

## **In Confidence**

Office of the Minister of Police

Chair, Cabinet Social Wellbeing Committee

## **Enabling National Implementation of the New Zealand Police Tactical Response Model**

### **Proposal**

- 1 This paper seeks Cabinet's agreement to:
  - the implementation plan for national roll-out of the Tactical Response Model (TRM), and
  - draw down the tagged contingency funding totalling \$122.550 million for 2023/24 to 2025/26 (and \$40.990 million outyears) to enable the phased national roll-out of the final design of the TRM from March 2023.

### **Relation to Government priorities**

- 2 The proposal supports the Government's Law and Order reforms intended to improve public safety and wellbeing, as well as combatting organised crime. Government is progressing a broad strategic work programme addressing the harm caused by gangs and organised crime. This includes targeting gun violence and the illicit supply of firearms, addressing the underlying drivers of offending and gang recruitment and supporting community resilience.
- 3 Investing in the TRM aligns with the Justice Cluster priority of Better Enabled Organisations and Workforce. Delivering the outcomes desired in a future state criminal justice system requires frontline staff to have the training, equipment and technology, capability, and support to manage the risks in the environment they work.

### **Executive Summary**

- 4 The Frontline Safety Improvement Programme (FSIP) was established by New Zealand Police following the murder of Constable Matthew Hunt in June 2020 and against the backdrop of a dynamic operating environment in which staff faced increasing risk. Police considers these risks continue to present challenges to frontline safety.
- 5 Faced with these safety concerns, many frontline staff and the Police Association were supportive of general arming, however analysis commissioned by Police did not find that there would be overall safety benefits from general arming.
- 6 Police identified a capability gap needed to address the increasing number of high-risk incidents that frontline staff were facing. Armed Response Teams (ARTs) had previously been intended to address these safety issues. The ART model was trialled between October 2019 and April 2020 but attracted negative

public feedback particularly from some Māori and Pacific communities and was found not fit-for-purpose.

- 7 Police determined a comprehensive approach to the identified capability gap was the most effective means of increasing the safety of its staff and initiated work on the TRM under the FSIP programme. Police undertook extensive consultation with frontline staff and with Māori, Pacific, Ethnic and other community leaders to inform the design of the TRM, including providing assurance that there would be no noticeable difference in policing from a community lens (with vehicles and uniforms remaining standard issue).
- 8 The TRM is designed to increase frontline capability through three integrated components: enhanced frontline training, enhanced frontline access to specialist capability, and risk-based deployment. Each of these components produces benefits, but the impact is greatest when all three operate as a complete safety system.
- 9 As a result, the TRM enables Police to better prevent and respond to high-risk offenders and critical incidents, including those involving organised crime groups, gang violence, firearms, and methamphetamine. It is designed to help resolve these incidents safely and reduce the risk to everyone involved.
- 10 On 8 September 2021, Cabinet approved operating funding of \$15.496 million from the 2021/22 between budget contingency [CAB-21-MIN-0366] to initiate this new model.
- 11 Cabinet subsequently approved further investment totalling \$62.696 million (\$42.000 million operating and \$20.696 million capital) from Budget 2022 until June 2023 to trial the TRM in four Proof of Concept (PoC) Districts.
- 12 Ongoing operating investment of \$122.550 million was also approved in Budget 2022 for FY 2023/24 to 2025/26 (and \$40.990 million per annum thereafter). Release of this funding was made contingent on Cabinet approval of an implementation plan for national roll-out [CAB-22-MIN-0129].
- 13 A formal evaluation of the PoC trial by the Evidence Based Policing Centre confirmed the TRM is achieving actual improvements to the safety of frontline staff and increased feelings of safety among frontline staff.
- 14 The expectation was that increasing frontline training and capability to manage high risk situations and access tactical options appropriately would improve safety by enabling de-escalation where possible as well as the application of the safest tactical option appropriate to the situation.
- 15 Tangible improvements to frontline safety in PoC Districts (*compared to non-PoC Districts*) were found across several areas:
  - the use of firearms against Police reduced (no firearms were presented or used against Police in PoC Districts during the trial)

- the rate of officer injury when involved in 'use of force events' against an offender reduced by approximately 40%
  - the proportion of assaults on Police that resulted in injury reduced by approximately 19%
  - the reported use of force by Police reduced by 17%
  - the number of complaints about use of force by Police reduced by 29%
- 16 The evaluation found it was too early to draw conclusions about the impact of the model on community safety at this stage. There were reductions in some firearms victimisation categories compared to what would have been expected had the TRM not been implemented. The model is enabling Police to identify and remove the highest risk offenders from communities, which is expected to result in safer community outcomes; but more time is required to before longer-term outcomes and robust crime data are available.
- 17 Following the evaluation, on 15 November 2022, the Police Executive approved the final design of the TRM (Appendix A) for a phased roll out across all Police Districts from March 2023, subject to drawdown of the contingency budget. The decision allows for the benefits seen during the TRM PoC trial to be realised nationwide.
- 18 I now seek Cabinet's agreement to draw down the tagged post-2022/23 contingency funding to enable phased implementation of the TRM across all Police Districts, providing ongoing funding for training, tactical roles and staff, purchase and maintenance of equipment and vehicles, and long-term leasing of training facilities.
- 19 Having published the evaluation report for the PoC trials in November, Police is now re-engaging with iwi, local community groups, and other key stakeholders to update them on the outcomes of the TRM trial and explain the model in more detail, to listen, and address any outstanding community concerns prior to implementation. Given the level of earlier consultation in the design of the model, and minimal feedback received during the TRM trial, Police does not anticipate significant concern, however engagement will continue throughout implementation to ensure communities are aware and understand the model.
- 20 The TRM programme schedule (Appendix B) and Implementation Plan (Appendix C) conveys the national implementation plan and timing, as requested by Cabinet.

