 30 June 2024

	2022/23 Actual \$000	2023/24 Actual \$000	2023/24 Main Estimates \$000	2023/24 Supplementary Estimates \$000
Revenue				
Revenue Crown	699,180	719,521	659,005	719,521
Revenue Department	683	733	707	707
Revenue Other	1,973	1,818	2,556	1,751
Total Revenue	701,836	722,072	662,268	721,979
Expenses				
Communication Centres	83,374	105,874	78,610	84,027
Police Response to Incidents and Emergencies	512,153	520,148	520,610	556,904
Next Generation Critical Communications (NGCC)	73,663	82,248	63,048	81,048
Total Expenses	669,190	708,270	662,268	721,979
Net Surplus (Deficit)	32,646	13,802	-	-

Investigation and Case Resolutions

for the year ended 30 June 2024

	2022/23 Actual \$000	2023/24 Actual \$000	2023/24 Main Estimates \$000	2023/24 Supplementary Estimates \$000
Revenue				
Revenue Crown	815,369	865,645	804,178	865,645
Revenue Department	917	1,344	950	1,296
Revenue Other	2,102	1,763	2,880	1,698
Total Revenue	818,388	868,752	808,008	868,639
Expenses				
Criminal Investigations	565,455	609,388	568,432	611,085
Other Investigations	35,774	38,064	35,794	38,480
Criminal Case Resolution	80,099	86,135	83,041	89,273
Execution of Court Summonses, Warrants and Orders	22,145	23,619	22,269	23,940
Custody and Escort Services	97,152	104,016	98,472	105,861
Total Expenses	800,625	861,222	808,008	868,639
Net Surplus (Deficit)	17,763	7,530	-	-

Road Safety Programme

for the year ended 30 June 2024

	2022/23 Actual \$000	2023/24 Actual \$000	2023/24 Main Estimates \$000	2023/24 Supplementary Estimates \$000
Revenue				
Revenue Crown	433,731	446,373	437,112	446,373
Revenue Other	-	830	-	830
Total Revenue	433,731	447,203	437,112	447,203
Expenses				
Speed	92,414	97,936	108,816	111,327
Distraction	3,261	3,501	24,937	25,513
Restraints	18,905	19,599	25,367	25,953
Impaired Driving	68,148	71,912	79,943	81,789
Vulnerable Road Users	2,304	2,691	25,808	26,404
Other High Risk Behaviour	122,729	127,410	86,504	88,501
Network Maintenance & Efficiency	118,038	121,989	85,737	87,716
Total Expenses	425,799	445,038	437,112	447,203
Net Surplus (Deficit)	7,932	2,165	-	-

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, investment planning, decision-making and information across our assets and activities.

The asset management framework seeks to amalgamate our stakeholder needs with levels of service, asset information, finance, risk, and resilience factors to enable asset management decision-making that considers cost, risk, and performance equally. It enables the delivery of 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's investment life cycle of intentions, planning, delivery, and benefits realisation.²⁴

The asset management roadmap and policy have been reviewed to align with The Treasury's direction – requiring agencies to demonstrate active stewardship and responsible management of government resources. Delivery against the foundational elements has commenced, with priority for delivery defined by the asset management maturity assessment, executed as part of the roadmap programme of work, and The Treasury guidance. It is expected that delivery against the roadmap will improve asset management maturity over time, and asset management will be further integrated into our investment and operational activities, ensuring there is a clear line of sight between services and the assets that enable or support them.

Asset management maturity

The asset management maturity self-assessment (conducted across ICT, Fleet, Operational Capability and Property Portfolios) utilising the IIMM²⁵ Asset Management Maturity Assessment, identified common themes for improvement across all asset portfolios; consolidated asset data to inform asset renewal plans, operations, maintenance and management, and the resources and systems to support this. These foundational and improvement initiatives are being delivered as part of the enterprise asset management roadmap, or as stand alone, asset portfolio specific initiatives outlined in our improvement activity for 2023/24 year.

²⁴ Cabinet Office Circular (23) 9: Investment Management and Asset Performance in Departments and other Entities.

²⁵ International Infrastructure Management Manual (IIMM) – Institute of Public Works Engineering Australasia (ipwea.org).

The improvement recommendations outlined below reflect a combination of previous ICR requirements and new recommendations identified as part of the 2023 internal maturity self-assessment.

Asset portfolios	Maturity improvement recommendations	Activity in 2023/24
Organisation	<ul style="list-style-type: none"> Organisational endorsement and adoption of Asset Management Policy and Roadmap for ICT, Property and Fleet. Separate or combined Asset Management Policy and Strategy signed and approved by our executive. 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"> Asset management roadmap refined to meet additional requirements as outlined in CO (23) 9 and focus on advancing maturity through data standard definition and asset management plan development. Continued focus on embedding asset management policy principles throughout the organisation. Enterprise-wide asset management strategy development. Asset specific risk framework developed, with continual work to identify and refine escalation pathways. Asset criticality developed and tested against asset classes in preparation for adoption.
Property	<ul style="list-style-type: none"> National Property Strategic Framework adoption. Identify property changes to support community policing/ policing system change. 	<ul style="list-style-type: none"> National Property Strategic Framework approved for operationalisation by our Executive Leadership Team. Work programme to support the strategic framework defined and priority of effort for delivery agreed. Development of the custodial infrastructure investment plan underway. Out-sourced facilities management contract tender complete and extended to an asset led contract. Terms and conditions for service delivery against the contract ongoing. Risk based prioritisation approach applied to commercial property portfolio capital works planning. Improvements to portfolio fitness for purpose by progressing the property divestment programme.
ICT	<ul style="list-style-type: none"> Implement system for management of IT assets and operations. 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 controls. 	<ul style="list-style-type: none"> Progress continues to develop ServiceNow capabilities noting licensing and discovery limitations impact our ability to gain the full benefit from the product. Significant effort is being made to reconcile the hardware and software asset data whilst utilising the existing ServiceNow capabilities. Monitoring of IT security risks is a continuous process that is managed through our Cyber Security and Protective Security groups. These are requirements for all Government agencies under the NZISM (NZ Information Security Manual) and PSR (Physical Security Requirements) frameworks. Cyber Security conduct risk assessments for any changes to operational systems or potential vulnerabilities within the environment. Protective Security manages the certification and accreditation processes for the organisation.

