



## **Briefing to the Incoming Minister New Zealand Police**

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**OCTOBER 2014**

This document has been proactively released. Redactions made to the document have been made consistent with provisions of the Official Information Act 1982.



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## Introduction

Congratulations on your appointment to the role of Minister of Police. As the incoming Minister, you are inheriting an organisation which impacts on the lives of New Zealanders every day. The Police performs strongly, has an excellent reputation and wants to do more.

In the past four years, we have fundamentally transformed the business of policing through the *Policing Excellence* change programme. Our operating strategy, *Prevention First*, has shifted policing to a prevention-focussed model, putting people and victims at the centre of our response. We have freed up resources to prevent crime and crashes and increased the use of alternative resolutions helping us to address the causes of offending. The success of *Policing Excellence* was recognised in the February 2014 follow-up Performance and Improvement Framework review.

The crime rate is at a 35-year low, and last year the road toll was also at its lowest recorded level. The lower crime rate and road toll reflects improved policing – we deploy employees more efficiently and proactively to ensure police are in the right place at the right time to prevent crime and road trauma from occurring. These positive trends have continued, while at the same time the Police has absorbed cost pressures of \$300 million over the past four years.

Despite these positive outcomes, we face challenges in sustaining wage growth and maintaining momentum. Changes in criminal activity, such as the increasing rates of violent crime (family violence, child protection and adult sexual assault), the over-representation of Māori offending and victimisation and the substantial growth in 'non-crime' demand, for example mental health, require a more complex and intensive, multi-agency response.

To address these challenges, we initiated *Policing Excellence the Future* to build on the gains achieved under *Policing Excellence*. This programme will help us evaluate the Police's cost and value drivers and provide Ministers with future choices, including opportunities to improve service delivery.

During my time as Commissioner, I want to pick up the pace on delivering key priorities such as *Policing Excellence the Future*, Better Public Services' targets (reduced total crime, violent crime and youth crime), achieving financial sustainability, and implementing the recommendations from the Commission of Inquiry into Police Conduct.

There are also some important policy and legislative changes in train which require your early attention. These include:

- introducing legislation to manage high risk child sex offenders and the associated Child Protection Offender Register
- implementing a comprehensive multi-agency response to Family Violence
- implementing the Whole of Government Action Plan on Gangs
- progressing the Policing (Cost Recovery) Amendment Bill through Parliament
- achieving greater flexibility in the Police's use of its resources including people.

Once again, congratulations on your appointment. I look forward to working with you.

Mike Bush MNZM,  
Commissioner



## Overview of Policing

The Police's services are delivered through 12 Districts, which are supported by national Service Centres. This delivery model enables the right mix of national consistency and flexibility to meet local needs. The Police also has an international footprint of eight constabulary Police Liaison Officers;<sup>1</sup> an attaché in Guangzhou China (combating illicit drug-trafficking); a constabulary officer in the Interpol Global Complex for Innovation in Singapore (combating cyber crime); and 47 employees deployed in capacity development roles across the Pacific and South East Asia.<sup>2</sup>

The Police's remit is broad and is not limited to crime alone, with a significant proportion of policing activity focussed on prevention and reassurance. Recent examples of this include the Police's role in visiting and assisting with safety planning at all Work and Income offices after the Ashburton homicides, providing victim identification, family support and liaison after the Christchurch earthquakes, and daily response to sudden deaths and missing persons. The diverse range of activities the Police undertakes is set out in the Policing Act 2008 and includes:

- keeping the peace
- maintaining public safety
- law enforcement
- crime prevention
- community support and reassurance
- national security
- participation in policing activities outside New Zealand, and
- emergency management.

The Police responds to 1.94 million phone calls for advice or assistance annually, 772,000 of which are emergency calls. On an average day Police constables will:

- conduct around 350 foot patrols
- conduct in excess of 830 bail checks
- undertake 150 licensed premises monitoring visits
- randomly stop in excess of 1,600 vehicles
- administer more than 8,000 breath screening tests
- respond to more than 2,100 emergency calls
- answer around 3,200 non-emergency calls – including approximately 540 traffic-related \*555 calls
- record close to 1,000 offences – and supporting the victims of these crimes
- attend 10 sudden deaths
- take 60 drunk people home or into safe custody
- attend 80 emergency traffic events
- help to manage more than 40 people in mental distress
- uncover 40 illicit drug offences
- take 270 prosecutions.

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<sup>1</sup> The eight Police Liaison Officers are deployed in London, Washington DC, London, Beijing, Jakarta, Suva, Canberra and Sydney.

<sup>2</sup> The Police has 33 staff on long-term capacity development assignments in the following countries: Solomon Islands (17), Bougainville (7), Timor Leste (6), Tonga (2) and Pitcairn Island (1).



## Transformation within Police – Policing Excellence

In the last four years, the Police has fundamentally transformed the business of policing in New Zealand, shifting from a response driven model to prevention-focussed policing, through the Policing Excellence change programme. This successfully introduced the Prevention First Operating Strategy into Police and implemented a new policing model across the country. As a result, the Police now has a greater focus on preventing crime and reducing victimisation across New Zealand.

### High-level Results

In implementing Policing Excellence, the Police exceeded the targets set by Government in 2010 for achievement by 30 June 2014. Importantly, these results were delivered within the existing Police baseline.

Priority Areas	Target Set by Government	Results Achieved
<b>Prevention Activities</b>	4 percent increase	5.58 percent increase
<b>Recorded crime</b>	13 percent reduction	18.6 percent reduction in recorded crime
<b>Non-traffic prosecutions</b>	19 percent reduction	39.2 percent reduction in non-traffic prosecutions

### Improved Public Trust and Confidence

Policing Excellence has had a positive impact on employee motivation and improved the quality of Police's service delivery. In turn, there has been an increase in public satisfaction with Police's services – now at 84%, as well as an increase in public trust and confidence in the Police – now at 79%.<sup>3</sup>

### Contribution to Better Public Services

Policing Excellence also made a significant contribution to achieving the Government's Better Public Service targets of reducing the rates of total crime, violent crime, and youth crime. As at December 2013, the total recorded crime rate has fallen by 14.5% since June 2011. The recorded rate of violent crime has fallen by 10% since June 2011, and the youth crime rate has exceeded its target, having fallen by 27% since June 2011.<sup>4</sup>

### Business Transformation Success

The Police embraced the challenge laid out by Government in 2010 and continues to position itself as an effective, innovative, efficient and modern policing service offering a benchmark for others to follow.

In 2014, Policing Excellence was recognised at the IPANZ Public Sector Awards. Prevention First was awarded the Treasury Award for "Excellence in Improving Public Value through Business Transformation", and the Prime Minister's Award for

<sup>3</sup> Up from 80% and 73% respectively in 2008/2009.

<sup>4</sup> These reductions were achieved against targets of: 15% reduction for total recorded crime; 20% reduction of violent crime; and 25% reduction of youth crime by 2017.



“Public Sector Excellence”. The Judges noted in particular that Prevention First demonstrated a clear vision, strong leadership, an effective combination of frontline innovation, and a strong performance management framework.

### Performance Improvement Framework Recognition

The success of Policing Excellence was also highlighted in the positive report card the Police received in the February 2014 follow-up Performance Improvement Framework review. This noted that the Police’s strategy and operating model continues to be fit-for-purpose, with reviewers commenting that the programme had been well managed and significant improvements realised.

The lead reviewer stated in a letter to Commissioner Marshall that “...*Policing Excellence stands out as an exemplar of business transformation in the public service. While there... [are] further benefits to be reaped, implementation has exceeded my expectations in many respects*”.

