

| BRIEFING FOR THE MINISTER OF POLICE |   |     |          |
|-------------------------------------|---|-----|----------|
| Priority                            | <input type="checkbox"/> Urgent <input checked="" type="checkbox"/> Time-Sensitive <input type="checkbox"/> Routine |     |          |
| Title                               | Frontline Safety Improvement  |     |          |
| Date                                | 6 August 2021   | Ref | BR/21/66 |

## Executive Summary

1. Police's Frontline Safety Improvement Programme (FSIP) has completed internal engagement over the past ten months, which indicates significant numbers of frontline staff feel unsafe or ill-equipped for the current operating environment.
2. Recent incidents involving firearm presentations and discharges at frontline staff, and the High Court trial for the murder of Constable Matthew Hunt, have heightened staff and public attention on frontline and community safety.
3. Through the FSIP, Police is considering what more can be done to keep our frontline safe by ensuring they are trained, equipped, supported, and recognised for the value they provide in keeping our homes, roads, and communities safe.
4. An integrated Tactical Response Model (TRM) is proposed to increase Police's ability to better understand, prevent and respond to high-risk and critical incidents through three broad pillars:
  - Enhanced frontline training and technology
  - Enhanced frontline access to specialist capability
  - Risk-based deployment framework.
5. This briefing proposes a staged approach to seeking approvals, with discussions with the Ministers of Finance and Justice to seek direction on the scope of new investment prior to internal and public engagement on the TRM and final decisions on the model.

## Recommendations

Police recommends that the Minister of Police:

- a) **note** that frontline Police have said they increasingly find themselves in situations where they feel ill-equipped and unsafe
- b) **note** the evidence analysed by Police does not support the claim that general arming would make staff or communities safer
- c) **note** the Police Executive have agreed that Police remain an unarmed service in order to preserve its style of policing and the

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safety benefits that brings, though acknowledges there is more that Police can do to improve frontline safety and tactical capability

- d) **note** the proposed Tactical Response Model (TRM) summarised in this briefing is designed to improve officer safety and increase overall frontline capability to prevent serious offending, while also retaining generally unarmed policing services
- e) **note** that there are resourcing implications from the proposed model and that new investment would be required to fully implement the proposed TRM without impacting service delivery standards or a substantive change in core settings
- f) **agree** to forward this briefing to the Ministers of Finance and Justice to support discussions with them and seek direction on the scope for new investment Yes/No
- g) **agree**, subject to discussions with the Ministers of Finance and Justice, that the Police Commissioner publicly communicate the proposed high-level TRM in order to undertake a four-week period of internal and public engagement Yes/No
- h) **note** that, subject to discussions with the Ministers of Finance and Justice, the proposed engagement, and final decisions on the TRM, a paper would be prepared to seek Cabinet approval for new investment.

### Minister's comments and signature

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Hon Poto Williams  
Minister of Police

# **BRIEFING FOR THE MINISTER OF POLICE**

## **Frontline Safety Improvement**

### **Purpose**

1. This briefing summarises the work underway to deliver safety improvements across Police's frontline and proposals for an integrated Tactical Response Model (TRM).
2. Fully implementing the model without impacting service delivery standards would require additional investment from government, with different trade-offs depending on the level of new investment. We recommend you forward this briefing to the Ministers of Finance and Justice to enable discussion on the scope of any new investment.

### **Background**

3. Police has a responsibility to ensure its staff are trained, equipped, and supported to keep themselves, and our communities safe. This is both a moral imperative, and a legal requirement under the Health and Safety at Work Act 2015.
4. Police is currently experiencing an increased demand on services from COVID-19 enforcement (including the extraction of approximately 240 FTE to MIQ), and as a result of the growth in complex and time intensive areas such as family harm, mental health, gang violence, and serious and organised crime.
5. The environment in which frontline officers operate has always been dynamic and unpredictable. However, alongside increasing demand, the policing environment continues to evolve and has become a significant concern to officer safety. In addition to responding to increasing incidents involving mental or psychological distress, drug and alcohol addiction, and family harm, there is also concern regarding current levels of:
  - Sophistication among organised crime groups, impacted by the so-called 501 deportees
  - Overt gang- and drug-related violence
  - Police officers regularly encountering illegal firearms and other weapons
  - A perceived hardening of the criminal mindset and willingness to use violence against Police.
6. Frontline staff have said they increasingly find themselves in situations where they feel ill-equipped and unsafe. This is often due to a combination of feeling inadequately trained or supported, alongside the known, - and unknown - risks from firearms and violent offenders they encounter in their day-to-day work.
7. In 2020, there were 5,402 reported use of force events. This means Police were required to use force in around 1 in 500 events attended, and officers reporting being

