



New Zealand  
**POLICE**  
Nga Pirihimana O Aotearoa

G.6.



# Annual Report

2015/2016

Presented to the House of Representatives pursuant  
to section 4 of the Public Finance Act 1989

G.6.

New Zealand Government

75  
YEARS

HONOURING WOMEN IN NZ POLICE  
PAST, PRESENT, FUTURE

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This Annual Report satisfies our statutory requirements under section 45 of the Public Finance Act 1989 and section 101 of the Policing Act 2008.



The cover photo was selected in recognition of 75 years of women in New Zealand policing.

Friday 3 June 2016 marked the 75th anniversary of women in policing in New Zealand. Women now account for around one in five constabulary staff and work across the full range of policing activities. The 75th anniversary celebrations recognise the enormous contribution women police officers have made, provide an opportunity to highlight the career paths available in Police and attract more women recruits.



# COMMISSIONER'S FOREWORD

New Zealand Police has achieved a significant amount in the last year. Our Prevention First operating model and our focus on mobility are yielding positive results. Together, they have improved the way we work. Police are now more effective, efficient, mobile and visible. Police place preventing crime, preventing road trauma, and meeting the needs of victims, at the heart of everything we do. Frontline staff are better equipped with the tools and technology they need to spend more time in their communities, where they can make the most difference. The efficiencies gained in recent years have been reinvested in response to increasing demand for Police services, increased levels of crime and to continue servicing a growing population. Police will continue to be agile in order to respond effectively to these challenges.

New Zealand Police has built and maintained high levels of public trust and confidence and staff engagement levels that are consistently above the state sector benchmark. New Zealand Police rightly has a reputation as one of the best Police services in the world. We aspire to deliver outstanding results for the people of New Zealand. We have recently restated our mission – *To be the safest country*, this is a high aspiration and reflects the need for Police to exceed public expectations.

To build on these successes and move us towards achieving our mission, over the next two-and-a-half years we will be implementing the Police High Performance Framework, which represents a key investment in our people. This will help leaders and staff embed a culture that will enable a focus on setting the direction, and create a clarity of purpose to assist our people to continue to deliver high levels of performance and results across our business.

The Police High Performance Framework will also help Police continue the good work we have been doing to embed solutions to the Commission of Inquiry (COI) recommendations. Although we are nearing the end of the COI 10-year formal monitoring period, I'm confident the lessons learned, and improvements initiated, will endure.

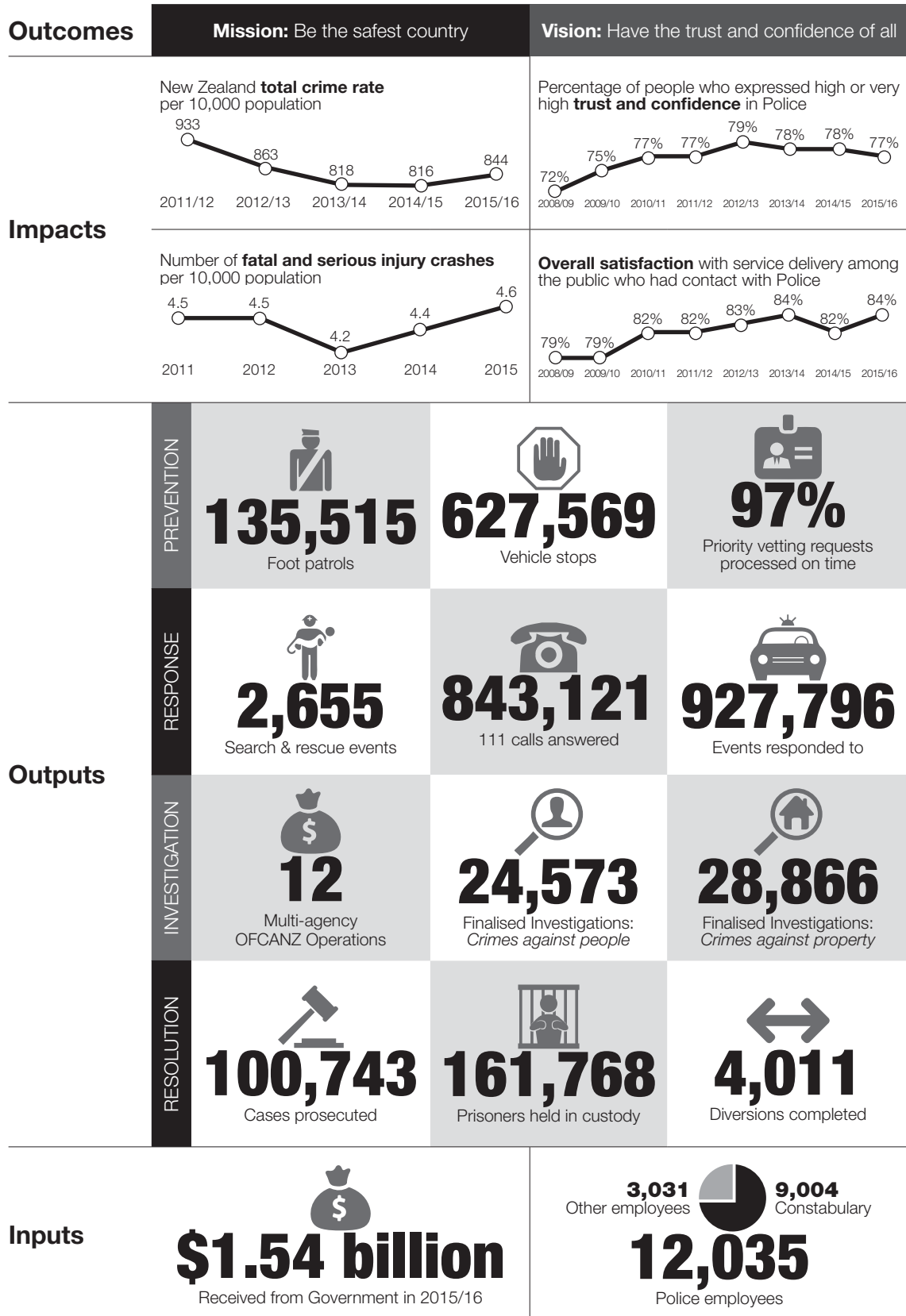
We are continuing to build a more diverse and balanced workforce so that our people reflect the communities we serve. While we've made good progress, we need to do more to showcase Police as an employer who appeals to all genders and ethnicities. It is my aim to see the percentage of women recruited to the frontline lifted to 50%. I recognise that it will require more effort on several fronts to make this a reality.

Police has also taken a significant step forward with Policing Excellence the Future in 2016 by identifying a number of initiatives to progress. These will focus on reducing crime and victimisation, especially in the areas of child safety, family violence and sexual violence. The initiatives will also focus on improving the way we deliver services and interact with the public, and ensuring what we do is based on the best possible evidence and process. We will be working more closely with iwi to reduce the over-representation of Māori as victims and offenders by focussing on the most vulnerable families to reduce the harm associated with all family violence and sexual violence. Partnerships with iwi as well as other agencies and Non-Governmental Organisations is a key feature of our work in this area.



**Mike Bush** MNZM  
Commissioner of Police

# 2015/16 IN SUMMARY



# 1. OUR BUSINESS AND OUR FUTURE

## Our Business

Our mission is “To be the safest country” and our vision is “To have the trust and confidence of all”.

Our Business (diagram below) is a guide to Police’s purpose, mission, strategies and goals, and aligns Police staff to our key strategies. It represents our direction, what we stand for and how we go about delivering our service.



## Our Values

The ideals we aspire to are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy and Valuing Diversity.

Everything New Zealand Police does is about ensuring people are safe and feel safe. To enable us to deliver on this commitment we are guided by our core values. These values inform the way we work, operate and make decisions. Our values reflect what is important to us and the communities we serve.