### Policing Excellence’s Components and Achievements

Five core Policing Excellence work streams directly contributed to the success of this change programme. A summary of what the Police achieved is set out in the table below.

Initiative	Target	What was Achieved
<b>Develop and Implement a New Policing Model</b>	Develop a national operating strategy where crime prevention is at the forefront of policing, with victims at its centre.	<ul style="list-style-type: none"> <li>• Prevention First Operating Strategy implemented, paving the way for reduced offending and victimisation; and a shift away from reactive to prevention-focused policing.</li> <li>• 34 Neighbourhood Policing Teams deployed in priority locations, creating safer neighbourhoods. Key preventative tasks (such as foot patrols, and check points) increased by 158% between April 2008/09 and April 2014.</li> <li>• Better services to victims through: establishing Victims Managers in every Police District; and introducing a graduated victim’s response model, with Victim Plans developed for high risk, repeat victims.</li> <li>• District Command Centres established in each of the 12 Police Districts operating 24/7. These Centres ensure employees are deployed in the right place, at the right time to prevent crime and road trauma.</li> <li>• Improved Workforce Management practices introduced freeing up 222,144 hours of frontline activity for reinvestment into prevention. This has saved the Police \$13.5 million in reduced leave accruals between November 2011 and November 2013.</li> </ul>
<b>Mobility</b>	More efficient and accessible Police through	<ul style="list-style-type: none"> <li>• 9,155 iPhones and 3,837 iPads rolled out, making the Police one of the largest mobile fleets in the world. Officers have gained</li> </ul>

Initiative	Target	What was Achieved
	mobile technology	approximately 30 minutes of productivity per shift, or 520,000 hours per year for re-investment into prevention.
<b>Crime Reporting Line (CRL)</b>	Improve access for reporting historic and non-emergency crime.	<ul style="list-style-type: none"> <li>A crime reporting line established nationwide operating 24/7, and managing an estimated 500,000 calls per annum. The crime reporting line is expected to generate 73,000 hours per year for reinvestment into prevention.</li> </ul>
<b>Case Management</b>	More efficient victim services; and caseload improvements for frontline employees	<ul style="list-style-type: none"> <li>National consistency of case management processes in all Districts, providing better services to victims. The benefits of case management are expected to generate 468,000 hours per year for reinvestment into prevention.</li> </ul>
<b>Alternative Resolutions</b>	Keep low-level offenders out of the justice system	<ul style="list-style-type: none"> <li>21,687 pre-charge warnings issued between 31 May 2011 and 31 May 2013. 31,952 written traffic warnings issued between 1 May 2010 and 30 April 2013. The benefits of alternative resolutions are expected to generate 34,000 hours per year for reinvestment into prevention.</li> </ul>



## Challenges and Opportunities

The Police continues to face challenges in delivering a sustainable policing service.

Increasing rates of violent crime (family violence, child protection and adult sexual assault), the over-representation of Māori as victims and offenders, and the substantial growth in 'non-crime' demand, for example, mental health, require a more complex and intensive, multi-agency response.

### POLICING EXCELLENCE THE FUTURE

In response to these challenges, the Police has initiated Policing Excellence the Future, the second stage of the Police's transformational journey. This is designed to evaluate the Police's cost and value drivers and to provide Ministers with choices about the future. Specifically, Policing Excellence the Future will:

- further reduce the crime rate
- increase productivity and efficiency
- explore investment options
- allow for greater investment in the prevention of crime and road trauma.

#### Key Components

Policing Excellence the Future comprises three key areas of work. These are:

- Know your Business Model: This will provide baseline information on the Police's current activities including effectiveness, efficiency, and value. It will illustrate investment readiness and identify what works, what is not working as well as intended, and where change is required to drive improved outcomes.
- Idea Generation Workshops: These workshops will identify options for working differently and improving services for New Zealanders. To date, 42 workshops have been held involving over 550 frontline police, government agencies and non-government partners.
- Options for the future: This work involves developing a small set of investment options for Ministers with alternatives under three funding settings. These are: maintaining current baseline; maintaining current service levels; and developing future state scenarios for further investment.

#### Partner Engagement

The Police has deliberately engaged key agencies in all stages of Policing Excellence the Future, including governance, advisory, quality assurance and workshops. Representatives from Justice, Corrections, Treasury, Defence, Transport, the State Services, the Department of Prime Minister and Cabinet, Health and Social Development are members of governance forums; and Treasury, Corrections and Justice are involved in the Know Your Business Model.

## Deliverables

Policing Excellence the Future is divided into four phases. *Phase One – Strategic Investment* will deliver a significantly improved understanding of the Police business. This will facilitate planning, and future state scenario development. It will also provide strategic investment options for Ministers, and a proposed implementation plan for each option.<sup>5</sup> Phase One is scheduled to be completed by the 1st quarter of 2015, and will inform the Government's four year planning and Budget 2016 processes.

**To note:** Updates on the progress on Policing Excellence the Future are provided in each Weekly Report to the Minister. The Police expects to deliver an initial set of options for ministerial consideration by the first quarter of 2015. [REDACTED] the Police will consult you on future Ministerial oversight arrangements for Policing Excellence the Future.

## FISCAL SUSTAINABILITY – WAGE ROUNDS

Fiscal sustainability is a key challenge for the Police.

The Police has done a significant job delivering programmes such as Policing Excellence and operating within its existing baseline which has remained flat since the 2009/10 financial year. As a result, the Police has absorbed \$300 million in cost pressures over the last four years. The most substantial source of financial pressure for the Police is the increasing salary costs for its 12,000 full time equivalent employees,<sup>6</sup> which represents 72% of Police's 2014/15 operating budget.

The majority of the organisation's employees are constabulary employees (police officers), where the numbers have been set by the Government. The Police has been expected to maintain this set number of constabulary employees, which has constrained options for staffing mix and operating expenditure.

Under existing Collective Employment Agreements, the Police is required to pay individual salary increases to most employees,<sup>7</sup> in the form of a competency service increment (approximately 1.8% of base salaries). In addition, the Police must pay any general wage increase negotiated through the collective bargaining process. The compounding and unsustainable effect of fixed constabulary numbers, together with the competency service increment and general wage increase is starkly depicted in the following Table below.

<sup>5</sup> Once a strategic option is chosen, three follow on phases will be introduced, these focus on: design, implementation and embedding.

<sup>6</sup> As at 4 August 2014.

<sup>7</sup> These are paid annually to staff up to the rank of senior sergeant, and to equivalent police employee positions, provided these staff meet applicable certification requirements.



## Employment Agreements

In 2015, all three of the Police's Collective Agreements will expire, covering approximately 11,000 employees.<sup>8</sup> The outcome of collective agreement negotiations will have a significant impact on service delivery, and the Police's ability to manage within baseline. This is because every one percent rise in wages translates to an additional ongoing operating cost of approximately \$10 million.

The most significant Collective Employment Agreement is negotiated with the New Zealand Police Association and covers approximately 8,300 constabulary employees.<sup>9</sup> A further Police Association-negotiated CEA covers 2,400 employees at equivalent levels. Both of these Agreements expire on 30 June 2015.

The third Collective Employment Agreement, expires on 1 December 2015, and applies to 330 Police Managers (constabulary employees at Inspector rank and other managers at a similar level). This Agreement is negotiated with the Police Association, the Public Service Association and the Police Managers' Guild.

**To note:** In 2015, all three of the Police's Collective Employment Agreements will expire. On 30 June 2015, the two largest collectives, covering almost 11,000 employees, will expire. The third Collective Agreement, applying to 330 Police Managers, expires on 30 November 2015.