Asset portfolios	Maturity improvement recommendations	Activity in 2023/24
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"> • The Fleet Strategy 2032 – Right capability, right time, right place was endorsed. The strategy acknowledges the fleet is a critical enabler for Police and is a vital capability. • Delivery on fleet strategy improvement initiatives ongoing, including focus on fleet fitout standardisation, and asset renewals for operational vehicles that shift to an overall lower carbon emission profile. • Battery Electric Vehicle Proof of Concept testing project complete and in closure. • Fleet optimisation activity ongoing as part of the Financial Sustainability Programme. Optimisation activity focuses on right vehicles, right place, right configuration. • Tranches of data improvement including analysis and proficiency of data is a work in progress. Improved data and insights into fleet performance has enabled better investment decisions and through life support. • Planning for Deodar III replacement (maritime asset) commenced.
Equipment Management	<ul style="list-style-type: none"> • Develop equipment management policy. • Develop supporting collateral. • Improvements to PPE management. 	<ul style="list-style-type: none"> • An equipment management policy has been published, providing guidance on the principles of equipment management, the support systems that need to be in place, and alignment to other policy, legislation, and Police instructions. • Continued work on developing operational instructions on aspects like disposal and withdrawing assets from service; and clarity on the roles and responsibilities across Police. • Equipment management plans, which address the operational policy and maintenance support, have been produced for a range of tactical equipment. Further plans will be developed and published over time. • A framework for Integrated Logistic Support (ILS) – which is the management and technical process through which supportability considerations of capability systems are defined, developed, integrated, and sustained through all phases of the capability system's life cycle; is currently being developed.

Asset Performance

Asset performance indicators are being reported at the portfolio level. This reflects assets that 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 equipment is not reported externally due to operational reasons.

Property asset performance

Description of assets within property portfolio

		2023/24		
Asset portfolio	Asset categories	Comprised of		Book value (\$)
Property	571 properties	458 owned properties	113 leased properties	788,859,303
	401 operational properties	321 stations (including 75 tied houses considered operational)	80 other properties (e.g. firearm ranges, airport bases, dog bases, multi-agency sites, the Royal New Zealand Police College and Police National Headquarters)	686,748,936
	170 residential houses			102,110,367
	247 radio sites			3,176,359

		2022/23		
Asset portfolio	Asset categories	Comprised of		Book value (\$)
Property	573 properties	464 owned properties	109 leased properties	849,658,881
	401 operational properties	324 stations (including 75 tied houses considered operational)	77 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
	172 residential houses			99,784,863
	246 radio sites			1,181,583

Property asset performance indicators

Measure	Indicator	Source data	2022/23 Actual	2023/24 Actual	Target
Office properties: headcount per sqm Net Lettable Area (NLA) of office	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: % occupied					
Operational properties (including critical sites): Percentage of sites meeting BWOF (Building Warrant of Fitness) standards. Issuing of BWOF or BRAD as per Compliance Schedule for applicable Police sites.	Condition	SPM	Approximately 95% of sites now have had condition surveys completed.	Sites are maintained to BWOF standards, and any identified issues are remediated within the compliance timeframe. 89% of sites achieved compliance with the remainder still pending. Future targets to also be determined.	Applicable sites will display a current BWOF or BRAD as per the compliance schedule. Defects will be remediated in a timely manner where possible and be communicated to the councils as required.
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 network requirements.	95% of sites are on a lease of 5 years or earlier, in alignment with 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 programme still being delivered.	90% of the residential portfolio is Healthy Homes compliant. Remainder of works programme continuing.	100% of sites to be compliant to requirements under Residential Tenancies (Healthy Homes Standards) Regulations 2019.

Fleet asset performance

Description of assets within fleet portfolio

Asset group	Comprised of	Asset categories ²⁶	2022/23 Book value (\$)	Asset categories	2023/24 Book value (\$)
Fleet	Ground	3,705 cars	85,077,266	3,071 cars	82,186,006
		312 specialist vehicles (e.g. trucks, vans and utilities)	9,695,111	657 specialist vehicles ²⁷	9,633,935
		29 motorbikes	522,852	27 motorbikes	402,778
		10 mobile stations	1,947,323	10 mobile stations	582,066
	Air	Eagle helicopters (3 leased)	n/a – leased	Eagle helicopters (3 leased)	n/a – leased
	Maritime	Dive and River boat	70,547	Dive and River boat	74,421
		Rigid hull inflatable boats (3)	1,810,866	Rigid hull inflatable boats (3)	1,673,310
		Deodar III and Lady Elizabeth IV (larger boats)	1,136,808	Deodar III and Lady Elizabeth IV (larger boats)	897,957

Fleet asset performance indicators

Measure	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	Target
% of fleet maintained to manufacturer's specification ²⁸	Condition	86.4%	86.6%	87.2%	>98%
Average age of replacement of the fleet ²⁹	Condition	7.82 ³⁰	7.4	7.06	<7 years
Number of vehicles travelling less than 10,000 kilometres per annum ³¹	Utilisation	848 ³²	817	890	<150

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

27 Trucks, vans, and utes including commodore utes.

28 Vehicles to be within the current service period.

29 Benchmark being seven years for the passenger vehicle fleet.

30 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.

31 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.

32 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 multiplied by 365. Includes all passenger and light commercial vehicles under 10,000 annual km.

ICT asset performance

Description of assets within ICT portfolio

Asset group	Asset Purpose	2022/23 Quantity	2022/23 Book value (\$)	2023/24 Quantity	2023/24 Book value (\$)
ICT	To enable the delivery of core services through provision of computer hardware, software, radio, network, and mobility assets	65 core systems 295 applications 13,402 mobile devices 15,496 end user computers and associated servers and storage infrastructure 392 radio sites	99,639,141	60 core systems 349 applications 13,265 mobile devices 14,517 end user computers and associated servers and storage infrastructure 394 radio sites	108,744,626

ICT asset performance indicators

Measure	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Actual	Target
% of time our systems are available (five key applications)	Availability	99%	99.97%	99.51% ³³	99%
% of our ICT assets with a condition rating of poor	Condition	10%	10%	10%	<15%
% of users who are able to access the network and systems remotely	Functionality	90%	95.85%	96.4%	>40%
% of our services completed in the digital environment	Utilisation	90%	90%	90%	>80%
% of frontline staff using mobile technology with clients	Utilisation	100%	99.90%	98.7%	>95%

33 NIA, Communication Centres, Mobility, Radio, Email.

Sustainability

The current Government has continued to support action on climate change. One of the Government's nine targets for the next six years is meeting New Zealand's 2050 net zero climate change commitments.