## **Background**

### **A response to a challenging policing environment**

- 21 New Zealand Police has a responsibility to ensure its staff are trained, equipped, and supported to keep themselves, and our communities safe. This is both a moral imperative, and a legal requirement under the Health and Safety at Work Act 2015.

- 22 Police operate in dynamic and unpredictable environments and face the risk of physical injury through their day-to-day work. Frontline staff are increasingly concerned about the harm and threats to their safety caused by gangs and organised crime, drug-related violence, firearms, and a willingness by some individuals to use violence against Police.
- 23 The murder of Constable Matthew Hunt on 19 June 2020 and the upward trend in number of incidents where firearms were discharged at Police heightened staff and public attention on frontline and community safety<sup>1</sup>. Police established the FSIP programme in 2020 in response to these concerns.
- 24 FSIP's work aligns with a broad strategic work programme Government is progressing to address the harm caused by gangs and organised crime. This includes targeting gun violence and the illicit supply of firearms, addressing the underlying drivers of offending and gang recruitment, and supporting community resilience.
- 25 During 2020, FSIP initiated work on the Tactical Response Model (TRM), which was designed as an integrated safety system to ensure Police are trained, equipped, and supported to keep themselves and the communities they serve safer. It is underpinned and informed by Tactical Intelligence providing real-time, evidence-based risk assessments.

### **TRM design reflects extensive staff and community feedback**

- 26 The TRM was designed drawing on extensive feedback and proactive consultation with frontline Police staff and community leaders. Police engaged with Māori, Pacific and Ethnic community leaders through 570 community engagement sessions including Police's External Reference Groups at local and national level. Police held around 85 workshops with more than 1250 staff about their experiences and ideas to improve staff safety.
- 27 The key themes from community stakeholders in this process emphasised a desire that Police should remain generally unarmed, should not look noticeably different from a community lens, the importance of being aware of bias in policing and reassurances that Police is not targeting particular communities. These have fed into the design of the model. Work that Police is undertaking on understanding policing delivery<sup>2</sup> will also be reflected in the TRM model and any future training.

### **Objective of the TRM**

- 28 The TRM supports Police to better understand, prevent and respond to high risk and critical incidents through three broad pillars:

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<sup>1</sup> In the four months from January - April 2021, Police recorded nine incidents involving the presentation or discharge of firearms at police. In five of these nine events, the first attending staff were not armed. Most shots fired at police involved non-specialist staff, including being targeted with higher threat firearms. Most instances requiring firearm discharges by police also involved non-specialist staff.

<sup>2</sup> Understanding Policing Delivery is a significant piece of work which looks at whether, where, and to what extent, bias exists at a system level in Police's operating environment.

- Enhanced Frontline Training and Technology
  - Enhanced Frontline Access to Specialist Capability
  - Risk-based Deployment Framework.
- 29 The aim of the TRM is to improve the safety of frontline officers and the community, by increasing overall frontline training and capability. It does this while retaining generally unarmed policing services, which is important in maintaining policing legitimacy.
- 30 Overall, the TRM enables Police to better prevent and respond to high-risk offenders and critical incidents, including those involving organised crime groups, gang violence, firearms, and methamphetamine. It is designed to help resolve these incidents safely and reduce the risk to everyone involved.

**TRM was trialled in four Proof of Concept (PoC) locations**

- 31 A TRM PoC commenced in four Districts in November 2021: Northland, Waikato, Central, and Counties Manukau. The trial was intended to establish and evaluate aspects of the initial TRM design to help to determine the best model ahead of potential national roll-out.
- 32 The trial was intended to end on 30 June 2022 when the formal Evidence Based Policing Centre (EBPC) evaluation was completed. However, the trial was continued to enable ongoing assessment of outcomes and benefits from the trial to inform its final design. The continuation of the trial also reflected strong support and engagement from staff in PoC Districts who wanted to continue to benefit from the improvements they experienced.
- 33 Components of the TRM tested included:
- Tactical Safety Training – this provided additional scenario-based training for frontline staff, focused on appropriate de-escalation and tactical responses.
  - Tactical Teams – these provided enhanced specialist capability to support frontline staff.
  - Risk-based, intelligence-led deployment of the new Tactical Teams.
  - Tactical safety training and on-shift tactical capability were supported by the procurement of property, technology, and equipment, ranging from training venues through to vehicles, first aid kits and tourniquets.
- 34 Further detail of these elements of the TRM is set out in Appendix D.
- 35 Aspects of the TRM were implemented slightly differently across PoC Districts, enabling comparison and analyse across different components. The trial also enabled Police to test the initial TRM design to determine its effectiveness in achieving the intended improvements to frontline safety.

- 36 This ongoing assessment showed that the TRM trial has been well received by frontline staff and is seen to have addressed the lessons learned from the ART trial.
- 37 The TRM was designed as an integrated safety system to ensure Police are trained, equipped, and supported to keep themselves and the communities they serve safer. This system-based design has afforded frontline staff a higher level of protection without visibly changing Police's existing, highly valued community policing approach.