**To note:**

## Exceptions to Mainstream Employment Legislation

There are two exceptions to mainstream employment legislation, within the employment provisions of the Policing Act 2008. Firstly, constabulary employees are prevented from striking because of the essential services they provide. Secondly, compulsory (no right of appeal) final offer arbitration applies if an agreement is not reached between negotiating parties.

## MĀORI OVER-REPRESENTATION AS VICTIMS AND OFFENDERS

Although total volumes of Māori youth and adults arrested and prosecuted by the Police continue to decline, Māori 'over-representation' in offending and victimisation is gradually increasing. There are several reasons for this, including the risk of 'unconscious bias' which may influence some of the disparities in the criminal justice statistics.

<sup>8</sup> The Police has an additional 1200 employees, who are covered by an Individual Employment Agreement (IEA).

<sup>9</sup> At the ranks of constable, sergeant and senior sergeant.



The Police has adopted a comprehensive response including making Māori over-representation a key focus area for Policing Excellence the Future and introducing Inspector-level Māori Responsiveness Managers in each of the 12 Districts. Concomitantly, the Police has partnered with Iwi to develop *The Turning of the Tide 2012/13 to 2017/28*. This is a long-term strategy designed to reduce the over-representation of Māori as: first-time offenders, repeat offenders and victims, people the Police prosecute, and crash fatalities.

Together these things provide guidance to frontline employees, and will help to reduce the over-representation of Māori in the criminal justice system.

**To note:** [REDACTED] the Police will brief you on progress with the Turning of the Tide Strategy.

## FAMILY VIOLENCE

The high incidence of family violence in New Zealand is unacceptable. Crime is at a 35 year low, but violent crime is decreasing at a much slower rate. Around half of all violent offence charges in the New Zealand court system relate to domestic violence.

The Police recognises it has a pivotal role in delivering improvements across both the justice and social service systems for victims and perpetrators of family violence. As first responders to family violence incidents, the Police has established strong working relationships around which service improvements can be galvanised. The Police recognises that closer collaboration between agencies has the ability to significantly reduce harm and to break inter-generational cycles of family violence offending.

A suite of government initiatives are underway in both the justice and social sectors with agency obligations to report back on progress in [REDACTED]

The Police Commissioner is the chair of a cross-agency group which is focused on better aligning plans to combat family violence and to improve the delivery of front-line services. The Police is well placed to take an ambitious leadership role in ensuring responses in both the justice and social sectors are effective, well coordinated and victim safety is prioritised.

**To note:** You will be provided with regular updates on the progress of the Justice Sector Family Violence work. [REDACTED] you will be briefed on progress with the suite of family violence initiatives.

## WHOLE OF GOVERNMENT ACTION PLAN ON GANGS

In June 2014, Cabinet approved a Police-led, Whole of Government Action Plan on New Zealand Adult Gangs and Transnational Crime Groups. The Action Plan has four key components aimed at reducing the harms caused by these groups:

- A multi-agency **Gang Intelligence Centre** to provide combined information to inform decision-making across government.
- **Start at Home:** a programme of social initiatives to support gang members and their families to turn away from the gang lifestyle.
- Two multi-agency **Enforcement Taskforces** to strengthen border protection, prevent financing of crime and target profits received from crime.

- **Strengthened Legislation** to ensure that laws enable law enforcement agencies to target cash acquired illegally, better detect, investigate and prosecute organised crime, monitor gang offenders on release from prison and manage the risk posed by the most dangerous gang offenders.

First phase actions are scheduled to be implemented by [REDACTED]. Implementation for phase two actions will be determined through design work which commences in [REDACTED]. Cabinet report backs on specific issues will take place in [REDACTED].

Oversight of the development of the Action Plan has been provided by a ministerial group on gangs, supported by officials. Recommendations for ongoing governance will be provided to Cabinet in [REDACTED].

**To note:** [REDACTED] you will be briefed on the Action Plan on Gangs and provided a draft Cabinet paper for a [REDACTED] report back.

## **Maintaining Momentum – Delivering Key Initiatives**

The Police continues to strive for excellence to attain results that both New Zealanders and Government want – that is, a place where New Zealanders and visitors can be safe and feel safe. The support, direction and guidance of the incoming Minister of Police will be needed for the Police to deliver on its aspirations.

This section outlines programmes that the Police is focussed on implementing over the next 12-18 months.

### **COMMISSION OF INQUIRY INTO POLICE CONDUCT**

Police is principally responsible for actioning 47 of the 60 recommendations from the Commission of Inquiry. Overall, the Police is tracking positively to the end of the compulsory 10-year Commission of Inquiry monitoring period in 2017. While good progress has been achieved, there is still more that must be done, notably, eight recommendations are still at a very early stage of implementation.

A Cabinet mandated quarterly public reporting regime [POL Min (07) 14/4], provides high-level visibility on the pace and progress of change. The monitoring reports are made available first to the Minister of Police, and then shared with the Ministers of Justice and State Services, before being uploaded to Police's website (see <http://www.police.govt.nz/about-us/publications/corporate/commission-of-inquiry>).

An external progress check is also on the horizon, with the Office of the Auditor-General's fourth monitoring report on Police's Commission of Inquiry implementation scheduled for release in early 2015.

**To note:** The Office of the Auditor General's Fourth Monitoring Report on Police's Commission of Inquiry implementation is due in early 2015. Police will brief you on the key findings of this report prior to its public release.

### **Human Resource Management Information System**

Police relies heavily on its current Human Resource Management Information System – [REDACTED] which delivers human resource and payroll services. It also provides data on employees' skills, training and certifications (for example use of firearms), which is used by Police's Communications Centres when deploying employees to particular incidents or tasks. Access to this information is vital for the safety of the public.

[REDACTED]  
The replacement project is anticipated to take 18 months, with an expected go-live date of [REDACTED]

**To note:** Police has initiated a significant project to replace the Human Resource Management Information System / Payroll system. From the time the contract is signed the project has an anticipated duration of 18 months, with an expected go-live date of [REDACTED]



## **DIVERSITY**

In line with Peel's principles, the Police is committed to being representative of the community it polices. To this end, the Police is actively recruiting from Māori, Pacific and Asian communities, and is focussed on increasing the number of women being recruited and promoted into leadership roles. Specific targets have been set for women in every rank within the Police including: Commissioned Officer (Inspector-level and above) 10%, Senior Sergeants 12%, Sergeants 15% and Constables 23%. Good progress has been made, with two women recently appointed to District Commander roles.

## **Action over the next 6-12 Months**

This section summarises the key issues requiring your attention in the first six to 12 months of owning the Police portfolio. It starts with the Police Four Year Plan, implementation of the major legislative change, and wraps up with other policy, operational events and issues.

### **FOUR-YEAR PLAN**

In August 2014, the Ministers of Finance and State Services announced changes to the Four Year Plan process. In summary, these changes remove the need for a separately prepared Statement of Intent, clarified ownership of Four Year Plans, emphasised a base-spend focus and improved the support provided by central agencies to Chief Executives. The draft Police Four Year Plan will be provided to you in November 2014, before being finalised in consultation with you prior to Budget 2015.

Police will also contribute to the preparation of two other Four Year Plans - a Justice Sector Four Year Plan, as one of the three main justice sector agencies, and to the Social Sector Four Year Plan as a member of the Social Sector Forum. These will provide high-level overviews of the key priorities for both sectors.

**To note:** [REDACTED] the draft Police Four Year Plan will be submitted to your office. It will be finalised in consultation with you before Budget 2015, for lodging with the Crown's Financial Information System.

### **IMPLEMENTATION OF LEGISLATION ENACTED OR IN PROGRESS 2011-2014**

There are 10 pieces of legislation with significant implications for the Police that were enacted or commenced during the 2011-2014 legislative programmes, which will come into effect in 2014 and 2015. A summary of the legislation and noting recommendations are set out below.