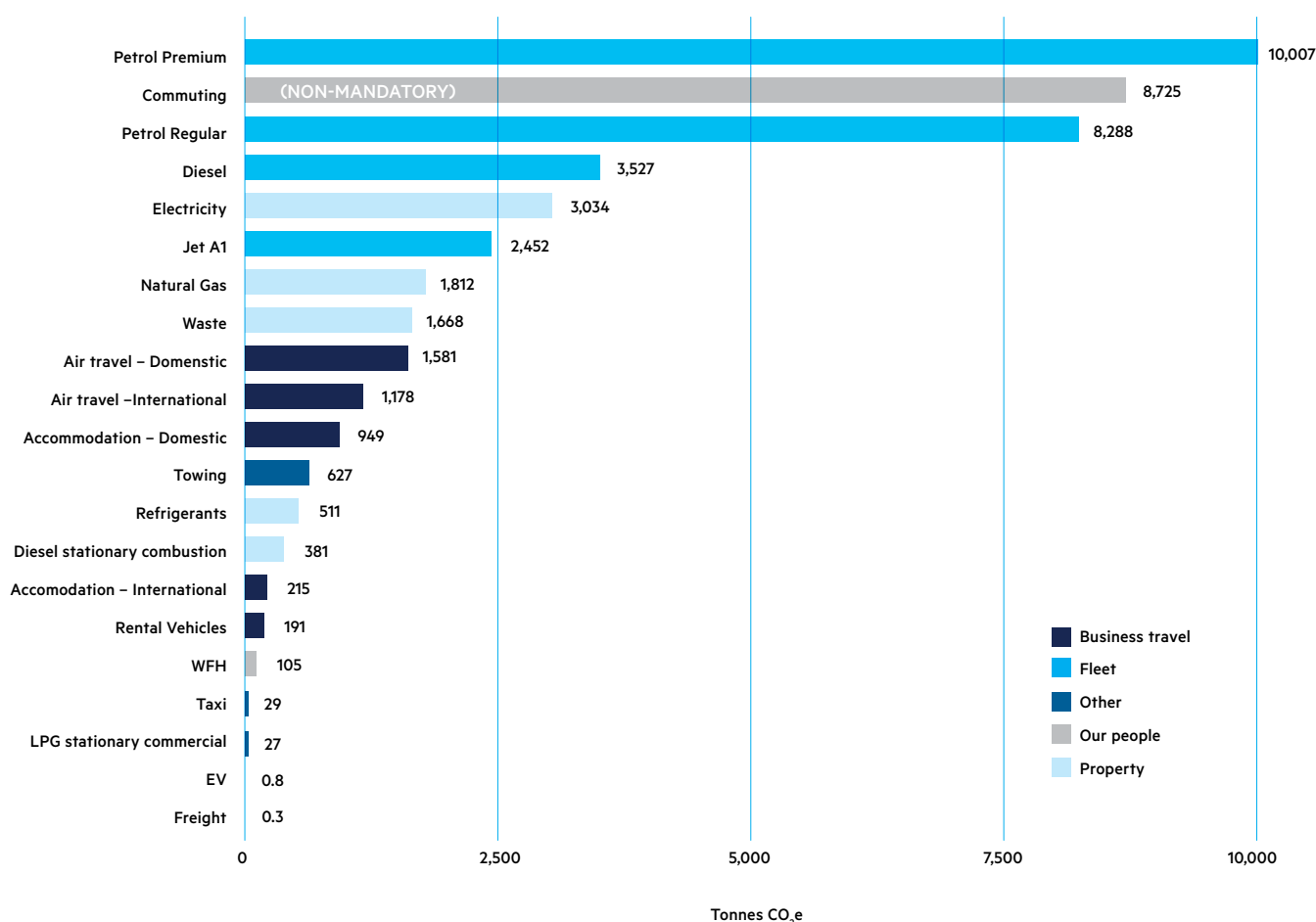
Under the Carbon Neutral Government Programme³⁴ (CNGP), Police is obligated to measure and report on our emissions and have this data verified by an independent third party. We have completed emissions inventories for 2018/19 (base year) and the five following financial years (2019/20 – 2023/24 inclusive). This six-point data set provides us with robust information to advise on emissions reduction initiatives.

Total annual emissions

Police calculates emissions as tonnes carbon equivalent (tCO₂e). Two emissions totals are reported to the CNGP: combined emissions from both mandatory and non-mandatory sources, and emissions from mandatory sources only. The only non-mandatory emissions we report on are those produced by staff commuting (equating to ~8,725 tCO₂e in 2023/24).

Our total gross (both mandatory and non-mandatory) Greenhouse Gas (GHG) emissions for 2023/24 were ~45,310 tCO₂e; emissions from mandatory sources only were ~36,580 tCO₂e.

2023/24 Emissions by Source



³⁴ The Carbon Neutral Government Programme (CNGP) has been set up to accelerate the reduction of emissions within the public sector. <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/carbon-neutral-government-programme/>.

Emissions targets

In December 2022, gross emissions reduction targets were set to 21% of base year (2018/19) emissions by 2025 and 42% by 2030. This is in alignment with the Paris Agreement and guidance from the Ministry for the Environment.³⁵

Our baseline and reduction targets are calculated on the emissions from mandatory sources – those within the organisation's control and which it is accountable for reducing.

Our 2018/19 emissions, from mandatory sources only, were ~43,060 tCO₂e; this makes our 2025 target ~34,020 tCO₂e; and 2030 target ~24,975 tCO₂e.

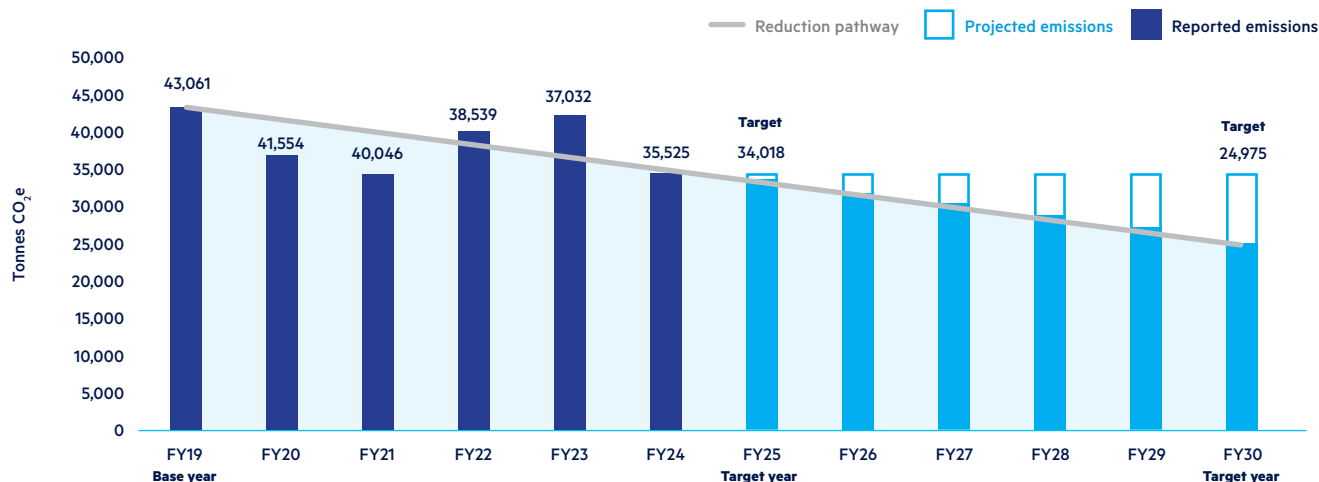
Progress against targets

To be on a trajectory to meet our 2025 target, our emissions for 2023/24 (from mandatory sources) needed to be under ~35,525 tCO₂e, representing a 17.5% reduction against the base year. At 36,585 tCO₂e however, Police missed the reduction target by 1,060 tCO₂e.

