

Briefing to the Incoming Minister



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

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Introduction from the Commissioner

Congratulations on your appointment as Minister of Police.

As you step into your role, I look forward to discussing your priorities and how we can best support them.

As you know, the current criminal landscape features a concerning increase in the visible presence of gangs, ram-raids, aggravated robberies, and a cohort of persistent young offenders committing serious offences. We've been working hard in response and have had some success in suppressing inter-gang violence and apprehending ram-raiders. We know that more needs to be done – alongside our partners – to address this type of blatant offending.

Gangs often represent the visible face of organised crime in New Zealand. Tension and violence among these groups have recently increased as more sophisticated gangs establish themselves in New Zealand. Police has dealt with many of the key new gangs, in particular targeting the Comanchero and Mongols leadership. At the same time, we work with social sector, Iwi, and community partners to encourage pathways away from gang life for those ready to make the change. Recent legislative reform, such as the Criminal Activity Intervention Legislation Act, has shown the impact legislative responses can have in enabling Police to disrupt gangs. I welcome the additional tools you have indicated you will put in place and the opportunity to outline additional options we think would add to our toolkit.

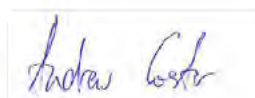
More broadly, our social and criminal landscape continues to evolve, shaped by recent events and global trends. Our frontline staff are attending more incidents related to family harm, mental health, and anti-social behaviour than ever before. There has been a steady but rapid shift in demand for services related to social dysfunction over the past 20 years. This has seen Police move from a traditional policing focus, where our officers were highly visible policing public places, to one where their time is increasingly spent in people's homes doing work that requires a social response more often than a criminal one. In addition to our traditional demand and this increasing social demand profile, we are now also seeing a sustained rise in online crime.

Police is effective at bringing together stakeholders across government and within communities toward the prevention of crime and harm. However, Police does not have all the right levers to pull and is often not the right agency to lead a response. We require our partners' leadership, expertise, resources, and commitment to enable Police to redirect resources back into our core business and be more visible in our communities. A social investment approach presents significant opportunities to direct resources to vulnerable groups that otherwise may require a Police response.

As with other agencies, we are facing fiscal pressure and have emerging recruitment challenges. We have significant inflationary cost pressures this year and have implemented a range of measures to bring our spending within budget, including reducing contractor and consultant use and transformation investment to focus on core service delivery, and implementing a recruitment freeze for some employee positions, amongst others. We also face challenges attracting sufficient recruits to grow our constabulary staffing, particularly in regions of high demand, such as the East Coast and Far North.

I am extremely proud to lead New Zealand Police. Our dedicated officers and staff work tirelessly across New Zealand to make a positive impact. They are world class, which gives me great optimism for the future, despite the challenges of the here and now.

I look forward to working alongside you to prevent crime and harm and ensure the safety and security of our communities.



Andrew Coster
Commissioner

We are ready to discuss your priorities with you

New Zealand Police looks forward to engaging with you on your priorities and matters of interest across the Police portfolio. We are ready to provide information and advice to support decisions you may wish to take, particularly in relation to your strong focus on ensuring Police has the tools needed to tackle gang violence and intimidation more effectively, to respond to the cohort of children and young people who are committing serious offences and causing significant harm to our communities, and to increasing the number of frontline constabulary staff.

This initial briefing provides an overview of key issues across the Police portfolio, and signals areas where we are keen to engage with you further and seek direction.

Police can support you in carrying out your Ministerial functions by providing you with:

- strategic advice and insights to enable effective decision-making
- policy advice on impacts of other government policy changes on Police
- information and insights regarding operational issues, challenges, and opportunities
- support for attending ministerial meetings, events and in engaging with media through briefing notes, speeches, and related materials.

In addition to your priorities, you will need to make some decisions on the following matters over the next three-six months:

- establishing bargaining parameters for collective employment agreement negotiations for constabulary staff on Bands A-J, which covers most frontline constabulary staff (page 38)
- s9(2)(f)(iv), s9(2)(j)
- the future of the retail crime prevention programme (page 22)
- the draw-down of operating funding from tagged contingency for the Firearms Safety Authority (page 21)
- appointing members to the Minister's Arms Advisory Group (page 21)
- whether the Government wishes to progress the business case to implement the new reporting system for concerning violent extremism and terrorism-related behaviours or incidents (page 31)
- s9(2)(f)(iv)

We will provide advice to support you in making these decisions.

You and your office can expect a high volume of media enquiries, correspondence, Written Parliamentary Questions and Official Information Act requests. We will provide administrative support and engagement to help you discharge these portfolio responsibilities.

Constabulary recruit wings start at the Royal New Zealand Police College (RNZPC) approximately every five weeks and will last for 20 weeks from 2024 onward. As Minister, you will be invited to speak to the graduation of each wing, and we'll work with your office to determine your availability. The next graduation, of Wing 371, is currently scheduled for 2pm on 14 December.

All police dogs are trained at the Police Dog Training Centre at Trentham, Upper Hutt. The training of a patrol dog is based on a six-stage development and qualification process that starts when the dogs are puppies and ends when they graduate at 18 months of age. Police supply detector dogs for other government agencies and to countries in the Pacific. You will be invited to speak to the graduation of handlers and their dogs and we will work with your office to determine your availability.

We will arrange opportunities for you to engage with our staff, including visits to the frontline, our Police bases, and our community partners.

Your Role as Minister of Police



Police is one of three non-public service departments in the State services. Our 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 Public Service Act 2020, and the Official Information Act 1982 applies to Police.

Relationship between the Minister of Police and New Zealand Police

Section 16 of the Policing Act 2008 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
- giving effect to any lawful ministerial directions.

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
- decisions about individual Police employees.

In practice, this means that operational and deployment decisions, including the allocation of staff to support our functions, are matters for the Commissioner of Police to determine.

Police operates under a 'no-surprises' principle. This means we will keep you well informed of matters of significance within your portfolio responsibilities. Noting our operational independence, we will typically inform your office of major or significant operational matters when sufficient information about the incident, and our response, has been collected. These notifications are generally made from our Media team to your Press Secretary. The nature of policing means our response to emergencies can typically appear in the media or on social media before our staff have completed their initial action, and before there has been sufficient investigation or resolution to enable verified information to be provided to your office.

Legislation

Police currently administers three Acts:

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

Arms Act 1983 - Police has regulatory and enforcement responsibility for this legislation and is the primary advisor to the Government on Arms Act matters. The Arms Act was amended in 2020 to implement several changes to the firearms regulatory regime over three years to support best practice and minimise the risk of criminal access. Throughout 2021 to 2023, amended and new regulations have been established for dealers, secure storage of firearms, shooting clubs and ranges, and the Registry.

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

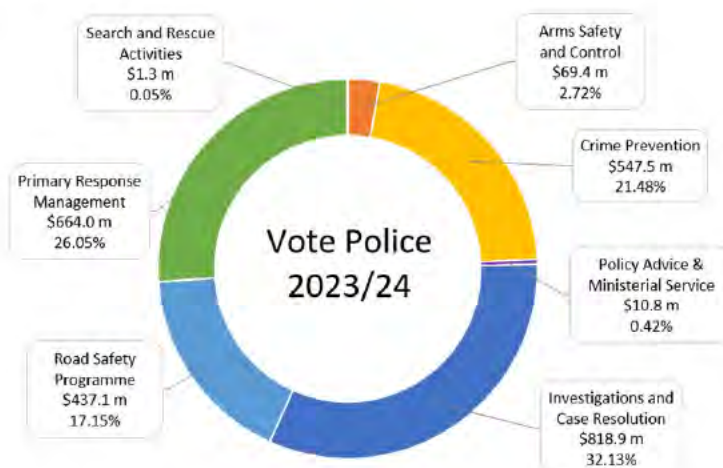
Departmental Appropriations

You are the Appropriation Minister for Vote Police (part of the wider justice cluster of appropriations), and under the Public Finance Act 1989 are accountable to Parliament for Police's financial performance and the setting of our performance expectations. Police administers the expenditure under this vote. The operating budget for Police for the 2023/24 financial year is \$2.549 billion, broken down as follows:

- 72 percent (\$1.842 billion) on personnel costs
- 24 percent (\$0.598 billion) on operating expenses
- 4 percent (\$0.109 billion) on depreciation and capital charges.

We expect to collect \$77 million in revenue on behalf of the Crown during the year, largely arising from traffic infringement fees. This money is collected on an agency basis for the Crown and has no relationship to departmental appropriations.

At an appropriate time, we will seek your views on our appropriation performance expectations and overall financial position.



The role of the Minister of Police in relation to Road Policing

The Minister of Police has a shared responsibility with the Minister of Transport to deliver on agreed road safety outcomes. These arrangements are outlined in the Land Transport Management Act 2003. The current outcomes for road policing are described in New Zealand's Road Safety Strategy 2020-2030 (currently Road to Zero). The three-year Road Safety Partnership Programme (RSPP) is aligned to Road to Zero and its action plans.

Road policing activity is funded out of the National Land Transport Fund (NLTF) and currently provides around 15-17 percent of Police's total funding. The RSPP outlines the specific activities Police will deliver in exchange for the funding it receives from the NLTF via Vote Transport. The Minister of Transport consults with the Minister of Police before approving the RSPP. The Programme is developed by Police and the New Zealand Transport Agency (NZTA), with the Ministry of Transport consulted through the development phase.

You are the lead Oversight Minister for Next Generation Critical Communications

Next Generation Critical Communications (NGCC) is responsible for delivering the Public Safety Network (PSN) Programme, replacing communications infrastructure, most of which is end-of-life, for Police, Fire and Emergency New Zealand, St John, and Wellington Free Ambulance. Through the PSN Programme, NGCC will deliver a more resilient and reliable communications capability, alongside improved cellular coverage across the country, and new opportunities for frontline service improvement and interoperability. Ten-year contracts with Tait Kordia Joint Venture and Hourua (a joint venture between Spark and One NZ) to build and operate the multi-agency PSN have been executed and the network design and build is underway, although the rollout of new digital Land Mobile Radio is currently behind schedule.

The PSN Programme is overseen by an Executive Governance Board which comprises five independent members (including Rob Fyfe as Chair), the Chief Executives of the four emergency service agencies and the National Emergency Management Agency along with a Treasury representative. As Minister of Police, you are the Lead Minister in a group of Oversight Ministers for the Programme, and the Chair reports to you. You will receive a more detailed briefing on this Programme, including regular quarterly reporting, in the next few weeks to provide you with more information.

Introduction of the Justice Cluster from Budget 2022

In May 2019, Cabinet agreed to amend the public finance system toward a system focused on collaboration and linking funding, and what agencies do, to the Government's priorities and desired outcomes. The Minister of Finance initiated these proposals ahead of Budget 2022 decisions for two clusters – the Justice Sector and Natural Resources. The Justice Cluster includes Police, Ministry of Justice, Department of Corrections, Crown Law and the Serious Fraud Office.

The Justice Cluster prepared and received funding for a three-year package in Budget 2022. Through this package, Police received operating and capital funding across five financial years (2021/22 – 2025/26) of \$963 million for 10 initiatives. Police also received a further \$12 million for two initiatives outside of the Justice Cluster process. Some of this funding remains in tagged contingencies.

In September 2022, Cabinet agreed to establish a "Justice Cluster Tagged Operating Contingency" to facilitate the use of retained annual underspends and fiscally neutral reprioritisation decisions for the Cluster. At the October Baseline Update (OBU), FY2022/23 underspends will be agreed to be transferred to the Tagged Contingency. As a Cluster Minister, you will need to jointly make decisions with other Ministers regarding re-allocation of this contingency, and advice will be provided by the Justice Sector Leadership Board on options.

Earlier this year, it was estimated that underspends may total between \$21-27 million. On this basis, Cabinet approved the early allocation of the anticipated underspend to the Prosecutions Uplift Programme (PUP) totalling \$26 million over two financial years to enable the Programme to commence (*refer page 27 for further detail on PUP*). Once financial year-end audits are complete, the final underspend will be consolidated, and any allocation of additional underspend can be considered. A report-back to Cluster Ministers is due in December 2023. The underspend to be transferred at the OBU totals \$30 million and there is no risk to PUP of funding not being sufficient.

Justice Cluster Agencies do not anticipate they will be able to seek funding for a new three-year envelope until Budget 2025, if the cluster approach is maintained. It is expected that the package of funding available will be significantly lower, noting the reduced allowances published in the Pre-Election Economic and Fiscal Update. Police are working internally to consider a package of initiatives that may be put forward in Budget 2025 to address critical risks and core cost pressures.

Funding the 1:480 Population Growth

Part of the Justice Cluster Budget 2022 package included funding held in tagged contingency to enable Police to grow constabulary staffing in line with the population at a ratio of 1:480. The total funding available is \$67.610 million over four financial years (2023/24 to 2026/27) with \$16.860 million available in out-years. Using Statistics New Zealand population projections for the June 2023 quarter at the 50th percentile, we calculate this funding would enable Police to meet the growth in constabulary and employees for the first three financial years with growth of 66 constabulary in the first two years and 95 in the third, subject to being able to satisfactorily address current cost pressures. Additional investment would then be required to enable growth to continue. This funding has not yet been drawn down.

s9(2)(f)(iv)

Official Information Act (OIA) requests

Police receives approximately 75,000 to 80,000 OIA requests each year, which is more than the combined total for the rest of the Public Service. We operate a decentralised model, with teams based in Police National Headquarters and districts coordinating OIA responses and ensuring compliance with the Act. Police provides your office with copies of all OIA responses where the release involves significant or controversial issues, matters of high public interest, where substantive information is being sent to the media, public websites, or lobbyists, or where the response is to a political party or Member of Parliament. This is on a 'no surprises' basis to enable you to prepare to respond to possible queries.

Media

Police operates a Media Centre seven days a week, which receives approximately 150-200 enquiries a day, and manages almost 18,000 issues, every year. The Police Media Centre is a largely responsive team, but Police regularly engages with news media organisations as part of maintaining important stakeholder relationships.

Police proactively engages on social media through a following of more than 2.3 million followers across several platforms, including Facebook, Instagram, X/Twitter, and LinkedIn. Our social media following is one of the largest and most engaged across the public sector, reaching 5-8 million people per week. This creates a significant opportunity for us to engage with the New Zealand public and our communities.