#### **Legislation Enacted**

##### ***Vulnerable Children Act 2014***

On 30 June 2014 the Vulnerable Children Act and other associated legislation passed into law. The Act forms a significant part of comprehensive measures to protect and improve the wellbeing of vulnerable children, known as the Children's Action Plan. The legislative requirements to 'protect children and improve the safety and competence of the children's workforce', impose a significant implementation role on the Police.

The Police has had to invest in its vetting and screening capability to prepare for the increased demand for vetting services; and to accommodate legislation changes preventing people convicted of specified offences from being eligible to work with children.

The Act also requires the Police, and any non-government organisation it funds that works with children to: adopt a child protection policy; adhere to a set of core

workforce competencies and a children's workforce code of practice; as well as comply with a set of best practice guidelines for safety checking.

**To note:** As a member of the social sector ministers collective, you will be provided with a multi-agency briefing on the Children's Action Plan.

### ***Land Transport Amendment Act (No 2) 2014***

The Land Transport Amendment Act (No 2) 2014 comes into force on 1 December 2014. The Act lowers drink driving and blood alcohol limits; creates an infringement offence for breath alcohol levels between 251-400mcg; and allows for blood test costs to be recovered from drivers.

The Act also provides that drivers who undergo an evidential breath test and record a breath alcohol level between 251-400mcg, will no longer have the option of requesting a blood test.

**To note:** The Land Transport Amendment Act (No 2) 2014 comes into force on 1 December 2014. Police has prepared an extensive training programme for frontline employees and prosecutors about the changes in alcohol limits and the step-by-step procedure of processing impaired drivers.

### ***Victims' Rights Amendment Act 2014***

The Victims' Rights Amendment Act 2014 and associated Amendment Acts, come into force on 6 December 2014. The reform package will strengthen the accountability of agencies providing services to victims; increase the rights of victims in court processes (including youth court); and improve notification to victims.

A Victims' Code will outline victims' rights and services, the duties of agencies, and complaints processes. Agencies will be required to report to Parliament annually on the number of complaints received from victims, and how the complaints were resolved. The reform package has implications for the Police and work is underway on operational and business changes. The Police will roll out training on the changes from 1 November 2014.

## **Legislation in Progress**

### ***Crimes (Match-Fixing) Amendment Bill***

This Bill protects the integrity of New Zealand sport by making match-fixing a form of deception under section 240 of the Crimes Act - the act of obtaining a benefit or causing a loss by deception. The Police is the primary enforcement agency under the Bill.

The Bill is being considered by the Law and Order Select Committee and is scheduled to come into force on 15 December 2014. This timing will allow for criminal sanctions to address possible match-fixing risks ahead of New Zealand hosting the Cricket World Cup in February to March 2015 and the Fifa Under 20 Football World Cup in May to June 2015.

### ***Health and Safety Reform Bill***

This omnibus Bill will result in a new Act to replace the Health and Safety in Employment Act 1992. The Bill represents the most significant reform of New Zealand's workplace health and safety system in the last 20 years. This is primarily



because it imposes a duty on a person conducting a business or undertaking to ensure the health and safety of workers and that other people are not put at risk from activity carried out as part of the business. [REDACTED]

The Bill is currently before the Transport and Industrial Relations Committee. [REDACTED]

### ***Organised Crime and Anti-Corruption Legislation Bill***

This omnibus Bill was introduced in June 2014 and is awaiting its First Reading.

The Bill strengthens the law to combat organised crime and corruption, and addresses technical and legislative limitations faced by law enforcement agencies. The Bill will improve provisions for combating: money laundering, identity offending, trafficking in persons; as well as improving international information sharing (including DNA information) and criminal proceeds action. The Bill will also introduce for the first time, reporting and monitoring of domestic and international fund transfers over specified monetary value.

**To note:** [REDACTED] you will be briefed on the Organised Crime and Anti-Corruption Bill.

### ***Drug and Alcohol Testing of Community-based Offenders and Bailees Legislation Bill***

This Bill was introduced on 31 July 2014, and is awaiting its First Reading.

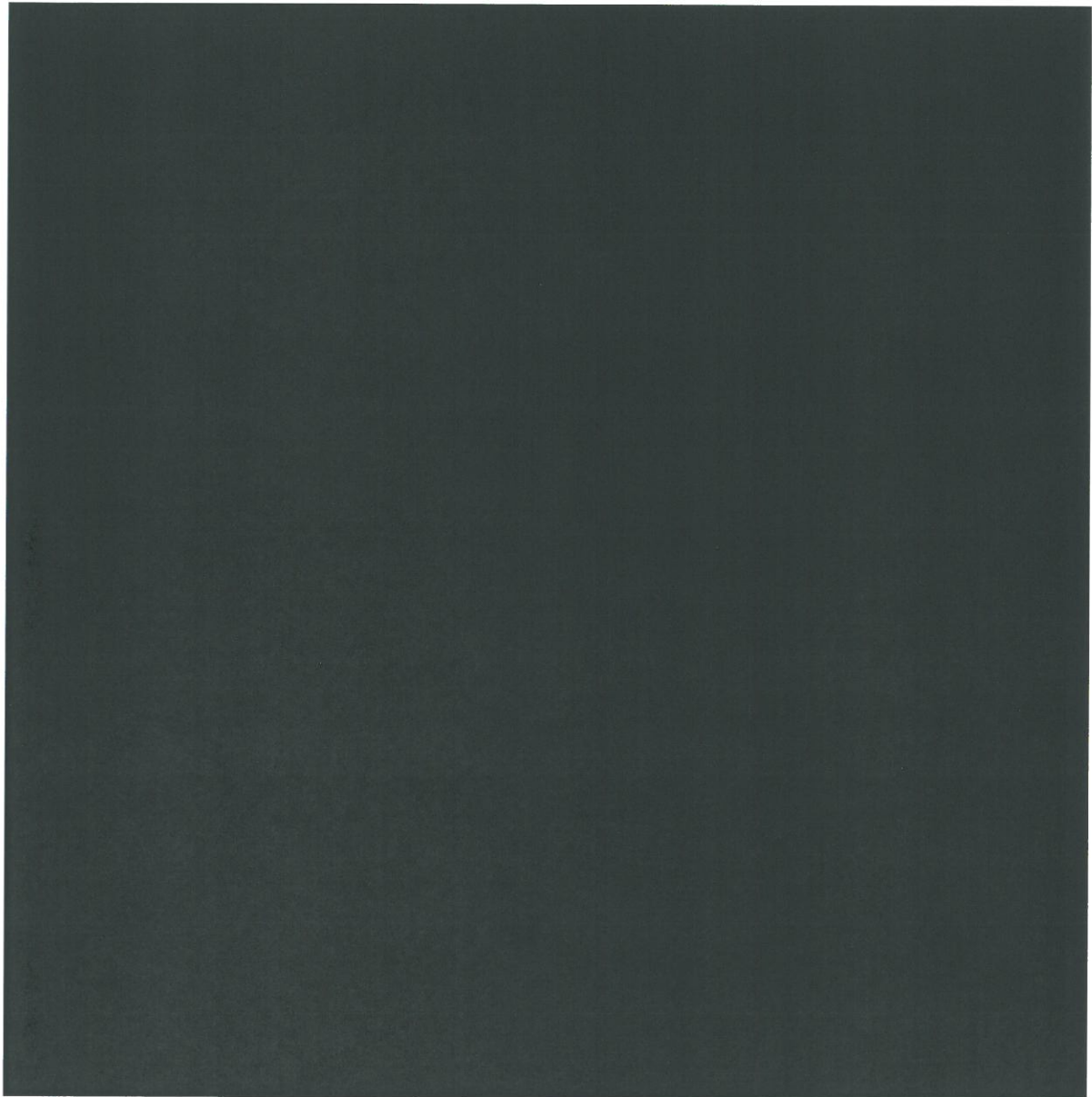
The Bill enables the Police and the Department of Corrections to require bailees and community based offenders to undergo drug and alcohol testing. This applies when drug and alcohol abstinence is part of bailees' and community based offenders' release conditions. The imposition and enforcement of drug and alcohol conditions play an important role in preventing reoffending and ensuring public safety.

