

INFORMATION REQUEST	
Frontline Safety Improvement – detailed financial implications	
Deadline: 1100hrs 13 August 2021	Date of Response: 13 August 2021

Purpose

1. This paper responds to a request from your office for further detailed costing and options for implementing the Tactical Response Model, including options for the scale of Police and government contribution, as well as staged implementation of the model across financial years.
2. The paper complements BR/21/66 which summarised the work underway to deliver safety improvements across Police's frontline and proposals for an integrated Tactical Response Model.
3. That briefing recommended that you forward the briefing to the Ministers of Finance and Justice to support discussions with them and seek direction on the scope for new investment.

Recommendation

Police recommends that the Minister of Police:

- a) **note** that your office will forward the attached paper and A3 to the Minister of Finance to support discussions on the scale of potential new investment to improve frontline safety
- b) **note** that Police intends to seek further funding through Budget 2022.

Reviewed by	Tusha Penny, Assistant Commissioner, Frontline Capability	s 9(2)(a)
Approved by	Tania Kura, Deputy Commissioner, Leadership and Capability	s 9(2)(a)

Frontline Safety Improvement – detailed financial implications

Purpose

1. This paper provides detailed costing and funding options for implementing the Tactical Response Model (TRM).
2. Attached is an A3 summarising the options for funding the implementation and operation of the TRM. The options have been assessed against the following key considerations:
 - enhancing the safety of our staff and the community
 - implications for the delivery of police services and the service level expectations of staff and the community
 - impacts on staff and community trust and confidence
 - practical considerations, including the ability to scale up capability to deliver the change, and change readiness within the organisation, and the labour market.

Immediate investment is required to implement and trial changes that will enhance the safety of frontline police

3. Police have invested in standing up the frontline safety programme and is investing in delivering enhanced frontline training to staff.
4. To respond to the concerns raised by frontline staff as well as meet Police's obligations under health and safety legislation, Police is seeking additional funding to enhance frontline safety. All options require investment in each of the critical components of the TRM, with these delivered in year one:
 - 4.1. Rollout tactical training for frontline staff
 - 4.2. Enhance 'on-shift' tactical capability to support responding to, investigating and apprehending high risk offenders
 - 4.3. Implement the TRM and risk-based deployment framework.
5. This will ensure frontline staff receive tactical training specific to their operating environment and Districts have tactically trained capability in place in year one. It should be noted that even with these measures in place, we cannot eliminate all the risk for frontline staff, we can only mitigate this risk through deploying an intelligence-led TRM and providing the training and capability to plan, assess, and respond to risk.
6. In year one, Police plans to fully implement the entire TRM in 3-4 Districts, and will draw on the lessons learned, to extend the full model across all Districts. This reflects the need in year one to invest in building and developing the

infrastructure and systems and processes to fully implement the model. Our expectation is that by 2024/25 the model is fully rolled out in all Districts.

7. To meet the delivery of this capability without new investment requires greater trade-offs, resulting in challenges for Police in meeting service delivery standards and the expectations of staff and the public.
8. The pace and speed of implementation will depend on available resourcing and/or reprioritisation of existing resources. Police could not extend the full model across 12 Districts within baseline without significantly reprioritising its services and with some changes to service level expectations.
9. Although there will be some implementation and development costs, the ongoing costs of implementing proposed safety enhancements include:
 - 9.1. Staff costs – direct and indirect staff costs arising from the additional staff required to deliver training, additional constabulary staff required to enable “on-shift” tactical capability to be available in all districts and the management of these resources, and where possible to enable Districts to maintain service levels while staff are released to complete the enhanced training required.
 - 9.2. Equipment – up front cost to enable an uplift in tactical training facilities and supporting equipment and ongoing asset replacement
 - 9.3. Infrastructure – any ongoing costs associated with new infrastructure developed to enable the model (e.g. ongoing leases for District training venues).

Options considered

10. We have considered the following four options:
 - **Option One** – accelerated implementation of the TRM. This option can be implemented within 2.5 years with significant support from government for funding. This option delivers the earliest safety and capability benefits to Police and communities.
 - **Option Two** – delayed operational phasing. This option will deliver three proofs of concept, with a delayed phasing of the operational capability uplift and will be implemented over a three and a half year period.
 - **Option Three** – same as Option One with reallocation of the 1800 extra staff from P21 to partially fund the option. This option provides the same outcomes as Option One, however the trade-offs that we are proposing will be on reallocating s 9(2)(f)(iv) roles within the 1800 that are tagged to combat organised crime, and repurposes these roles to support TRM.
 - **Option Four** – same as Option One but fully funded from within Vote Police. This would be a delayed implementation of 12-18 months to

enable Police to reprioritise and transition human and financial resources to enable the funding. Consideration needs to be given to the medium and long-term unintended consequences of reprioritisation from areas such as prevention. This is not a desirable option as the impact of achieving the outcomes for communities and our staff as specified in Our Business would be greatly affected.

Recommended Option

11. The recommended option is Option One (Accelerated). Outside of general arming, this option strikes an appropriate balance between staff safety and community expectations for safety and service delivery. The option has been socialised with key stakeholders and outside of general arming there has been broad support.
12. This option delivers the following in year one:
 - 12.1. Four end-to-end proof of concepts of the TRM
 - 12.2. Immediate uplift in tactical training for frontline staff
 - 12.3. Front-loaded increase in 'on-shift' specialist tactical capability to support investigations into high risk offenders
 - 12.4. Implement the TRM and risk-based deployment framework, including enhanced leadership and coordination roles and increased intelligence capacity to support deployment
 - 12.5. Additional specialist support for our Dog Teams
 - 12.6. Standing up the infrastructure and equipment for the wider rollout.

Funding options and implications for implementation

13. The options considered will deliver the full TRM between 2.5 years and 4 years. All elements of the TRM are critical to building a successful safety system for our people.
14. Phasing the roll out of the complete model to all Districts provides some scope to phase the additional investment required over a number of budget cycles.
15. The options differ in the scale of Police and government contribution, ranging from Option 4 s 9(2)(f)(iv) [REDACTED], through to Option 1 (the recommended option) s 9(2)(f)(iv) [REDACTED] s9(2)(g)(i) [REDACTED]
16. The below table outlines by options the total implementation costs, and the split between Vote Police and government contribution. The annual ongoing costs for all options will be circa s 9(2)(f)(iv) [REDACTED].

s 9(2)(f)(iv)



17. The following table outlines financial year 21/22 implementation cost, and the contribution split between Vote Police and government contribution across all options.

s 9(2)(f)(iv)



18. For the preferred option, Police will self-fund the following in year one:

s 9(2)(f)(iv)



Police will need to seek further funding in Budget 22.

Next steps

20. Police will continue to discuss detailed costs and funding implications with Treasury.