The Media and Communications team maintains direct links with your Press Secretary about upcoming media releases and responds to requests for support around media enquiries and emerging issues. This includes keeping your office informed whenever there is a high profile or significant event involving a Police response.

Independent Police Conduct Authority

The Independent Police Conduct Authority (IPCA) is an independent Crown entity set up to provide civilian oversight of Police conduct. It is not part of Police – the law requires it to be fully independent. The IPCA is overseen by a Board, chaired by a Judge or a retired Judge (currently, Judge Kenneth Johnston KC, appointed in May 2023). The Minister of Justice is the Minister responsible for the Authority. Under the Independent Police Conduct Authority Act 1988, the IPCA:

- receives complaints alleging misconduct or neglect of duty by Police, or complaints about Police practices, policies and procedures affecting the complainant in a personal capacity
- investigates, where there are reasonable grounds in the public interest, incidents in which Police actions have caused or appear to have caused death or serious bodily harm.

Police has a Memorandum of Understanding with the IPCA under which, pursuant to section 22 of the IPCA Act, the Authority investigates the following matters:

- any matter involving criminal offending or serious misconduct by a Police employee, where that matter is of such significance or public interest that it places or is likely to place Police reputation at risk
- any incident where a Police employee has intentionally discharged a firearm
- any matter where there has been adverse judicial comment against a Police employee or Police practice, policy, or procedure
- any incident involving attempted suicide or self-harm by a detainee in Police custodial facilities
- any unintentional dog bite involving a member of the public.

On completion of an investigation, the IPCA must form an opinion about the Police conduct, policy, practice, or procedure which was the subject of the complaint. The IPCA may make recommendations to the Commissioner. Police generally receives reports from the IPCA in advance of them being published publicly. We will keep your office updated of any high risk/profile matters. We will also inform you about the future release of Authority reports, and our response to them.

Policing the Current and Emerging Operating Environment



This section outlines some of the factors and issues driving our operating environment. Alongside your priorities, we want to work with you to respond to some of the risks and challenges raised in this section. Police considers the following four areas are key opportunities to improve policing outcomes:

- Supporting Police to re-focus on our core business and away from ‘expanded’ activities, particularly in the social domain, by supporting managed withdrawal and advocating for that role to be filled by others. For example, reducing Police’s role in mental health crisis response is a clear opportunity, as is right sizing our response to family harm.
- Prioritising the right type of new policing capability to where it’s needed most.
- Ensuring our property and digital infrastructure is fit-for-purpose to meet modern policing and community needs.
- Enabling Police to operate in the digitally equipped and enabled future, including smarter use of emerging technology tools, to prevent and respond to crime.

Our policing environment is shaped by global and local influence.

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

- increasing pressure on individuals and families, including a higher cost of living, increased deprivation, housing pressures and declining mental wellbeing
- worsening health and education outcomes, coupled with fewer young people being engaged in education or employment – exacerbated by COVID-19
- displacement of communities due to damaged and unsafe housing stock and the associated anxiety for whole communities, even those unaffected by displacement
- a gang environment with more conflict over territory and power, new levels of organisation and the willingness to use violence and firearms associated with a significant and highly profitable drug trade.

Fundamentally, New Zealand remains a safe society in which to live¹. However, our policing environment is under strain due to local and global influences. Feelings of safety are often incongruent with the reality of crime and harm statistics, instead amplified by perceptions of volume crime, gang activity, visibility of Police and media coverage. Like other public institutions, establishing and maintaining public trust and confidence in Police is getting harder.

Our core functions underpin our work...

New Zealand Police receives its formal legislative mandate from the Policing Act 2008, which states that ‘principled, effective and efficient policing services are a cornerstone of a free and democratic society under the rule of law’, and ‘effective policing relies on a wide measure of public support and confidence’. Our policing functions are focused on crime prevention, law enforcement, management of emergency events and national security, and the maintenance of public safety by keeping the peace and providing community support and reassurance. While our formal mandate is found in legislation, we are clear as an organisation that to be effective, we need to police with the trust and confidence of our communities. It is the most important enabler for us to achieve our safety outcomes.

...however, responding to social harm is displacing our focus on traditional visible policing...

Traditionally, police operated and were highly visible ‘on the streets’ – responding to matters of public order and criminal offending in public spaces and conducting reassurance activity, like foot patrols and road checkpoints. We continue to operate in this ‘traditional’ domain. However, the demands on police have shifted over the past 20 or so years and policing is now drawn into a broader role in the social space. When operating in this social domain, our staff are responding to events in people’s homes and are therefore much less visible. This is most clearly demonstrated by the continually increasing volume of family harm, mental health, and child protection calls, but also plays out in other areas like truancy, alcohol and drug abuse, and homelessness.

¹ Global Police Index 2023 rated New Zealand as the fourth safest country after Iceland, Denmark and Ireland.

Where Police time is spent

Police CARD data. Includes Calls for Service and Officer Reported events attended. Shows proportion of total response and attendance duration by Event Class, ranked.



2013



2023

Police will always have a role as a first responder to manage high harm incidents and criminal offending. However, a considerable proportion of this rising social demand is unmet within the public sector or our communities – that is, there is a public need for a response of some form, but that is often not provided for under existing service models, funding, or capacity. As a result, and in the absence of another capable provider, Police is left to try and resolve these non-crime issues and work to produce better outcomes for individuals and communities. This responsibility has been exacerbated by the long-term and long-lasting impact of government policy, structure, and funding decisions; and is enabled by the 24/7 availability of policing resources, our accessibility, our broad public safety mandate and our frontline officers' willingness and capability to 'do the right thing' to help and support New Zealanders in need.

...and digital technologies are driving the growth of cybercrime.

Today, communities are embracing digital connectivity like never before, and we are facing rapid and unprecedented technology changes that directly affects how society functions, and how crime and harm occurs, requiring Police to shift into this new area. The public expects us to work with other agencies and manage cybercrime and cyber enabled events. However, the obligation for Police to take on the role of lead agency for this demand remains unclear. We need platform and service providers to take responsibility for making their environments safe, and we need to educate users about how to keep themselves safe.

Criminals are leveraging opportunities offered by new technologies to serve their purposes, but most digital crimes will also leave a digital footprint, making modern capabilities like data and electronic evidence powerful investigatory tools. Other jurisdictions have invested in digital technology capacity that prove effective in combatting crime. We need to consider the balance between trading off capability and technology opportunities to fight crime against privacy impacts, legislative limitations, public concerns regarding over-reach, and cost.

Operating across these domains is stretching the capacity of our workforce.

Police has legitimate responsibilities across all three domains – traditional (public), social and cyber. We could fully utilise our available workforce in any one of them, let alone attempting to operate across all three. Striking the right balance is a key challenge given the volume, breadth, and complexity of calls for service continues to increase. The cumulative effect of the volume and type of demand our frontline staff face means the nature of policing and the services we offer are now quite different to those once previously provided, and there is an inherent tension in meeting competing expectations in this environment.

In many cases, and particularly so in the social domain, the policing response stretches beyond the ideal functions of a police service to an expanded role where we carry out activities that would more effectively be performed by others – with the right tools, skills, experience and responsibilities. These include supporting people experiencing mental distress and families under pressure.

The fact that Police is increasingly providing a response in the social domain where criminality is often not present provides opportunities to prevent future harm in some cases, but more often limits Police's capacity to respond to other criminal offending the public reasonably expects us to address. This creates pressure and risk for our call takers and operational leaders, who triage and prioritise response to incidents. Responding to calls that are non-criminal in their make-up and yet require further action continues to increase.



Police CARD data. Includes Calls for Service and Officer Reported events attended. Shows attendance by priority coding when reported: P1, P2, P3 and P Other.

Police also faces a change in the composition of crime, with lower-harm volume crime offending being displaced by more serious, violent, complex, and recidivist offending. This crime harm impacts some regions more heavily than others – Northland and Gisborne/Hawke's Bay for instance – but this is not reflective of the distribution of policing resources, which tends to be more reflective of historical resource allocation decisions.

We are constantly making deliberate trade-offs in our deployment decisions to attempt to balance our services to the public. We will always prioritise our response to events that cause the most harm in communities. However, when calls for service or other expectations are greater than our capacity to respond, we must make choices about what not to do. These strategic and tactical trade-offs come with risks that are affecting our service to the public. Over time, this has resulted in increasing the threshold for our attendance and for commencing an investigation, an increasing number of events that go unattended, staff working beyond their capacity, and a deterioration in our service performance, such as call waiting times at our contact centres, or median response times.

We are making a difference in initiatives aimed at preventing crime and harm...

Taking a prevention and community policing approach to our deployment is pragmatic and there is strong evidence that it works. We are making a difference in initiatives aimed at preventing crime and harm, but Police needs to be able to manage the extent of its involvement, with effective partners stepping up, both in the initial response and the public service outcomes sought afterwards.

Our role contributing to cross-agency programmes has been expanding over recent years. For instance, Police currently co-leads the delivery of several cross-government initiatives, including the Transnational Organised Crime Strategy and the Resilience to Organised Crime in Communities work programme, targeting both the supply and demand sides of the drug equation; Te Pae Oranga – a supported resolution option delivered in partnership with Iwi that can be used to respond to offending as an alternative to court; and several multi-agency family harm interventions designed to ensure the immediate safety of victims and children, and to work with perpetrators to prevent further violence.

We have established mental health co-response teams in seven districts, in partnership with Health New Zealand mental health workers and ambulance paramedics or Māori health navigators, to dispatch multi-skilled and equipped teams to individuals in mental distress. The teams improve the service offered to these individuals and support early intervention, crisis responses, and access to health and social support. To manage the increasing volume of family harm calls for service, we are piloting a new triaging system for lower priority events, where an immediate risk to life is not present and often no crime has been committed. This risk assessment and triage process enables more information to be gathered

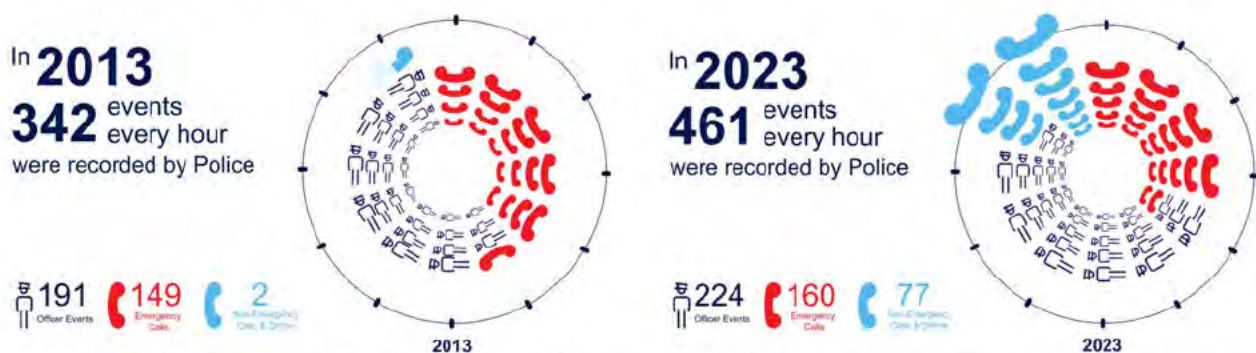
in advance, including updated information from the scene, enabling better decision making about priority dispatch and providing reassurance to victims through timely communication. These trials are also confirming that in many cases, although people are calling 111, they don't actually want an officer at their home – they just want support to deal with their issues.

but Police needs to be able to manage the extent of its involvement, with effective partners stepping up.

We are seeing some success in this prioritisation and partnering approach, particularly in family harm response where there is emerging evidence that overall crime harm is reducing. But it is also true that Police is leading many of these initiatives on the ground, without sufficient consideration of either the capabilities and skills required for successful outcomes or the fiscal and performance implications for our traditional policing role. Police is not able to drive the change that would resolve some of the wider social issues and community dysfunction alone. Communities need us to police well *and* for the underlying drivers of criminality to be addressed. We rely on collaboration with partners across the justice, social, and national security sectors to deliver better, and more preventative, social, and economic outcomes for communities, but need agencies that have the means to deliver this to lean in and reduce the pressure on policing.

Over recent years we have invested in capabilities to respond to crime...

Beyond prevention and partnership approaches, we have invested in capabilities to respond to crime, improve our service delivery and drive efficiencies. As a result, our workforce composition of constabulary, Authorised Officers (AOs) and employees is integral to how we deliver our services to the public. Over the past six years, the Police workforce has grown by over 1,800 constabulary and AO staff and more than 485 employees. This investment has returned us to a similar constabulary to population ratio as 10 years ago and therefore mitigated the demand impact of increasing population size. However, it has not kept up with the other demand pressures outlined above.



Police CARD Data. Includes Calls for Service and Officer Reported events recorded. Shows by source of report: Emergency, Non-emergency, and Officer Reported.

This investment has enabled Police to grow response, community, and serious and organised crime investigatory roles. This weighting toward specialist capability has also resulted in the proportion of constabulary staff dedicated to Public Safety Teams – our frontline responders for emergency calls – reducing over time. The number of dedicated road policing staff has also remained static despite both vehicle kilometres travelled and the number of vehicles on the roads, increasing.

With this growth in staffing, we are significantly more diverse than previously, and this brings unique perspectives and access, but also drives service expectations from the communities we serve. Our internal culture continues to evolve, with a focus on values-based policing and collective effort for shared outcomes. We are highly regarded by members of the public, and that is because of our skilled and professional workforce.

...improve our service delivery and drive efficiencies...

To shift constabulary staff away from administration, we have invested over the past 10 years in more effective and efficient options involving greater numbers of employees – particularly in initial contact, case management, partnership, and technical investigatory roles. As a result, the make-up of our workforce has shifted – in 2013, there were three constabulary officers for every employee; today that ratio is 9:4. We observe that greater investment in staff supporting the frontline may lead to a more noticeable increase in visible policing presence, by freeing up constabulary staff to focus on core policing business.

Our service transformation has included new communication channels. We introduced the non-emergency number 105 and online reporting options in 2019 and 2020. We now answer around one million 111 calls and 605,000 non-emergency (including 105) calls, and process over 195,000 online reports of crime or other incidents each year. We have dedicated AOs in custodial facilities and invested other staff into case management and investigatory support functions, such as financial analysts.