### ***Harmful Digital Communications Bill***

This Bill establishes a civil enforcement regime to deal with cyber-bullying. The Bill is currently awaiting its Second Reading.

The Bill creates a new criminal offence of causing harm by posting a digital communication, and it also makes it a criminal offence to incite suicide. This new offence requires a person to not only post a digital communication with the *intention* of causing harm, but it also must result in *actual* harm to a victim. [REDACTED]

**To note:** [REDACTED] you will be briefed on the Harmful Digital Communications Bill.



## **BIDS FOR THE 2015 LEGISLATION PROGRAMME**

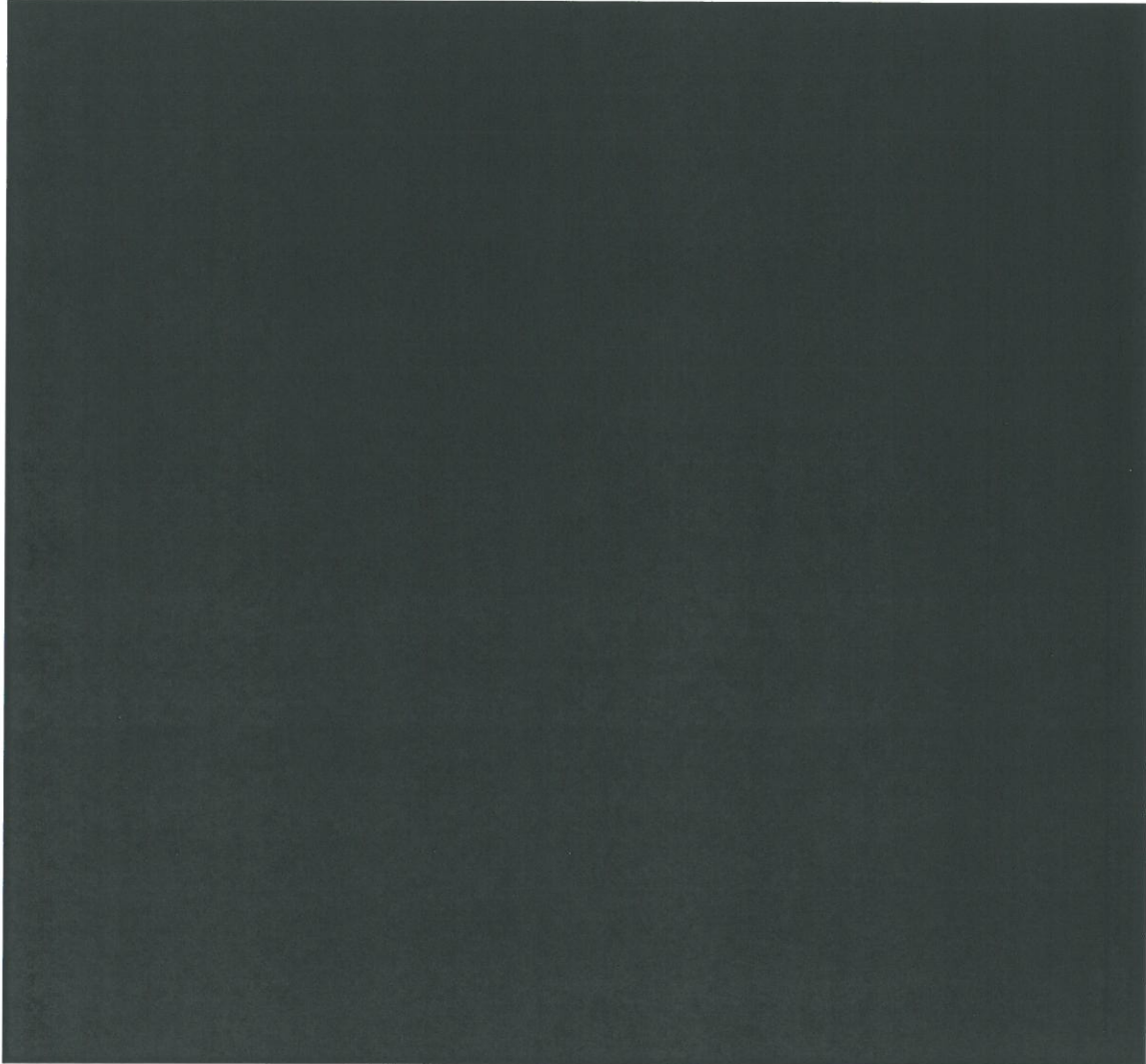
In January 2015, the Police will seek your agreement for three legislative proposals to be given a place on the 2015 Legislation Programme. A summary of the proposed legislation is set out below.

### **Child Protection Offender Register and Risk Management Framework Bill**

On 16 June 2014, Cabinet approved the policy for a Child Protection Offender Register and Risk Management Framework. Cabinet also invited the Minister of Police to issue drafting instructions to the Parliamentary Counsel Office to give effect to these decisions. Drafting Instructions are being finalised with the assistance of the Department of Corrections.



The Register and Risk Management Framework will enable information-sharing between relevant agencies to minimise the harm from re-offending by known child sex offenders.



### **Policing (Cost Recovery) Amendment Bill**

In October 2013, the Cabinet Social Policy Committee agreed to the development of a Policing (Cost Recovery) Amendment Bill. The Bill was introduced on 20 May 2014 and sets out the:

- types of Police services that may be the subject of cost recovery (defined as 'demand services' in the Bill)
- criteria and method for cost recovery
- consultation provisions
- provisions to make exemptions for any fees or charges that are set.

The Bill also enables regulations to be made by Order in Council, on the recommendation of the Minister of Police, prescribing fees and charges for some demand services.

Following the passage of the Bill, Policing Regulations will be introduced to establish cost recovery for the Police's vetting service, and set a charging regime for that service. Provision will also be made for the Commissioner of Police to waive fees in some cases. Vetting is the only Police service at present being considered for cost recovery.

**To note:** The Policing (Cost Recovery) Amendment Bill will need to be reinstated by the new Parliament and have its first reading (and referral to a select committee) before the end of 2014. Police will seek your agreement in January 2015, for the Bill to be given a place on the 2015 Legislation Programme [REDACTED]

## OTHER UPCOMING POLICY MATTERS

In addition to the policy matters canvassed in the "Challenges and Opportunities" section of this BIM, there are a number of upcoming policy matters, which the Police is focussed on. A summary of these issues is set out below.

### Cyber Crime and Security

The Police has developed a *National Cybercrime Operating Strategy 2014-2017* to guide its efforts. This focuses on prevention, collaborating with domestic and international partners, improving capability, and developing an intelligence-led approach. The National Cyber Policy Office in the Department of Prime Minister and Cabinet is also leading the development of a refreshed Cyber Security Strategy, and a National Plan to combat cybercrime.

The Police supports the work to enhance the Government's response to cyber-security and cyber-crime and will consider any operational implications arising from the Department of Prime Minister and Cabinet-led work, [REDACTED]

**To note:** [REDACTED] you will be briefed on the refreshed Cyber Security Strategy and the National Plan to Combat Cyber Crime before these documents are considered by Cabinet.