**TRM evaluation confirms that the model has achieved its intended outcomes**

- 38 The EBPC conducted a formal six-month evaluation of the PoC trial between 1 January and 30 June 2022. Information gathered during the evaluation process offered insights into what worked well, what needed to be understood in more depth, and where improvements were needed to optimise actual and perceived frontline staff safety. Evaluation findings informed the process of finalising the TRM design for national roll-out.
- 39 The final EBPC evaluation report was received by Police on 4 November 2022. The report has been publicly available online since late November 2022<sup>3</sup>.
- 40 The EBPC report confirms that the TRM has been effective – it is achieving in most areas that will lead to the targeted safety outcomes, and some of those outcomes, such as staff feelings of safety and actual safety, are already being seen.
- 41 Tangible improvements to frontline safety in PoC Districts (compared to non-PoC Districts) were found across several areas:
- the use of firearms against Police in PoC Districts reduced (no firearms were presented or used against Police in PoC Districts during the trial)
  - the rate of officer injury when involved in 'use of force events' against an offender reduced by approximately 40%
  - the proportion of assaults on Police that resulted in injury reduced by approximately 19%
  - the reported use of force by Police reduced by 17%
  - the number of complaints about use of force by Police reduced by 29%.
- 42 A significant finding is that OPTs are reducing the demand on AOS call outs: pre-planned AOS call outs within PoC Districts reduced by 27%. This reduction in the number of events that would otherwise have been an AOS job is significant within the operational context, and indicative of good use of rostered tactical support. Reduced redeployment of AOS-trained staff from their core roles has also generated wellbeing benefits from reduced demand and enabling staff to focus on their substantive roles.

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<sup>3</sup> The EBPC report is available at:  
<https://www.police.govt.nz/sites/default/files/publications/trm-evaluation-report.pdf>

- 43 FSED training is increasing frontline staff's competency with tactical options, enabling better decision-making, further de-escalation and safety in use-of-force contexts, and improving feelings of confidence and safety.
- 44 Double-crewed TDT deployment was particularly well received with dog handlers reporting being paired with a tactical operator increased their feelings of safety and confidence, alongside increasing motivation, wellbeing, and productivity.
- 45 Enhanced Tactical Intelligence capability and 24/7 support from District Command Centres means frontline staff are now better informed as to their greatest risks, due to daily staff safety briefings and the identification and communication of the risk associated with identified offenders.

**The monitoring and evaluation of the PoCs has enabled the TRM design and implementation plan to be finalised**

- 46 The evaluation confirmed the TRM is achieving the intended outcomes of safer staff and increased feelings of safety among frontline staff. Ongoing monitoring has identified minor enhancements to the model<sup>4</sup> which will be put in place for national roll-out. The evaluation found the TRM requires a complete system approach, requiring all parts to be working together to produce the intended impact on staff and community safety.
- 47 The final design will introduce a total of 241 TRM roles (with a further 4 FTE repurposed), which will see an additional 206 constables and 35 intelligence positions enter Police. The resource model is outlined in Appendix C.
- 48 Final design changes following the evaluation have prioritised additional frontline positions over funding for more expensive senior roles. This is to ensure that increased tactical capability does not come at the expense of critical investigative positions. However, the evaluation also confirmed the importance of leadership in the model, and Police will repurpose existing senior positions as required to ensure effective TRM management, oversight, and assurance in Districts.

**Police intends to roll-out the TRM model across New Zealand subject to Cabinet approval of the drawdown of the established contingency budget**

- 49 Subject to Cabinet approval to draw down post-2022/23 funds, Police intends to embed and maintain TRM in the four PoC Districts and commence a phased roll-out of the TRM to the eight non-PoC Districts<sup>5</sup> from March 2023. Roll-out will be phased based on each District's level of readiness to recruit

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<sup>4</sup> These primarily involve increasing the visibility of the TRM to staff so all those involved in its implementation understand how it works as an integrated safety system to improve staff safety and the previously discussed renaming Tactical Prevention Teams as Offender Prevention Teams with an increased focus on investigations work.

<sup>5</sup> The eight non-PoC Districts are: Southern, Canterbury, Tasman, Wellington, Eastern, Bay of Plenty, Waitemata, Auckland City.

for new TRM roles in a way that does not results in significant capability losses in other functional areas through transition.

- 50 The national model is designed to be scalable. The implementation plan will see the key infrastructure embedded across all Police Districts in 2023. The model could later be expanded as needed, for example to provide more Tactical Teams in higher demand or problem areas.
- 51 The FSIP programme team will work alongside Districts to support implementation. Each District has appointed a TRM implementation lead. They will be responsible for setting up and embedding the TRM in their District in accordance with national guidelines and will act as a conduit with the programme.
- 52 The TRM national implementation plan is outlined in Appendix C.

### Financial implications and funding sources

- 53 The proposed TRM design represents a total operating investment of \$137.425 million over the next three years and \$45.620 million in outyears in operating expenditure. In addition, previously funded capital of \$28.570 million will deliver essential property and equipment across 2023/24 and 2024/25.
- 54 This paper seeks Cabinet approval for investment of \$40.940 million in 23/24, \$40.620 million in 24/25 and \$40.990 million in 25/26 and outyears, to be drawn down from the tagged operating contingency set aside in Budget 2022.
- 55 In the September 2021 Cabinet paper, '*Investing in Frontline Safety*' [CAB-21-MIN-0366] Police committed to contribute an estimated \$3.897 million in outyear operating expenditure to be found from baseline reprioritisation.

s 9(2)(f)(iv)

Table 2: TRM financial implications and funding sources – operating expenditure

<b>Tactical Response Model</b> (Operating)	<b>23/24 (\$m)</b>	<b>24/25 (\$m)</b>	<b>25/26 &amp; outyears (\$m)</b>
Total TRM operating expenditure	(46.414)	(45.391)	(45.620)
CEA (funded separately)	0.774	0.774	0.774
Accelerated rollout – backfill delay	0.782	0.000	0.000
<b>B22 Tagged Operating Contingency</b>	<b>40.940</b>	<b>40.620</b>	<b>40.990</b>

s 9(2)(f)(iv)

<sup>6</sup> s 9(2)(f)(iv)



## Legislative Implications

56 The decisions in this paper do not have legislative implications.

## Impact Analysis

57 Regulatory impact analysis requirements do not apply, as the decisions sought in this paper do not involve the introduction of new legislation, or changes to, or the repeal of existing legislation. A Climate Implications of Policy Assessment (CIPA) is not required for this paper.