We continue to invest in mobility and digital innovation for frontline staff. Officers now have iPhone apps that provide query, tasking, and reporting capability, and enable them to respond to calls for service, record offences, record victim video statements, issue infringement notices, and complete referrals to social service providers. Our digital notebook is in the process of national rollout which will bring officers' notes online and do away with traditional paper notebooks.

We rely on all aspects of our workforce to work together to support service delivery to the public and ensure constabulary staff are available as much as possible for emergency calls, but we know response staff remain under pressure. Police has begun ReFrame, a multi-year programme which will further modernise the delivery of policing services, transforming how we collect evidence and manage initial enquiries, introduce technology to free up frontline time, and ensure we have the appropriate workforce structure and capability to support new and improved ways of working.

...but our asset base and core infrastructure has not kept pace with this growth...

Our focus on growing staffing numbers and investing in frontline services has meant many of our strategic assets and core infrastructure (including the property portfolio and technology infrastructure) have not kept pace with this growth, or modern technology needs. Essentially, we have adjusted to the considerable growth in our workforce without fundamentally investing in, or changing, the structures that support such a large organisation. In some areas, this is restricting our ability to deploy resources effectively and efficiently, and many of our policing hubs and stations have run out of capacity.

This is best illustrated at the RNZPC which is reaching a tipping point, in both its infrastructure and operating capacity, having opened in April 1981 and being designed for a significantly smaller organisation with different learning and teaching approaches. We have regional policing hubs and stations that were built for another generation and do not reflect modern policing or community needs. We have critical back-end ICT applications, like the National Intelligence Application and Emergency Communications dispatch systems, that require significant modernisation.

...and we face challenges around financial sustainability and maintaining our recruitment pipeline.

Despite additional investment through the 1,800 additional officer initiative, we also face considerable operating expenditure pressures because of inflation-related increases in the cost of the services we procure, the method of service provision (such as moving to software-as-a-service for ICT, and leases rather than owning property), and the impacts of responding to significant unplanned events such as Cyclone Gabrielle and the resulting floods. Increased personnel costs predominately being driven by recent pay agreements are also of concern. These agreements are driving Average Weekly Earnings costs significantly higher, which is having a corresponding financial impact when staff take leave. On current baseline funding, these costs cannot be managed through reprioritisation or new spending set aside in the forecasts, which puts our service delivery at risk. Modernisation of the Public Finance Act, including the introduction of the Justice Cluster and three-year funding envelopes, has been beneficial in terms of being able to invest against a collective strategic vision but has not enabled Cluster agencies to respond to cost pressures like other agencies outside the sector.

Maintaining our workforce is likely to become challenging over the next few years, despite recent and potential ongoing investment. A larger organisation increases the number of staff lost through attrition, even if the proportion of the workforce leaving has remained relatively stable and low. Police must recruit a larger number of people every year to replace staff lost to attrition, and in some regional and provincial areas of the country it is becoming increasingly difficult to maintain a recruitment pipeline. Police's workforce is also ageing, and we expect increasing numbers of staff to leave the organisation during the next decade as they reach retirement.

Finally, as we continue to grow, we will need to ensure any additional capacity and capability within our organisation goes to the areas that need it most, driven by the needs of population growth, crime harm, demand, and geographic distance. Police expects this to require greater investment of new constabulary staff into the northern half of the North Island, with high-growth areas in North Waikato and around Rodney likely needing new policing structures.

Our Strategy



Our Business

The Police Strategy 'on a page' is known as Our Business. Our Business has become the key document in focusing our organisation on our shared goals. It articulates why Police exists, what we're doing, how we're doing it, and how we support each other to deliver for our communities.

It outlines our aspirations to achieve outstanding results to enable us to meet our vision for New Zealand to be the safest country. To us, this means everybody can be safe and feel safe in our communities, in our homes, and on our roads. We do this by preventing crime and harm through exceptional policing. Our vision ensures we continue to look ahead and think about a future where everyone in New Zealand can go about their daily life without fear of harm or victimisation.



Our Goals

In order to achieve our vision, Police has three key goal areas:

Safe Homes: Safe homes means families free from violence, abuse, and neglect. We consistently see the connections between harm occurring in homes, particularly through family harm, and other types of harm occurring elsewhere, including youth offending and gangs. Achieving a shift in our rates of family harm is our most significant opportunity for a generational circuit-breaker, and the reason why Police is so focused in this area, working alongside our partners and communities. Safety at home is generally compromised either as a result of harm or violence created within the home, or through an intrusion into the home such as burglary.

Safe Roads: The rate of deaths and serious injuries on our roads is high by OECD standards. Our focus on ensuring safe roads directly addresses those factors known to contribute to the greatest harm, specifically: not wearing seatbelts or using child restraints; impaired driving from alcohol, drugs or fatigue; distracted driving; and speed.

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

community safety. We recognise the important part that police visibility plays in creating public reassurance and improving perceptions of safety. Another key focus is tackling organised crime and unlawful behaviour by gangs. Retail crime has been to the fore in the period post-COVID-19 and we are working hard to improve our impact in this area.

Our Priorities

Focused prevention through partnerships - focused Police effort and working with others to achieve better outcomes

Police is unique within the public sector as an operational organisation that sits at the nexus of a number of different sectors – justice, social, health, child protection, transport, emergency management, national security and others. This position reinforces that many of our goals cannot be achieved if we work alone – and that we are particularly well placed to bring others together across government, with Iwi, the private sector, and within communities, to work in partnership to achieve public safety.

We continue to build our organisational capability to develop and maintain sustainable partnerships across all communities. There are a range of organisations well placed to address some of the underlying drivers of crime and harm. Our focus continues to be on helping our partners to be successful and ensuring there are appropriate service and referral mechanisms in place for those individuals we identify who require services or interventions to prevent future offending, harm, or trauma.

Deliver the services New Zealanders expect and deserve - understanding and providing what the public want from their Police

A dynamic and changing environment creates new challenges for Police to deliver the services our communities expect from Police. Our focus is on ensuring we truly understand the needs and expectations of our communities, recognising that every community is different. This includes doing the basics of policing exceptionally well. All New Zealanders want to know Police will respond quickly when called to an emergency, will investigate robustly, and support victims fairly.

We have mechanisms in place to capture the voices and opinions of our communities. We intend to expand the breadth and depth of these mechanisms, with a focus on all those who receive our services: victims, offenders, and the general community, and doing so in a way that gains deeper insight into the motivations and aspirations of these communities. We are building capability to enable us to work effectively with our communities to design new initiatives and services that are evidence-based.

Be First, then Do - strengthening how and who we are as an organisation

It's vital we stay focused on building strong organisational leadership, culture and capability. We rely on these things to be effective in a changing criminal and societal context. We expect our people to have unimpeachable integrity and bring humanity to every interaction – both within their community and with each other. We need to ensure our people have the skills, knowledge, and experience to be successful.

Police is committed to fostering a culture that supports and values its people and enables them to deliver fair and equitable services for communities. We are focused on building the capability of our leaders to lead and are ensuring we have a strong focus on managing performance and ensuring effective decision making.

Our Operating Models

Prevention First is the national operating model for Police. It points our people to the idea that everything we do is focused on our mission to prevent crime and harm – whether it is investigators taking a prolific offender out of circulation to prevent further offending, or community staff working with a local community to improve the safety of a problematic location. We aim to bring insights about what works to reduce crime to inform our deployment and decision-making. A key part of achieving these outcomes is ensuring other partners are stepping up to take responsibility for things they can do to improve public safety.

Te Huringa o Te Tai (the turning of the tide) is our Māori strategy. It describes how we aim to work with Iwi and Māori to reduce Māori offending and victimisation. Police continues to identify new ways we can work with Māori to achieve their aspirations for their communities. Our focus is shifting from developing strategic partnerships to delivering on our strategic intentions through practical, operational ways of working with Iwi and Māori that lead to better outcomes.

Policy and Operational Priorities



This section outlines existing policy and operational work that is underway across Police, grouped into topical issues. Some of this work has Cabinet decisions or reports-back which are required, and for others we seek your direction on whether work should start, stop, or continue. These key ministerial decisions are shown in blue boxes, such as this.

Organised Crime and Gangs

Organised crime is a corrupting influence worldwide, undermining community prosperity, proper governance, economic development, and national security. The organised criminal landscape in New Zealand continues to be shaped by continued deportations from Australia, advances in technology bringing efficiency, connectivity, and new pathways for criminals to do business, and New Zealand's high wholesale and retail drug prices.

Transnational Organised Crime (TNOC) is a core issue in the National Security Strategy, recognising the significant risk it poses to New Zealand communities. This is evidenced by the wide variety of TNOC activities impacting our country, including continued targeting by international and domestic criminal networks, and the extensive financial profits available - all of which have the potential to cause significant harm and tarnish our country's reputation. TNOC activities include people trafficking and migrant exploitation, illicit drug trafficking, environmental crimes, trade-based and border security crimes, cyber-enabled and cybercrime, and various forms of financial crime.

Drugs and addiction are a major source of harm in our communities, with wastewater testing nationwide identifying significant drug consumption across urban and rural areas - the latest testing indicates at least 14.7 kilograms of methamphetamine, 7.5 kilograms of MDMA and 2.6 kilograms of cocaine was consumed across 38 sample sites during one week in September 2023. Addiction to methamphetamine and other drugs creates and exacerbates financial hardship, family harm, child welfare concerns and has a significant impact on offending behaviour. We focus enforcement on individuals and organised criminal groups who cause the most harm through the importation, production, and supply of high harm substances, and in 2022/23 prevented \$513 million of social harm from the illicit drug trade. Police also supports individual users to access health and social services where they are available.

Enforcement activity targeting Gangs

There is significant public concern about visible anti-social activity and gang-related violence. Escalating tensions between gangs, the most transparent being competition for territory, influence in the illicit drug market, and rivalries, has resulted in an increase in overt public displays of unlawful behaviour, including violence and the use of firearms. This violence poses a significant risk to the public and our staff and causes harm and concern in our communities.

The vast majority of our organised crime effort goes into enforcement, and our goal, under Police's five-year organised crime strategy – *Organised Crime and Our Operational Response* – is for communities to be resilient, strong, and thriving in the absence of harm caused by organised crime. Previous experience shows that in times of escalating gang violence and tension, a concerted enforcement effort and the targeted policing of gangs is a necessity to prevent, suppress and disrupt gang violence.

Since June 2022, Police has undertaken Operation Cobalt: a national operation focused on reducing the prevalence of unlawful behaviour and intimidation by gangs, in our communities and on the roads, with all Police districts allocating resources to the operation. Police has broadened Operation Cobalt to include those serious violent offenders who may not be associated to gangs but are at high risk of inflicting harm to Police or communities. Identification of these offenders is managed through a system developed by the Police National Intelligence Centre, with appropriate disruption, prevention and enforcement activity undertaken by district-based staff through the Tactical Response Model framework.

The Criminal Activity Intervention Legislation Act 2023 created new powers and offences to better prevent and respond to harm caused by criminal offending, including that commonly associated with gangs, such as inter-gang conflict, money laundering and dangerous behaviour on our roads. Police can now apply for a warrant to search and seize weapons during a gang conflict within a defined geographical area. The warrant can be granted for up to 14 days and can be executed on more than one occasion in connection to all locations and vehicles covered by the warrant.

As of 6 October 2023, Police has obtained a gang conflict search warrant in response to three separate conflicts (Bay of Plenty, Central and Eastern). In each instance, the gang search warrant has proved very effective at disrupting and suppressing gang conflict. Gangs' awareness of the gang conflict search warrant and the search powers it authorises is increasing. Police considers this is having a positive impact on gang violence by suppressing the carriage of firearms/weapons by gang members.

Gang Harm Reduction

Budget 2022 funded 40 new Gang Harm Reduction Officer roles to support an associated operating model as part of the Resilience to Organised Crime in Communities (ROCC) work programme outlined further below. These roles were funded to actively engage with gangs to disrupt high-harm behaviour and the associated impacts on communities before it occurs. A proof of concept has been operating in the Bay of Plenty since 2019 to help create a safer operating environment for our staff and reduce demand on Police resources. A wider pilot, approved in November 2021, has expanded work in the Bay of Plenty and implemented the new Gang Harm Reduction model in Counties Manukau. The scope of the pilot also includes conducting an independent assessment of the model to inform a national rollout. The complete national rollout is set to commence in 2024 following the current pilot.

Transnational Organised Crime and Resilience to Organised Crime in Communities

Together, the TNOC Strategy and the ROCC work programme create a strategic framework that enables New Zealand to push back against organised crime and help keep our communities safe. These complementary programmes bring together more than 30 partner agencies, our international partners, and numerous local leaders and Iwi across seven domestic locations. The TNOC Strategy focuses on 'supply' and the international context of organised crime, while ROCC addresses the harms and social drivers of organised crime, focusing on domestic 'demand'.

The 'Preventing Community Harm from Organised Crime: Cross Agency Response' budget initiative invests \$94.5 million to support the response to the TNOC Strategy and ROCC, and deliver other initiatives targeting firearms trafficking, the management of returning deportees, enhancing our wastewater and gang intelligence capabilities and the rollout of the Gang Harm Reduction model.

The TNOC Strategy provides the systematic strategic intervention to complement New Zealand's strong enforcement approach. It supports Police and partner agencies' business-as-usual responses to organised crime, with TNOC Action Plans containing cross-agency activities aimed at system-level understanding and interventions. The Year Four Action Plan was approved by the National Security Board in July 2023. Key activities for Police include the implementation of the strategic intelligence TNOC Fusion Centre (hosted by Police), s9(2)(f)(iv), and a TNOC exercise as part of the National Exercise Programme. Police and New Zealand Customs Service are the strategic coordinating agencies for the TNOC Strategy, and a dedicated TNOC Secretariat is hosted by Police.

ROCC combats domestic organised crime by combining social and economic intervention with targeted enforcement action to build local community resilience. Since 2020, ROCC has worked to develop the fundamental components of the programme in its original four locations (Eastern, Bay of Plenty, Southern, and Counties Manukau Districts) as well as the relationships, governance, network, and levers that set ROCC up to best support communities. Expansion to Northland, West Coast, and Porirua has commenced. We aim to complete the ROCC establishment phase in these locations by early 2025.