### Mental Health

The Police continues to face an increase in demand for "non-crime" services, including responding to people experiencing mental distress or who are mental health users (this includes people with drug and alcohol addiction). Response to these calls for service requires a longer, more intensive police service because of their complexity.

Although the number of mental health requests to Health Services is holding constant, the Police is facing a continuing and significant increase in demand and in complexity. In 2013 alone, the Police Communication Centres fielded 32,000 attempted suicide and mental health related calls for service, 22,000 of which Police employees subsequently attended. The standard two Police officers per event response cost the Police an estimated \$10 million.

The Police has established a Mental Health Intervention Team, with the dual aims of improving outcomes for mental health service users, whilst managing the increased costs associated with providing a policing response. [REDACTED]



## **Trusted and Protected Information Sharing**

Trusted and protected information sharing between justice, social sector and enforcement agencies, and some international agencies, is necessary in order to achieve collaborative results across government. Below is a short summary of some of the information sharing initiatives currently underway, involving the Police.

### **A: *Centre for Impact on Sexual Offending***

The Centre for Impact on Sexual Offending is a joint initiative between the Police and Corrections. The Centre provides a central point for the collection, analysis and sharing of information on child sex offenders, particularly those who are high risk. The information collected forms the basis of jointly owned intelligence products, designed to provide decision makers with targeted and comprehensive intelligence to inform and assist in the management of child sex offenders in the community.

The Centre is working to ensure systems and processes for information sharing and joint management of offenders are standardised to enable implementation of the Child Protection Offender Register. [REDACTED]

### **B: *Criminal History Exchange New Zealand and Australia***

In January 2012, Prime Ministers Julia Gillard and John Key agreed to enhance the reciprocal sharing of criminal history information for employment vetting purposes between Australia and New Zealand. Following a successful trial, both governments agreed to expand this type of sharing, across all Australian states and territories and all New Zealand approved agencies.

A new automated solution has been developed in New Zealand to facilitate the increased number of requests likely to be made to the Police as a result of the expanded service. [REDACTED]

### **C: *Gang Intelligence Centre***

In June 2014, Cabinet agreed to the establishment of a multi-agency Gang Intelligence Centre to provide a combined intelligence picture of gang activity. The Centre will inform decision making on preventative, investigative and enforcement interventions, and identify vulnerable children, youth and gang family members for social service support. The Centre would sit within the Police National Intelligence Centre, as the Police has the infrastructure in place to host and serve external agencies. Work is underway to enable external agencies to join the Centre. [REDACTED]

**D:        *Approved Information Sharing for Serious Crimes***

On 2 July 2014, the Police and Inland Revenue Department entered into an Approved Information Sharing Agreement pursuant to section 9 of the Privacy Act. The Agreement enables Inland Revenue to share personal information with the Police for the purpose of preventing, detecting, investigating or providing evidence of a serious crime. A serious crime is defined in the Agreement as an offence punishable by a period of imprisonment of four years or more.

**E:        *Treaty with the United States to Prevent and Combat Crime***

On 20 March 2013, the Government of New Zealand and the Government of the United States signed the, "Enhancing Cooperation in Preventing and Combating Crime Treaty". The Agreement provides for the reciprocal exchange, on request, of biometric and biographic data for the purpose of preventing, detecting and investigating offences punishable by more than one year imprisonment.

Incorporating the Agreement into New Zealand's domestic law is part of the Organised Crime and Anti-Corruption Bill. The Police is the lead agency under the Agreement, and is required to report annually to Parliament on the number of times New Zealand shares information with the United States under the Agreement.

**2015/2018 Road Policing Programme**

The Police has commenced work on its 2015/18 Road Policing Investment Proposal. This is a significant part of the development of the next Road Policing Programme, which will describe how road policing outcomes will be delivered from 2015 to 2018. The exact funding level for 2015/18 will depend to a large extent on the Government Policy Statement on Land Transport 2015/16 to 2024/25.

You will be briefed on the development of the Road Policing Investment Proposal before its submission to the New Zealand Transport Agency in [REDACTED]. The development of the Road Policing Programme will be completed by May 2015 for consultation and approval by the Ministers of Transport and Police. A separate briefing on the National Road Safety Committee and on *Safer Journeys* is being prepared for relevant incoming Ministers.

**To note:** [REDACTED] you will be briefed on the 2015/2018 Road Policing Investment Proposal, before it is submitted to the New Zealand Transport Agency in December 2014.

**Independent Police Conduct Authority Recommendations**

Two of the significant policy issues the Police is working closely with the Independent Police Conduct Authority on, are 'fleeing drivers' and 'custodial management'.

***Fleeing Drivers***

The Police is working with the Independent Police Conduct Authority to discuss and improve policies connected with the pursuit of fleeing drivers. While the current policy works well in the majority of cases, the Police is working on a principles-based approach that will reduce the prescriptive nature of some procedures to better address the reality of fast-paced, time-pressured situations.



### **Custodial Management**

As a result of a number of internal and external reviews completed by the Independent Police Conduct Authority, the United Nations Sub-Committees, the Ombudsman, and the Coroner, the Police is reviewing the standard of its custodial facilities, in conjunction with the Independent Police Conduct Authority.

This work involves developing a National Standard governing Police Custodial Management, to be in place by the end of 2014. The National Standard will be monitored following its implementation. This work overlaps with work underway on future options for Police custody facilities in Auckland.

### **National Drug Policy**

The National Drug Policy is New Zealand's high level policy framework for coordinated and consistent action by government and the sector in relation to alcohol, tobacco, illegal and other drugs. The Policy expired in 2012 and the Ministry of Health is leading the development of a new policy under the governance of the Inter Agency Committee on Drugs.

The Police has a specific focus on supply control, but also contributes to a wide range of preventative activities under the demand reduction and problem limitation pillars. Through its membership on the cross-agency working group and the Inter Agency Committee on Drugs, the Police is contributing to the development of the refreshed National Drug Policy.

The refreshed Policy is scheduled to be considered by Cabinet [REDACTED]

**To note:** [REDACTED] you will be briefed on the refreshed National Drug Policy in advance of Cabinet's consideration of the policy before the end of 2014.

### **Criminal Proceeds Fund**

In November 2009 Cabinet agreed that monies obtained under the Criminal Proceeds (Recovery) Act 2009 would be used to fund the expansion of alcohol and other drug treatment, including methamphetamine, and for additional initiatives by the Police and the New Zealand Customs Service to fight organised criminal groups dealing in methamphetamine and other drugs.

The Inter Agency Committee on Drugs considers and prioritises bids for funding and makes recommendations to the Prime Minister. It also reports to Cabinet annually on the operation of the Criminal Proceeds Fund and the allocation of funding. The next report back is scheduled for November 2014. Two funding rounds have been completed to date, with \$11.3m allocated to 18 bids.

The Police has been successful with seven bids funded at a combined total of \$5.7m.

**To note:** [REDACTED] you will be briefed on the Inter Agency Committee on Drugs report back, in advance of Cabinet's consideration of the report.

## OPERATIONAL MATTERS AND EVENTS

### Significant Operational Events 2014-2015

#### *International Events*

Upcoming significant events highlight the important role the Police plays in supporting security in the Pacific.

[REDACTED]

Likewise, in November 2014, the Police will help provide security and risk management for the G20 meeting in Brisbane, Australia. 212 New Zealand Police officers will support the Australian Police services by assisting with route and venue security, intelligence, and diplomatic protection.

**To note:** The Police will be providing security assistance to both the G20 and [REDACTED] in November 2014.

#### *National Events*

Visits to New Zealand by international leaders in the lead up, and following G20, and other significant events such as the Cricket World Cup and FIFA Under 20 Soccer World Cup (to be held in New Zealand through February to June 2015), will impose significant operational demand and present security challenges for the Police to manage.