## Population Implications

58 Findings from the PoC trial have confirmed Police's initial expectations that by increasing overall frontline capability, the TRM will enable Police to more safely resolve high risk and critical incidents, thereby improving overall public safety. Police is confident that TRM is a more effective method of responding to the current safety risks than moving to general arming.

59 The trial of ARTs during 2019 and 2020 received some negative feedback, particularly from some Māori and Pacific communities. Police engagement during 2021 with Māori, Pacific and Ethnic community leaders, Police's External Reference Group, and discussions with its Māori, Pacific and Ethnic Forums, informed the design of the TRM which reflected lessons learned from the unsuccessful ART trial. As noted in the Background section, engagement with community groups and representatives has continued throughout the PoC process and has not identified any community concern of significance.

60 Māori are over-represented among both victims and offenders at Police calls for service. With a strong focus on de-escalation through scenario-based training, and ensuring appropriate use of tactical options when required, the TRM is designed to reduce the overall safety risks to staff, victims and offenders involved in critical incidents. Establishing the TRM also helps enable Police to remain generally unarmed, which has been widely welcomed by iwi and other Māori leaders through recent engagement.

61 Community engagement will continue to be important to clearly communicate the intent of the model, articulate the point of difference from ARTs, and to seek key community insights and support.

62 Police has begun to re-engage with iwi and local community groups to explain the model in more detail and listen and seek to address any outstanding community concerns, ahead of implementation in respective Districts.

## Human Rights

63 The decisions in this paper are consistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

## Consultation

- 64 Consultation on this paper has been undertaken with the Justice Cluster agencies: Ministry of Justice, Department of Corrections, Oranga Tamariki, the Serious Fraud Office and the Crown Law Office. Treasury has been consulted and provided with a programme Business Case with additional detail and analysis to support the case for national implementation of the TRM.
- 65 The TRM has been developed with extensive feedback and proactive consultation with frontline staff, Māori, Pacific and Ethnic leaders and through 570 community engagement sessions. Proactive engagement with staff, key stakeholders, and community leaders (including the Police Association) has continued through the PoC period and in the evaluation of the model included two staff safety surveys which attracted more than 2000 responses each.
- 66 Community leaders have been broadly supportive of the TRM approach and particularly positive about the decision to remain generally unarmed. There will be ongoing engagement with staff, iwi, and community stakeholders as part of preparations for national roll-out of the model.

## Communications

- 67 I propose to publicly announce the decision to invest in the national roll-out of the model, should Cabinet agree to the recommendations in this paper. The Commissioner of Police would follow with a statement communicating more details of the TRM and plans for implementation.

## Proactive Release

- 68 I intend to proactively release this paper following final investment decisions by Cabinet. The release of the paper will be subject to redaction as appropriate under the Official Information Act 1982.

## Recommendations

The Minister for Police recommends that the Committee:

- 1 **note** that, following the murder of Constable Matthew Hunt in June 2020, and against an increasingly challenging policing environment, Police developed a Tactical Response Model to ensure frontline staff are trained, equipped, and supported to keep themselves and the communities they serve safer;
- 2 **note** that on 8 September 2021, Cabinet approved operating funding of \$15.496 million from the 2021/22 between budget contingency in 2021/22 [CAB-21-MIN-0366];
- 3 **note** that on 11 April 2022 Cabinet [CAB-22-MIN-0129 refers];
  - 3.1 **agreed** to further investment totalling \$62.696 million (\$42.000 million operating and \$20.696 million capital) through the Budget 2022 Justice Cluster Package until June 2023 to begin implementing the Tactical Response Model in four Proof of Concept Districts;

**IN C O N F I D E N C E**

- 3.2 **agreed** to establish a tagged operating contingency of up to the following amounts in Vote Police to provide for “Tactical Response Model – Increasing Frontline Safety”:

	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
Tactical Response Model – Increasing Frontline Safety – Tagged Operating Contingency	-	40.940	40.620	40.990	40.990

- 3.3 **agreed** that drawdown post-2022/23 is contingent on Cabinet approval of a final implementation plan for a national roll-out and an update on the outcomes of the PoC;
- 4 **note** that an evaluation of the trial in the four Proof of Concept Districts by the Evidence Based Policing Centre confirmed it is achieving intended improvements in terms of safer staff, safer communities, and increased feelings of safety by frontline staff;
- 5 **note** that, with some enhancements reflecting lessons learnt during the Proof of Concept trial, Police Executive has endorsed the final design of the Tactical Response Model, as summarised in Appendix A;
- 6 **approve** the implementation plan for national roll-out of the Tactical Response Model summarised in Appendix C;
- 7 **approve** the following changes to appropriations to provide for the decision in recommendation 6 above, with a corresponding impact on the operating balance and net debt:

<b>Vote Police Minister of Police</b>	2022/23	2023/24	2024/25	2025/26	2026/27 & Outyears
<b>Multi-Category Expenses and Capital Expenditure:</b>					
Policing Services MCA					
<i>Departmental Output Expenses:</i>					
Crime Prevention (funded by revenue Crown)	-	13.537	13.432	13.554	13.554
Investigations and Case Resolution (funded by revenue Crown)	-	15.232	15.112	15.250	15.250
Policy Advice and Ministerial Services (funded by revenue Crown)	-	0.021	0.021	0.021	0.021
Primary Response Management (funded by revenue Crown)	-	12.150	12.055	12.165	12.165
<b>Total Operating</b>	-	<b>40.940</b>	<b>40.620</b>	<b>40.990</b>	<b>40.990</b>
<b>Total Capital</b>	-	-	-	-	-

- 8 **agree** that the proposed changes to appropriations for 2022/23 above be included in the 2022/23 Supplementary Estimates and that, in the interim, the increases are met from Imprest Supply;
- 9 **agree** that the expenses incurred under recommendation 7 be charged against the “Tactical Response Model – Increasing Frontline Safety” Tagged Operating Contingency described in recommendation 3.2;
- 10 **note** that, following the adjustment detailed in recommendation 9, the tagged operating contingency described in recommendation 3.2 are now exhausted and therefore closed.