On 1 July 2023, budget funding of \$16 million became available for initiatives seeking to build resilience to organised crime in ROCC locations. A further \$16 million becomes available from 1 July 2024. This \$32 million is being allocated through the ROCC funding model (developed with the Ministry of Social Development and ROCC partners). Funding decisions are made with support from the local community ROCC funding panel, chaired by the relevant Regional Public Service Commissioner.

s9(2)(f)(iv)

Firearms Safety

The arms regulatory system provides a framework for the safety of New Zealanders and manages the risks associated with the use of firearms. The system both regulates the legitimate use and users of firearms and establishes an enforcement framework for unsafe and unauthorised use, allowing Police to intervene in cases of unsafe or unauthorised access to firearms, while avoiding excessive compliance burdens on legitimate users. The core principle of the system is that firearms use is a privilege, not a right, and, given the risks associated with firearms, only fit and proper persons who can meet safety and security requirements should be permitted to possess firearms.

The system regulates approximately 234,000 firearms licence-holders possession and use of an unknown number of firearms (previously estimated to be at least 1.2 million) in New Zealand. In addition, an unknown number of firearms are held unlawfully. New Zealand's fatalities associated with firearms are predominantly suicides, followed by criminal offending and accidents. Around 25 percent of total homicides were firearms-related in 2020, compared with 11 percent in Australia and four percent in the United Kingdom. This rate has traditionally been high for a country our size.

The regulatory system has undergone a significant programme of change over the four years following the March 2019 terror attack and subsequent Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 (the Royal Commission). Given these regulatory changes are relatively new and that some elements, such as the Firearms Registry, are still in the process of being implemented, it is too soon to determine the effectiveness of these changes. Nevertheless, there continues to be strong evidence from frontline policing of the importance of these changes to reduce unlawful possession and use of firearms. Police is continuing to monitor outcomes that will feed into future reviews of the regulatory system.

Firearms Enforcement

Police has a Firearms Investigation Team (FIT) within the National Organised Crime Group. This team, comprising investigators and an intelligence capability, focuses on the top end of illicit firearms supply and manufacture in New Zealand and internationally. Police has been focusing on:

- the diversion of legal firearms to the illegal market, otherwise known as 'straw purchasing', which typically involves a person with no criminal history purchasing firearms and then on-selling them, often to unlicensed individuals. To date, 50 percent of all FIT investigations have involved offending by firearms licence holders.
- collecting and analysing licenced firearms dealers' sales data from 2019 up until the introduction of the firearms register on 24 June 2023, resulting in firearms licence holders suspected of diversion being referred for investigation.
- implementing source tracing of firearms with access to the US Bureau of Alcohol, Tobacco, Firearms and Explosives e-Trace database, which enables the submission, retrieval, storage and querying of firearms information to identify firearms trafficking patterns, geographic profiling of criminal hotspots and sources of legal/illicit firearms to support proactive response or investigations.
- establishing an Armourer position at the Auckland Mail Centre as part of an ongoing project to make the border more resilient to the importation of firearms and parts.
- s6(c)

Firearms Safety Authority

The Firearms Safety Authority (FSA) is responsible for regulatory functions including overseeing lawful firearms possession in New Zealand, to ensure firearms possession is limited to those who are fit and proper to possess firearms, and who comply with their legal obligations. FSA uses compliance tools to deter and prevent diversion and the illegal modification of firearms, and regulates firearms clubs and ranges, firearms dealers (including gun smiths and collectors) and manages the permitting of firearms imports. FSA is implementing an intelligence-led, risk-based, digital approach to the arms regulatory system.



Close operational cooperation and timely and accurate intelligence sharing between FSA and Police is vital for joint success. Shared intelligence supports frontline staff safety and the work of Police in the organised crime space.

FSA currently operates as a branded business unit within Police with its own separate identity and financial appropriation within Vote Police. Although having a separate appropriation, many of the corporate services (e.g. ICT infrastructure, enterprise systems, payroll, and property) are provided by Police. Given this, FSA's appropriation is not representative of the full costs of the unit. We note the intention in the National – ACT Coalition Agreement to shift the FSA to another department. We can provide you with advice to support this process.

Funding for FSA

Budget 2022 funding of \$208 million over four years was agreed (excluding \$29.7m of contingency cost) to establish and operate FSA, deliver the Firearms Registry, and improve the firearms licensing system, subject to tagged contingency requirements. This is part of an 11-year funding pathway approved by Cabinet in March 2022.

Cabinet has rescinded the remaining tagged contingency requirement that the drawdown of funding for the operation of FSA from 2024/25 onwards required the implementation of a revised firearms licensing fee schedule. This provides more time to make decisions about fees. Police requires at least three months to implement amended fees and up to nine months to create the required systems and implement new fees where a fee has not previously been set.

Cabinet agreed in principle that the drawdown could occur subject to agreement from you and the Minister of Finance. This drawdown will need to be agreed by 1 March 2024 to enable FSA to continue operating. You will be provided with a briefing seeking joint agreement with the Minister of Finance to the drawdown, which is for operating budget in 2024/25 and outyears.

Minister's Arms Advisory Group

The Minister's Arms Advisory Group (MAAG) is a statutory Ministerial advisory body to advise you on matters that contribute to achieving the objectives of the Arms Act, in particular the safe use and control of firearms. The MAAG comprises a chairperson and up to eight other members from both the firearm-owning and the non-firearm-owning community. The MAAG may provide advice on any matter relating to firearms in New Zealand, including legislative proposals, policies for regulating New Zealand's firearms regime, and the promotion of firearms safety.

When the MAAG was established, the terms of the members were staggered to avoid the risk of all positions expiring at the same time. The third and final tranche of first appointees' terms expire in April 2024 and a process for either their replacement or reappointment is currently underway. You will receive advice relating to this soon.

Resources and administrative support for the MAAG are provided by Police in accordance with section 89(4) of the Arms Act. The MAAG alternates between in-person full day meetings every two months and shorter online meetings in the 'between' months. The MAAG members will be keen to meet you and the Chair will invite your participation in each of their meetings.

Firearms system governance and performance

A cross-agency oversight board, the Firearms System Oversight Group (FSOG), was established in November 2022 to oversee the full firearms environment and direct interventions to improve firearms safety. FSOG is chaired by the Commissioner of Police and comprises senior representatives from Police, FSA, New Zealand Customs Service, Department of Conservation, and an independent member from WorkSafe. To support FSOG oversight of the wider firearms system, a comprehensive system performance framework and evidence reviews are progressing. Across-system activity is also underway, including work with the New Zealand Customs Service to improve the import permits process and support for the Department of Conservation to operationalise Registry requirements, as recommended by the Office of the Auditor General. FSA and FSOG provide updates to the MAAG and the Minister of Police.

Retail Crime

Retail Crime continues to grow in reporting volume, alongside concerns of increasing threats and violence. In part (particularly for lower-level theft from shop offending) this is due to improvements in reporting mechanisms for victims. Approximately 15,000 retailers across New Zealand are now part of the retail crime reporting platform Auror, which has a partnership with Police. Addressing the underlying drivers of retail crime requires a shared effort with partner government agencies and retailers.

Police's National Retail Investigation Support Unit (NRISU) works in close partnership with key retail sector representatives, such as Retail New Zealand and Auror. It provides resources and guidance to prevent retail crime and investigates and collates files of high-volume and prolific retail offenders across New Zealand to ensure they are held accountable. As of 31 August 2023, the NRISU has investigated 289 offenders, totalling 1,583 offences – 90 percent of which are theft from shop offences. In the past five years there has been a significant increase in retail/commercial burglaries in which entry was by means of a vehicle (known as ram raids). Offending reached a peak in August 2022 and has fallen since that time, with numbers now the lowest they have been since October 2021.

More recent ram-raid offending is likely driven by a combination of young people exposed to a negative home environment, disengagement from school and communities, the monetary gain from stealing certain goods, and the use of social media, particularly TikTok, to promote their criminal offending and gain notoriety. There is no current evidence that the offending is being driven by youth gang affiliation or membership, although some offenders do have gang associations. Retail stores and dairies/superettes remain the two most common scene types for ram raids.

Police has been successful in responding to ram-raid offending, which has a very high rate of resolution. Of the 1,385 incidents between 1 January 2022 and 31 July 2023, Police has taken enforcement action against 864 offenders and referred 368 offenders for youth aid follow-up. There are challenges associated with ensuring effective responses to the most prolific youth offenders, which has caused frustration for frontline staff and allowed offending by some to continue after multiple apprehensions.

Retail Crime Prevention Programme

In mid-2022, Cabinet agreed to establish the Retail Crime Prevention Programme (RCPP) to fund crime prevention solutions, such as installing bollards, alarms, CCTV systems, fog cannons, or other protection for small business retailers who have experienced a ram raid since 1 November 2021. Police is currently responsible for the management of the programme s9(2)(f)(iv)

As of 22 November 2023, 739 stores who have been the victim of a ram raid and/or aggravated robbery, have had installations completed. A total of 3,241 security interventions have been completed and invoiced by contractors. An evaluation of the programme is due to commence shortly.

In late 2022, Cabinet agreed to a new Fog Cannon Subsidy Scheme (FCSS) in which the Government will subsidise up to \$4,000 for the purchase and installation of fog cannons for any small retail business that requests it, with no requirement to have been the victim of a ram-raid or aggravated robbery to access the subsidy. This scheme is administered by the Ministry of Business, Innovation and Employment (MBIE). As of 30 September 2023, MBIE have approved 2,877 applications from retailers, with 2,173 installations completed.

We will seek your agreement around options for the future of the RCPP shortly.

Children and Young People

Police currently contribute to significant work programmes to improve child wellbeing and youth justice processes. The causal factors of children and young peoples' offending behaviour are complex and multifaceted. Our aim, wherever possible, is to keep children and young people out of the justice system and to support them to thrive and lead lives free from offending. It is only a minority of youth who engage in offending in New Zealand. Around 98 percent of 10-to 17-year-olds have no contact with the youth justice system, and the majority of children and young people who offend commit only minor to moderate crimes and are dealt with by Police through alternative action in our communities.

There have been encouraging long-term trends for most child and youth offending indicators over the past 10 years (2011/12 – 2021/22). Offending and re-offending rates for this group have decreased over this period. However, given the extensive recidivism of a current cohort of youth offenders, a key challenge is prevention and early intervention to both reduce the harm done by those who offend, and prevent other youth engaging in crime. By the time a child or young person is interacting with a Police Youth Aid officer and/or engaged in the youth justice system, there has often been many opportunities to provide support to target the risk factors that make it more likely that a child or young person may commit crime, such as disengagement from school, reports of concern about their care and protection, substance use, family harm, or housing transience. Police works collaboratively to foster relationships with our social, health and education partners to improve support where children and young people present early signs of need.

Children and young people who offend

The youth justice system responds adequately to the majority of children and young people who offend. However, some settings mean that agencies do not always effectively or promptly respond to children and young people who require more intensive intervention to address the underlying causes of their offending and behaviour. There is a particular focus from Police and Oranga Tamariki on serious and persistent offending by children and young people, including responding to their involvement in ram-raids. Cabinet agreed a package of legislative proposals in mid-July 2023, addressing serious offending by children and young people. The proposals include s9(2)(f)(iv) introducing aggravating factors at sentencing applying to adults commissioning offending by children or young people, and to any person being sentenced who has livestreamed, posted online or shared a recording of the offending; and a new ram raid offence, with a maximum penalty of 10 years imprisonment (as opposed to aggravated burglary which has a 14 years' imprisonment penalty), that will apply to a person aged 12 and older.

To implement these changes, the Ram Raid Offending and Related Measures Legislation Bill has been referred to the Justice Select Committee. We continue to work with the Ministry of Justice and Oranga Tamariki on the proposals and preparation for Select Committee consideration of the Bill. The Bill received a section 7 report from the Attorney-General under the Bill of Rights Act 1990 (appears to be inconsistent with the Bill of Rights), with the Attorney-General finding that the application of the new offence to 12 and 13-year-olds was not a justified limitation to the minimum rights of a child to be dealt with in an age-appropriate way.

s9(2)(f)(iv)

[REDACTED]

Police will provide advice on further reforms to strengthen the response to children and young people with serious and persistent offending.

System responses to children and young people who offend

Police and Oranga Tamariki have developed proposals to address system issues in the response to children who offend, with a particular focus on serious or persistent offending. The system response to children who offend is a combination of the care and protection and youth justice systems, recognising offending is often driven by underlying wellbeing issues. The broad challenge in responding to children with offending behaviours is addressing both the offending behaviour and the often-complex needs of the child and their families. These needs usually extend into the social sector, particularly education and health services.

The South Auckland Social Wellbeing Board is operating a model based on the effective Counties Manukau Multi-Disciplinary Cross Agency Team (MDCAT) approach. The team is co-located in Manukau and brings representatives from social agencies and NGOs together to co-ordinate, develop and monitor plans for children and young people referred for serious or persistent offending behaviour. A similar model has been rolled out in Waitākere, Hamilton and Christchurch.

Separately, Police and Oranga Tamariki are piloting a 'Fast Track Intervention' model in these locations for children and young people who have offended within the previous 24-hours. If the young person meets the criteria of a serious and persistent offender, an interim plan is developed within 48 hours that aims to reduce the risk of further offending and put appropriate support systems in place. This includes immediate home visits to whānau which may also occur over weekends. The Fast-Track Intervention model only involves Police and Oranga Tamariki and an initial assessment, but this often leads to a referral to the MDCAT approach. Since the pilot began in mid-December 2022 and as of 30 September, there have been 356 referrals through the model (267 children and young people in total with 21 percent of those children or young people being referred multiple times) s9(2)(f)(iv)

. On 5 September 2023, an enhanced model was launched in Auckland targeted for up to 60 recidivist young offenders and their whānau. The enhanced model will provide better responses to this cohort through intensive support social workers and more comprehensive plans.

The Joint Family Group Conference Protocol for Children who Offend came into effect in August. These protocols streamline formal processes, with a focus on agency roles and responsibilities, including care and protection applications made by Police when a child's offending causes serious concern for their wellbeing, and the role of Oranga Tamariki in response.

Police has also secured funding to test Te Ara Whānau Waiora (Pathway to Family Wellbeing), an initiative developed in partnership with Oranga Tamariki based on advice and feedback from the Ministerial Youth Engagement Group, Te Pae Oranga providers, Police and Oranga Tamariki staff, working directly with young people. This pathway aims to be more inclusive and supportive to resolve the underlying drivers and stressors which exist for the child or young person and their whānau, leading to undesirable behaviour and harmful outcomes for them and their communities.