## Policing Excellence: the Future

Policing Excellence the Future (PEtF) is Police's strategic transformation programme. It will build on the success of Policing Excellence (2009–2014). The aim of PEtF is to provide better outcomes for New Zealanders and to improve policing services delivered to the public. It comprises four programmes:

**We are transforming our business by building on the success of Policing Excellence.**

<b>Safer Whānau</b>	Working in partnership with iwi, Non-Government Organisations and others to reduce the harm associated with all family violence and sexual violence episodes and targeting the most vulnerable and disadvantaged communities.
<b>Service Delivery Model</b>	Improving policing services and the way we interact with the public.
<b>Evidence Based Policing</b>	Ensuring policing strategy, operations and tactics are based on evidence (information, crime science and problem-solving methods) to guide and inform the choices of decision-makers.
<b>Police High Performance Framework (PHPF)</b>	<p>To enable Police deliver on 'Our Business', the PHPF Programme, provides the framework for building a high-performance culture. The PHPF consists of five frameworks that will enable Police to better align strategy, culture, leadership, capability and performance to our strategy.</p> <p>The first framework (Strategic) aims to better align our people and their activities with 'Our Business'. Each framework is introduced at senior levels and then cascaded through all leader levels to every individual in Police. The aim is that the frameworks provide leaders with the tools to help them and their teams excel in their roles. This approach to lifting Police performance represents a significant investment in our people.</p>

## Our Strategic Objectives for 2016/17

We have a small number of strategic objectives that summarise our ambitions over the next four years (2016/17 to 2019/20) and some short to medium term goals:

	1. REDUCE	2. BUILD	3. TRANSFORM
STRATEGIC OBJECTIVES	<p>Reduce crime, victimisation and social harm</p> <p>Reduce fatalities and serious crash injuries</p>	<p>Build trust and confidence in Police</p> <p>Build the capability of our people and a culture of high performance and safety</p>	<p>Transform our service delivery and impact</p> <p>Transform our performance</p>
24 MONTH OUTCOMES	<p>Reduce repeat victims, offenders, locations</p> <p>Total crime down 20% by 2018</p>	<p>Health and safety programme milestones met</p> <p>Embed Police High Performance Framework</p>	<p>PEtF programme implemented</p>
12 MONTH GOALS	<p>Reduce repeat victims, offenders, locations</p> <p>Violent crime down 20% by 2017</p> <p>Youth crime down 25% by 2017</p>	<p>Build trust and confidence particularly amongst Māori and youth</p> <p>Build a culture of health and safety in order to keep our people safe and well</p> <p>80% high or very high total trust and confidence by 2017</p> <p>Embed COI change by end 2016</p> <p>Build a high performance culture</p>	<p>Embed Prevention First (model and mindset)</p> <p>Leverage PEtF</p> <p>Collaborate with our communities and stakeholders</p>

## 2. WHAT WE SET OUT TO ACHIEVE

### Police's Priorities

In our 2015/16 Four Year Plan we outlined what we sought to achieve during the year. The diagram below sets out the priorities we set ourselves, and how we will assess our performance.

Purpose		Be Safe, Feel Safe – ensuring people are safe, and feel safe in their communities	
Outcomes		Mission: To be the safest country	Vision: To have the trust and confidence of all
Priorities		Safer Communities	Confident Communities
Impacts	<ul style="list-style-type: none"><li>• Less harm from crime and crashes</li><li>• People are protected from incidents that could endanger their safety</li><li>• Order is maintained</li><li>• The law is upheld through appropriate actions</li><li>• New Zealand’s security interests are strengthened</li></ul>		<ul style="list-style-type: none"><li>• Citizens are satisfied with the police services they receive</li><li>• Communities are supported to resolve safety issues</li><li>• People receive appropriate police responses</li><li>• Trust and confidence in Police is maintained</li></ul>
Outputs	Output 1	Policy Advice and Ministerial Servicing	
	Output 2	General Crime Prevention Services	
	Output 3	Specific Crime Prevention Services and Maintenance of Public Order	
	Output 4	Police Primary Response Management	
	Output 5	Investigations	
	Output 6	Case Resolution and Support to Judicial Process	
	Output 6	Road Safety Programme	
Initiatives		<p><b>Prevention First:</b> Prevention at the front, victims at the heart – deliver Better Public Services</p> <p><b>Turning of the Tide:</b> Better outcomes for New Zealand by working in partnership with iwi</p> <p><b>Safer Journeys:</b> Reducing and preventing road related trauma</p> <p><b>Policing Excellence the Future:</b> Shaping the future of policing</p>	

This section of the Annual Report outlines:

- why our outcomes and impacts are important
- what new initiatives or changes we introduced, or operations we carried out in 2015/16 to make a positive difference to our outcomes
- how we performed against the performance measures for each outcome and impact.



## Priority one: Safer Communities

Police is the cornerstone of the Government's community safety relationship in large part because they interact with the public more widely, more frequently, and often more personally than any other justice agency or law enforcement body. The complex policing environment that we face requires people who have the necessary skills and attributes to meet the challenge. To keep our communities safe in 2015/16, Police sought to reduce crime, victimisation, social harm and serious and fatal crash injuries.

Police is making good progress towards the very clear targets it has under the Government's Better Public Services (BPS) programme. As of December 2015, the total recorded crime rate has reduced by 16%, the violent crime rate by 8% and the youth crime rate by 38% (compared to June 2011). Crime and victimisation has a range of impacts across society. By delivering sustained reductions in crime, victimisation and reoffending, Police can further reduce harm, and the social and economic cost of crime.

Police is committed to improving the effectiveness of road safety enforcement by increasing frontline visibility, being more street than station; and by utilising speed cameras in high risk locations. Police will also work with partner agencies to increase the use of technology. This will support road users to make smarter choices in every decision involving their use of the road transport system.

We will track our progress in achieving the outcome of Safer Communities through monitoring changes in results under the five impact areas of:

- Less harm from crime and crashes
- People are protected from incidents that could endanger their safety
- Order is maintained
- The law is upheld through appropriate actions
- New Zealand's security interests are strengthened

**By delivering sustained reductions in crime, victimisation and reoffending, we are aiming to also reduce harm and the social and economic cost of crime.**

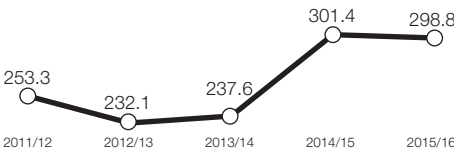
**Police is committed to improving the effectiveness of road safety enforcement activities.**

Outcome	<b>Mission: Be the safest country</b>
Priority	<b>Safer Communities</b>

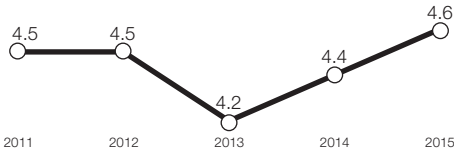
# Impacts

## Less harm from crime and crashes

Number of **repeat victimisations** recorded per 10,000 population



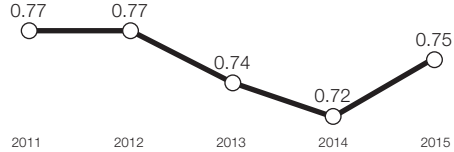
Number of **fatal and serious injury crashes** per 10,000 population



## People are protected from incidents that could endanger their safety

**56%** of people who felt safe in their city/town centre after dark  
**75%** of people who felt safe in their neighbourhood after dark

Number of pedestrians killed or seriously injured per 10,000 population



## Order is maintained

Number of repeat calls for service: noise control

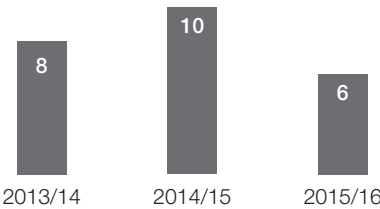


Percentage of repeat calls for service: noise control



## The law is upheld through appropriate actions

Number of prisoner escapes whilst in Police custody



## 1.1. Less harm from crime and crashes

Police continued to embed Prevention First, Police's operating model that places prevention at the forefront of our organisation and victims at the heart of policing. The strategy focuses on targeted policing to reduce offending and victimisation. Prevention First is based on:

- acting with urgency against priority and prolific offenders;
- leveraging community services and networks to protect vulnerable people and reducing trauma, with a particular focus on repeat victims; and
- developing innovative and sustainable practical solutions to address crime hotspots and repeat locations.

Police's intention over the next four years is to place a more intense focus on family violence through our transformation programme, Policing Excellence the Future, Safer Whānau initiatives, and the wider family violence and sexual violence change programme. This will give effect to particular aspects of the Prevention First model. Likewise, significant investments will be made in evidence based policing, which will contribute to the smart deployment aspect of Prevention First.

The next three years will present a challenge, as there has recently been a slight increase in the total crime rate. The violent crime reduction target will be even more challenging – in large part because of the strong focus that we will place on addressing family violence, which is likely to result in increased reporting rates in the short term.