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injured in around 600 of these 5402 events in 2020.<sup>1</sup> In the 4 months from January - April 2021, Police provisionally recorded 128 incidents involving the presentation or discharge of firearms, of which 9 were at Police. Most shots fired at police, and by police, involved non-specialist staff.<sup>2</sup>

8. While most datasets recorded in Police systems do not indicate an increasing number of firearms incidents involving frontline staff, quantitative data relies on robust recording and does not necessarily indicate the level of risk to staff from a particular event, or the willingness of offenders to use violence.
9. Irrespective, frontline officers clearly face significant safety risks, and Police has a duty to ensure staff are as safe as they can be in the fulfilment of their duties. The murder of Constable Matthew Hunt on 19 June 2020, tragically highlighted the risk posed to frontline staff and led to the commencement of the Frontline Safety Improvement Programme (FSIP).

### Frontline Safety Improvement Programme

10. Over the last 10 months, the FSIP engaged with more than 1,250 frontline responders and specialist tactical staff, and undertook a review of existing community insights, research and relevant literature, to consider opportunities to improve frontline safety across areas such as training, equipment, approach to risk, and Police's overall tactical response model.
11. In early July 2021, a number of firearms incidents again brought to the fore concerns around the safety of staff and what could be done to reduce the risk and ensure staff are safe and feel safe. Police has accelerated the proposals in FSIP regarding Police's tactical capability, particularly in relation to high-risk offenders, warrant terminations, firearms, and critical incidents. Recent incidents in the last 24 hours in Tāmaki Makaurau, including the reported incident in Ōpaheke on 5 August, further highlight this risk.
12. Some commentators have suggested general arming is an option available to Police to improve the safety of its people and the community. The available evidence as to whether general arming makes police safer is at best equivocal. Importantly, there are aspects of our current (unarmed) style of policing that contribute to the safety of police, and we should be slow to shift such fundamental settings. On this basis, the Police Executive has committed to retaining Police as a generally unarmed service.
13. While acknowledging that it cannot eliminate the risk to the safety of its people, there is more that Police can do to improve frontline safety. Having considered the current environment, listened to feedback from staff, and seen the results of investment in

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<sup>1</sup> Use of force and attended events 2020 provisional data, Police Leadership and Capability Research team as at 2/06/2021.

<sup>2</sup> Gun Safe events, RORE provisional dashboard as at 30 April 2021; Environmental Risk Scan, 2020 Updated.

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enhancing the capability of frontline staff to-date, it is clear Police can do more to enhance its current tactical capability. This shortfall needs to be addressed to keep our staff safe and ensure New Zealand's model of community policing can continue.

### **Proposed Tactical Response Model**

14. Given the dynamic and unpredictable nature of frontline policing, the FSIP has developed an integrated Tactical Response Model (TRM) to improve officer safety and increase overall frontline capability, while also retaining generally unarmed policing services.
15. The TRM will raise Police's overall ability to better understand, prevent and respond to high-risk and critical incidents through an integrated approach, aligned with Police's Prevention First approach. This is designed to increase capability across the wider system, while also ensuring specific health and safety issues are addressed. In short, it represents a 'capability model' rather than a 'deficit model' (looking narrowly at what might be missing in any particular area) to keep staff and communities safe across the spectrum of frontline policing.
16. The proposed TRM has three broad pillars:
  - Enhanced frontline training and technology
  - Enhanced frontline access to specialist capability
  - Risk-based deployment framework
17. The pillars and proposed options are summarised below. Appendix A provides further detail of these pillars and the proposed enhancements to be delivered through the TRM. Appendix B provides a conceptual diagram of how the pillars work together to support the TRM.