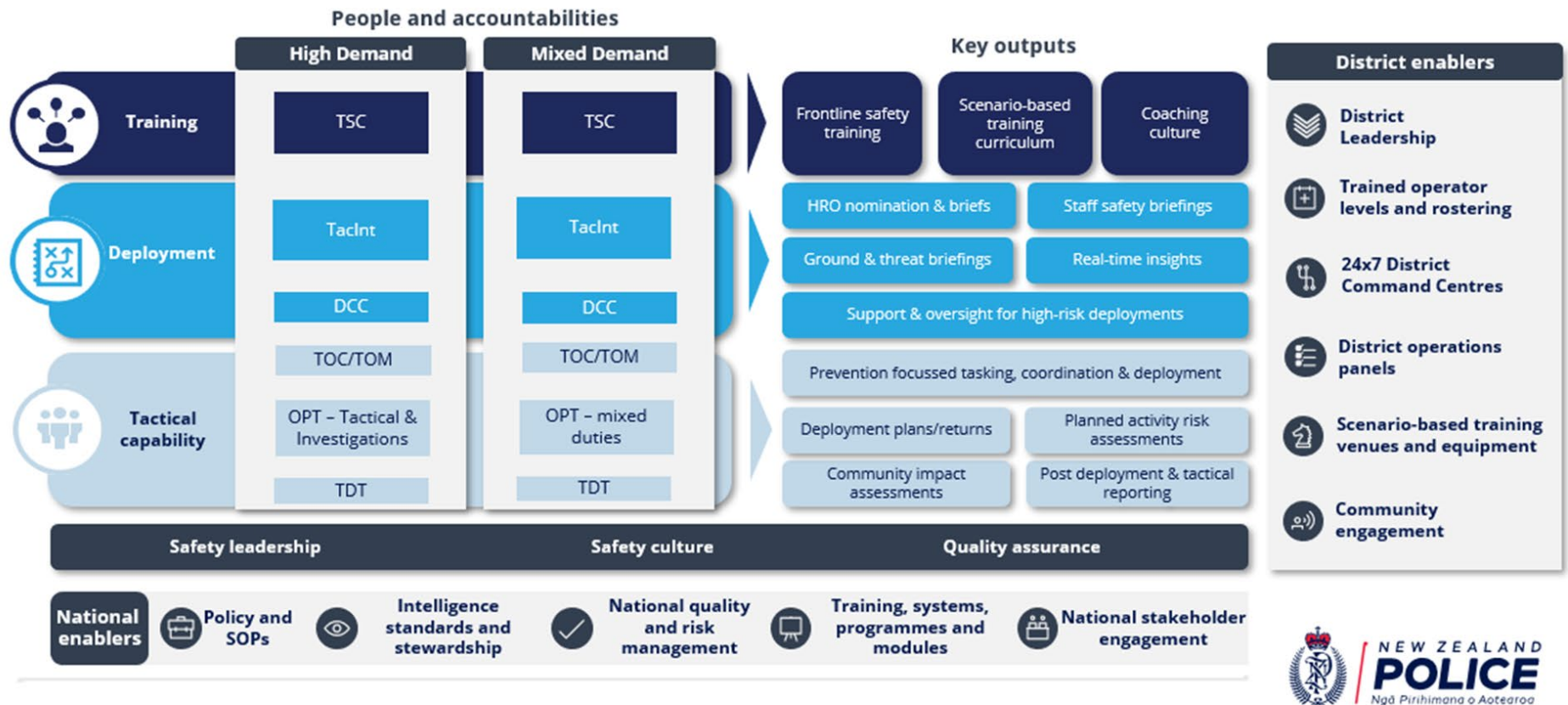
Authorised for lodgement

Hon Chris Hipkins  
Minister of Police

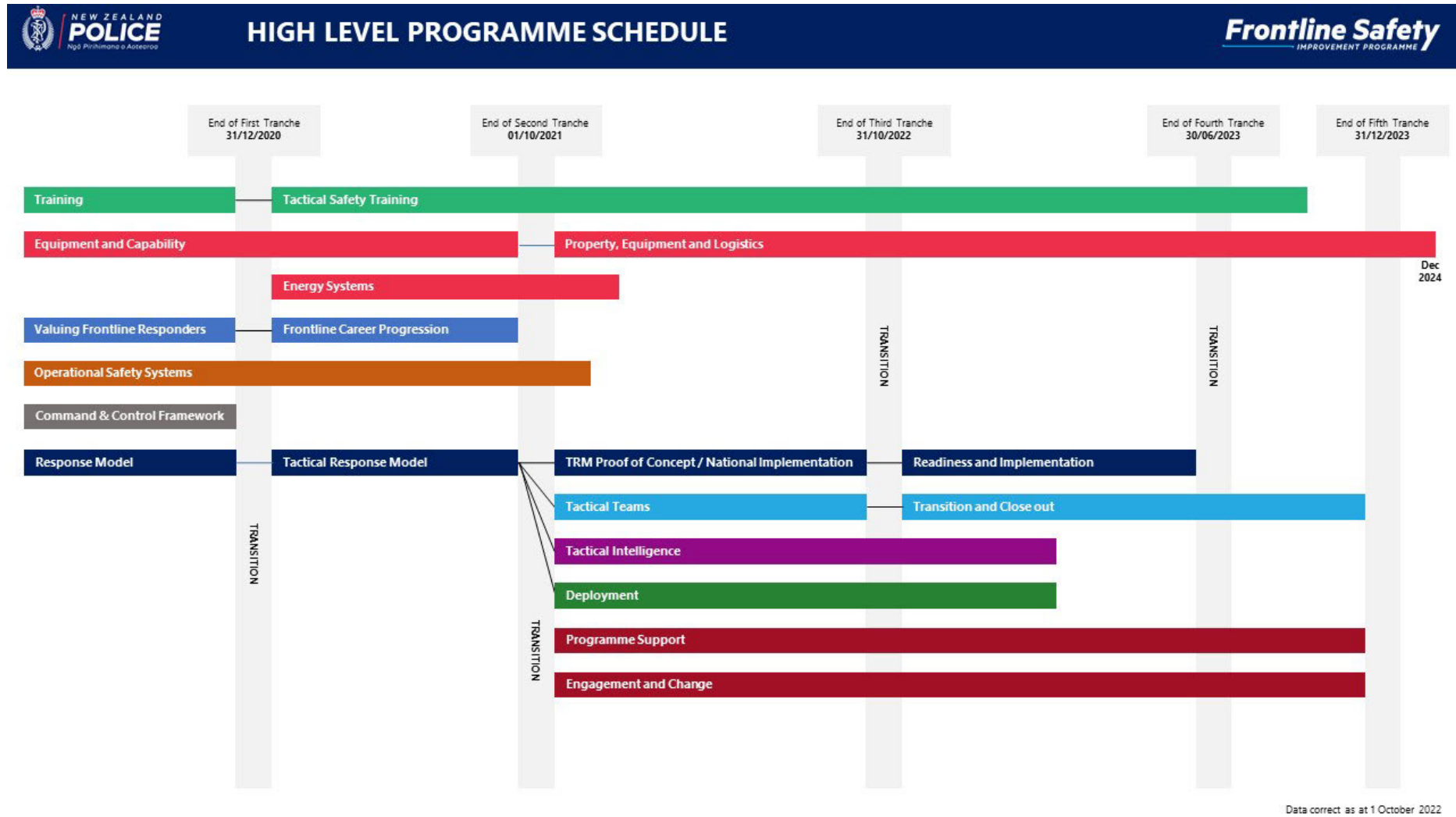
## Appendix A: TRM Approved Operating Model

### Approved TRM Operating Model

The operating model illustrates how the TRM components work together as an integrated system to achieve safety outcomes, and the district and national enablers required.