Police also makes an essential contribution to preventing and minimising the harm of road crashes as one of the first responder agencies onsite. Police is committed to the direction set out in Safer Journeys and to working in partnership across the road safety sector.

### Resolution of crime

Police has a deliberate focus on improving the resolution of crime and understanding the drivers for key crime types such as burglary.

In a perfect world, we would have a resolution rate of 100%. Offenders, however do not want to be caught, and will do whatever they can to evade Police. We also have to acknowledge that there will be times when other serious incidents – such as homicides and serious violence – have to take investigative priority over crimes such as burglary.

As part of Prevention First, Police districts are changing the way they operate in order to provide more flexible and responsive services to their communities and to take advantage of technology and other advances that have freed up more frontline Police resources.

Police use Prevention First to address crime, including burglary, by focusing on repeat and prolific offenders – and through working with high risk repeat victims to help them keep themselves safe and prevent further victimisation.

Prevention First enables Police to remain tough on criminal offending, while recognising the need to change the long-term crime patterns across New Zealand. It will enable Police to work smarter, be technology-savvy, and to target resources on the most significant crime problems.

**Police make an essential contribution to preventing and minimising the harm in our communities and on our roads.**

**Police continue to embed Prevention First, Police's operating model that places prevention at the forefront of our organisation and victims at the heart of policing.**

**Police has a deliberate focus on improving the resolution of crime and understanding the drivers for key crime types such as burglary.**

In the last quarter of 2015/16 Police have upgraded the priority of dwelling burglaries from category four (volume) to category three (priority). Early resolution rate data has been positive.

## What we did

### OnDuty™ Infringement Notices

Police can now issue infringement notices and traffic warnings on their mobility devices with OnDuty™, with the paperwork posted to recipients rather than handed over at the roadside. This has reduced the processing time, allowing staff to focus more on meaningful interactions with drivers rather than paperwork. More OnDuty™ features will be added, including the ability to complete Traffic Crash Reports and Commercial Vehicle Inspection reports.

**Mobility developments has led to service productivity improvements.**

### Gang Intelligence Centre

New Zealand's first multi-agency Gang Intelligence Centre is now operational collecting and investigating intelligence on gang activity. It provides a proactive response to gangs, bringing together information from a range of agencies. Information from the Gang Intelligence Centre is being used in two ways – to disrupt and dismantle illegal gang activities and to identify and offer support to the members and associates who want out, both for themselves, and for their children. The Gang Intelligence Centre is piecing together gang member family trees and identifying criminal histories and family links.

### Operation Penny

Operation Penny saw Customs and Police seize a shipment of 200kg of ephedrine from China – at the time, the largest-ever such seizure in New Zealand, with the potential to be converted into methamphetamine with a street value around \$150 million. The powder was wrapped in brick-shaped blocks wedged into stacks of paper bags that had been hollowed out to conceal the drugs. Customs identified the suspect shipment when it arrived from China. Four people were arrested as a result and now face charges of importing a Class B drug and possession for supply – charges punishable by up to 14 years in jail.

**Operation Penny saw Customs and Police seize a shipment of 200kg of ephedrine from China.**

### Northland Seizure of methamphetamine

Northland Police seized a record-breaking amount of methamphetamine in Kaitia – 448 kilos, thought to have an approximate New Zealand street value of around \$448 million dollars. A boat was found abandoned on Ninety Mile Beach, with a number of mesh bags containing methamphetamine. This is the largest seizure of methamphetamine in New Zealand. There was significant support from the community who provided critical information to Police. The seizure exceeds the total combined amount of methamphetamine seized in New Zealand in 2015, which totalled 334 kilograms.

**The Northland seizure outstrips the total combined amount of methamphetamine seized in New Zealand in 2015.**





## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
New Zealand crime rate <sup>1</sup>					
<ul style="list-style-type: none"> <li>Total crime</li> <li>Violent crime</li> <li>Youth crime<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>933</li> <li>102</li> <li>296</li> </ul>	<ul style="list-style-type: none"> <li>863</li> <li>100</li> <li>254</li> </ul>	<ul style="list-style-type: none"> <li>818</li> <li>96</li> <li>210</li> </ul>	<ul style="list-style-type: none"> <li>818</li> <li>98</li> <li>198</li> </ul>	<ul style="list-style-type: none"> <li>844</li> <li>105</li> <li>214</li> </ul>
Number of victimisations for serious assault resulting in injury per 10,000 population	New measure for 2015/16				19.6
Number of offenders re-offending within 12 months	New measure for 2014/15			30,524	30,932
Victimisations where serious violence occurs: <ul style="list-style-type: none"> <li>Number</li> <li>Percentage</li> </ul>	New measure for 2014/15			<ul style="list-style-type: none"> <li>13,047</li> <li>5%</li> </ul>	<ul style="list-style-type: none"> <li>13,449</li> <li>5%</li> </ul>
Number of first time offenders per 10,000: <ul style="list-style-type: none"> <li>Adult population</li> <li>Youth population</li> </ul>	New measure for 2015/16				<ul style="list-style-type: none"> <li>208<sup>3</sup></li> <li>71<sup>4</sup></li> </ul>
Youth offenders who reoffend where the initial proceeding decision was: <ul style="list-style-type: none"> <li>Warning</li> <li>Alternative Action</li> <li>Family Group Conference</li> <li>Prosecution</li> </ul>	New measure for 2015/16				<ul style="list-style-type: none"> <li>413</li> <li>943</li> <li>187</li> <li>1,145</li> </ul>
Percentage of controlled purchase operations breaches detected that resulted in application for suspension of liquor license within one month <sup>5</sup>	n/a	62%	54%	Unavailable	44%
Proportion of locations experiencing two or more occurrences of crime within 12 months <sup>6</sup>	New measure for 2014/15			23%	23%

1 Better Public Services (BPS): Result 7. Rate is per 10,000 population.

2 This measure uses the total youth population (aged 14 to 16 years) to calculate the result.

3 Based on an adult population estimate of 3,585,850.

4 Based on a youth population estimate of 1,026,250.

5 This measure will no longer be reported from 2016/17.

6 A location is an address or intersection with a particular geospatial code.

Measure <sup>7</sup>	2011	2012	2013	2014	2015
Number of hospitalisations (for more than one day) resulting from road crashes per 10,000 population <sup>8</sup>	6.1	6.2	6.3	5.9	6.2
Number of fatalities and serious injuries per 10,000 vehicles	New measure for 2015/16				7
Number of young drivers (15–24 years) killed or seriously injured in crashes	New measure for 2015/16				368
Percentage of road users travelling over the 50 km/h speed limit	59%	53%	56%	52%	46%
Percentage of road users travelling over the 100 km/h speed limit	31%	25%	25%	22%	23%
Median breath alcohol level for adults caught exceeding the limit (in micrograms per litre ( $\mu\text{g/L}$ )) <sup>9</sup>	New measure for 2015/16				650
Number of fatal and serious injury crashes per 10,000 population	4.5	4.5	4.2	4.4	4.6

7 Results are for the calendar year 1 January – 31 December.

8 Includes those who die in hospital, i.e. not all who die in road crashes.

9 The outturn excludes the infringement-level offending of 250–400 $\mu\text{g/L}$  and reports the offence-level breath alcohol levels above 400 $\mu\text{g/L}$ .

## 1.2. People are protected from incidents that could endanger their safety

Communities, and people, who are preyed upon deserve our protection. The most vulnerable – such as children, those with mental health illness, and the elderly – should expect to be safe both at home and in the community.

Through Prevention First, Police has strengthened its focus on meeting the needs of victims, with a particular emphasis on our most vulnerable victims. Police have been working to ensure that people feel safe and are protected from harm in their communities and homes. However, Police also recognise that risks to safety (such as those related to family violence) can be a complex issue that can only be addressed by all of us working together. Police will continue to work in partnership with Iwi, partner agencies, Non-Government Organisations (NGOs) and communities.

Police also work with at-risk youth to prevent potential offending, self-harm, and suicide. An important aspect of this work is ensuring that youth are connected to the right services, at the right time, to help them succeed.