### ***Pillar 1: Enhanced frontline training and technology***

18. Police has heard from staff through feedback from the Frontline Skills Enhancement Course (FSEC) that many frontline staff do not feel equipped for the situations they encounter. To address this requires both specific, tactical training, as well as ensuring that Police's equipment and technology remains world class.
19. The proposed options are to:
  - 19.1. Rollout FSEC training to 2000 frontline staff by 30 June 2022 (to be met through baseline funding). The training is 5 days for frontline supervisors and responders and uses practical, realistic high-risk scenarios, with a focus on de-escalation, planning, risk assessment, and decision-making frameworks. There is overwhelmingly positive feedback from staff on the training.

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- 19.2. Double the training for frontline staff from 3.5 days to add 4 days of Tactical Safety Training, a scenario-based training programme modelled on FSEC, with training integrated in districts and staff training as teams.
- 19.3. Ensure Police maintains world-leading equipment and technology through exploring opportunities to enable incident-specific, real-time risk information of potential offenders to be sent to staff.

### ***Pillar 2: Enhanced frontline access to specialist capability***

20. Through the FSIP, staff have told us there can be a lack or delay of appropriate frontline backup. AOS being 'on-call' can represent an issue and pose a gap in our real-time response capability. We have also heard from staff that general frontline staff are undertaking higher-risk activities that should be handled by those with specialist training. We heard there is a particular heightened risk for our dog handlers and the current environment they are deploying to alone.

#### *On-shift tactically-trained capability*

21. Police requires better access to staff with a higher tactical training level (i.e. AOS-level) to support existing investigative work to apprehend priority offenders and execute warrants, alongside an ability to quickly respond to calls for service (via deployment through District Command Centres (DCC)) so that this becomes part of our 'business as usual' (BAU) operating model.
22. This would effectively create a tactically-trained 'on-shift' capability. The deployment of this on-shift capability would be intelligence-led and work to district priorities, providing guidance and experience to keep everyone safe.
23. To be clear this proposal:
  - does not mean specialist staff will be armed - they will remain generally unarmed in the course of their normal duties but will be able to take higher-risk taskings (for example high-end offenders, firearms, methamphetamine) from general frontline officers;
  - means specialist staff will remain in blue uniform, using standard frontline vehicle models; and
  - means specialist staff would not self-deploy, instead relying on DCC deployment if required for an unplanned critical incident.
24. Importantly, this is an uplift of the existing frontline's ability to safely undertake daily activities that are currently being done by lower-trained general duties staff. It is not a replacement resource for the work the AOS currently does, or the type of deployments they will continue to be called to undertake, noting only the AOS will retain its enhanced 'black role' capability.

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25. This approach enables an enhancement of our frontline safety and tactical capability, while fitting within our community-focused policing model and negating the need to adopt general arming, which would lose the aspects of our current (unarmed) style of policing that contribute to the safety of Police and the community.
26. Because the on-shift tactically trained capability would not be available across all days and shifts, Police also proposes an uplift in dog team capability, as outlined following.

### *Dog teams*

27. Police's dog teams provide among the greatest tactical boost to the frontline of any current function. They are regularly called to support frontline staff in dealing with critical and high-risk incidents. The nature of these teams often requires searching for unknown offenders, with unknown weapons, in unfamiliar surrounds, during the day or night. This is currently done without ground support, as dog teams are 'one up' (working alone) with only the handler and dog.
28. Recent feedback has included dog handlers expressing their safety concerns - sometimes for the first time in their career - given their perception of the current risk environment. Given the nature of the role and level of inherent risk, consideration has been given to enhancing the safety and capability of dog handlers through this process.
29. It is proposed to establish 'Two-up' Dog Units (i.e. double crewed) by adding a tactically-trained specialist to support current dog units to respond to critical incidents, and thereby provide additional safety benefits and tactical capability for staff and the public.
30. Having a tactically-trained officer to support new Two-up Dog Units would reflect the high-risk incidents dogs are deployed to, necessitating tactical capability (noting dog handlers are also typically AOS-trained). Having these highly skilled and trained teams available will enable this new tactical capability to become part of the model's broader response to critical incidents. It would provide assurance to the frontline and add options for coaching and support to others. This is one of the learnings from the FSEC training.