Emissions reductions were largely due to:

- Cutting travel budgets by 50% (excluding operational deployments)
- Replacing fleet Holden Commodores with more energy-efficient Škodas
- Weather patterns that provided more renewable electricity to the grid.

Reported and projected emissions



In the above graph, future emissions are predicted by assuming the following:

- FTE remains of similar size to 2023/24
- The Fleet and Property portfolios do not change significantly
- Availability of renewable energy sources is consistent with 2022/23 and 2023/24
- Restrictions on business travel are continued and travel remains at 2023/24 levels
- No new initiatives are developed for reducing emissions.³⁶

³⁵ Commuting emissions are excluded from target setting and progress data, as they are 'Scope 3 non-mandatory'; this means Police is not considered liable for creating or reducing these emissions. They are, however, included in certification and reporting, as a significant proportion of Police emissions.

³⁶ At the time of preparation of this graph, the employment make-up, total and mix was still under consultation and therefore the FTE levels have been held consistent in the interim at FY2023/24 levels. A revised graph will be prepared and calculated once final decisions are made and the implications on headcount as well as the locations of that headcount is known.

This graph also assumes no significant change to the Fleet and Property portfolios noting Police's fleet size will remain constant as the outcomes of an electric vehicle pilot are still being considered and impact on the full fleet remain unknown. Further, the use of the Eagle helicopters will continue in the interim, as approved by Government, whilst alternative, remote-piloted air support is considered and tested.

The property portfolio is under review and a long-term business case will be developed that identifies the opportunities for Police to divest properties in locations that are no longer appropriate, and to re-invest in other locations. Until this is developed in more detail, and more is known about the ability for this to be funded, the property portfolio has been held consistent.

Previous years have seen increases in emissions from factors including movement of staff and resources in response to significant weather events, COVID-19 restrictions, and the Parliament protest in February 2022. No events in 2023/24 required extra Police resource to the extent that would significantly impact emissions.

A continuation of the actions and climate trends seen in 2023/24, with additional measures, will be needed to achieve the further 2,567 tCO₂e reduction required to meet our 2025 target (34,018 tCO₂e). 11,610 tCO₂e more will then need to be removed to meet the 2030 target.

Primary emissions sources

Fleet, property, and business travel are Police's primary sources of emissions and the greatest areas of potential for reduction measures.

Fleet fuel

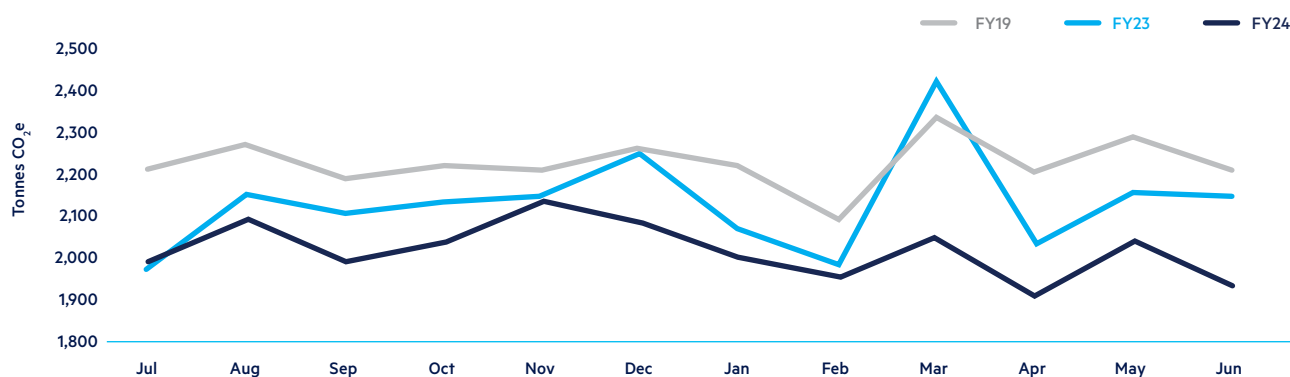
The 3,700 vehicles in the Police fleet enable us to respond to the needs of the communities we serve – by land, sea, and air. However, these vehicles are also our greatest source of emissions –the road fleet makes up 54% of our entire inventory (aviation = 5% and maritime = 0.08%). Over time, as technology and design improve efficiency, these emissions are decreasing.

The transition from Holden Commodores to more fuel-efficient Škoda Superbs is the main reason for the reduction in road fleet emissions; more minor reductions come from the introduction of PHEVs and EVs. Much of the benefit from the fleet transition is offset by an increased fleet size (~200 vehicles since 2018/19).

We operate a maritime fleet of two diesel-fuelled catamarans and four petrol-fuelled rigid hull inflatable boats (RHIBs). Work is underway to replace our catamarans with more modern, efficient, and therefore lower emitting models by 2028.

The Jet A1 fuel component of the fleet emissions inventory is from helicopter use. The Government has directed Police to investigate alternate technologies as reduced demand is unlikely and lower-carbon aviation fuel is not yet an option.

Total fleet (road, maritime and aviation) emissions comparison of 2023/24, 2022/23, and 2018/19 (base year)

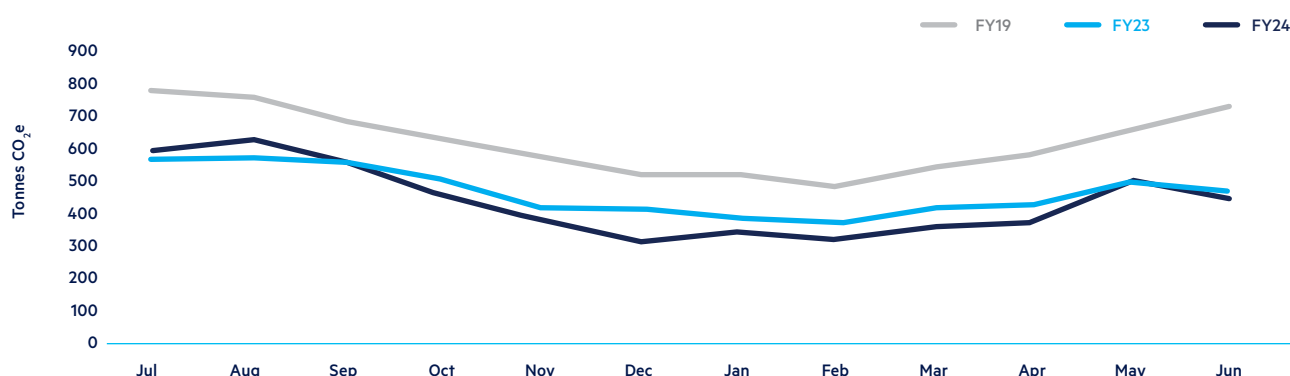


Property energy usage

In 2023/24, property energy (electricity, natural gas, and generators fuelled by diesel and LPG) accounted for ~12% of our entire emissions profile. Total energy emissions across all our properties were ~5,250 tCO₂e – this is 6.5% less than in 2022/23.