**Police has strengthened its focus on meeting the needs of victims, with a particular emphasis on our more vulnerable victims.**

**Police will continue to work in partnership with Iwi, partner agencies, NGOs and communities.**

### What we did

#### Strengthening Police Safety Orders

Police Safety Orders are a valuable tool to enable frontline officers to take immediate action to protect victims where there is insufficient evidence to arrest, by requiring the 'bound person' to leave the residence and not return or contact the 'person at risk' for a period of up to five days. Police are continuing to make improvements to the implementation and administration of Police Safety Orders in the form of delivering staff training, ensuring consistency of approach across districts, and continuing to improve the quality of investigations and file preparation.

**Police are focussed on making improvements to the implementation and administration of Police Safety Orders.**

#### Family Violence

Reducing family violence is a high priority for Police. Police is currently piloting initiatives to reduce the prevalence of family violence as part of the Safer Whānau work stream. From July 2016, Police will also be a key partner in the *Integrated Safety Response to Family Violence* pilot that will run in Christchurch. The pilot will see core agencies (Police; Child, Youth & Family; Corrections; Health; specialist family violence Non-Government Organisations; and kaupapa Māori services) working closely together to support victims. This project focuses on the joined-up support and services that families, including victims and perpetrators, receive following family violence reports to Police and high risk prison releases in Christchurch. Advice on expanding the model to include referrals from other agencies and larger volumes will be included in the evaluation report scheduled at the end of 2016.

In a separate proof of concept pilot in Palmerston North, frontline staff are videoing interviews of victims at the scene of family violence incidents to improve services to victims. The Government has indicated that they will support any legislative or regulatory changes that might be required for this.

Police's National Prevention Centre (NPC) and Service Design Centre (SDC) have been working together to enhance Police's initial response at family violence incidents; covering all actions from the time of reporting until police staff leave the scene for the first time. This process resulted in opportunities for improving service and the tools police officers currently use with the goal of improving the experience for victims.

## **New Victims Code**

The new Victims Code aims to make government agencies more responsive to the needs of victims – and hold them accountable for upholding victims' rights. The code requires Police and other agencies working closely with victims to record and report annually on all complaints about rights contained in the code. It lists eleven rights, including the right for victims to be informed, make a victim impact statement, receive notifications after sentencing, be informed about and express views on bail, and make a submission relating to parole or extended supervision orders. The code will boost confidence in the criminal justice system and will be a valuable source of information for victims about what they can expect from Police and other agencies they deal with. Sample brochures, posters and wallet cards are being distributed to districts with instructions on how to order more from the Ministry of Justice. A range of the information is publically available in stations and front counters.

## **Managing Mental Health Incidents**

Police have been working with the District Health Boards, the Ministry of Health and the Independent Police Conduct Authority to reduce the number of non-offending people who have their mental health assessment take place in a police station. This is to ensure people experiencing mental distress get the best possible response by Police in the least restrictive environment. In the past year there has been a 36% reduction in the number of people having mental health assessments in Police stations which equates to 1,660 people being assessed in health or community based settings.

**In the past year, there has been a 36% decrease in the number of people having mental health assessments in stations.**

## **Safety checks on Children's Workers**

The Vulnerable Children Act 2014 requires state sector employees deemed to be 'Children's Workers' to undergo and pass a 'Safety Check' once every three years, this includes those Police staff who are identified as being a 'Children's Worker'. From 1 July 2015, all State-funded core children's workers starting a new job will have to be safety checked according to the new regulations before they begin work. By 1 July 2019, all 280,000 central government funded children's workers will need to have been safety checked. The new Vulnerable Children (Requirements for Safety Checks of Children's Workers) Regulations 2015 describe the safety checking requirements for State-funded organisations who employ children's workers. These changes are helping to protect vulnerable children from potential harm.



## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Number of victims aged under 18 per 10,000 of the population aged under 18 <sup>10</sup>	New measure for 2015/16				117.9
Number of vulnerable victims per 10,000 population	New measure for 2015/16				0.04
Percentage of breaches of Police Safety Orders	6%	6%	8%	8%	9%
Percentage of survey respondents who felt safe in their neighbourhood after dark	New measure for 2015/16				75%
Percentage of survey respondents who felt safe in the city/town centre after dark	New measure for 2015/16				56%
Number of proceedings through court that relate to offences involving firearms (excluding administrative offences under the Arms Act)	New measure for 2012/13	2,122	2,016	2,956	1,508

Measure <sup>11</sup>	2011	2012	2013	2014	2015
Number of pedestrians killed or seriously injured per 10,000 population	0.77	0.77	0.74	0.72	0.75
Number of cyclists killed or seriously injured per 10,000 population	0.31	0.27	0.30	0.28	0.23

<sup>10</sup> The population estimate for under 18-year-olds is 1,087,560.

<sup>11</sup> These measures are only available on a calendar year basis.

Police have been working to ensure people abide by the law; public places are safe and secure; and individuals do not create nuisances for others.

### 1.3. Order is maintained

People should be able to participate safely within their community, without fear of intimidation by others. Police has been working to ensure people abide by the law; public places are safe and secure; and individuals do not create nuisances for others. Our work has involved crowd management at public events and noise control (where Council-led actions prove insufficient to address issues).

#### What we did

##### Operation Buccaneer

During the Trans Pacific Partnership (TPP) protests in Auckland in early 2016, Police worked to maintain public order amidst thousands of protestors. Operation Buccaneer demonstrated Police’s professionalism and tolerance despite sometimes extreme provocation. One protestor commented in a Facebook message: “[I’m] hugely thankful that we live in a country where protest can happen with minimal injury and harm to protestors. Thank you for being amazing NZ Police”.

##### Rugby World Cup Final

On 1 November 2015 Rugby fans around the country were out and about on Sunday morning as they celebrated the All Blacks win over Australia in the Rugby World Cup final. Police around the country reported a busier than usual Sunday morning with large numbers gathering to watch the game.

Our focus throughout the tournament had been on prevention, trying to ensure that people enjoyed the games and then got home safely. During the Rugby World Cup staff had been out and about on the roads and had a visible presence in the bars and clubs that opened for the games since the beginning of the Rugby World Cup in September 2015.

Police worked closely with a range of licensed premises and organisations to ensure hosts acted responsibly and patrons enjoyed themselves safely during the games.

##### Royal Visit

The Prince of Wales and Duchess of Cornwall toured New Zealand in November 2015. Their Royal Highnesses arrived in Wellington at the start of the tour and travelled to Dunedin, Nelson, Ngaruawahia, New Plymouth, and Auckland. The Prince of Wales also visited Westport.

A Police presence ensured the safety of their Royal Highnesses and the crowds drawn to their various public engagements. The extensive planning that went into the visit ensured it was a success with large numbers of New Zealanders having an opportunity to meet and see the Prince of Wales and the Duchess of Cornwall.

#### How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Decrease in repeat calls for service, noise control:	New measure for 2014/15				
• Number				• 559 <sup>12</sup>	• 557
• Percentage				• 10% <sup>13</sup>	• 9%

12 This result was incorrectly reported as 916 in the 2014/15 Annual Report.

13 This result was incorrectly reported as 19% in the 2014/15 Annual Report.

## 1.4. The law is upheld through appropriate actions

A pillar of any democratic society is access to fair justice processes and that communities comply with the law. Police response to crime and its enforcement of the law must be independent and based on the circumstances at hand.

Police have been working to maintain the care, safety and security of everyone in their custody, including at scenes, while being transported, or in cells in Police stations, jails, and District or High Courts. This relates not only to the prisoner's physical and mental health (including those at risk of self-harm) but also to risks from other sources (e.g. other prisoners). Police's responsibility for care, safety and security starts from the moment a person is arrested or detained; and does not end until they are released or transferred into the care of another agency, individual or family member.

### What we did

#### Fleeing Drivers

Police participated in work to ensure the operational response to fleeing drivers aligns closely with TENR<sup>14</sup> and remains fit for purpose. Though holding fleeing drivers to account remains unchanged, Police has endorsed a number of minor operational policy amendments around decision-making and oversight to ensure the policy closely aligns with TENR, increase flexibility of response, and underpin safe management and resolution of incidents. Frontline staff will base decisions on the risk assessment tool TENR – which requires ongoing consideration of possible risks and the immediacy of the need to intervene.

TENR – used in all use-of-force events – will replace the former risk assessment process for fleeing driver incidents, meaning a single assessment tool now applies across Police. A field supervisor, previously able only to recommend abandonment of an incident, will be empowered to order abandonment, as can the staff involved and the incident controller in the Communications Centre. This brings in another person who can make an objective decision based on their knowledge of the situation or environment.