### *AOS numbers (BAU)*

31. AOS provide additional support for critical incidents, with strong community impact processes. The TRM is not proposing any changes to the existing AOS structure or model. The AOS will still deploy for high-risk pre-planned and critical response incidents.
32. s 9(2)(f)(iv)

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33. s 9(2)(f)(iv)

### ***Pillar 3: Risk-based Deployment Framework***

34. Frontline safety risks can occur anywhere at any-time, requiring a tactical intelligence capability to enable leaders to make decisions that enable us to deploy to the highest risk situations while still protecting our staff and the public. A risk-based Deployment Framework is being developed to support the delivery of the TRM through an integrated, systemic response. The Deployment Framework will ensure deployment is scalable to the situation and:

- is informed by intelligence to increase situation awareness and understanding, and better identify threat and exposure and as a result the necessity to act; and
- prioritises high-risk offenders and situations involving elevated public and staff risk, including confiscation of illegal firearms, illicit drugs, and arrest warrants for serious offenders.

35. The proposed option is to:

35.1. Provide an additional 24-28 intelligence positions to district intelligence teams to support intelligence-led deployment.

36. Implementing and operating the model will require clear leadership and coordination to support districts to deliver the new model, noting the total uplift across the TRM will see an increase the total number of AOS-trained s 9(2)(f)(iv)

### **Resourcing implications (personnel)**

37. The table below provides draft indicative personnel estimates for key TRM proposals. Note Police is continuing to refine the model which may reduce the number of additional resources required.

| Proposal  | Estimated positions required | Additional / existing resourcing |
|---|------------------------------|----------------------------------|
| Doubling tactical training days                           | s 9(2)(f)(iv)                | s 9(2)(f)(iv)                    |
| New 'on-shift' tactical specialist capability (AOS-level) | s 9(2)(f)(iv)                |                                  |
|   |                              |                                  |



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|  |  |  |
|--|--|--|
| Two-up Dog Units                                       | § 9(2)(f)(iv)  |  |
| Risk-based Deployment Framework                        | § 9(2)(f)(iv)<br>24-28 Intel positions to enable the model and deployment taskings | § 9(2)(f)(iv)<br>Additional            |
| Develop technology enabling real-time risk information | Fixed term project and trial design  | n/a                                    |
| <b>Total</b>   | <b>Approx. § 9(2)(f)(iv) total FTE to support enhancement</b>                      | <b>Approx. § 9(2)(f)(iv) extra FTE</b> |

### Financial implications

38. The proposed model would have significant financial implications, driven by training costs (including venues and AOS trainers), new positions, equipment, technology, and programme costs.
39. Ahead of detailed costings, initial scoping work has estimated annual operating costs of between § 9(2)(f)(iv). Further work is required to confirm the level of capitalisation for these indicative costs.
40. Note that any estimated investment and reprioritisation is subject to further detailed modelling and costings, as well as being dependent on collective decisions across the financial implications for MIQ and collective bargaining.
41. Fully implementing the model without impacting service delivery standards would require additional investment from government to supplement a Police baseline contribution. The following provides an indicative breakdown for implementing the TRM, with different trade-offs depending on the level of new investment required to fully implement the model.

#### *Using only existing baseline funding*

42. We have considered what can be met within existing baseline without significant reallocation of staff from existing teams. By reprioritising existing rosters and identifying one-off savings, Police can:
  - continue FSEC training for 2000 supervisors and responders at the Police College until 30 June 2022
  - provide AOS specialist training (no equipment) to a limited pool of expertise in Districts
  - release all frontline staff for an additional four days of training within a District without an impact on frontline services
  - deliver a modest improvement in tactical training opportunities to staff through refreshing the existing certification training.
43. This would provide a minimal uplift in specialist trained staff, alongside a more modest increase in existing training for frontline officers, shifting across some

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aspects of the current FSEC training course to existing training programmes, albeit without an increase in specialised venues or equipment.

44. However, there would be limitations to the training as we would not be able to use AOS trainers or train staff in specific, real-life scenarios in venues. This would provide some improvement to existing training but would not meet the full training or capability needs expressed by our frontline staff.