Electricity consumption accounted for ~58% of Police's property emissions and ~7% of our total 2023/24 emissions profile – almost no change from 2022/23. Although electricity consumption has only reduced by 8% since 2018/19, emissions have reduced by ~30% due to increased availability of energy from renewable sources.

Property energy emissions by year



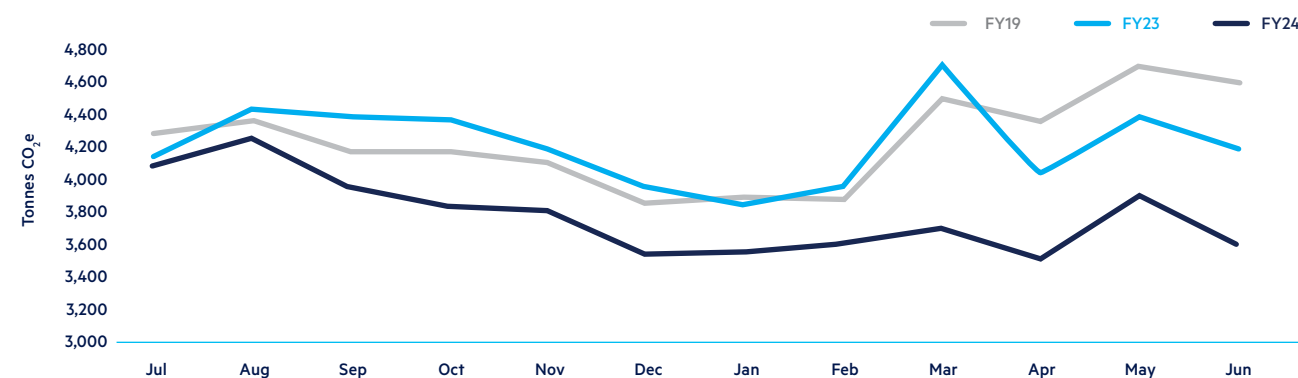
Solar panels were installed at the Great Barrier Island station in May 2023, generating on-site renewable energy – our first such project. This has almost entirely replaced use of diesel generators (approximately ~6,200 litres used in 2022/23, compared to 220 litres in 2023/24), saving around 14 tCO₂e.

Business travel (transportation and accommodation)

Operating nationally and across the Pacific, Police has a large business travel profile representing 11% of our emissions inventory.

In October 2023, all travel budgets were cut by 50% (except operational deployments). As a result our travel emissions from accommodation, commercial flights, rental cars, and taxis fell by 49.5% from 2022/23. This directive can be credited for aligning our emissions with the 2023/24 target.

Business travel emissions comparison of 2023/24, 2022/23, and 2018/19 (base year)



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 2024 and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2025.

Signed by:



Andrew Coster
Commissioner of Police

30 September 2024

Independent auditor's report



Independent auditor's report



To the readers of New Zealand Police's annual report for the year ended 30 June 2024

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 87 to 90 and 92 to 109, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2024, 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 2024 included in the tables marked as having been audited on pages 16 to 38 and 120 to 122;
- the statements of budgeted and actual expenses and capital expenditure incurred against appropriations and of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority for the year ended 30 June 2024 on page 113; and
- the schedules of non-departmental activities which are managed by Police on behalf of the Crown on pages 91 and 110 to 112 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent assets and liabilities as at 30 June 2024;
 - the schedules of revenue and expenses for the year ended 30 June 2024;
 - the statement of trust monies for the year ended 30 June 2024; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of Police:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; 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 for the appropriations administered by Police for the year ended 30 June 2024:
 - presents fairly, in all material respects:
 - 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 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 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 2024; and
 - revenue and expenses for the year ended 30 June 2024; and
 - the statement of trust monies for the year ended 30 June 2024.

Our audit was completed on 30 September 2024. 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 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 86, 114 to 119, and 123 to 135, and 139 to 163 but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of Police in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1)* issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit we have completed a review and findings report in respect of the Public Safety Network project that is compatible with those independence requirements. 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



***Information
required by
statute***

Information required by statute

Surveillance Device Warrants

In accordance with the provisions of section 172 of the Search and Surveillance Act 2012, the following information has been recorded, and is provided in Table 1.

Table 1: Surveillance Device Warrants (under the Search and Surveillance Act 2012)

Section 172 Surveillance Device Warrants Recorded		2022/23	2023/24
Number of applications made		138	147
Number of applications granted		136	147
Number of applications refused		2	0
Number of applications exercised		141	140
Number of warrants granted for use of interception device		135	135
Number of warrants granted for use of visual surveillance device		84	81
Number of warrants granted for use of tracking device		114	108
Number of warrants that authorised entry onto private premises		40	40
Number of interception devices used	No more than 24 hours	25	14
	1–3 days	35	52
	3–7 days	29	36
	7–21 days	101	125
	21–60+ days	361	202
Number of visual surveillance devices used	No more than 24 hours	6	4
	1–3 days	9	9
	3–7 days	10	8
	7–21 days	37	15
	21–60 days	141	34
Number of tracking devices used	No more than 24 hours	16	10
	1–3 days	15	42
	3–7 days	15	18
	7–21 days	65	80
	21–60 days	296	165
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		251	198
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		1	0

Warrantless Search Powers Exercised

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

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 Recorded	2022/23	2023/24
Number of occasions warrantless search powers were exercised	15,876	15,379
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	3,365	3,298

Warrantless Surveillance Device Powers Exercised

In accordance with the provisions of section 170 of the Search and Surveillance Act 2012, the following information has been recorded, and is provided in Table 3.

Table 3: Warrantless Surveillance Device Powers (under the Search and Surveillance Act 2012)

Section 170(1) Warrantless Powers Recorded	2022/23	2023/24
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device	26	24
Number of interception devices used	No more than 24 hours	19
	24–48 hours	25
Number of visual surveillance devices used	No more than 24 hours	2
	24–48 hours	2
Number of tracking devices used	No more than 24 hours	15
	24–48 hours	20
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	12	5
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)	0	0

Gang Conflict Warrants

In accordance with section 170A of the Search and Surveillance Act 2012, the information in Table 4 is provided.