#### Operation Focus and Targeting Burglary in the Districts

From March to May 2016, a number of Police Districts have undertaken specific operations targeting burglary and prolific burglars.

In Auckland District, *Operation Resolve* has involved 18 staff and, as at the end of May 2016 has resulted in: 71 arrests, 32 new burglary charges, 43 arrest warrants actioned, 24 receiving stolen property charges laid, 14 vehicle related charges laid, 28 other charges (ranging from possession of firearms to assault), and eight search warrants executed.

In Waikato District, a recent operation has seen 34 offenders put before the courts for burglary and related offending, a further 54 people have been put before the courts on outstanding arrest warrants.

**Police have been undertaking Operation Focus – a national operation targeting volume crime and youth offenders.**

<sup>14</sup> TENR (Threat-Exposure-Necessity-Response) is an organisational operational risk assessment tool that will add value to the police risk assessment process. It is designed to reduce operational risk, improve operational outcomes and improve compliance with the Health and Safety at Work Act 2015.

Some offenders faced multiple charges – for example, three offenders from outside the district have been charged in relation to 25 offences.

Building on this base, in June, Police commenced *Operation Focus* – a national operation targeting volume crime and youth offenders.

### **Custodial Management and Health Risks Awareness training**

In 2015 Police commenced a major programme of work to review the processes for people detained in Police custody. One outcome of that was a full replacement of the Police policy on detained people. The change in policy resulted in a shift in training in relation to preventing deaths in custody. The previous Custodial Management Suicide Awareness training was updated to encompass the wider range of risks to people detained such as suicide, intoxication, injuries and health conditions. Other changes include the requirement to ensure that people who are being detained for mental health assessment or intoxication are moved appropriately to health facilities for treatment and care. Officers undergo initial Custodial Management and Health Risks Awareness training while they are recruits and then recertify every two years.

### **Operation Concord**

The Operation Concord team earned the praise of a government partner for its meticulous investigation of the threat to contaminate baby formula with 1080 poison. The 11-month inquiry involved 35 investigators and analysts. They worked through a list of 2,600 names, eventually identifying the offender.

The offender admitted two counts of blackmail and was jailed in 2016 for eight-and-a-half years. As the investigation proceeded the Ministry of Primary Industries (MPI) mounted a huge public reassurance campaign, with 150,000 tests on samples showing no sign of poison.

“New Zealand Police managed a determined and focused investigation,” says MPI Deputy Director-General Regulation and Assurance. “We’d like to congratulate them for their significant efforts that led to the arrest and subsequent sentencing, and for their professionalism throughout. We’d also like to acknowledge the support of frontline staff who facilitated rapid testing of suspect tins and improved public awareness by distributing flyers to thousands of small retailers throughout the country.”



## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Percentage of bail checks resulting in a breach being detected	New measure for 2015/16				9%
Percentage of charges that result in conviction	New measure for 2015/16				72%
Number of offenders who received a non-prosecutorial resolution (volume offences)	New measure for 2014/15			17,322	15,945
Percentage of repeat offenders following non-prosecutorial resolution	New measure for 2014/15			9% <sup>15</sup>	9%
Number of prisoner escapes whilst held in Police custody	New measure for 2012/13	8	8	10	6
Number of prisoner deaths and serious injuries that must be reported to the IPCA under the Memorandum of Understanding	New measure for 2015/16				19

<sup>15</sup> This result was incorrectly reported as 30% in the 2014/15 Annual Report.

New Zealanders should feel safe to engage in the global community.

## 1.5. New Zealand's security interests are strengthened

New Zealanders should feel safe to engage in the global community, including online transactions, and to travel safely abroad. They should also live free of fear of terrorist attacks targeted at New Zealand.

Police contributes to the security of New Zealand as a nation through the intelligence hub. Of note, the hub collects information about potential terrorist threats – domestically and offshore; and works with other agencies and countries to prepare appropriate mitigation responses.

Police strengthens security within New Zealand, by sharing information with other agencies to ensure New Zealand is a safe place to conduct business, and that people and businesses keep themselves and their property safe and secure.

While New Zealand's current national threat level assessment is low, Police does all it can to ensure New Zealand is not used as a safe haven from which to plan or facilitate terrorist acts.

Police's National Security Operating Strategy endeavours to reduce the threat to New Zealand's national interests from a very small percentage of people who support the use of violence to propagate their particular world-view, attempt to recruit vulnerable individuals to their cause, and plan or attempt to commit terrorist-related criminal activity.

Police seek to:

- **R**educe risk associated with threats to New Zealand's national security;
- promote **R**eadiness to ensure that, in conjunction with our partners, we are ready to respond in the event of a threat manifesting;
- **R**espond to national security threats if they arise;
- support the **R**ecovery of incident sites and affected communities.

## What we did

### Security

This Police and Customs Service cross agency approach serves New Zealand well by keeping the border safe, while smoothing the way for legitimate travellers.

We work closely with domestic agencies to enhance border security. Detector dog teams used by the NZ Customs Service continue to make use of the Police Dog Training Centre in Trentham. Detector dog teams play a vital role in Customs' work helping stop illegal drugs from being smuggled into the country and causing harm in our communities. The dogs are one of the multiple layers of defence, which include intelligence, technology, and information-sharing. The dogs and their handlers go through an extensive three month training programme before undergoing Police testing to be certified as fully operational drug detector teams.

The detector dog teams form one part of the Customs toolkit, along with cutting-edge technology such as SmartGate, hand-held drug analysers and the on-site drug lab at Auckland Airport, as well as highly professional Customs Officers. Police is also currently undertaking a joint tender process with Customs to purchase 14 new drug detection devices as a shared resource.

This Police and NZ Customs Service cross agency approach serves New Zealand well by keeping the border safe, while smoothing the way for legitimate travellers. In 2015/16 96.4% of passengers were processed in under 45 minutes – better than world gold standard of 90% – while Customs intercepted a record level of methamphetamine, helping to keep the street price of the drug at the same stable and high level it has been for seven years.

The combined efforts of law enforcement agencies has also seen the average age of methamphetamine users increase and use rates remain below 1%.

**Without the trust and confidence of communities Police could not fulfil its functions.**

**Police has been working hard to build the trust and confidence of the communities it serves.**

## Priority two: Confident Communities

Public trust and confidence is of particular importance to Police, as it is the basis of policing by consent. Without the trust and confidence of communities, Police could not fulfil its functions – victims and witnesses would not come forward, people would not pass on information, justice would be denied and enforcing the law would be more difficult.

More broadly, government-funded services must address the most pressing needs of people within communities, provide a benefit to wider society, and be delivered in efficient and effective ways.

Police has been working hard to build the trust and confidence of the communities it serves – establishing feedback mechanisms to understand what is important to New Zealanders; ensuring that when someone is not happy with Police services that they can raise their concerns; and that such concerns are investigated.

In recognition of the efforts New Zealand Police have made toward maintaining high levels of public trust and confidence, Police recently won an IPANZ Public Sector 2016 Excellence Award in the category for Building Trust and Confidence in Government.

We will track our progress in achieving the outcome of Confident Communities through monitoring changes in results under the four impact areas of:

- Citizens are satisfied with Police services they receive;
- Communities are supported to resolve safety issues;
- People receive appropriate Police responses;
- Trust and confidence in Police is maintained.