### *Reprioritising P21 allocations to support uplift of AOS trained capability*

45. In addition to using the existing baseline as described above, Police has considered if existing roles can be repurposed to provide on-shift tactical-trained capability. We have identified existing teams or roles in Districts which can contribute to support the uplift. However, these teams only work in some locations and are not 24/7.
46. Considering our progress in delivering the P21 roles, there is an opportunity to reprioritise staff to increase on-shift tactical-trained capability. This would particularly support dog handlers and create specialist coverage to known risk, while still not having 24/7 on-shift capability (noting that AOS are on-call 24/7). This capacity would likely come from the designated organised crime roles in the P21 allotment.
47. We note that while this would provide an uplift in staff who would support frontline deployment to address the harm from serious and organised crime (for example executing high-risk warrants), these repurposed roles would be focusing on the symptom of organised crime, rather than on disrupting and dismantling organised crime. Therefore, this reprioritisation would reduce the overall capacity of Police to combat organised crime.

### *New investment to fully rollout TRM*

48. Implementing the remaining parts of the TRM (fully rolling out 4 additional days of tactical training, equipment, and new technology) would require additional investment to provide:
  - scenario-based training venues (and equipment) in 12 Districts
  - specialist trainers, equipped to provide the full tactical safety training to frontline in 12 Districts
  - equipment for tactically-trained staff to support dog handlers
  - resource to explore technology enabling real-time risk information for staff.

## **Communications and engagement**

49. We understand that it is critical that the case for change is well understood by our staff and the public. Subject to Ministerial agreement, it is proposed to communicate a high-level outline of the TRM to enable a 4-week period of internal and public engagement to build the support of our staff and the public.

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50. Communications will clearly set out the case for change, how the enhanced resources will work, differences between this and previous models, and how members of the community can provide feedback. An engagement strategy and communications plan will be shared with your office.

### Next steps

51. Police proposes that you forward this briefing to the Ministers of Finance and Justice to support discussions with them and seek an early indication of the scope for new investment. Indicative options for funding are provided in paragraphs 41 to 48.
52. Depending on the direction from the Ministers of Finance and Justice, Police will agree a date with your office for communicating the TRM and beginning internal and public engagement.
53. Future decisions on the model will be made following engagement, with the proposed approach for implementation of the TRM being a phased approach through a proof-of-concept rollout in certain districts. Subject to discussions with the Ministers of Finance and Justice and the proposed engagement, a paper would be required to seek Cabinet approval for new investment.
54. An indicative timeline is below, based on an announcement by the Commissioner on 19 August and subject to discussions with the Ministers of Finance and Justice.

|   |                    |
|---|--------------------|
| Police Commissioner communicates work on proposed improvements to frontline safety (outline of TRM) | 19 August 2021 TBC |
| Internal and external engagement on the proposed model (4 weeks)                                    | 16 September TBC   |
| Decisions from Police Executive on model following engagement                                       | Mid-late September |
| Cabinet paper seeking new investment  | Late September     |
| Early aspects of Tactical Response Model begin rollout  | Late October       |

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Tania Kura  
Deputy Commissioner, Leadership and Capability

|                       |  |           |
|-----------------------|--|-----------|
| <b>First contact</b>  | Andrew Coster, Commissioner                                | s 9(2)(a) |
| <b>Second contact</b> | Tania Kura, Deputy Commissioner, Leadership and Capability | s 9(2)(a) |

### Attachments

Appendix A – detailed proposals for the Tactical Response Model  
Appendix B – A3 concept of the Tactical Response Model

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### Appendix A – detailed proposals for the Tactical Response Model

#### ***Pillar 1: Enhanced frontline training and technology***

1. There has been strong feedback from staff through the engagement by the FSIP that many frontline staff do not feel equipped for the situations they encounter. Staff have told us that they need more training specific to the types of situations that they are faced with daily, and that current tactical training is inadequate and does not reflect the operational environment that staff deploy into.
2. It is also crucial to ensure Police's equipment and technology remains world class, to enable staff to prevent and appropriately respond to critical incidents.

#### ***Rollout Frontline Skills Enhancement Course (FSEC) training to 2000 frontline staff***

3. The FSEC training is 5 days for frontline supervisors and responders, tailored to the environment that staff work in. The training is about enhancing skills through realistic scenarios, delivered by experienced staff, with a focus on de-escalation, planning, risk assessment (using the TENR framework), and decision-making frameworks. There is overwhelmingly positive feedback from staff on the training.
4. The training includes practical, realistic high-risk scenarios (such as armed offender) for testing how staff operate under pressure and understanding cognitive conditioning, as well as monitoring and assessment, and advanced first aid training. More than 700 staff have now been trained through FSEC and this will be rolled out through baseline to more than 2000 frontline staff by 30 June 2022.