Table 4: Gang Conflict Warrants (under the Search and Surveillance Act 2012)

Section 170A Gang Conflict Warrants	5 April 2023 – 30 June 2023 ³⁷	1 July 2023 – 30 June 2024
(a) the number of applications made under section 18B in the period covered by the report	2	5
(b) the number of warrants issued under section 18D in the period covered by the report	2	5
(c) (i-iv) for each warrant issued under section 18D in the period covered by the report:		
(c) (i) the number of searches conducted; and	26	115
(c) (ii) the number of places searched (on 1 or more occasions); and	0	6
(c) (iii) the number of vehicles searched (on 1 or more occasions); and	26	109
(c) (iv) the number of weapons seized as a result of the places and vehicles searched	15	37
(d) the number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the execution of a warrant issued under section 18D in the period covered by the report	9	27

³⁷ Section 171A of the Search and Surveillance Act 2012 came into force on 5 April 2023.

Declaratory Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 5 is provided.

Table 5: Declaratory Orders (under the Search and Surveillance Act 2012)

Section 170 Declaratory Orders		2022/23	2023/24
Number of applications for declaratory orders		Nil	1
Number of declaratory orders made		Nil	1
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	Nil	1
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	Nil	Nil
	technique	Nil	Ref. note 1
	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

Note 1: The technique used was to search overseas genealogy websites to identify familial links to a DNA sample believed to belong to an offender.

Examination Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 6 is provided.

Table 6: Examination Orders (under the Search and Surveillance Act 2012)

Section 170 Examination Orders		2022/23	2023/24
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 7 is provided.

Table 7: Bodily Samples (under the Criminal Investigations (Bodily Samples) Act 1995)

Bodily Samples		2022/23	2023/24
(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	117	127
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	74	72
	juvenile compulsion orders	7	1
(c)	The number of applications referred to in paragraph (b) that were:		
	suspect compulsion orders – granted	60	47
	suspect compulsion orders – refused	1	2
	juvenile compulsion orders – granted	5	1
	juvenile compulsion orders – refused	1	0
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	4	2
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	51	52
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	0	1
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	324	382
(ce)	The number of:		
	(i) databank compulsion notice hearings requested and	1	6
	(ii) Part 3 orders made	0	4
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	0	1
(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	33	21
	(ii) suspect compulsion orders granted in respect of those applications	28	20
(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	1	1

Bodily Samples		2022/23	2023/24
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	0	0
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	8,314	8,498
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	6,861	7,107
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	2,090	1,919
(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.	74	30
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	10	12
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	7,192	6,797
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and	211,406	216,199
	number of bodily samples obtained by consent	90,578	93,172
	number of bodily samples obtained pursuant to a compulsion order	304	316
	number of bodily samples obtained pursuant to a databank compulsion notice	27,408	27,744
	number of Part 2B bodily samples obtained	93,116	94,967
(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	211	179
(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	554	455

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 us.

Bodily Samples		Ethnicity	Total (Adults and Young Persons) 2021/22	Total (Adults and Young Persons) 2022/23	Total (Adults and Young Persons) 2023/24	Young persons 2021/22	Young persons 2022/23	Young persons 2023/24
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	195	261	330	1	2	3
		European	2,592	2,861	2,967	55	1,132	136
		Indian	285	342	344	2	1	2
		Latin American	28	17	20	0	0	1
		Māori	2,438	2,944	3,282	209	333	284
		Middle Eastern	41	72	86	0	2	4
		Native African	41	34	59	1	1	1
		Pacific Islander	915	926	971	25	41	3
		Other	52	54	71	4	3	37
		Unknown	133	298	368	7	10	8
		Total	6,720	7,809	8,498	304	1,525	479
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	195	225	286	1	2	2
		European	2,348	2,307	2,422	50	91	110
		Indian	242	295	298	2	1	1
		Latin American	22	14	17	0	0	1
		Māori	2,182	2,441	2,759	190	281	224
		Middle Eastern	36	61	69	0	2	4
		Native African	38	31	47	1	0	1
		Pacific Islander	837	753	820	23	35	32
		Other	48	47	66	5	3	2
		Unknown	117	264	323	7	7	5
		Total	6,065	6,438	7,107	279	422	382
(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	13	11	10	0	0	0
		European	322	392	334	8	20	31
		Indian	14	15	12	2	0	0
		Latin American	1	3	3	0	0	1
		Māori	770	1,006	1,301	257	404	486
		Middle Eastern	9	11	9	2	5	1
		Native African	0	4	7	0	0	1
		Pacific Islander	174	156	203	4	3	60
		Other	9	4	15	38	40	1
		Unknown	4	12	25	0	4	6
		Total	1,316	1,164	1,919	311	476	587

Bodily Samples		Ethnicity	Total (Adults and Young Persons) 2021/22	Total (Adults and Young Persons) 2022/23	Total (Adults and Young Persons) 2023/24	Young persons 2021/22	Young persons 2022/23	Young persons 2023/24
(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	4	2	0	0	0	0
		European	3	28	6	1	1	1
		Indian	1	1	1	0	0	0
		Latin American	0	0	0	0	0	0
		Māori	12	25	22	3	8	7
		Middle Eastern	0	2	0	0	0	0
		Native African	0	0	0	0	0	0
		Pacific Islander	3	2	0	0	1	0
		Other	0	0	0	0	0	0
		Unknown	0	4	1	0	0	0
		Total	23	64	30	4	10	8
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	Asian	0	0	0	0	0	0
		European	1	3	5	0	0	0
		Indian	0	0	2	0	0	0
		Latin American	0	0	0	0	0	0
		Māori	3	3	4	0	0	0
		Middle Eastern	0	0	0	0	0	0
		Native African	0	1	0	0	0	0
		Pacific Islander	0	3	1	0	0	0
		Other	0	0	0	0	0	0
		Unknown	0	0	0	0	0	0
		Total	4	10	12	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):

Our Child Protection Policy is published on the Internet at the following link:

<https://www.police.govt.nz/about-us/publication/child-protection-police-manual-chapter>

In relation to section 16(c)(ii):

Our 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 wellbeing 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.

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 New Zealand.

As part of delivering the outcomes of this strategy, children's agencies, including Police, have committed to the first **Oranga Tamariki Action Plan**³⁸ (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 plan, 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.

³⁸ <https://www.orangatamariki.govt.nz/assets/Uploads/About-us/New-ways-of-working/OTAP/Oranga-Tamariki-Action-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.victimsinfo.govt.nz.