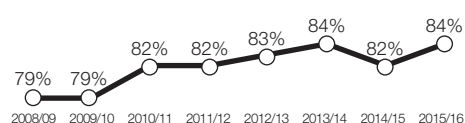


Outcome	<b>Vision: Have the trust and confidence of all</b>
Priority	<b>Confident Communities</b>

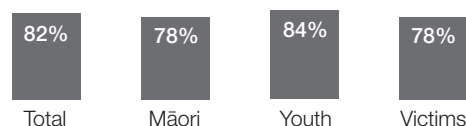
## Impacts

### Citizens are satisfied with police services they receive

Overall satisfaction with service delivery for people who had contact with Police

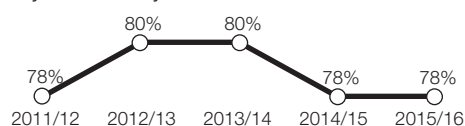


Percentage of people reporting a positive service experience

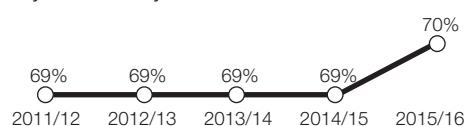


### Communities are supported to resolve safety issues

Percentage of survey respondents who agree 'Police is responsive to the needs of my community'

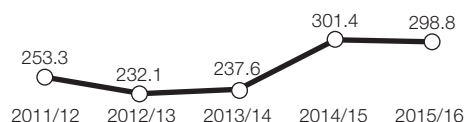


Percentage of survey respondents who agree 'Police are involved in activities in my community'



### People receive appropriate police responses

Number of repeat victimisations recorded per 10,000 population

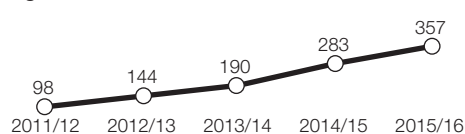


The percentage of missing people cases resolved

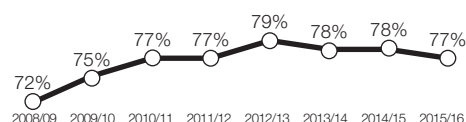


### Trust and confidence in Police is maintained

The number of complaints upheld against Police



Percentage of people who expressed full or quite a lot of trust and confidence in police



**Public satisfaction increases if police staff respond appropriately or behave ethically.**

## 2.1. Citizens are satisfied with Police services they receive

Satisfaction with policing services contributes to communities' overall trust and confidence in Police. Public satisfaction suffers if police staff fail to respond appropriately or behave unethically. This is part of the reason Police is subject to – and welcomes – external oversight of its staff's conduct.

Police will use public and key stakeholder feedback to improve its processes and inform future service delivery. We will also continue to implement the recommendations of the 2007 Commission of Inquiry into Police Conduct, and central agencies' recommendations from the 2012 Performance Improvement Framework review.

### What we did

**Police and Māori are committed to working together.**

#### Turning of the Tide

The Turning of the Tide strategy is aimed at reducing the number of Māori entering and re-entering the criminal justice system and dying on the road. Although Māori make up only 15% of the population, they feature disproportionately in statistics covering law, order and deaths on the roads. After much work, a bold vision from the Police executive and Māori leaders was created. In 2012 an aspirational goal was set for Māori to live full and prosperous lives, free from crime and road trauma. While it is still early days in our strategy, it is pleasing to report that Police and iwi partners are starting to make a difference. After years of monitoring seemingly unassailable statistics, the upwards trend in the proportion of first-time offenders – youth and adults – who are Māori has stabilised.

In another positive development among young people, it is heartening to see a 4 percentage point decrease in the proportion of repeat youth victims who are Māori. The number and proportion of Māori dying every year on our roads has also dropped, without any increase in the proportion of casualties in serious crashes who are Māori. But it is the reduction of Police (non-traffic) apprehensions of Māori youth resolved by prosecution where the greatest advancements have been recorded. These apprehensions have receded by 35%. These positive trends among the young reinforces our confidence that Turning of the Tide is starting to disrupt the previously disturbing data collected on some of our most vulnerable people in Aotearoa.



## Service Delivery Model

Through the Policing Excellence: the Future transformation programme, and under the banner of Service Delivery Model, Police are working to improve policing services and the way we interact with the public (e.g. place-based initiatives). This will lead to a variety of benefits for the New Zealand public. Access to Police will be improved, interactions with Police will be simpler, faster and easier, and case management systems will be more effective.

**Police are working to improve policing services and the way we interact with the public.**

## Service Design Centre

The Innovation Lab has embedded a Service Design led approach to change, focussing on creating services and experiences that closely match a user's needs and circumstances. In the 2015/16 year this approach has been used to support the work underway to address family violence, specifically to research and design potential solutions concerning initial attendance by Police at family violence events. The research involved workshops with over 150 frontline officers, covering five Police Districts, generating approximately 6,500 ideas for change. The Service Design team also met up with the Chief Executives of Women's Refuge, Shakti (for victims of Asian, African and Middle Eastern origin), Aviva (Christchurch), Shine (Auckland) and Te Whakaruruhau (Waikato) and discussed their experiences, perceptions and processes. This work will help Police map out how they want to respond to family violence incidents in the future. This includes ideas around how current, and new, technology could be utilised.

**Police are creating services and experiences that closely match a user's needs and circumstances.**

## 75th anniversary of Women in Policing

Friday 3 June 2016 marked the 75th anniversary of women in policing. Women now account for around one in five constabulary staff and work across the full range of policing activities. The 75th anniversary celebrations recognise the enormous contribution women police officers have made and provide an opportunity to highlight the career paths available in Police and attract more women recruits.

**New Zealand Police commemorate 75 years of women in policing.**

Police is also focusing on women, Māori, Pasifika and ethnic people in its latest recruitment campaigns in a continuing effort to ensure the frontline reflects modern New Zealand as accurately as possible.



## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Overall satisfaction with service delivery among members of the public who had contact with Police	82%	83%	84%	82%	84%
Percentage of people reporting a positive service experience, particularly: <ul style="list-style-type: none"> <li>• Total</li> <li>• Māori</li> <li>• Youth</li> <li>• Victims</li> </ul>	New measure for 2015/16				<ul style="list-style-type: none"> <li>• 82%</li> <li>• 78%</li> <li>• 84%</li> <li>• 78%</li> </ul>
Percentage of 'overall satisfaction with service delivery – Communications Centres' <sup>16</sup>	83%	85%	87%	84%	82%
Percentage District Court judges' satisfaction with the overall performance of Police prosecutors	New measure for 2012/13	79%	78%	77%	83%
Percentage of Victim Support offices' satisfaction with Police services, in relation to initial response and criminal investigation <sup>17</sup>	100%	100%	77%	67%	76%

<sup>16</sup> The results for this measure are taken from the Communications Centre sample only and do not include respondents from the general survey who reported calling a Police Communications Centre.

<sup>17</sup> Improvements to the survey methodology in 2013/14, which were further improved upon in 2014/15, provide Police more accurate information and detail on how it could improve its performance in future. With the change in methodology across years, the results from 2011/12 and 2012/13 are no longer comparable with years 2013/14 onwards.

## 2.2. Communities are supported to resolve safety issues

Community involvement in resolving safety issues is often the crucial factor in bringing about changes in local conditions. Police have been working in partnership with communities, and business, to reduce crime and road trauma and increase community safety and reassurance. We have been carrying out community-centred policing in a coordinated way, working with government, non-government organisations, and community groups to do so.

Our Neighbourhood Policing Teams are deployed to priority, high-risk areas to build capability within communities; these teams introduce problem solving approaches that help communities to identify issues – in order to prevent them escalating, and to ensure that communities are safe, and feel safe.

**Police have been working in partnership with communities, and business, to reduce crime and road trauma and increase community safety and reassurance.**

### What we did

#### 2015 New Zealand Communities Football Cup

In November 2015 sixteen teams competed in the Police organised 2015 New Zealand Communities Football cup, representing many nationalities and ethnic communities from all over New Zealand. New Zealand Police introduced the tournament in 2008 as a way to connect diverse communities, celebrate success, recruit from ethnic communities and encourage social change. Over 250 teams played 1,000 regional games of football in the lead-up to the tournament.

#### Harmonious Communities Together

In September 2015 Police and leaders of New Zealand's Muslim communities signed a renewed Memorandum of Understanding (MoU) that will build on their already strong partnership. The MoU was signed by the Commissioner of Police and the President of the Federation of Islamic Associations of New Zealand at a ceremony at Wellington's Kilbirnie Mosque.

The MoU covers six key areas including communication, community engagement and measures to encourage Kiwi Muslims to pursue careers in Police. It also includes training and education to help people stay safe and broadening cultural understanding of Muslim communities among police staff.

Increased participation by Kiwi Muslims in Neighbourhood Support groups, community patrols, and similar community-based crime prevention programmes and the provision of interpreters are just two of the many actions set out in the document to help achieve the goals of the MoU.

#### Mental Health Training

Over 540 Police recruits have attended mental health training while at the Royal New Zealand Police College (RNZPC). This training is run by Kites Trust and facilitators are mental health service users. The training includes countering stigma and discrimination, Māori and cross cultural perspectives, as well as practical advice for officers about how to deal with a person experiencing mental distress. Following the new training, recruits report being 40% more confident responding to a mentally distressed person than previous recruit wings.