Road Policing

Police is one of several agencies with responsibility for ensuring our roads are safe for all road users. We are committed to reducing death and serious injuries on our roads and are working alongside our key partners, NZTA and the Ministry of Transport, to deliver evidence-based interventions to achieve road safety outcomes. Police's contribution to sector-wide road safety efforts is particularly important, with 374 deaths on our roads (provisional figure) in 2022 - the highest number for many years. As of 31 October 2023, 276 people had died on our roads, compared to 303 at the same time last year.

Police's prevention and enforcement activity must be delivered alongside appropriate road safety partner activity, such as infrastructure improvements, camera expansion, safe vehicles, and other safe system activities. While Police, NZTA and the Ministry of Transport all have individual accountabilities and responsibilities, the activities of each are interdependent to achieving improved road safety outcomes. The actions of one agency will not deliver the desired road safety outcomes if those by another are not progressed.

Road Safety Partnership Programme (RSPP)

The RSPP is a three-year statutory agreement with NZTA that outlines a programme of road policing activities to be delivered by Police for the main purpose of achieving road safety, in alignment with the Government's road safety strategy. The current RSPP runs until 30 June 2024 and is the mechanism for \$1.24 billion in funding for Police from the National Land Transport Fund.

Police is currently in negotiations with NZTA for the upcoming RSPP 2024-27. Police is focused on targeting prevention and enforcement activities to the behaviours we know cause the most harm: improper use of seatbelts and child restraints, driving while impaired by alcohol, drugs or fatigue; distracted driving (predominately the use of mobile phones), and speed (collectively known as 'RIDS'). While Police is still to meet some desired activity levels set under the RSPP, delivery of road safety prevention and enforcement activities in the 2022/23 fiscal year significantly improved, including:

- over 2.6 million alcohol breath tests performed in the fiscal year. While below the desired activity of 3 million, this was the highest level of testing recorded in several years and is almost one million more tests than were performed in the previous fiscal year.
- Mobile phone enforcement achieved the goal of an increasing trend with 53,093 offences detected. This was an increase of 31 percent from the previous fiscal year and the highest ever recorded fiscal year total.
- Rural speed enforcement has increased nationally to 54.6 percent for the fiscal year (up from 51.8 percent the previous year). This deliverable was the primary focus of Operation Open Roads which took place in the last seven months of the fiscal year and was in a direct response to the 75 percent of road deaths in 2022 that occurred on rural, high-speed roads.

Funding levels for the next RSPP are yet to be determined; previous indications suggest this is likely to be approximately \$1.34 billion. As part of this process, Police will ensure evidence-based decisions are made, that consider how Police could effectively operate in the short (3 year), medium (3-6 year) and longer term (10+ years). The Minister of Transport will determine a date (estimated to be March or April 2024), to review and sign off the model and investment, with the intention of implementation for 1 July 2024.

In the past year, the current RSPP's measures were collectively revised by NZTA, the Ministry of Transport, and Police. While Police awaits formal approval of the revised measures, in July 2023 Police implemented and has begun delivering against them in anticipation of Ministerial approval being received.

s9(2)(h)

Fleeing Drivers

On 29 May 2023, Police introduced a revised fleeing driver policy. This includes an enhanced risk assessment framework to help officers determine the appropriate response when a fleeing driver event occurs and to ensure offenders are held to account for their actions.

In August 2023, the Land Transport (Road Safety) Amendment Bill was passed. The Bill gives Police additional tools to hold fleeing drivers to account, by increasing licence disqualification and vehicle forfeiture as sentencing options, creating a new power to enable an officer to seize and impound a vehicle for 28 days if the registered owner of that vehicle fails to provide information about a fleeing driver, and expanding the period an enforcement officer may seize and impound a vehicle from 28 days to six months, if the officer believes on reasonable grounds that the person driving the vehicle has failed to stop. These provisions come into force on 1 March 2024.

During the policy development phase for the Bill, Police advised that a high number of vehicles impounded for six months were likely to be abandoned, due to their low value relative to the towing and storage costs, which must be met before the vehicle is returned. If this occurred, towage and storage operators could stop accepting Police-ordered impoundments or risk significant financial loss in unpaid fees (approximately \$2,250 per vehicle). There are already limited towage operators available and willing to support Police, particularly in provincial and rural areas.

The Bill was to include a financial assurance scheme to support the towage and storage industry, but the funding regime was removed before the Bill passed. Instead, the legislation requires the owner of a vehicle impounded for six months to enter into payment arrangements with the towage and storage operator within 38-days. If payment instalments are not arranged within this timeframe, the vehicle is deemed abandoned and can be scrapped or on-sold by the storage provider.

s9(2)(g)(i)

Police will provide you with advice on any issues it experiences as a result of this new legislation.

s9(2)(f)(iv)

Justice Sector

Police is one of six Justice sector agencies, alongside the Ministry of Justice, the Department of Corrections, the Serious Fraud Office, Crown Law, and Oranga Tamariki. The Justice Sector Leadership Board (JSLB), comprising the Chief Executives of the Justice sector agencies, is responsible for the collective agency contribution toward improving the performance of the criminal justice system, governing sector performance, overseeing planning to improve services and performance, and managing sector investment. Justice Sector Ministers meet with the JSLB regularly to discuss system performance and support collective opportunities to deliver better outcomes for those experiencing the justice system.

Over time, there have been significant increases in the numbers of District Court cases awaiting trial, and the time taken to resolve them. This presents risks to the integrity of, and public confidence in, the court system and adversely affects participants including defendants, victims, and witnesses. As a key agency within the Justice Sector, Police is committed to improving justice system performance. We are heavily involved in the delivery of a cross-sector programme of work that integrates Priority Based Rostering and Scheduling (judicially driven, Ministry of Justice led), the recently established Prosecutions Uplift Programme (Police led) and outcomes from both the Criminal Process Improvement Programme (Ministry of Justice led) and the Remand Action Plan (Department of Corrections led). This programme will ensure that the justice system has the resource, practice, and processes in place to support timely and appropriate case progression which will be foundational to improving justice system performance.

Police is also working to support other sector programmes including Te Au Reka - a Ministry of Justice-led initiative to digitise a case management system for Courts, and the Crown Law Office review of the Solicitor General's Prosecution Guidelines.

Prosecutions Uplift Programme (PUP)

The Police Prosecution Service (PPS) provides prosecution and Police diversion services on behalf of Police. It operates out of 41 offices across New Zealand, servicing 58 district courts, and manages about 90 percent of all prosecutions filed in New Zealand. In 2022/23 approximately 70 percent of all formal Police resolutions were prosecutions (comprising approximately 185,000 charges). PPS is responsible for reviewing decisions to prosecute, in accordance with the Solicitor General's prosecution guidelines and, where prosecution is appropriate, for progressing prosecutions to resolution. While PPS offices are based in Police districts, the group operates as a national service centre.

Prosecution continues to play a critical role in holding offenders to account, and in ensuring the public and victims are safe and feel safe. Increasingly, it also enables those affected by offending to participate in supported resolution and rehabilitative programmes. In recent years, the district court has invested heavily in a range of specialist therapeutic and problem-solving courts, with a preventive focus (e.g. Alcohol and Other Drug Treatment Courts, Family Violence Courts, and Homelessness Courts). The therapeutic and restorative ethos of the district court has been accelerated through the Chief District Court Judge's Te Ao Marama vision, and the ongoing expansion of problem-solving approaches aimed at the prevention of further offending. Police and PPS support and actively participate in these preventative initiatives, where it's considered they offer a safe and effective resolution option. PPS also manages the Police Adult Diversion Scheme, which is a post-charge initiative offering some offenders the opportunity to be diverted from the full prosecution process for first time and/or low-level offending.

In July 2023, Cabinet authorised \$26.016 million funding over two years (2023/24 and 2024/25) for PUP. This will enable Police to take a consolidated approach to delivering to the outcomes of the Criminal Process Improvement Programme, priority-based scheduling, and file quality improvement, and temporarily uplift its prosecutions capacity while developing nationally consistent processes.

The programme has three key workstreams:

- **Initial Appearance and Bail:** focused primarily on working with frontline staff to improve existing systems (processes, practices, and tools) and address some of the pain points that can delay efficient progression of cases in the initial stages of prosecution.
- **Meaningful Court Appearances:** focused primarily on working with File Management & Transcription and Criminal Justice Support Unit staff to improve case preparation and case quality and timely criminal disclosure, starting with the three Auckland Districts (Waitematā, Auckland City, and Counties Manukau) before scaling solutions nationally.
- **Case Progression and Resolutions:** focused primarily on working with PPS to increase capacity and build a sustainable workforce through a combination of people and process improvement-driven solutions, including using the flexible work arrangements and remote teams successfully trialled as part of Operation Surge.

PUP funding will cover two years of the resourcing uplift; however, there is not continuous uplift beyond 2024/25. PPS has historically struggled to resource particular parts of the country due to lack of market resource supply and underfunding, exacerbating problems in high volume areas (e.g. Auckland and the Lower North Island). A reliance on localised and paper-based systems has also prevented systematic resolution to problems and impacted efforts to create national consistency. A significant component of PUP funding is for 85 additional full-time Police employees, which will enable frontline staff redeployed for Operation Surge (Police's initial tactical response to Priority Based Rostering and Scheduling) to move back to the frontline and provide increased capacity in PPS. PUP is focused on establishing a much better way of working, addressing these underlying issues so prosecution cases are of a consistently high standard. If this is achieved, it would require resourcing in the long term.

ReFrame

ReFrame is a multi-year transformation programme designed to ensure our frontline teams are better supported in initial scene attendance, collecting information and evidence, support for victims, and making effective resolution decisions. Current processes and ways of working are inconsistent, fragmented and no longer fit-for-purpose. This impacts on the ability of Police to deliver quality core services and contributes to poor resolution decisions, court inefficiencies and remand delays, and poor criminal justice sector outcomes for victims, offenders, their whānau and communities.

ReFrame will focus on:

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

ReFrame has a clear distinction between the two-year delivery focus which has been funded by Cabinet in April 2023 (planned expenditure of \$44.52 million from 2022/23 to 2024/25) and a longer-term six-year ambition of ReFrame to transform policing services. This approach recognises the significant work and investment required to future Police ICT infrastructure to deliver the digitisation of the case management process. The funding available until 30 June 2025 will focus on delivering efficient processes and tools (i.e. time savings) to frontline activities.

Te Pae Oranga

Te Pae Oranga (TPO) is delivered in partnership between Iwi Māori and Police and is a supported resolution option Police can use to respond to offending, as an alternative to court. TPO holds participants (people who've offended) to account and enables them to put right the harm caused by offending and help them get their lives back on track. It is available to people of all ethnicities and from all walks of life. Formal evaluation has shown that TPO led to a 22 percent reduction in harm from re-offending compared to an equivalent cohort of cases proceeding through the District Court.

Underpinned by te uara Māori (Māori values), and leveraging existing Iwi infrastructure, TPO panel processes use tikanga Māori and restorative justice practices to address offending while also looking at issues that can lead to reoffending behaviour. When Police refer a participant to TPO, a panel of experienced community leaders, who are vetted and trained, support the participant to develop a plan to put right the harm caused, and connect them to help to address underlying issues. Outcome plans include restorative actions participants must complete such as: apologising to victims, paying reparations, community work, or obtaining a driver licence. Victims are encouraged to participate in the panel processes too.

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

Victims

The Victims' Rights Act details specific rights for victims of a crime. Police and other agencies have obligations to a victim as soon as an offence is reported, irrespective of whether this results in a charge being filed. There are other obligations Police has to victims e.g. under the Bail Act 2000 and Evidence Act 2006. We partner with Victim Support to provide timely referrals for victims of crime and trauma in need of support. We are the lead agency for two of three current sector pilots: Pilot one - Improving safety planning and coordination for section 29 (Victims' Rights Act 2002) victims; and Pilot three - Improving section 29 victims' voice in bail hearings – both based in Whangārei. These programmes are funded to operate for 12 months through until 30 June 2024 and provide an opportunity to address known 'pain-points' in the victim's journey while informing the development of the Victims Operating Model.

Family Harm and Sexual Violence

The incidence of family harm reported to Police has increased by 81 percent from 232 to 420 events per 10,000 population between 2013 and 2023, and the amount of time we spend attending family harm has doubled from 10 percent to 19 percent (as a proportion of total Police attendance time). Based on insights from the NZ Crime and Victims survey, the level of reporting of family harm is increasing but remains low. Police's response to family harm reflects our roles to investigate offences, and to prevent further harm to victims and whānau through early intervention. More than half of Police's family harm investigations do not involve an offence being recorded. s9(2)(g)(i)

s9(2)(g)(i)

Family harm is driven by many stressors, including poverty, housing instability, mental illness and substance issues. Family harm crisis response provides opportunities in the short-term to prevent ongoing harm and in the long-term opportunities to prevent inter-generational patterns of harm and offending. Our response to family harm is primarily about reducing both the occurrence and impact of family violence and preventing future harm.

At a system level, we work alongside partners to deliver Te Aorerekura, the National Strategy and Action Plan for the Elimination of Family and Sexual Violence. Police supports multi-agency responses to family harm by developing, hosting and participating in initiatives including Integrated Safety Response (ISR) and Whāngaia Ngā Pā Harakeke (WNPH). ISR (in Waikato and Canterbury) involves a mandated multi-agency risk assessment and triage of high-risk prison releases and 111 calls related to family harm. The majority of ISR funding goes to service responses to ensure victims, perpetrators, families and whānau receive the right services for their risk level. WNPH sees Police working in close partnership with local Iwi and Māori and with government and non-government organisations at the governance, management, and operational levels. WNPH works to achieve sustainable change with, and for, whānau affected by family harm, through providing culturally appropriate support and interventions to prevent further victimisation and offending.