Table 8: Information about complaints (section 50A(1)(b) of the Victims' Rights Act 2002):

Victims' Rights Act 2002	2023/24				
	Alleged breaches ³⁹	Upheld ⁴⁰	Facilitated Resolution ⁴¹	Not Upheld	Ongoing
Inform victim of services or proceedings (s.11–12)	78	21	16	33	8
Inform victim of charges filed, amended or withdrawn (s.12(1)(b))	19	2	5	10	2
Breach of victim's privacy (s.15)	23	3	3	16	1
Victim's details disclosed in court (s.16)	0	0	0	0	0
VIS management (s.17–19, s.21)	5	2	1	2	0
Victim's 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)	2	0	0	1	1
Inform s.29 victim of rights re bail (s.31, s.32B)	1	0	1	0	0
Register/notify s.29 victim of bail (s.34)	2	1	0	1	0
Victim's property as evidence (s.51)	0	0	0	0	0
Total	130	29	26	63	12
Total Incidents	127				

Victims' Rights Act 2002	2022/23				
	Alleged breaches ³⁹	Upheld ⁴⁰	Facilitated Resolution ⁴¹	Not Upheld	Ongoing
Inform victim of services or proceedings (s.11–12)	95	27	16	32	20
Inform victim of charges filed, amended or withdrawn (s.12(1)(b))	8	1	1	3	3
Breach of victim's privacy (s.15)	14	3	2	7	2
Victim's details disclosed in court (s.16)	0	0	0	0	0
VIS management (s.17–19, s.21)	1	1	0	0	0
Victim's views on name suppression (s.28)	0	0	0	0	0
Determine a s.29 victim (s.29A, s.32)	1	0	0	0	1
s.29 Victims views on bail (s.30)	6	3	0	1	2
Inform s.29 victim of rights re bail (s.31, s.32B)	1	0	0	0	1
Register/notify s.29 victim of bail (s.34)	2	2	0	0	0
Victim's property as evidence (s.51)	0	0	0	0	0
Total	128	37	19	43	29
Total Incidents	126				

³⁹ A single event may breach more than one section of the Act.

⁴⁰ '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.

⁴¹ 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	<ul style="list-style-type: none"> • Breach of victim's privacy
Section 16	6.17 Inappropriate/unlawful disclosure	<ul style="list-style-type: none"> • Victim's details disclosed in court
Sections 17–19, 21, 28	6.15 Inadequate victim management	<ul style="list-style-type: none"> • Failure to inform victim about Victim Impact Statement (VIS) or ask for information (s.17–18) • Failure to verify VIS (s.19) • Failure to submit VIS to court (s.21) • Failure to obtain victim's views on name suppression (s.28)
Sections 29A, 30–33B, 34	6.16 Inadequate bail management	<ul style="list-style-type: none"> • Failure to determine a s.29 victim (s.29A) • Failure to ascertain victim's views on bail (s.30) • Failure to advise victim of right to ask for notice of bail or failure to forward/update/withdraw bail details (s. 31–33B) • Failure to register/notify of bail (s.34)
Section 51	6.18 Failure to return property 6.19 Cause damage to property	<ul style="list-style-type: none"> • Failure to return property held as evidence • Inappropriate condition of property held as evidence

Table 9: 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

2023/24

Country making request	Fingerprint match	Type of information disclosed
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no reply	n/a
New Zealand	no	no criminal history
New Zealand	no reply	n/a
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no reply	n/a
New Zealand	no	no criminal history
New Zealand	no reply	n/a
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no	no criminal history
New Zealand	no	no criminal history
USA	yes	criminal history

2022/23

Country making request	Fingerprint match	Type of information disclosed
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	yes	criminal history
New Zealand	yes	criminal history
New Zealand	no	no criminal history held
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no	no criminal history held
New Zealand	no reply	n/a
New Zealand	no reply	n/a
New Zealand	no reply	n/a
USA	no	black interpol notice

Proactive disclosure of information

2023/24

Country making proactive disclosure	Type of information disclosed
Nil	Nil

2022/23

Country making proactive disclosure	Type of information disclosed
Nil	Nil

Table 10: 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 10 is provided.

Section 13E: Detention warrants	2022/23	2023/24
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 11: Enhancing Identity Verification and Border Processes Legislation Act 2017

Queries made by Police to Immigration New Zealand	2022/23	2023/24
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	23,703	21,646
Breach (or attempted) of any sentence condition	693	591
Verify suspect/offender identity	55,684	58,576
Administrative query (Note: query no longer exists)	41	448
ICT/Supervisor audit	1,120	808
Verify deceased person's identity	18	89
Verify Registered CSO Information	0	0
Total number of queries	81,259	82,158
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	140,128	141,445
Breach (or attempted) of any sentence condition	441	618
Verify suspect/offender identity	108,560	117,125
Administrative query (Note: query no longer exists)	139	1,973
ICT/Supervisor audit	6,158	6,654
Verify deceased person's identity	87	270
Verify Registered CSO Information	7	74
Total number of queries	255,520	268,159
Police provision of identity information to Immigration NZ		
Total number of times data sent to Immigration NZ	3,726	4,169

Queries Made by Police to Department of Internal Affairs (DIA)	2022/23	2023/24
Passport queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	3,567	4,777
Breach (or attempted) of any sentence condition	149	158
Verify suspect/offender identity	6,701	8,145
Administrative query (Note: query no longer exists)	0	0
ICT/supervisor audit	151	134
Verify deceased person's identity	6	33
Verify Registered CSO Information	277	333
Total number of queries	10,851	13,580
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	27,625	31,635
Breach (or Attempted) of any sentence condition	117	139
Verify suspect/offender identity	12,704	16,451
Administrative query (Note: query no longer exists)	0	0
ICT/supervisor audit	817	967
Verify deceased person's identity	18	101
Verify Registered CSO Information	2,765	2,623
Total number of queries	44,046	51,916
Birth queries		
Number of queries by query reason: Police OnDuty mobility application		
Liable to detain, arrest, summon	1,688	1,932
Breach (or attempted) of any sentence condition	65	58
Verify suspect/offender identity	0	0
Administrative query (Note: query no longer exists)	0	0
ICT/supervisor audit	121	106
Verify Registered CSO Information	388	301
Total number of queries	2,262	2,397
Number of queries by query reason: Police NIA desktop application		
Liable to detain, arrest, summon	3,957	4,011
Breach (or attempted) of any sentence condition	809	129
Verify suspect/offender identity	0	0
Administrative query (Note: query no longer exists)	0	0
ICT/supervisor audit	496	782
Verify Registered CSO Information	2,597	3,863
Total number of queries	7,859	8,785

Table 12: Privacy Commissioner's Reporting Requirements

Privacy Commissioner's Reporting Requirements	2022/23	2023/24
Registrar-General disclosures to Police		
Number of name changes notified to Police (DIA to provide this information to Police)	4,974	6,616
Number of name changes resulting in an updated NIA record	2,801	2,903
Number of deaths notified to Police (DIA to provide this information to Police)	34,521	42,474
Number of deaths resulting in an updated NIA record	17,628	8,677
Number of non-disclosure directions notified to Police (DIA to provide this to Police)	56	23
Number of non-disclosure directions resulting in an updated NIA record	52	47
Number of non-disclosure direction resulting in the created of a NIA record	4	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.	667	834
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	No reported privacy breach incidents
Number of complaints received about an alleged interference with privacy under the agreement and the disposition of those complaints.	165	120 ⁴²
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

⁴² 120 total complaints with dispositions as follows: 86 not upheld; 23 upheld; 11 ongoing; 0 retired/resigned.