#### ***Doubling the training for frontline staff***

5. The development and uptake of FSEC has identified gaps in our tactical training across frontline staff. The current PITT training is 3 days in person and 0.5 days online. The training is compliance-based and by itself is no longer fit-for-purpose. It is proposed to double existing training opportunities for frontline staff<sup>3</sup>, by adding 4 days of Tactical Safety Training, a scenario-based training programme that has been modelled on FSEC.
6. The training will be integrated in Districts, with training delivered within sections where possible, rather than as individuals, so that staff who deploy together can train together to improve team capability.

| Draft proposal                     | Estimated resource |
|------------------------------------|--------------------|
| Doubling of tactical training days | s 9(2)(f)(iv)      |

<sup>3</sup> 'Frontline' predominantly refers to Public Safety Teams (PST) and Road Policing (RP) staff with further work to define other areas across districts.

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### *Ensure Police maintains world-leading equipment and technology*

7. Our tactical equipment remains world class and fit-for-purpose. The roll-out of Police's new Body Armour System is due to be completed in October 2021. Glock pistol and M4 rifle numbers continue to increase, and Police's access to high powered M4s provides a higher capability than many of our partner countries. These firearms are still the preferred options across law enforcement. All frontline staff are also equipped with a Taser which is routinely carried.
8. Ensuring Police maintains its capability is essential in a dynamic and fast changing environment. A number of technology solutions are on the horizon for law enforcement globally, and Police is actively monitoring these developments.
9. Of note, Police's new contract with Skoda enables it the opportunity to improve staff safety through real-time vehicle tracking, enabling DCCs to have a full picture of vehicle deployment and locations to support real-time decision-making.
10. Police is also actively exploring opportunities to enable incident-specific, real-time risk information of potential offenders to be sent to staff, including criminal history, active alerts and potential links to firearms, in order to enable better risk-based decision-making.

| Draft proposal  | Estimated resource      |
|---|-------------------------|
| Technology development to enable real-time risk information | Fixed term project team |

### ***Pillar 2: Enhanced frontline access to specialist capability***

11. From a risk perspective under the current model, the highest-danger critical events require deployment by the Armed Offenders Squad (AOS).<sup>4</sup>
12. First introduced in 1964, AOS is a key existing on-call capability that has a proven record in containing and de-escalating events. AOS provide Police with the means of effectively and more safely responding to and resolving situations involving an actual or threatened use of violence against members of the public or Police. However, given the on-call nature of the model, in urgent situations the time-delay can represent an issue and pose a gap in our real-time response capability.
13. Police currently has around 350 trained AOS members across the country, who operate on an on-call basis, part-time, and can be drawn from any branch of Police.

s 9(2)(f)(iv)

<sup>4</sup> Excluding Special Tactics Group deployments out of Auckland, Wellington and Christchurch.

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14. Concurrently, noting heavy AOS demand, we are also increasingly hearing that general frontline staff are undertaking higher risk activities that should be handled by those with specialist training. This represents a risk both to staff and to the public. There is a particular heightened risk for our dog handlers and the current environment they are deploying to alone.

### *On-shift tactically-trained capability*

15. s 9(2)(f)(iv) [REDACTED] However, we also require staff with a higher tactical training level (AOS-level) to support existing investigative work to apprehend priority offenders and execute warrants, alongside an ability to quickly respond to calls for service (via DCC deployment) so that this becomes part of our BAU operating model.
16. This would effectively create a tactically-trained 'on shift' capability. This does not mean they will be armed (they will remain generally unarmed in the course of their normal duties) but will be able to take higher-risk taskings (for example high-end offenders, firearms, and methamphetamine) from general frontline officers. The deployment of this 'on shift' capability will be intelligence-led and work to district priorities, providing guidance and experience to keep everyone safe.
17. This proposal for an enhanced frontline capability within existing frontline teams would remain in blue uniform, using standard model vehicles. They would not self-deploy, instead relying on DCC deployment if required for an unplanned critical incident. Importantly, this would be an uplift of the existing frontline's ability to safely undertake daily activities that are currently being done by lower trained general duties staff. It is not a replacement resource for the work the AOS currently does, or the type of deployments they will continue to be called to undertake, noting that only the AOS will retain its enhanced 'black role' capability.
18. This approach would enable an enhancement of our frontline safety and tactical capability, while fitting within our community-focused policing model and negating the need to adopt general arming, which would lose the aspects of our current (unarmed) style of policing that contribute to the safety of Police and the community.