In order to improve the response rates for non-urgent (priority two and below) family harm events and reduce demand on our frontline, Police conducted a six-month Proof of Concept (POC), ending in June 2023 that trialled a phoned-based triage service to provide timely risk assessment of further harm and help identify the appropriate support required. The POC identified benefits in relieving frontline pressure and increasing victim trust in the Police response s9(2)(f)(iv)

Mental Health

Mental health related crisis and distress calls to Police are complex and vary in severity, requiring co-ordination of cross sector services to respond appropriately. In 2022/23 Police attended 77,043 events involving a person having a mental health crisis, in distress, or threatening suicide, and the time taken for us to resolve these events is increasing. Mental health events have increased by 152 percent and threatens/attempts suicide events by 92 percent between 2013 and 2023. Of the thousands of these events police attend, only between two and four percent have a criminal offence recorded against them. Police currently triage and lead the response to these calls alongside emergency calls for core policing services.

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

Police has operated a multi-agency co-response service model, alongside ambulance and mental health workers in Wellington District, which has produced significant positive results in its evaluation, and this model has been expanded to six more districts. In addition, a multi-agency response model has been implemented in two further districts (mental health practitioners supporting Police custody units).

Police is working with the health agencies to develop a five-year plan to transition from a Police-led response to a multi-agency response for people in mental distress presenting via 111. This is likely to engage the wider social sector, as people seeking help may not be diagnosed with a mental health condition but require support for the underlying causes of their distress. In March 2024, a plan will be provided to Cabinet, subject to the approval of the Ministers of Health and Police. The plan will set out the core components of a multi-agency response, outline agencies' roles and responsibilities, and set out options for funding and resourcing to implement a staged transition. This work represents a significant shift in the way government agencies respond to people in mental distress presenting via 111. It is expected to have positive impacts for people in mental distress and release frontline police resource for core policing services.

National Security

National security is the foundation for New Zealand's overall prosperity and wellbeing. National security is a statutory Police function, and we have an important role, working alongside broader efforts of domestic and international partners, in the detection and prevention of, and response to, national security threats.

National Security System

New Zealand faces a fundamentally difficult and tense security outlook due to challenges to the international rules-based order and increasing strategic competition, global transboundary challenges, technological innovation, global economic insecurity and declining social trust.² Hazards, such as natural disasters (both here and in the Pacific) and climate change, can increase vulnerabilities and exacerbate threats through their scale and magnitude.

As the Minister of Police, you are typically a member of a Cabinet committee (currently the External Relations and Security Committee (ERS)) which oversees the governance and management of the national security system. ERS has oversight of the national intelligence and security sector, including legislative and policy proposals relating to the sector, providing the settings for Police to deliver our national security function.

The National Security System focuses its effort on shaping and influencing the security environment to deter and prevent malicious threats from arising; building resilience and responding to these threats; and advancing New Zealand's interests. The National Security Board (NSB), chaired by the Department of the Prime Minister and Cabinet (DPMC), and including the Police Commissioner as a member, is the governance body for the National Security System and focuses on national security risks of human origin and intelligence matters. The NSB is responsible to Government for delivering the recently released National Security Strategy – Secure Together: Tō Tātou Korowai Manaaki (the Strategy), and overall coordination and governance of the Strategy's 12 core national security issues. The Strategy is intended to drive change across the national security community alongside broader national security reform, support more rigorous investment advice to Ministers on national security resourcing and provide a basis for Government national security decisions.

s9(2)(f)(iv)

Strategic Crisis Management

In your role on ERS, you will also be involved in the coordination and direction of national responses to major national security or natural hazard crises or circumstances (domestic or international). ERS, or a subcommittee of ERS, will have Power to Act where the need for urgent action and/or operational or security considerations require it.

The Officials' Committee for Domestic and External Security Coordination (ODESC) is responsible for providing strategic direction and coordination for an all-of-government response to a national security or hazard event. ODESC is chaired by DPMC and includes the Police Commissioner as a member. Police's role in the response depends on the nature of the incident. Police provides core emergency services working with partner agencies to deliver prevention, response, and recovery activities ranging from disaster response to incident management.

The hazard risk sector focuses primarily on natural hazards that do not have malicious intent behind them, such as severe weather, earthquakes, and infectious human disease. The Hazard Risk Board (HRB), also chaired by DPMC and including the Police Commissioner as a member, provides governance for the hazard risk sector. The HRB focuses on natural, biological, and technological hazards and is responsible to Government for reducing disaster risk and supporting better disaster recoveries in the long-term, and readiness for future disasters.

² Te Pā Whakamarumaru New Zealand Security Intelligence Service *New Zealand's Security Threat Environment 2023*

Major Events

In partnership with other agencies, local government, organisations and communities, Police plans, enables and supports delivery of safe and secure events, both in New Zealand and overseas (particularly in the Pacific). Recent events have included the Women's Rugby World Cup 2022 and the FIFA Women's World Cup 2023. Outside the planning for major events, Police has an important role in making all events safer, working in partnership with MBIE, the events sector, businesses and communities.

The Government's response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019

The Royal Commission reported its findings in December 2020 and made 44 recommendations for improving the national security system's response to terrorism, which the previous Government agreed to in principle. The Royal Commission's report has initiated cross-agency work programmes, with you, as the Minister of Police, being responsible for delivering eight recommendations and one funded initiative:

- six recommendations to strengthen firearms regulations (Recommendations 19-24)
- development of an accessible public threat reporting system (Recommendation 12)
- Te Raranga, a victim-centric approach to hate crime which aims to make it easier for victims and their families to report hate crime (Recommendation 42)
- He Aranga Ake (funded initiative), a framework that enhances our current approach to working preventatively with individuals who may pose a violent extremist or terrorist threat of harm to a community or themselves.

Police has implemented He Aranga Ake and two of the firearms recommendations. All other recommendations are progressing. Recommendations 12 and 24 are awaiting Ministerial decisions and will require your attention.

New public reporting system for concerning violent extremism and terrorism-related behaviours and incidents

Recommendation 12 of the Royal Commission report is to: 'develop and promote an accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government'. A new public reporting system would be designed to:

- improve the current reporting system and provide a safe, easy, and accessible way for the public to report concerning violent extremism and terrorism-related behaviours and incidents
- improve how agencies manage and share reports to enable a more coordinated response to national security threats
- increase public trust and confidence that government agencies will efficiently and effectively respond to national security threats.

In April 2022, the previous government approved s9(2)(f)(iv) for Police to progress a public reporting system. To date, Police has drawn down \$1.524 million to develop a cross-agency business s9(2)(f)(iv)

s9(2)(f)(iv)

Mandatory reporting of firearm injuries to Police by health professionals (Recommendation 24)

The Royal Commission recommended that the Government introduce mandatory reporting of firearm injuries to Police by health professionals. In 2022, Police and the Ministry of Health completed targeted engagement with selected groups on a discussion paper outlining initial options for implementing reporting of firearm injuries, analysed feedback and completed an international literature review of similar reporting obligations in other jurisdictions. Delivering the Royal Commission's recommendation is not straightforward.

We will be seeking direction from you on a preferred option to progress this recommendation.

The Christchurch masjidain attack Coronial Inquiry

The Coronial Inquiry into the Christchurch Masjidain Attacks is an inquiry into each of the deaths of the 51 people who lost their lives in the 15 March 2019 terrorist attack. The coronial process commenced on 15 March 2019 but was put on hold while the criminal proceedings and the Royal Commission were completed. The first phase inquest hearing commenced on 24 October 2023 and during the six weeks to 15 December will examine 10 issues, all relating to the day of the attack, including Police's role and actions on 15 March 2019.

Following the first phase, the Inquiry will consider a further three issues. These issues relate to the firearms licensing process followed by Police, whether the offender's online activity had a material role in his radicalisation, and the community's ability to detect and respond to the risk of violent extremism in other people. A decision on whether any further inquests are necessary will be made as the substantive inquiry phase progresses. The Coroner can release interim findings and will release full and final findings following the conclusion of the Inquiry. Findings may include recommendations aimed at preventing deaths in similar circumstances in the future and may include recommendations for Police. The Inquiry cannot impose penalties or award compensation.

There is significant media and community interest in the Inquiry. Non-publication orders are in place but significant portions of these orders are likely to be lifted when evidence is heard. The Inquiry is an active judicial process; therefore Police is unable to comment publicly on the Inquiry prior to the Coroner issuing any final decisions.

Fraud and Cybercrime

Fraud and cybercrime are one of the fastest growing demand areas for Police by volume. Cybercrime consists of cyber-dependent and cyber-enabled crime. Cyber-dependent crimes are directed at computers or other information communications technologies such as computer intrusions, ransomware, and denial of service attacks. Cyber-enabled crimes are assisted, facilitated, or escalated in scale by the use of technology such as fraud, identity theft, trafficking in illicit goods, sexual abuse of children, and terrorism. The Crime and Victim Survey 2019 showed around eight percent of New Zealanders every year are victims of cybercrime and fraud, though only a small but increasing percentage is currently reported to Police. Data presented within Financial Action Task Force (FATF) forums, indicates that fraud has overtaken narcotics as the most prominent offence from which illicit income is now generated globally.

Police has a role to investigate and prosecute cybercrimes **s6(c)** Police receives around 10,000-15,000 reports annually; however, we consider this is likely a significant underreporting of the actual level of cybercrime. Victims of cybercrime may report their experience to several government agencies. Given the ease with which offending can be initiated from anywhere in the world, and the overall volume, a focus on prevention is the most likely way to mitigate the impact of cybercrime and online harm. Police acknowledges the importance of other agencies and stakeholders in this area.

Fraud occurs across New Zealand and varies dramatically in its scale and complexity, ranging from opportunistic offending to large scale organised criminal activity. Fraud can be reported to many different agencies and these agencies are mandated for different elements of the fraud response. Which organisation a victim reports to depends on several factors including the nature, victim, methodology, typology and scale of the fraud. Fraud is a highly unreported offence. Many victims of fraud (particularly online scams) can be embarrassed about their victimisation and simply want the offending to stop and (ideally) to get their money back. Often, therefore, they will report the incident to their bank, but not to authorities.

Combatting significant cyber risks to New Zealand's national security, critical infrastructure, and public safety relies on effective collaboration between Police and the key government agencies involved in cyber security, the private sector, the public, and international partners. Our priority areas include:

- policies that enable lawful access to digital evidence and effective data retention
- initiatives that make it easier for the public to report cyber incidences and seek help
- building our international partnerships to facilitate faster and improved information sharing
- improved domestic information sharing practices
- **s9(2)(f)(iv)**.

National Counter Fraud and Corruption Strategy

The Serious Fraud Office is working with Police and the Ministry of Justice to jointly develop a National Counter Fraud and Corruption Strategy. The strategy will sit with other system-wide initiatives designed to address profit-driven crime, including the 2020-2025 TNOC Strategy, New Zealand Cyber Security Strategy and the review of the Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT) Act 2009. Police supports a cohesive cross-agency response to victims of fraud.

Strengthening our response to victims of fraud

Alongside the development of the National Counter Fraud and Corruption Strategy, Police is working to enhance our response to victims of fraud. Following the 2022 IPCA Report on Police's Management of Fraud Allegations, Police is leading a programme of work to review the recommendations and developing options that will strengthen the recording, management, and work to investigate fraud reported to Police.

In addition to this work, Police see opportunities to enhance public and private sector partnerships to strengthen the detection, prevention, early intervention, and disruption of fraud and scams affecting New Zealanders. This includes Police engagement with banks through the Financial Intelligence Unit lead role in the Financial Crime Prevention Network.

Investigation challenges and penalties for Money Laundering

Police is having challenges investigating money laundering as a standalone offence. Crown Prosecution agents and the Courts are requiring evidence of predicate offending to prove money laundering. This means Police Money Laundering Teams must divert focus to investigating predicate offending, which can be challenging and unnecessarily extends the length of investigations. There are opportunities to make it clear in legislation that evidence of predicate offending is not required and that the circumstances of how the money is being dealt with can be sufficient to prove the offence. New Zealand has also become out of step with other comparable jurisdictions in relation to the seriousness of money laundering as an offence. The current penalty is seven years imprisonment, regardless of the amount laundered. Australia now has a tiered approach depending on the circumstances, with life imprisonment as a maximum for serious offending. A penalty of home detention recently imposed in New Zealand for a case involving \$136 million is an example of the potential for stronger deterrence from engaging in such offending. This sentence attracted media attention and comment from FATF officials. Police believes a move to a tiered penalty approach for money laundering, similar to Australia, should be considered. There is potential to move this offence from the Crimes Act into the AML/CFT Act and have it included in the review of this Act.

New Zealand's cyber security settings

Police has significant challenges upholding the law online, as New Zealand's legislative and regulatory toolkit has not kept pace with change in the cybercrime and cyber-enabled crime landscape.

A joined-up approach across the cyber and national security work programmes is critical, due to the overlap with cyber-related national security issues. Police contributes to various work programmes aiming to improve the current cyber response and reporting system in New Zealand. A key focus for Police is progressing system improvements that will create an enabling environment for Police to respond effectively, and in a timely manner, to cybercrime reports.

This work includes:

- merging of the New Zealand Computer Emergency Response Team's functions (CERT NZ) with the National Cyber Security Centre (NCSC) within the Government Communications Security Bureau (GCSB). Bringing these two units together will make it easier for victims of cyber incidents, including cybercrime to identify the right place to report incidents and seek advice from the government.
- CERT NZ's s9(2)(f)(iv) [REDACTED], including the delivery of a single reporting platform (a technology platform to receive reports of cyber incidents from the public and support inter-agency coordination on responses). Police supports progressing a single reporting platform, as it will make it easier for the public to report incidents and could address existing issues with multiple reporting channels, agency information silos, and data quality. As this work programme may have operational implications for Police, we are working closely with lead and responsible agencies on the development of this work.