Costs		
Number of full-time equivalent staff responsible for the agreement.	Not possible to determine	0.5
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	56	57

Table 13: Privacy Commissioner's reporting requirements for the Gang Intelligence Centre (GIC)

	1 July 2022 – 30 June 2023	1 July 2023 – 30 June 2024
GIC intelligence products requests (per agency)		
Number of requests for GIC intelligence products (total)	147	44
Number of provided GIC intelligence products (without constraints)	0	0
Number of provided GIC intelligence products (with constraints)	147	44 ⁴³
Number of requests for GIC intelligence products not actioned	0	0
Proactive intelligence sharing (per agency)		
Number of proactive disclosures of intelligence to the GIC	132	158 ⁴⁴
Number of proactive disclosures of intelligence to GIC agencies	1	0 ⁴⁵
Number of strategic GIC intelligence reports disclosed to GIC agencies	8	7 ⁴⁶
GIC information requests (per agency)		
Number of requests for GIC information (total)	36	56
Number of requests for GIC information (without constraints)	0	0
Number of requests for GIC information (with constraints)	17	54 ⁴⁷
Number of requests for GIC information not actioned	19	2 ⁴⁸
Proactive information sharing (per agency)		
Number of proactive disclosures of information to the GIC	855	880 ⁴⁹
Number of proactive disclosures of information to GIC agencies	407	61 ⁵⁰
National Gang List		
The number of people on the National Gang List (as at 30 June)	9,100	9,199

43 3 to Department of Corrections; 1 to Kāinga Ora; 1 to Ministry of Education; 30 to NZ Police; 6 to partner agencies including 4 to Te Puna Aonui, 1 to National Drug Intelligence Bureau, 1 to Justice; and 3 to law enforcement agencies including 1 to Australian Border Force, 1 to Australian Federal Police, 1 to Department of Home Affairs (Victoria/Tasmania).

44 3 from NZ Customs Service; 23 from Department of Corrections; 93 from NZ Police; a total of 39 from partner agencies including 2 from Aviation Security, 5 from NZ Defence Force, 7 from Australian Law Enforcement Agencies and 25 from the United Kingdom.

45 Nil for 2024.

46 A total of 7 reports were prepared and disseminated in various combinations 85 times: 6 to Accident Compensation Corporation; 6 to Department of Corrections; 6 to Department of Internal Affairs; 6 to Inland Revenue; 6 to Kāinga Ora; 6 to Ministry of Business, Innovation and Employment; 6 to Ministry of Education; 6 to Ministry of Health; 6 to Ministry of Social Development; 6 to NZ Customs Service; 7 to NZ Police; 6 to Oranga Tamariki; in addition the Cyclone Gabrielle product was disseminated to 12 additional social and community agencies affected by this occurrence.

47 11 from Department of Corrections; 1 from Department of Internal Affairs; 7 from Inland Revenue; 1 from Ministry of Social Development; 6 from NZ Customs Service; 28 from NZ Police.

48 2 in total not actioned, 1 from Department of Internal Affairs; 1 from Ministry of Social Development.

49 4 from Department of Corrections; 2 from Kāinga Ora; 2 from Business, Innovation and Employment; 2 from Ministry of Education; 1 from Ministry of Health; 1 from Ministry of Social Development; 1 from NZ Customs Service; 1 from Oranga Tamariki; 866 from NZ Police.

50 5 to Accident Compensation Corporation; 5 to Department of Corrections; 5 to Department of Internal Affairs; 5 to Inland Revenue; 5 to Kāinga Ora; 5 to Ministry of Business, Innovation and Employment; 5 to Ministry of Education; 5 to Ministry of Health; 5 to Ministry of Social Development; 5 to NZ Customs Service; 6 to NZ Police; 5 to Oranga Tamariki.

Benefits (Quantitative)

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

Adverse actions

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

Assurance

Details of any difficulties experienced (for example, data breach) and how they are being, or have been, overcome	n/a	n/a
Number of complaints received about an alleged interference with privacy under the agreement and the disposition of those complaints	n/a	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	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	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	n/a

Costs

Number of full-time equivalent staff at the GIC (as at 30 June)	9	11
Estimated on-going operating cost	\$315,000	\$360,000

Glossary

Aotearoa	Aotearoa is the contemporary Māori language name for New Zealand meaning 'the land of the long white cloud'.	Prevention First	New Zealand Police's operating model.
Ethnic	Police use the New Zealand Government's definition of "ethnic" communities as anyone who identifies their ethnicity as Asian, African, Continental European, Latin American, and Middle Eastern. This includes new and temporary migrants, refugees, international students, asylum-seekers, tourists, long-term settlers, and those born in Aotearoa.	Rangatahi	Young people
Family harm	We use the term 'family harm' to describe a holistic view of issues occurring within a family, and their ongoing detrimental effects. This reflects the many intersecting stressors that can contribute to family harm, including poverty, housing instability, mental illness, and substance issues.	Tāmaki Makaurau	Tāmaki Makaurau encompasses three districts Waitemātā, Auckland City and Counties Manukau.
Family violence	Family violence is defined as any act of violence which has been inflicted on one family member by another.	Tamariki	Children
Iwi Māori	An iwi, or Māori tribe, is one of the largest kinship groupings and is generally made up of several hapū that are all descended from a common ancestor. Hapū are clusters of whānau where the whānau is usually an extended family grouping consisting of children, parents, often grandparents, and other closely related kin.	TapRooT®	TapRooT® Root Cause Analysis helps you analyse and fix problems to prevent major accidents, quality issues, equipment failures, environmental damage, and production issues.
Kaupapa	A principle or policy	Te Aorerekura	Te Aorerekura is the National Strategy and Action Plan setting out a new collective path for government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence.
Matauranga	Knowledge	Te Ao Māori	The Māori world including its languages, community practices, sites of importance.
NABERSNZ	NABERSNZ is a system for rating the energy efficiency of office buildings. It is an independent tool backed by the New Zealand government.	Te Huringa o Te Tai	<i>Te Huringa o Te Tai</i> governs our relationship with Māori.
OnDuty	OnDuty is an operational application that provides query, tasking, and reporting capability.	Te Pae Oranga	Te Pae Oranga is an Iwi/Māori-led, restorative alternative to prosecution that holds offenders to account and enables them to put right the harm caused by their offending.
PCBU	Persons conducting a business or undertaking.	Te Puna Aonui	Te Puna Aonui is the joint venture of government agencies that will deliver Te Aorerekura – the national strategy to eliminate family and sexual violence.
		Te Reo	Māori language
		Te Tiriti o Waitangi	Te Tiriti o 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.
		Tikanga	Customs and traditional values, especially in a Māori context.
		Whakamana	Whakamana means to enhance a person's worth, to build them up. It means to value their identity and their influence, so as not to crush their spirit.
		Whakapapa	History
		Whānau	Family

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