[REDACTED]

**To note:** The Cricket World Cup, jointly hosted by Australia and New Zealand and the 2015 FIFA Under 20 Soccer World Cup will place significant operational demands upon the Police.

**To note:** [REDACTED]

#### **Police Statistics**

The official statistics for recorded offences and apprehensions produced by the Police are published each year as follows:

- Fiscal year statistics – on the first working day in October
- Calendar year statistics – on the first working day in April

[REDACTED] the Police, in conjunction with Statistics New Zealand will publish a new statistical series on victims of crime. This series will count the number of victimisations reported to Police each month and will include details such as location, crime type, demographic attributes of victims and, where known, the relationship between victim and offender. This represents a



significant improvement in the quality and range of information about crime that will be available to partners and the general public.

**To note:** [REDACTED] you will be briefed on the results of the first new statistical series of victims of crime.

## **Public and Media Interest in Policing**

Both the public and the media have a strong interest in policing New Zealand. As a result, the Police receives and responds to more Official Information Act requests than any other government agency in New Zealand. In 2014/2015, the Police expect to receive around 9,000 official information requests. However, complaints to the Ombudsman in respect of responses to requests are low by comparison, at approximately 1.3% of all OIA requests received.<sup>10</sup>

Aware of the public interest in incidents and events involving police, the Police takes a proactive response to managing issues. In 2013, the Police issued 5048 media releases and alerts across the country. There is also an after hours media response provided for national and urgent issues.

The Police has embraced modern ways of engaging with the community and has the largest social media presence of any government agency. The Police manages 36 national and local Facebook pages, seven twitter accounts, two YouTube channels, one instagram account (@newzealandpolice), one Snapchat account (@manukaupolice) ) as well as the main police website police.govt.nz.

Media channels and social media engagement are used for community engagement, investigation response, recruitment marketing, crime prevention messaging and crisis response. In the past 12 months, Police collectively had over 1.7 million interactions with the general public via social media. Using social media outlets enhances communication reach and to some extent makes up for the Police's limited advertising budget which is used for recruitment purposes aimed at target audiences.

The Police also participates in reality TV, with nine programmes on air in 2013/2014, including the popular crime fighting show Ten 7 and other top ten hits such as Women in Blue, Road Cops and Water Patrol. Reality TV participation enhances the Police's trust and confidence levels with the general public, helps to solve crime and assists in the promotion of road safety and crime prevention messaging.

## **Connecting with Police Employees**

Recent editions of the monthly "Ten One" magazine, which is distributed to all staff, have carried a column from the Minister of Police. You are invited to carry on with this practice. You are also warmly invited to continue the traditions of Police ministers visiting Police employees in the field, attending graduations and Police Remembrance Day, opening police stations and awarding honours to staff and members of the public.

[REDACTED]

<sup>10</sup>2014/15 Estimates Examination for Vote Police.

# Engagement in Cross-Sector Work

Policing in New Zealand is conducted through a wide network. The Statement of Intent 2014/2015-2017/2018 describes the various sectors with which the Police works and the range of initiatives in which Police is engaged. Key relationships the Police has are depicted below.



## CROSS AGENCY GOVERNANCE

To successfully deliver on the Police's functions and Better Public Service targets, the Commissioner of Police takes a leadership role in cross-agency work, which reports to individual and joint Ministers. A high-level summary of the key governance bodies in which the Commissioner, or his representative participates, are set out in the table below.

Justice Sector	Social Sector	Emergency Management	Intelligence & Security	International
<ul style="list-style-type: none"> <li>Justice Sector Leadership Board</li> <li>Youth Justice Governance Group</li> <li>Family Violence Sub-Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Social Sector Forum Chief Executives</li> <li>Joint Venture Board for Social Sector Trials</li> <li>Vulnerable Children's Board</li> <li>Inter-Agency Committee on Drugs.</li> </ul>	<ul style="list-style-type: none"> <li>ODESC Readiness Response Board</li> <li>Emergency Services Coordination Group.</li> </ul>	<ul style="list-style-type: none"> <li>ODESC Security &amp; Intelligence Board</li> <li>ODESC Governance Group</li> <li>Cyber Policy Group.</li> </ul>	<ul style="list-style-type: none"> <li>NZ Inc Chief Executives Group</li> <li>The Australia New Zealand Police Advisory Agency Board</li> <li>Five Eyes Law Enforcement Group.</li> </ul>



## **Ministerial Stewardship**

The Minister of Police shares ministerial responsibility for a number of cross agency initiatives led by the above forums. Nine separate cross-agency briefings have been prepared for Ministers on key areas and initiatives underway, these are:

- Public Services Chief Executives (led by the State Service Commission)
- Social Sector (led by the Ministry of Social Development)
- Social Sector Trials (led by the Ministry of Social Development)
- Children's Action Plan (led by the Ministry of Social Development)
- Justice Sector (led by the Ministry of Justice)
- Youth Crime Action Plan (led by the Ministry of Justice)
- NZ Inc Strategies (led by the Ministry of Foreign Affairs)
- National Road Safety Committee (led by the Ministry of Transport)
- *Safer Journeys* – New Zealand's Road Safety Strategy (led by the Ministry of Transport).

## **INTERNATIONAL ENAGEMENT BY THE MINISTER OF POLICE**

As the Minister of Police, you are able to participate in some international fora, as described below.

### **Law Crime and Community Safety Council**

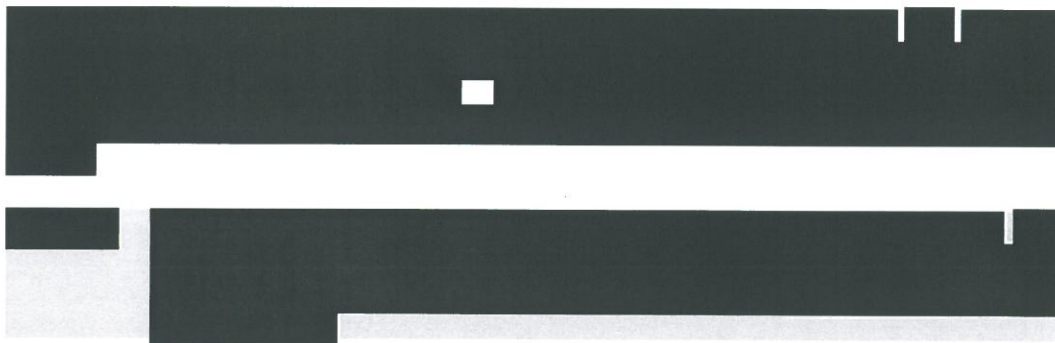
As the Minister of Police, you, together with the Minister of Justice, are members of the Australian-led Law Crime and Community Safety Council. The Law Crime and Community Safety Council is an Australian-led Committee, comprising the Ministers, Chief Executives and Police Commissioners of Justice, Police and Emergency Service organisations across both New Zealand and Australia.

The purpose of the Law Crime and Community Safety Council is to develop a transnational approach to fighting crime, promoting best practice in law, criminal justice and community safety. The key focus areas of the Law Crime and Community Safety Council are border security, organised crime and gangs, cyber security, natural disaster preparedness and harmonisation of laws to protect children. The Law Crime and Community Safety Council meets bi-annually in Australia and the 2015 meetings dates are scheduled for July and October 2015.

**To note:** You and the Minister of Justice are members of the Law Crime and Community Safety Council. You will be briefed in May 2015, on the proposed agenda for the July 2015 meeting to seek confirmation of your attendance at the meeting.