**Police recruits are training to counter stigma and discrimination and respond to Māori and cross cultural perspectives.**

As a part of integrating mental health across all recruit training Kites Trust are now facilitating a practical session which takes place nearer the end of the recruit course. The sessions are known as RIP (Revise, Integrate, and Practice) and involve recruits pairing up to attend various operational scenarios. Kites have developed and oversee the scenarios for mental health specific RIP sessions. After each scenario a Kites facilitator debriefs the two recruits on how they managed the incident with the aim of building on what they have already learnt about mental health throughout their training.

While at the RNZPC recruits also attend a Valuing Communities workshop. During the workshop volunteers representing a diverse range of people in our community such as mental health service users (people with lived experience), physically impaired, refugees and gangs meet with recruits. The recruits hear first-hand from people who haven't always had positive experiences with Police and gain insight into how their actions and attitudes can have a lasting impact. At the same time, the volunteers learn more about Police as people. Both sides report that the workshop is a positive experience and builds understanding, trust and respect.

### **Watene Māori/Māori Wardens**

The Māori Wardens project is continuing throughout New Zealand. This is a joint project with Police and Te Puni Kōkiri (Ministry of Māori Development). The wardens are a key voluntary group operating under the Māori Community Development Act 1962. Police provide training focussed on the *5 Drivers of Crime* and *The Turning of the Tide* strategy. The Wardens bring their cultural knowledge and understanding to assist whanau, hapū, iwi and their general communities through a wide range of duties. Some of these duties include, attending sudden deaths, road safety – alcohol check points, night patrols and community marches/hikoi. They also attend general community events such as the Golden Shears, Christmas parades and community concerts.

### **Commissioner's National Pacific Advisory Forum**

A National Pacific Advisory forum has been formed to provide advice to the Commissioner of Police. The forum is comprised of Pacific Island experts from various fields of business, academia and Government. There are currently nine members of the Advisory forum. The forum has since met on three occasions since September 2015 and members are currently contributing to the writing of a Police National Pacific Strategic plan.

### **Pacific Media Network**

A Letter of Agreement has been signed between Pacific Media Network (PMN) and the New Zealand Police. The PMN has three premium brands namely Pacific Radio News, Radio 531pi and Niu FM. Their target audiences are New Zealand residents born in the Pacific Islands, and those of Pacific Island descent in New Zealand, and people living in the Pacific Islands. This agreement formalises the practice of police officers with Pacific Island language skills presenting crime prevention topics on the PMN stations on a weekly basis.



## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	78%	80%	80%	78%	78%
Percentage of survey respondents who agree 'Police are involved in activities in my community'	69%	69%	69%	69%	70%

People should have confidence that they will receive a response appropriate to the situation.

## 2.3. People receive appropriate Police responses

In emergencies, people should have confidence that they will receive a response appropriate to the situation. Police continued to provide a 24/7 emergency response to those in need throughout New Zealand. We triaged calls, with personal safety threats taking priority over other issues. We provided both land and water based rescue, recovering those who are lost or in difficulty; and protect those who are most vulnerable through early identification of issues, and making appropriate referrals to other support services.

In larger emergencies, such as major earthquakes or severe storms, Police play a role in searching for survivors, maintaining order throughout the emergency, and providing essential information to communities.

### What we did

#### PeeJay 5 Rescue

Police was the coordinating authority in the rescue from the White Island Tours vessel PeeJay 5, ablaze one kilometre off Whakatane. In 75 minutes all 53 passengers and seven crew were safe ashore – with just four requiring hospital treatment – after an operation involving Police, Coastguard, White Island Tours, Civil Defence, Rescue Coordination Centre, Fire, Ambulance, LandSAR, Environment BoP and others, all played out within view of land. The rescue followed meetings in November between Police and local charter operators to discuss rescue procedures. It was also the first such event since Operation Rauora, a nationwide series of Police-led desktop mass rescue exercises.

#### Dargaville Rescue

In May 2016, four-year-old Hailey Alver went missing in Arapohue near Dargaville after slipping out of her house and disappearing. Within minutes, Police received a call from her parents and a search was launched. “We threw everything we had at finding Hailey. It wasn’t just emergency services, the local community helped and people were leaving work early, and getting on quad bikes or walking alongside us with torches to find her,” says Sergeant Curnow. More than 40 people joined the search for Hailey, including Police Search and Rescue and volunteers from LandSAR, NZ Fire Service staff, two helicopters and a number of locals from the community.

Rescuers found Hailey just before 10pm, in a Northland pine forest 600 metres from her Dargaville home after being missing for a harrowing six hours. Search and Rescue members were scouring the dense forest when they heard small noises, which led them to Hailey who was standing by a pine tree.

“This was a great outcome and to be able to return a child safe to their parents is one of the reasons why we join the Police,” says Sergeant Curnow. Hailey’s mum, says Hailey is well and fully recovered. “I was really impressed by how organised and professional all the staff were who helped us with the search for Hailey. I’d like to say to other parents that if you’re ever in this situation then don’t hesitate, call Police right away”.

## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Number of repeat victimisations recorded per 10,000 population	253.3	232.1	237.6	301.4	298.8
Number of repeat victims recorded per 10,000 population	New measure for 2015/16				128.2
Number of repeat calls for service: <ul style="list-style-type: none"> <li>• Emergency</li> <li>• Family incidents</li> </ul>	New measure for 2014/15			<ul style="list-style-type: none"> <li>• 46,783</li> <li>• 202,661</li> </ul>	<ul style="list-style-type: none"> <li>• 50,505</li> <li>• 223,654</li> </ul>
Percentage of people at risk that are helped as a result of notifications to search and rescue	New measure for 2015/16				75%
Percentage of missing people cases resolved	New measure for 2014/15			99.8%	99.9%

**It is important Police is accountable and policing services continue to adapt to meet people's needs.**

**A significant amount of Police's budget is spent on our people – if they are motivated, engaged and delivering services in accordance with our values we expect to see increases in public satisfaction.**

## 2.4. Trust and confidence in Police is maintained

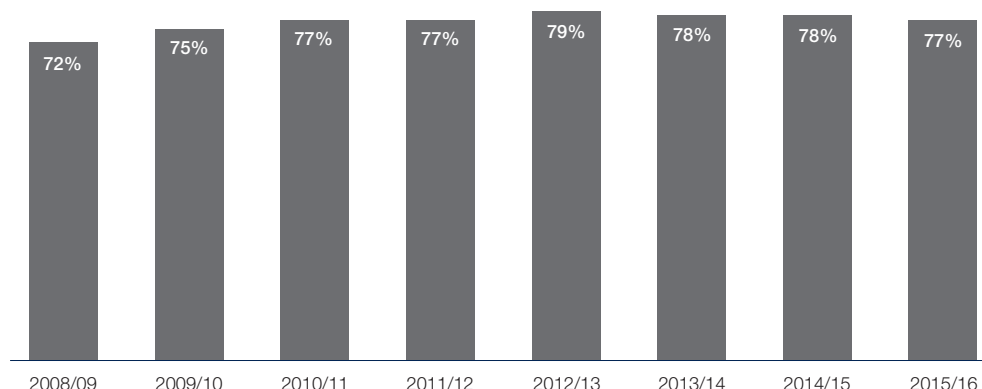
Public trust and confidence in policing is the key measure for ensuring Police is delivering services that are equitable and in accordance with appropriate standards and public expectations. It is important Police is accountable and that policing services continue to adapt to meet people's needs.

Police's accountability to the public is strengthened by both internal and external complaints processes and Police regularly monitors this feedback. Instances where complaints are upheld are an important aspect of this impact.

Public trust and confidence in Police is vital in a functioning democracy underpinned by the rule of law. It is the basis of policing by consent. We have a target of achieving 80% trust and confidence by 2017.

Public trust and confidence is a barometer of our organisational health and capability. Over 70% of Police's budget is spent on our people – if they are motivated, engaged and delivering services in accordance with our values we will see increases in public satisfaction with our services and levels of trust and confidence.

### The percentage of people who expressed full or quite a lot of trust and confidence in Police



## What we did

### Public Trust and Confidence

Public trust and confidence in Police remains high and stable at 77%, according to the 2016 Citizens Satisfaction Survey. This is against Police's target of 80% trust and confidence by 2017. These high levels of trust and confidence are also evident in the huge support Police gets from the communities it serves. For example, the record methamphetamine seizure in Kaitia on Tuesday 14 June 2016 owed much to the information Police received from concerned locals, highlighting the excellent relationships our police have within their communities.