Promoting greater international collaboration

Threats to our national security are occurring within an increasingly borderless world, facilitated in part by the rapid acceleration of emergent technology, cybercrime, and cyber-enabled crime. International engagement contributes to our efforts to manage and prevent national security threats before they reach our shores and harm New Zealanders. ^{s6(c), s9(2)(f)(iv)}

Ongoing work includes:

- **Europol Agreement:** New Zealand and the European Union (EU) signed the Europol Agreement in June 2022. The Europol Agreement will enable Police and Europol (the EU agency responsible for law enforcement) to rapidly exchange information to respond to serious crimes and terrorism, including organised crime, child sexual exploitation material, cybercrime, money laundering, and violent extremism. ^{s9(2)(f)(iv)}
- **Budapest Convention:** In 2020, Cabinet agreed to join 67 other countries in acceding to the Budapest Convention. The Convention recognises the challenges that online criminal activity presents to law enforcement and seeks to enhance individual state's legislative frameworks and capabilities to manage the risks of cybercrime domestically and work effectively with international partners. ^{s9(2)(f)(iv)}
- ^{s9(2)(f)(iv)}

International Partnerships

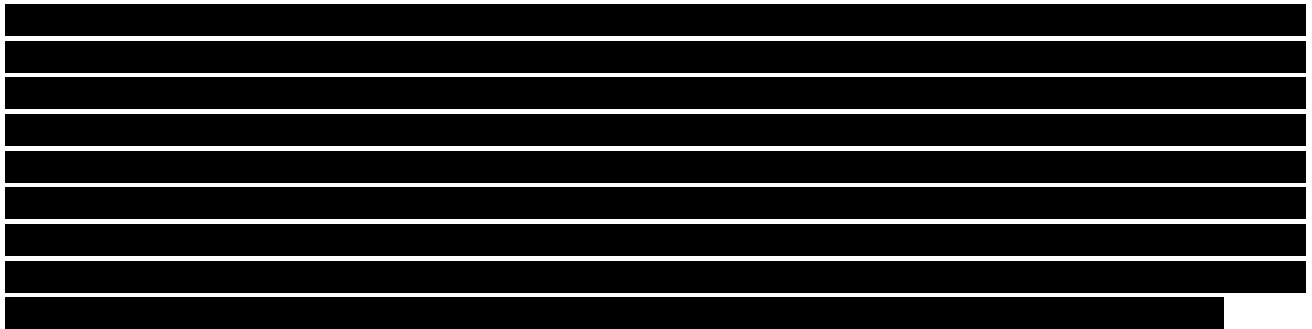
Our work extends offshore to help prevent criminal activity before it impacts our shores and harms New Zealanders. We build relationships with international law enforcement agencies and partners, and we maintain strong relationships with important jurisdictional partners. Police's International Service Group is responsible for leading these international partnerships. This includes responsibility for INTERPOL Wellington which facilitates cross-border police cooperation and enquiries for criminal investigations. We are represented internationally through a network of 16 Police Liaison Officers (PLOs), with an additional four staff seconded to Immigration New Zealand to fulfil Irregular Migration Liaison Officer roles. These PLOs are based throughout the Pacific, Europe, Asia, North America, and Australia. INTERPOL Wellington and the PLO network provide the points of contact between Police and our international law enforcement counterparts, assisting with information sharing, investigations, and relationship management.

^{s6(a)}

We work closely with Australia under the Australia New Zealand Policing Advisory Agency, which shares trans-Tasman strategic intelligence and emerging policing issues. This work informs and supports policing practice and delivers insights into new approaches to promote public safety.

^{s2(1)(iv)}

s6(a), s6(c)



Deportees

Criminal deportations have been managed by INTERPOL for many years. On average, 30-40 New Zealanders are deported from Australia every month, alongside a small number from other overseas jurisdictions. There has been a noticeable change in the volume of deportees resulting from the recent Australian change in policy around deportations. Police currently leads the cross-agency response to these deportees and manages the operational relationship with the Australian Border Force. Since May 2021, the Minister of Police has been the lead Minister for deportees, although MFAT has managed the cross-Tasman political relationship.

Returning New Zealanders convicted of criminal offending in an overseas jurisdiction are managed under the Returning Offenders (Management and Information) Act 2015 (ROMI Act). The ROMI Act enables Police to collect information about returning offenders, including fingerprints and photographs. Some returning offenders who meet additional criteria (related to the seriousness of their offending) will also be classified as a returning prisoner. Police makes this determination in accordance with the Act. Returning prisoners may be subject to additional parole-like release conditions (both standard conditions and special conditions where needed). In this situation their conditions are managed by the Department of Corrections.

Deportees sometimes require initial and ongoing support from Police and partner agencies (Department of Corrections, Ministry of Health, and Ministry of Social Development) to reduce any risk to the public and to assist with reintegration. Investment was secured through Budget 2022 to improve the management of returning deportees by strengthening cross-agency coordination, enhancing information management and intelligence, and improving access to essential housing and reintegration services. There are further opportunities to enhance reintegration and cultural support for deportees (including beginning this work before deportees leave Australia), as well as closer coordination between specialist intelligence and operational units to ensure those who present an increased risk are appropriately managed.

We will support you to inform your Ministerial colleagues on the deportee issue, including when we are expecting significant or unusual deportations, trends in relation to the deportee case load, and further analysis of public safety and organised crime implications.

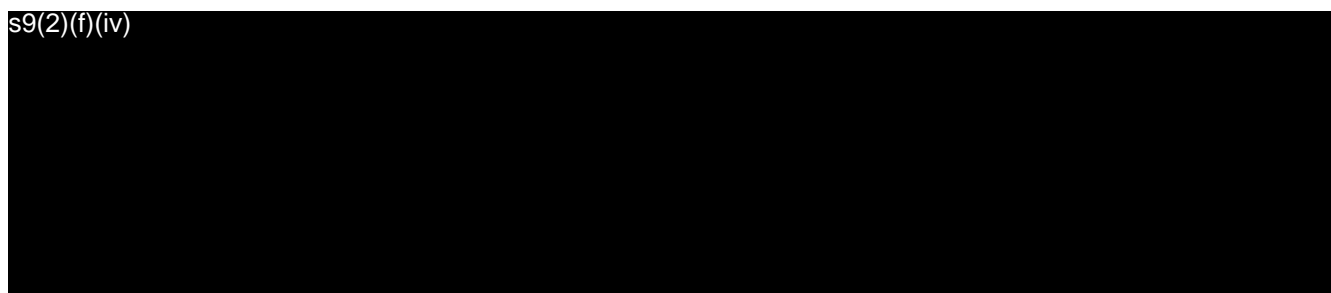
Emergency Management

An emergency can arise from a wide range of hazards (natural or otherwise) that endanger the safety of the public or property in New Zealand, and which cannot be dealt with by emergency services on their own. The Civil Defence and Emergency Management Act 2002 establishes a comprehensive, risk-based approach to the management of all hazards and emergencies, with the primary goal being to support communities to be resilient and self-reliant.

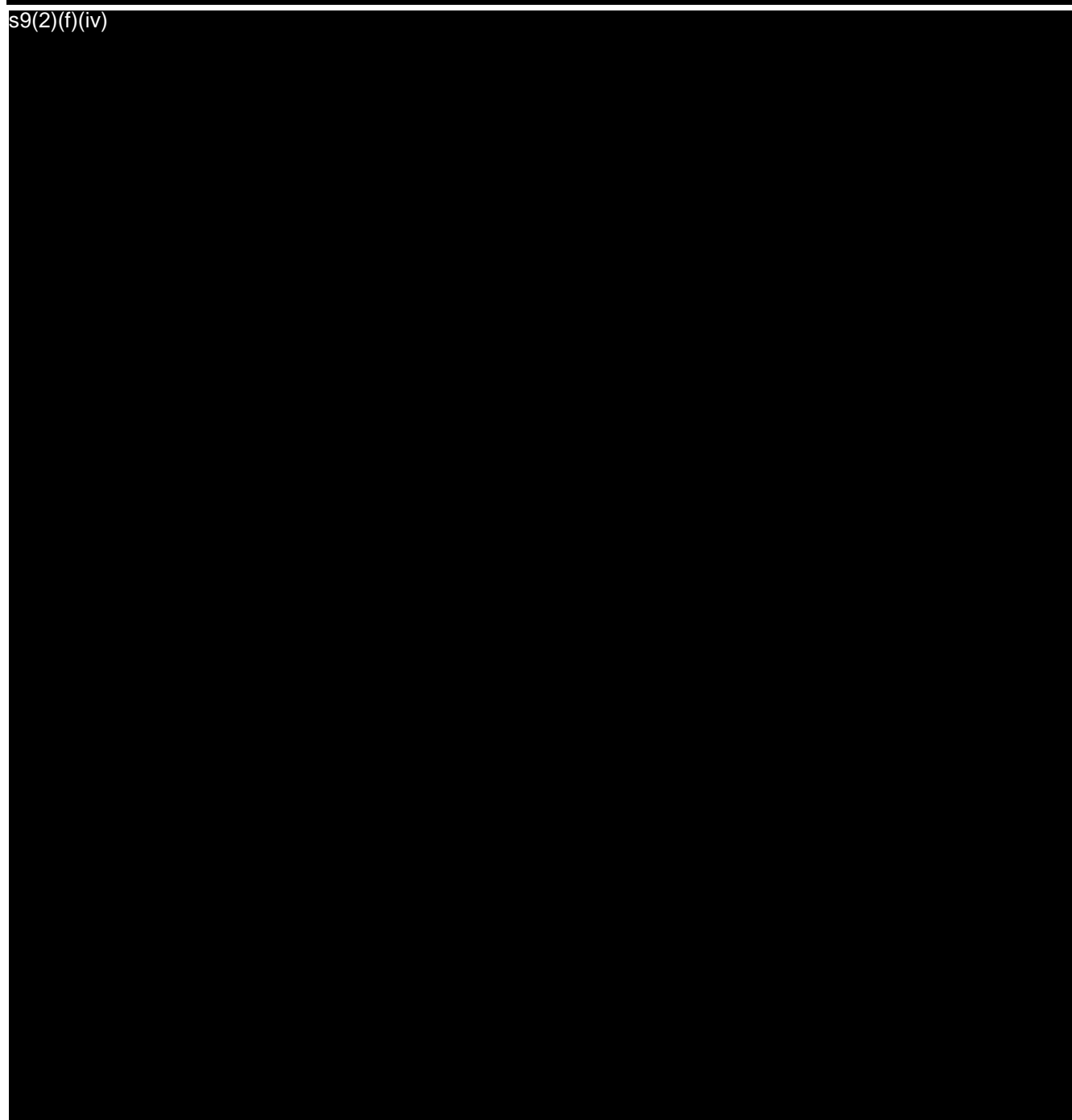
The impacts of most emergencies are localised to regions or districts. Therefore, Civil Defence and Emergency Management (CDEM) Groups, which are made up of local authorities within each region or unitary authority, are responsible for delivering regional/local scale civil defence emergency management. CDEM Groups undertake planning and readiness activities, supported by the National Emergency Management Agency, which coordinates central government support for locally led responses, and in states of national emergency. Police provides operational support to CDEM Groups during an emergency.

A government Inquiry into the response to the North Island severe weather events was established in July 2023. The purpose of the Inquiry is to ensure the design of New Zealand's emergency management system supports preparedness for, and responses to, future emergency events by identifying lessons from the recent severe weather events. The Inquiry is investigating whether the system improvements already underway (e.g. through the Emergency Management Bill) will be sufficient to address the identified challenges or whether further improvements are required. Police has a strong interest in the Inquiry given our role in responding to emergency events.

s9(2)(f)(iv)



s9(2)(f)(iv)



Strategic and Corporate



Police Financial Management

s9(2)(f)(iv)

Police received no funding from Budget 2023 for cost pressures. Although there was significant investment in Police in Budget 2022 this was primarily to deliver key initiatives including Arms, Safety and Control, the Frontline Safety Improvement Programme, and Preventing Harm from Organised Crime s9(2)(f)(iv)

We are taking a range of measures to operate within baseline funding. s9(2)(f)(iv)

Future external shocks and events such as Cyclone Gabrielle or the Auckland floods would put further significant pressure on Police's baseline, particularly in the absence of additional funding, as was the case for these two events.

The Police Executive has made further decisions to reduce costs to fund the cost pressures across the organisation.

s9(2)(f)(iv)

Police will brief you on our financial position as soon as practicable.

s9(2)(f)(iv)

Staff Numbers and Recruitment Pipeline Challenges

Budgets 2017 and 2018 funded Police to increase staffing numbers, often known as the 1,800-growth programme. Police achieved target growth levels in June 2023 for constabulary staff. Over the same period, Police Employee numbers have increased, most notably enabling the delivery of the 105 non-emergency number, and the establishment of the FSA.

The constabulary workforce has one of the lowest attrition levels in New Zealand, typically in the 4.5 percent to 5.5 percent per annum range. Police has an ageing workforce, with a large number of constabulary employees over the age of 55. Police expects to see an overall increase in attrition during the next decade as this group retires. This means Police will need to recruit more people to sustain any given staffing level agreed with Government. A high proportion of recruits who graduate from the RNZPC are under 35-years-old which means recent growth in overall numbers has led to a larger growth in younger officers.

We would like to have a conversation with you about strategic workforce trends and opportunities to mitigate some of the risks to future recruitment.

In recent months Police, like most employers in New Zealand, has had challenges finding sufficient applicants to fill all desired positions. Around 4,000 New Zealanders per year are applying to become constabulary staff. However, this is only sufficient to recruit around 400 to 500 people per year while maintaining the high recruitment standards we expect. This is broadly sufficient to replace current attrition levels but would not enable Police to achieve any desired growth without other interventions. As of 20 November 2023, Police has 1,374 people in the recruitment pipeline, of which only 68 are ready for call-up to a recruit wing. These challenges are particularly noticeable in provincial and rural areas, and often impact one area within a district (e.g. Gisborne), but not another (e.g. Hawkes Bay). We are continually reviewing all components of our attraction and recruitment approaches to attempt to mitigate these issues, however with current tight labour market conditions it is likely recruitment will remain a challenge.

We strive to have the same diversity profile as the communities we serve. Increasing diversity has benefits for Police and the community. So, we have set ambitious recruitment targets to meet our desired workforce profile and we are making significant progress. We have around 15,500 Full Time Equivalent (FTE) employees. Of these 38 percent are women. Women currently make up 26 percent of constabulary staff.

People per Police Officer



Police HR data. Sworn Staff FTE (Constabulary + AO) compared to Stats NZ Estimated Population, both as of 30 June each year.

NB 2023 Population Estimate out-turn was considerably higher than previously projected.

Initial Training Refresh

Commencing early 2024, Police is making enhancements to Initial Training at the RNZPC as a result of a curriculum refresh programme we have underway. The enhancements are all about ensuring the Initial Training best prepares our recruits for their role as police officers.