### **Interpol**

Interpol's supreme governing body meets annually to consider all major decisions affecting general policy, resources for international cooperation, working methods, finances and programmes of activities. The 83<sup>rd</sup> General Assembly will be held on 3-7 November 2014 and will consist of a Ministerial Meeting on 3 and 4 November 2014. The Ministerial Meeting will reflect upon "100 Years of International Police Cooperation", and will consist of number of panels with key speakers.





# **Roles and Responsibilities**

## **NEW ZEALAND POLICE'S STRUCTURE**

The Police Executive is made up the following positions:

- Commissioner of Police
- Deputy Commissioner: District Operations
- Deputy Commissioner: National Operations
- Deputy Commissioner: Resource Management
- Deputy Chief Executive: Strategy
- Deputy Chief Executive: Māori
- Deputy Chief Executive: Finance
- Deputy Chief Executive: People
- Deputy Chief Executive: Public Affairs

Appendix A on page 33 illustrates the Police's executive structure. This is followed by the names and photos of the people occupying these roles. An overview of the Police's vision, mission and strategy is set out in Appendix B.

## **THE POLICE'S PLACE IN THE STATE SERVICES**

New Zealand Police is one of four non-public service departments in the State Sector.<sup>11</sup> The Police's organisation and governance arrangements are described in the Policing Act 2008, but for the most part, standard public management legislation (such as the Public Finance Act 1989, the State Sector Act 1988 and the Official Information Act 1982) applies to the Police.

## **RELATIONSHIP BETWEEN THE MINISTER OF POLICE AND NEW ZEALAND POLICE**

Section 16 of the Policing Act sets out the relationship between the Minister of Police and the Commissioner of Police. The Commissioner is responsible to the Minister for:

- carrying out the functions and duties of the Police
- the general conduct of the Police
- the effective, efficient, and economical management of the Police
- tendering advice to the Minister of Police and other Ministers of the Crown, and
- giving effect to any lawful ministerial directions.

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<sup>11</sup> The other three are the New Zealand Defence Force, the New Zealand Security Intelligence Service and the Parliamentary Counsel Office.

The Commissioner is not responsible to, and is required to act independently of, any Minister of the Crown (including any person acting on the instruction of a Minister of the Crown) regarding:

- the maintenance of order or enforcement of the law in relation to any individual or group of individuals
- the investigation and prosecution of offences, and
- decisions about individual Police employees.

## **THE ROLE OF THE MINISTER IN RELATION TO ROAD POLICING**

The Minister of Police has a shared responsibility with the Minister of Transport to deliver on agreed road policing outcomes. These arrangements are outlined in the Land Transport Management Act 2003. The current outcomes for road policing are described in Safer Journeys, New Zealand's Road Safety Strategy 2010-2020. The three-year Road Policing Programme 2015-2018 is aligned with Safer Journeys and its action plans.

The Road Policing Programme outlines the specific activities the Police will deliver in exchange for the appropriations it receives from the National Land Transport Fund via Vote Transport. The Minister of Transport consults with the Minister of Police before approving the Road Policing Programme. The Road Policing Programme is developed by Police and New Zealand Transport Agency, with the Ministry of Transport being consulted through the development phase.

## **INTERNAL GOVERNANCE**

The Police Executive convenes weekly for management meetings known as "PEM". It also meets monthly for more strategically-focused discussions. These meetings are called "the Police Executive Committee" or "PEC". Every quarter PEC is joined by the Police's 12 District Commanders for the day.

The Police has a number of internal governance bodies designed to support PEM and PEC to oversee significant decisions (for example, a Capability Investment Board to consider choices on major financial commitments). Some of these governance bodies have members from outside the Police, as do advisory groups such as the Commissioner's Māori Focus Forum.

## **THE INDEPENDENT POLICE CONDUCT AUTHORITY**

The Independent Police Conduct Authority is currently headed by Judge Sir David Carruthers, and is separate from New Zealand Police. It is constituted under its own legislation and its functions are set out in section 12 of the Independent Police Conduct Authority Act 1988. These include:

- receiving complaints about Police employees or the Police's policies and procedures
- investigating the Police's policies and procedures in relation to complaints, and
- investigating serious harm or death that may have arisen due to the actions of a Police employee.



# Vote Police Appropriations

## DEPARTMENTAL FUNDING

The Minister of Police is responsible for appropriations in Vote Police totalling an estimated \$1.465 billion for the 2014/15 financial year. These appropriations are distributed across seven output classes as follows:

Output Class	\$ million
<ul style="list-style-type: none"> <li>General crime prevention services</li> </ul>	153.190
<ul style="list-style-type: none"> <li>Specific crime prevention services and maintenance of public order</li> </ul>	140.593
<ul style="list-style-type: none"> <li>Police primary response management</li> </ul>	385.442
<ul style="list-style-type: none"> <li>Investigations</li> </ul>	368.059
<ul style="list-style-type: none"> <li>Case resolution and support to judicial process</li> </ul>	117.617
<ul style="list-style-type: none"> <li>Road Safety Programme</li> </ul>	296.667
<ul style="list-style-type: none"> <li>Policy Advice and Ministerial Services MCOA</li> </ul>	3.135
<b>Total appropriated funding per Budget Economic &amp; Fiscal Update (BEFU) submission to Treasury</b>	<b>1,464.703</b>
Additional funding from Justice Sector Fund to be transferred to Police at October Baseline Update (OBU)*	40.752
<b>Total funding for 2014/15</b>	<b>1,505.455</b>

\* The Justice Sector Fund (JSF) of \$41m will be used

Police will spend the \$1.505.5 billion 2014/15 budget in the following proportions:

- 72% (\$1,086 million) on personnel costs
- 9% (\$141 million) on asset operating and ownership costs, and
- 19% (\$279 million) on other operating expenses such as fuel and forensic services.

## NON-DEPARTMENTAL FUNDING

The Police has been appropriated \$100,000 in 2014/15 for a contribution to the United Nations Drug Control Programme.

The Police also expects to collect \$70.9 million of revenue on behalf of the Crown during the year, largely arising from traffic infringement fees. These monies are collected on an agency basis for the Crown and have no relationship to departmental appropriations.

## MONIES HELD ON TRUST

The Police holds a trust account where funds are retained on behalf of other parties. The Police has held approximately \$11 million in this account for the past two years,

however, this can vary significantly depending on the level of funding received and remitted. The trust account comprises of:

- Bequests, donations and appeals - monies contributed by third parties for projects managed by Police
- Reparation money - monies received from offenders to be paid to victims.
- Money in custody - monies seized during operations and those held for suspects in custody.
- Found money - money that has been handed in by members of the public, that Police holds pending the rightful owner coming forward to claim it.

## **CAPITAL FUNDING**

The Police has been appropriated \$96 million in 2014/15 for purchase or development of assets. It is intended to achieve the maintenance and upgrade of the Police's infrastructure to ensure efficient and effective delivery of performance.

The table below provides the allocation of funding by asset class.

	<b>\$ million</b>
Property, Plant and Equipment	54.458
Intangibles	13.542
Other including Motor Vehicles	28.000
<b>Total Capital Appropriation</b>	<b>96.000</b>

## **FUNDING ARRANGEMENTS FOR ROAD POLICING**

Road policing accounts for approximately 21% or around \$300 million of the Police's annual operating budget. The process for accessing and accounting for this funding is set out in the Land Transport Management Act 2003. The funding process is set over a three year cycle in line with the Government Policy Statement on Land Transport Funding.

The Police retains the ability to submit annual funding variations for road policing services. The Police accounts for the use of monies from the hypothecated National Land Transport Fund to the New Zealand Transport Agency through the Road Policing Programme process, largely duplicating the processes used for the remainder of Vote Police.