## Appendix B: Frontline Safety Improvement Programme Schedule



## Appendix C: Summary of plan for national implementation of the Tactical Response Model

### *Implementation Resource model*

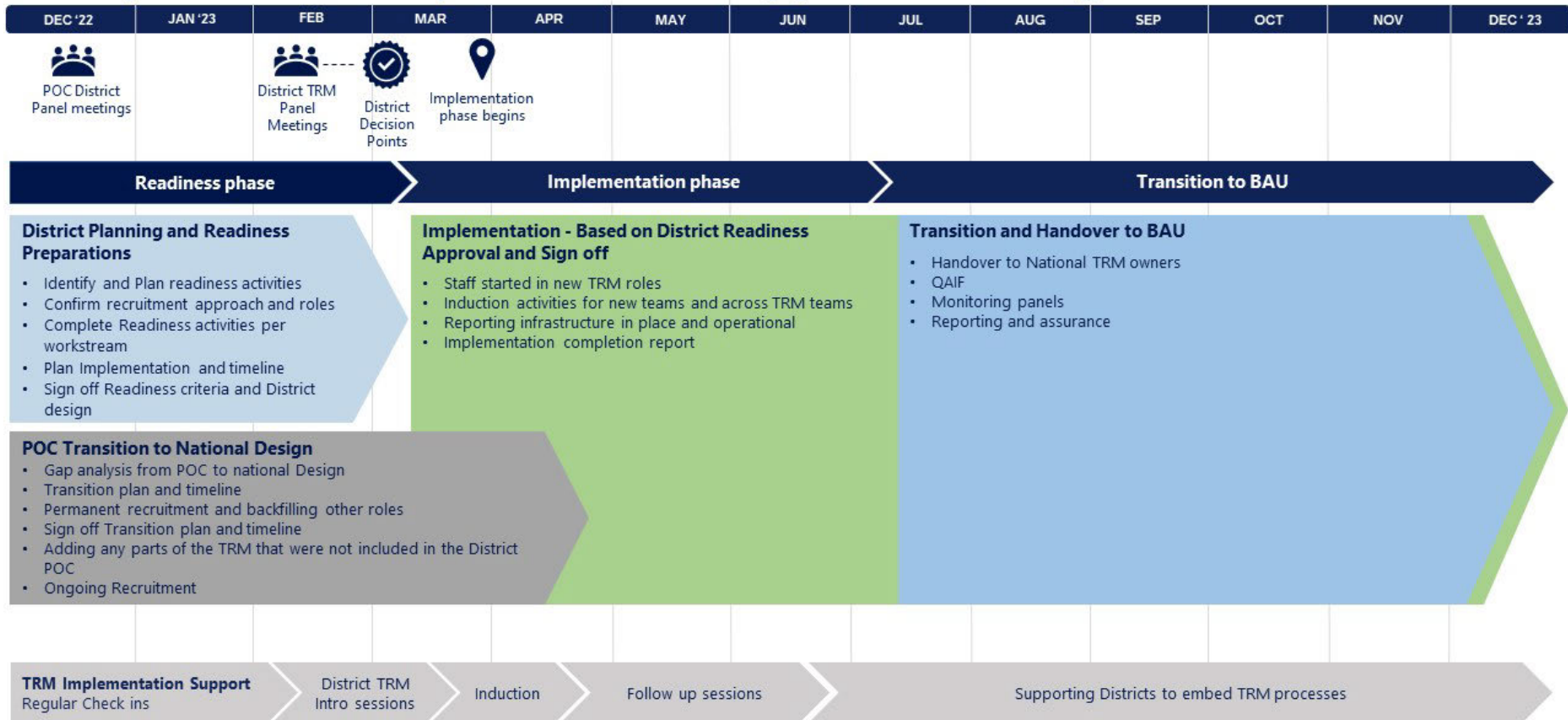
*Outlines and allocated numbers of TRM roles for implementation.*

Role	Tactical Operations Manager (TOM)	Tactical Operations Coordinator (TOC)	Offender Prevention Tactical Team (OPT)	Tactical Dog Team (TDT)	Tactical Safety Coach (TSC)	Tactical Intelligence (TacInt)	District Command Centre (DCC)
	Responsible for overall strategic and risk management of the tactical teams, leading the intent and culture of the TRM.	Supports day-to-day delivery of district capability and a genuine safety mindset through training, equipment, and deployment. <ul style="list-style-type: none"> <li>AOS qualified (Ideally AOS Commander trained)</li> <li>Senior Sergeant and TL qualified</li> </ul>	Supports investigative work to apprehend priority offenders and executes high risk search warrants. <ul style="list-style-type: none"> <li>All AOS qualified</li> <li>High demand holds enquiry responsibilities</li> <li>Low demand holds Investigative responsibilities</li> </ul>	TDTs will provide specialist tactical capability to support the frontline response and enhance the safety and capability of dog handlers. <ul style="list-style-type: none"> <li>1X Qualified dog handler</li> <li>1X Tactical operator (preferred 2 years plus AOS experience)</li> </ul>	Coordinate FSED implementation in their district and focus on the quality of delivery, as well as instil the safety mindset culture of the TRM into staff.	Supports intelligence-led proactive deployment to high-risk preventative tasks.	Manages district demand and risk profile to improve frontline safety. Including monitoring and recording all deployment activities within the district.
Programme		12 FTE	48 FTE	96 FTE	48 + 2 FTE	35 FTE	
Police Funded	Portfolio role assigned to a District leader					4 FTE Repurposed	DCCs to ensure 24/7 support

Note: Resourcing has been modelled to enable national TRM implementation. Should districts or functions experience resourcing challenges in implementation, roles within the TRM are able to be transferred to ensure a balanced capability for the TRM across the country to achieve benefit realisation.