One of the enhancements will see the residential course length extended from 3 days of online learning plus 16 weeks of residential learning, to a 20-week residential course. Additionally, the Initial Training curriculum is being refreshed to focus on the main drivers of demand for the frontline such as mental health, family harm, road policing and youth, and communicating with the communities which Police serves. Feedback from districts, training staff and recruits have informed these enhancements.

The curriculum refresh is not adding significant new material to the Initial Training course, rather it is enhancing the recruit learning experience with refreshed modules, assessment schedules and sequencing. The refresh will result in a curriculum that:

- has an increased focus on key skills relating to statement taking, family harm, mental health, road policing, bail checks, warrants to arrest and sudden death. This will also include more in-depth training on the recording or paperwork associated with these tasks
- embeds values such as privacy awareness and cultural competence
- provides additional days on driver training including night/city training, checkpoints and vehicle stops
- spends more time on tactical options
- has a greater focus on oral and written communication.

Corporate Assets and Infrastructure

Treasury's Justice Cluster Spending Review from 2021 identified there has been historical under-investment in Police's Property and ICT infrastructure asset base which poses a risk to delivery of Police's services. In particular, Police's property portfolio, comprising 324 Police stations (including 76 operational houses), 77 operational properties (such as the RNZPC, airport and dog bases, and multi-agency sites), and a further 172 residential properties, is aging, no longer fit-for-purpose, and in generally poor condition, which impacts frontline staff and Police's service delivery.

The property portfolio has historically had under-investment in capital renewals and maintenance is squeezed, as operating funding is required to meet lease agreements and renewals for our 110 leased properties. The property portfolio includes owned properties that are not weathertight and/or have mould present. Recent asset failures include the Taupo Police Station Heating, Ventilation and Air Conditioning (HVAC) System, black mould in Greymouth station, weather-tightness and custody compliance issues at Nelson station, and the Memorial Block at RNZPC being identified as 15% NBS in a draft detailed Seismic Assessment, requiring the interim re-homing of most of our ICT workforce.

Police has put additional focus on assets during the past year, including establishing an Assets and Capability business group, which oversees the operational capability design, procurement, and management of key assets, including equipment, armoury, fleet and property.

Police will provide a briefing to you outlining the current state of our property, fleet, and ICT, including planned budget initiatives requiring capital funding.

s9(2)(f)(iv), s9(2)(j)

Enterprise Resource Management (ERM) Project

Police's current enterprise resource management (ERM) capability, known as MyPolice, comprises UKG Kronos for Workforce Management and SAP ECC for finance, procurement, payroll, and human resources. The system is becoming increasingly unreliable and at risk of failure, with core applications having been sun-setted by their respective vendors, with end-of-life from 2027. MyPolice is inadequate to meet future operational needs and is exposing risk of non-compliance, as well as hindering improvements to policing service delivery.

Police has commenced a two-year stabilisation project to mitigate the short-term risk of failure impacting on business-critical functions such as payroll and accounts payable. The ERM Project is exploring the opportunity to ensure a long-term stable platform and improve functional capability within Police.

s9(2)(f)(iv)

Decarbonisation

Police is taking a deliberate and strategic approach to sustainability. This includes the ongoing decarbonisation of the organisation through a variety of approaches. Police is reporting on climate-related emissions (five years of emissions data is now verified – financial years 2018/19 – 2022/23) and has set gross emissions reduction targets of 21 percent by 2025 and 42 percent by 2030 (from our 2019 baseline).

The Carbon Neutral Government Programme identified Police as an agency with hard-to-abate emissions. Under current government policy, Police must pay to offset emissions from FY2025/26. Without significant emissions reductions, the potential financial impact for Police from these charges is currently estimated to be between \$2.9 - \$7.7 million per annum (carbon price dependent) and the current expectation is these costs would be covered within existing baseline funding. These additional costs will put further pressure on our financial situation, and risk Police having to reduce services to fund the offsets.

Multiple avenues for carbon reduction have been identified within the property portfolio, although the implementation costs exceed Police budget capacity. Current projects, including assessing a staged replacement of all fossil fuel-fired boilers with lower-emission alternatives, are heavily dependent on EECA co-funding. The recent installation and commissioning of a solar power and battery storage solution for the Great Barrier Island Police Station has cut emissions and made the station more resilient while removing a significant power load from the Island's diesel-driven power supply.

Service Channels

New Zealanders engage and interact with Police services for a variety of reasons, and for many New Zealanders their interactions with Police do not require an urgent Police response. The primary way the public contacts us is over the phone – over the course of a year, over one million emergency and 600,000 non-emergency calls are answered by Police. The number of 111 calls being made to Police has increased over the last three years. Our performance standard is to answer 90% of 111 calls within 10 seconds, but call volumes mean there are often times when call wait times can exceed 10 seconds, particularly during peak periods.

The Emergency Communications Centre (ECC) is the operational group responsible for answering 111 calls and deploying frontline officers to emergency events. The ECC works as a single national group, delivering 24/7 service, with operational centres in Auckland, Wellington, and Christchurch. The ECC has a critical operational function in command and control of emergency events and works closely alongside our emergency sector partners - Fire and Emergency New Zealand (who are co-located in all three of our centres), St John (co-located in Christchurch) and Wellington Free Ambulance.

105 is Police's non-emergency number. 105 offers New Zealanders an option for reporting non-emergency incidents. It preserves the 111 service for situations requiring urgent Police response and draws demand away from local stations. 105 is designed to make it easier for victims to report and seek appropriate help, advice and support. However, attaining call handling timeliness has been problematic for the 105 service. Just 18 percent of calls for service are being answered within 90 seconds (2022), against an appropriations service standard of 70 percent within 90 seconds. This manifests

as lengthy call-wait times (an average of 6.5 minutes over the past year 2022/23), high rates of abandonment (up to 50 percent), and the potential to see unanswered calls to 105 re-presented into the 111 system.

While Police has led a strategy to direct non-emergency call demand to online reporting via 105.police.govt.nz (which provides a cohesive, one-stop shop for online victimisation and incident reporting such as burglaries and lost property), call demand remains static at about 110-120,000 calls per month, while online demand has grown by 58 percent (since 2020/22) to a monthly volume of 1,630 reports through this channel.

Joint inquiry report into Police photographic practices

The Independent Police Conduct Authority and Office of the Privacy Commissioner (OPC) published the *Joint inquiry by the Independent Police Conduct Authority and the Privacy Commissioner into Police conduct when photographing members of the public* (the report) in September 2022. The report noted a general lack of awareness among Police staff of their obligations under the Privacy Act 2020 and criticises officers who have acted outside of clear legal authority to take, use and retain photographs of members of the public.

s9(2)(f)(iv)

s9(2)(f)(iv)

Police has a range of work under way to strengthen systems, policies, and processes for the collection, storage, use and management of photographs. This includes updated Police policies, processes and guidance, and staff training on the application of the Privacy Act 2020. Police continues to provide quarterly updates on progress to work through the requirements of the Compliance Notice to OPC. Police will provide further briefings and progress updates to you on this work.

Current key inquiries and reviews which involve Police

Police is providing input to a number of current inquiries and reviews and will also be expected to respond to soon-to-be-concluded inquiries, investigations, and reviews. These include:

- A performance audit by the Office of the Auditor-General on mental health and addiction services for young people
- Ongoing investigations by the Royal Commissions into Abuse in Care and COVID-19 lessons learned
- The Government Inquiry into North Island Weather Events
- The Waitangi Tribunal's Mana Wāhine kaupapa Inquiry (WAI 2700) and Justice kaupapa inquiry (WAI 3060)
- Work to give effect to recommendations from Dame Karen Poutasi's review of the children's sector
- Investigations by the Criminal Cases Review Commission
- Responding to requests for information from Aroturuki Tamariki – the Independent Children's Monitor, which has responsibilities to monitor Police's obligations under the Oranga Tamariki Act 1989, such as responses to offending (or alleged offending) by children and young people
- WorkSafe New Zealand investigations and follow-up action on Police's handling of significant workplace incidents.

At your request, we can provide more detailed briefings on any of these in-flight inquiries and reviews. Regular updates will also be provided separately, as part of future weekly reporting and briefing protocols established with your Office.

Understanding Policing Delivery

High public trust and confidence in Police helps us keep people safe, reduce crime and respond to some of the wider social issues Police are not responsible for, but respond to daily. Through the Understanding Policing Delivery (UPD) programme we have built strong internal and external partnerships, reflecting a shared belief that we require the support of all communities to be effective.

The UPD programme is looking at how we can ensure we deliver fair and equitable policing and lift trust and confidence for everyone. It is a research programme managed by an external independent panel that was established at the foundation of the programme to provide community-focussed oversight. The programme is about how Police systems work, not about individual bias.

The research will include insights from Māori and marginalised communities who may have lower levels of confidence in policing, together with a number of 'district/local sites of innovation' which suggest areas of good policing practice, and analysis of Police data. The programme is informed by an internal Operational Advisory Group of nearly 30 mostly frontline police officers at the rank of constable/sergeant, including representation from the Police Association and the Police Leaders' Guild.

Our Structure



Executive Leadership Team

As Minister, you will work closely with members of the Executive Leadership Team (ELT). The membership of ELT is shown below:

New Zealand Police Executive Leadership Team

	Andrew Coster <i>Commissioner of Police</i> s9(2)(a)	
	Tania Kura <i>Deputy Commissioner</i> <i>Frontline Operations</i> s9(2)(a)	<ul style="list-style-type: none">▶ Districts▶ National Organised Crime Group▶ Investigations
	Jevon McSkimming <i>Deputy Commissioner</i> <i>Operational Services and Road Policing</i> s9(2)(a)	<ul style="list-style-type: none">▶ National Security▶ International▶ Service and Resolutions▶ Deployment▶ Road Policing▶ Firearms Safety Authority▶ Next Generation Critical Communications
	Ruth Currie <i>Deputy Chief Executive</i> <i>Corporate Operations</i> s9(2)(a)	<ul style="list-style-type: none">▶ Finance▶ ICT▶ Legal▶ Property▶ Acquisitions and Sustainment
	Chris de Wattignar <i>Deputy Commissioner</i> <i>People, Leadership and Culture</i> s9(2)(a)	<ul style="list-style-type: none">▶ People Services▶ Leadership, Talent and Development▶ Integrity and Conduct▶ Safer People
	Andrea Conlan <i>Deputy Chief Executive</i> <i>Strategy and Performance</i> s9(2)(a)	<ul style="list-style-type: none">▶ Media and Communications▶ Strategy and Transformation▶ Assurance▶ Performance and Data▶ Policy and Partnerships
	Wallace Haumaha <i>Deputy Commissioner</i> <i>Iwi and Communities</i> <i>(retires Jan 2024)</i> s9(2)(a)	<ul style="list-style-type: none">▶ Maori and Community Partnerships▶ Prevention Innovation and Change▶ Pacific Partnerships▶ Ethnic Partnerships
	Pieri Munro <i>Deputy Chief Executive</i> <i>Iwi and Communities</i> s9(2)(a)	
	Mark Evans <i>Executive Lead</i> <i>Future Policing</i> <i>(part-time)</i> s9(2)(a)	<ul style="list-style-type: none">▶ Evidence Based Policing Centre▶ Understanding Policing Delivery
	Maria Rawiri <i>Director</i> <i>Office of the Commissioner</i> s9(2)(a)	

Workforce

Police categorises our workforce based on the nature of an employee's function/engagement with, or services delivered directly to, the public. These categories are:

- **Operational – Public Facing:** staff who deliver services directly to the public, including traditional policing roles preventing, responding, and investigating crime, crash, and other harm; and other roles such as taking emergency and non-emergency calls from the public, working on public counters within police stations, and managing people within our custody facilities.
- **Operational – Support:** staff who directly contribute to the delivery of services but who, for the most part, deal with other staff across Police rather than directly with the public. Includes roles such as Intelligence officers and staff in File Management Centres who prepare cases prior to Court. This group also includes training staff at RNZPC.
- **Corporate Support:** staff who enable service delivery by working to ensure our operational staff have the resources, tools, and systems to perform their functions. This includes traditional corporate roles such as finance, HR, and ICT. In Police, it also includes our policy and ministerial services functions.

Organisational FTE by Business Group – as of 31 October 2023					
	Constabulary	AO	Employee	Total	% of Total
Operational – Public Facing	8,829	536	2,146	11,510	74%
Operational – Support	1,277	4	1,489	2,770	18%
Corporate Support	131	-	1,159	1,290	8%
Total	10,238	540	4,794	15,571	

Policing Districts

Police is structured into 12 districts. District boundaries roughly correspond to regional authority boundaries. Each district is headed by a District Commander at the rank of Superintendent. Each district is further divided into areas under the operational command of Area Commanders at the rank of Inspector.



Organisational Reporting Lines by Function – FTE– as of 31 October 2023				
Workgroup	Key Functions	Constabulary/ AO	Employee	Total ⁴
Frontline Operations - Districts				
Northland		417	40	456
Waitematā		729	74	804
Auckland City		751	99	850
Counties Manukau		1,107	113	1,221
Tāmaki Makaurau Deployment ⁵		339	87	426
Waikato		731	60	791
Bay of Plenty		799	65	863
Central		767	75	842
Eastern		537	44	582
Wellington		874	86	961
Tasman		386	32	418
Canterbury		1,001	69	1,070
Southern		623	53	676
		9,061	897	9,958
National Functions / Service Centres				
Frontline Operations	National Organised Crime Group Financial Crime Group National Criminal Investigations	671	271	942
Operational Services and Road Policing	Police contact centres (111/105) Service & Resolutions National Intelligence National Road Policing Centre Security & International	696	2,237	2,933
People, Leadership and Culture	RNZPC People Services Recruitment Integrity and Conduct Safer People	240	469	709
Corporate Operations	ICT Assets and Capability Finance	41	523	564
Strategy and Performance	Performance and Data Media and Communications Policy Assurance Strategy and Transformation	17	266	283
Iwi and Communities		42	69	111
Future Policing		6	34	40
Office of the Commissioner		2	29	31
		1,715	3,898	5,613
Total		10,776	4,794	15,571

⁴ Some figures may not add exactly due to rounding of part-time people.

⁵ Since 2017, Police has centralised a number of functions across Auckland (Tāmaki Makaurau), including partnership functions, some operational groups (Air Support Unit, Maritime, Dogs), Motorway and Impairment Prevention Teams, and Deployment and Intelligence functions.