| Draft proposal                                       | Estimated resource       |
|--|--------------------------|
| Provide new 'on-shift' tactically-trained capability | s 9(2)(f)(iv) [REDACTED] |

### *Dog teams*

19. Police's dog teams provide among the greatest tactical boost to the frontline of any current function. They are regularly called to support frontline staff in dealing with critical and high-risk incidents and to apprehend 'hot' offenders, with credible, experienced, and expert staff.



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20. The nature of these teams often requires searching for unknown offenders, with unknown weapons, in unfamiliar surrounds, during the day or night. This is currently done without ground support, as dog teams are 'one up' (working alone) with only the handler and dog.
21. Recent feedback has included dog handlers expressing their safety concerns - sometimes for the first time in their career - given their perception of the current risk environment. Due to the nature of the role and level of inherent risk, consideration has been given in the FSIP to enhancing the safety and capability of dog handlers.
22. It is proposed to establish 'two-up' Dog Units, which would include the dog, the handler and a tactically-trained specialist to support the response to critical incidents. Detailed options to ensure frontline and Public Safety Team efficacy is retained when dogs are not deployed would be worked through.
23. Having a tactically-trained officer to support new Two-up Dog Units would reflect the high-risk incidents dogs are deployed to, necessitating AOS capability (noting dog handlers are also typically AOS trained). Having these highly skilled and trained teams available will enable this new tactical capability to become part of the model's broader response to critical incidents. It would provide assurance to the frontline, and add options for coaching and support to others. This is one of the learnings from the FSEC training.

| Draft proposal  | Estimated resource |
|---|--------------------|
| Enhance our Dog Teams by providing additional specialist capability | s 9(2)(f)(iv)      |

### *Armed Offenders Squad numbers (BAU)*

24. The TRM is not proposing change to the existing AOS model. AOS provide additional support for critical incidents, with strong community impact processes. The AOS will still deploy for high risk pre-planned and critical response incidence.

s 9(2)(f)(iv)

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### *Leadership and coordination*

27. It is recognised that there will be a need for roles in district to support teams and coordinate training and other aspects of the TRM. The detail of these positions will be worked through with districts.

| Draft proposal  | Estimated resource |
|---|--------------------|
| Enhance leadership and coordination support in districts to deliver the new model | s 9(2)(f)(iv)      |

### ***Pillar 3: Risk-based Deployment Framework***

28. The TRM is about ensuring the right staff, with the right capability, are in the right place, at the right time. This will help achieve the right result with the least amount of risk necessary to fulfil our functions and public expectations. Frontline safety risks can occur anywhere at any-time, requiring a tactical intelligence capability to enable leaders to make decisions that enable us to deploy to the highest risk situations while still protecting our staff and the public.
29. There is an opportunity to improve how we enable frontline staff to deploy to high-risk incidents in a manner that best uses tactical training, intelligence, and communications to inform decision-making on deployment. There are a range of different approaches and models currently used across districts.
30. The Risk-based Deployment Framework prioritises key activities and provides a whole of system deployment approach, distinguishing between our role of responding to calls for service and our opportunity to prevent the risk of harm through offender management. Deployment will be informed by intelligence to increase situation awareness and understanding, and to enable deployment to priorities in the community that respond to elevated public and staff risk and is scalable to the situation.
31. The Framework will inform and guide proactive deployment to high value preventative tasks including the confiscation of illegal firearms, illicit drugs, and arrest warrants for serious offenders. To support intelligence-led deployment, an additional 24-28 intelligence positions will be provided to district intelligence teams.

| Draft proposal                      | Estimated resource   |
|-------------------------------------|--|
| Support intelligence-led deployment | 24-28 intelligence positions to enable the model and deployment taskings |