## Appendix C: Summary of plan for national implementation of the Tactical Response Model continued

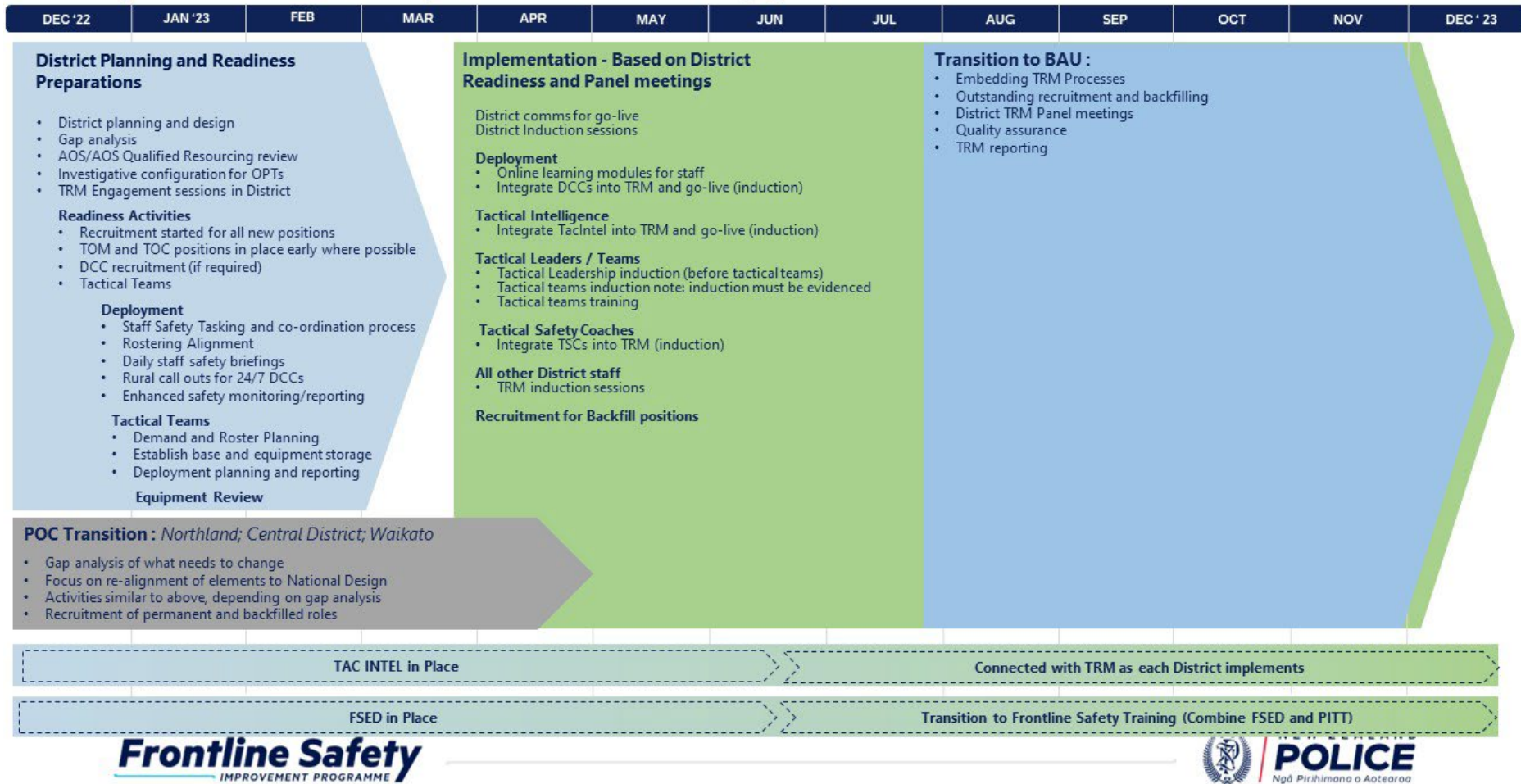
### Proposed TRM Implementation Approach – Programme Activities





## Appendix C: Summary of plan for national implementation of the Tactical Response Model continued

### Proposed TRM Implementation Approach – District Activities



## **Appendix D: Outline of the three pillars of the Tactical Response Model**

The TRM provides a systemic safety system in addition to the existing 24/7 support available in every District through Armed Offenders Squad (AOS) and Police Negotiation Teams (PNT). The model involves:

### **Enhanced Frontline Training and Technology**

- The amount of tactical training available for frontline staff has more than doubled by adding four days scenario-based tactical training to the existing three-and-a-half days Police Integrated Tactical Training (PITT) which covers firearms and other tactical training.
- This Frontline Skills Enhancement in District (FSED) training provides access to specific, scenario-based tactical training, specific to the local operating environment, to prepare staff to respond appropriately to high risk and critical incidents.
- Frontline Skills Enhancement in District (FSED) training commenced in the four PoC Districts in December 2021 and was rolled out to all 12 Districts by August 2022.

### **Enhanced Frontline Access to Specialist Capability**

- TRM Tactical Teams provide enhanced specialist capability to frontline staff. They include Offender Prevention Teams (OPTs) which comprise four-to-six-Armed Offender Squad (AOS)-qualified team members, and Tactical Dog Teams (TDTs).
  - TDTs are two-person teams in which the dog handler is supported by an AOS-qualified officer.
  - OPTs were deployed in all four PoC Districts, and TDTs were deployed initially in Northland and Central, then later in Waikato.
- During the PoC trial, OPTs were referred to as Tactical Prevention Teams (TPTs). They were embedded as part of existing investigative and prevention teams primarily focused on planned operations to apprehend priority and high risk offenders. The early OPT design was strongly tactically focussed, with less emphasis on investigations. This has changed with the final TRM design, with OPTs now including both a tactical and investigative component. The re-designed model provides for two OPT operating options, depending on the level of tactical demand within each District. This will OPT deployment is fit for purpose fit for demand in both urban and provincial Districts.
- OPTs provide an enhanced on-shift tactical capability supporting existing PoC District teams in pre-planned prevention activities involving investigating and apprehending High Risk Offenders (HROs). These teams can also be deployed to respond to higher risk incidents to support general duties staff.

- The double crewed TDTs support frontline response, with the addition of a tactical operator improving safety for dog handlers, frontline staff, and the community.

### **Risk-based, intelligence-led deployment**

- An intelligence-led, risk-based deployment framework brings tactical capability together holistically and guides deployment through comprehensive risk assessments and proactive offender management.
- Specially trained Tactical Intelligence (TacInt) staff is enabling intelligence-led, risk-based deployment of the new Tactical Teams. TacInt provides insight into where the frontline is at heightened risk, supporting tactical decision making.
- DCCs manage the deployment of Tactical Teams to support the frontline and have an enhanced role managing risk. DCCs also provide 24/7 support to staff involved in overnight rural deployments and callouts. This includes supporting planning for, attending and post incident risk mitigation.
- Pre-planned tactical deployment is managed utilising a weekly cross-District tasking and co-ordination process. DCCs also have oversight of re-deployment of OPTs to emergency events. They monitor and manage optimum staffing levels, rural callouts, night shift double crewing and safety compliance.

In addition, tactical safety training and on-shift tactical capability are supported by the procurement of property, technology, and equipment, ranging from training venues through to vehicles, first aid kits and tourniquets.