### Commission of Inquiry

Police has worked hard to genuinely and sustainably embed the Police-specific Commission of Inquiry (COI) recommendations, and to give effect to the wider cultural changes called for in Dame Margaret Bazley's COI report. For those wishing to see more detail, a collection of COI-related material can be accessed from the

Police website (go to [www.police.govt.nz/about-us/nz-police/commission-inquiry](http://www.police.govt.nz/about-us/nz-police/commission-inquiry)) or Appendix 4 of this Annual Report. Police remains committed to honouring the spirit and intent of the COI.

## More street than station

Over the last year Police have invested heavily in mobile technology for our frontline so we are more 'street than station'. Increasingly, this has meant that our officers are visible out in communities rather than confined to a desk at a station. We have also deployed four mobile police stations to take our services to communities rather than expecting them to come to us.

We are equipping our people with tools and technology that enable them to spend less time behind a desk and more time out in their communities, where they can make the most difference in preventing crime.

Police provides a 24/7 service to the public so are always available to assist people who fear for their safety. In addition to responding to emergencies, preventing crime and investigating and resolving crime, we have a range of ways in which the public can interact with us. This includes remotely by telephone, social media or the internet or face to face at a station, kiosk, community base, mobile police station or by approaching an officer out in the community.

**Productivity gains through mobility have helped Police manage increased demand by increasing prevention activities, with the aim of reducing crime.**

## How we did

Measure	2011/12	2012/13	2013/14	2014/15	2015/16
Percentage of people who expressed full or quite a lot of trust and confidence in Police, and particularly for: <ul style="list-style-type: none"> <li>• Total</li> <li>• Māori</li> <li>• Youth</li> <li>• Victims</li> </ul>	• 77%	• 79%	• 78%	• 78%	<ul style="list-style-type: none"> <li>• 77%</li> <li>• 65%</li> <li>• 76%</li> <li>• 71%</li> </ul>
	New measures for 2015/16				
Number of complaints upheld against Police	98	144	190	283	357 <sup>18</sup>
Percentage of conduct investigations that met Independent Police Conduct Authority (IPCA) standards, as independently audited by IPCA	New measure for 2012/13	70%	98%	100%	100%

<sup>18</sup> The definition of 'upheld complaints' has been expanded to include lower-level complaints where there was a 'conciliated outcome' and the Police member's actions or behaviour breached Police policy. In prior years, lower-level conciliated outcomes were omitted from the outturn.

### 3. STATEMENT OF RESPONSIBILITY

As the Commissioner of Police, I am responsible for the preparation of the New Zealand Police financial statements, statements of expenses and capital expenditure, and for the judgements expressed in them.

I have in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

I am responsible for the provision of accurate end-of-year performance information on each appropriation administered by New Zealand Police in accordance with sections 19A to 19C of the Public Finance Act 1989, and which is provided in this Annual Report.

In my opinion, the financial statements fairly reflect the financial position and operations of the New Zealand Police for the year ended 30 June 2016, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2017.

Signed by:

A handwritten signature in black ink, appearing to read 'Mike Bush', with a stylized flourish at the end.

**Mike Bush** MNZM  
Commissioner of Police  
30 September 2016



## 4. PERFORMANCE INFORMATION SUPPORTING THE APPROPRIATION

The Auditor-General has noted the need for public entities to generally improve performance reporting. In this regard, Police continues to test and refine its performance measures used in key accountability documents.

### **Output Expense One – Policy Advice and Ministerial Servicing**

#### Output expense description

This output expense includes:

- the purchase of policy outputs that involve the identification of problems and definitions, researching and monitoring of current practices
- analysing options, writing, discussing and negotiating or issuing instructions about a policy issue
- contribution to the formal government policy process
- services to the Office of the Minister of Police such as responses to Ministerial correspondence, answers to written questions in the House, speech drafts and other Ministerial advice as well as advice or responses provided to other government agencies and departments.

#### Sector or departmental outcome links

This output expense covers the preparation, input and coordination of ministerial and policy advice on matters related to legislation and justice and transport sector outcomes.



## Outputs purchased within this expense

### Output 1.1 – Policy Advice

This output covers the provision of policy advice on policing, and advice on proposed legislation affecting the police and the criminal justice sector.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of formal policy briefings to the Minister	138	190 to 250	180 <sup>19</sup>
Number of additional policy advice items for the Minister	188	50 to 100	307 <sup>19</sup>
Number of second opinion advice items and contributions to policy advice led by other agencies	978	1,100 to 1,500	998 <sup>19</sup>
Total cost per hour of producing outputs	\$104	\$90 to \$120	\$112
<b>Quality</b>			
The satisfaction of the Minister of Police with the policy advice service, as per the common satisfaction survey	62%	80%	80%
Technical quality of policy advice papers assessed by a survey with a methodological robustness of 90%	7.2 <sup>20</sup>	Better than 2014/15	7.2 <sup>20</sup>
<b>Timeliness</b>			
Policy advice is provided in a timely manner, in accordance with the work programme that is agreed with the Minister	40%	At least 95%	70%

<sup>19</sup> Results are demand driven.

<sup>20</sup> An independent review was conducted by NZIER, where a rating of over 7.5 (on a scale of 1–10) was to be considered very good. Police achieved a rating of 7.2 for 2015/16 on the following scale:

Mark	Interpretation
5	Poor
6	Borderline: does the job but with risks
7	Adequate
8	Good: goes beyond the task at hand somewhat
9+	Excellent

## Output 1.2 – Ministerial Servicing

This output covers the researching and drafting of Ministerial correspondence, and the provision of draft responses to written and oral Parliamentary questions.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of briefings for the Minister	259	250 to 350	307 <sup>21</sup>
<b>Quality</b>			
Percentage of items of Ministerial correspondence accepted for use without error	New measure for 2015/16	More than 95%	100%
<b>Timeliness</b>			
Percentage of draft responses to parliamentary questions provided within specified timeframes	93%	100%	95%
<b>Contextual information: estimated demand</b>			
Percentage of items of Ministerial correspondence provided within the timeframes specified	96%	90%	95%
Number of items of Ministerial correspondence referred to Police for draft reply	103	150 to 250	75 <sup>21</sup>
Number of draft responses provided by Police to parliamentary questions	New measure for 2015/16	350 to 550	755 <sup>21</sup>
Number of Official information Act requests for Minister	36	20 to 30	41 <sup>21</sup>

<sup>21</sup> Results are demand driven.

## Output Expense Statement

Policy Advice and Ministerial Servicing Multi-Category Appropriation for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	3,989	4,150	3,219	4,150
Revenue Department	2	4	1	1
Revenue Other	21	22	12	12
<b>Total Revenue</b>	<b>4,012</b>	<b>4,176</b>	<b>3,232</b>	<b>4,163</b>
<b>Expenses</b>				
Policy Advice	3,302	3,332	2,508	3,262
Ministerial Servicing	677	755	724	901
<b>Total Expenses</b>	<b>3,979</b>	<b>4,087</b>	<b>3,232</b>	<b>4,163</b>
<b>Net Surplus (Deficit)</b>	<b>33</b>	<b>89</b>	<b>-</b>	<b>-</b>

## Output Expense Two – General Crime Prevention Services

### Output expense description

This output expense includes the delivery of services within the community that help to prevent crime, including:

- advice that reduces the risk of personal harm and increases the security of property
- youth-focused crime prevention and community safety services
- vetting services for other agencies
- firearms licensing
- dealing with lost and found property.

### Sector or departmental outcome links

This output expense covers general proactive interventions. The activities and programmes promote safety in conjunction with general crime prevention. Structured programmes are delivered in schools alongside general youth services, and the information provided aims to increase intolerance to crime as well as enhancing awareness about crime. The output expense also includes initiatives in partnership with local government and community groups that are focused on reducing crime.

### Outputs purchased within this expense

#### Output 2.1 – Community Responsiveness

The output includes the establishment of programmes and the pursuit of strategies in partnership with government agencies, local authorities and other community groups to address crime related problems in the community. It also covers the provision of advice and information to raise public awareness about safety and security issues. It includes general communication with communities, media articles to promote safety and security issues, and specific advice to victims on practical actions that help to reduce the likelihood of revictimisation. It also covers the provision of administrative and logistical support to community groups including Victim Support and neighbourhood, rural and business support groups.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of foot patrols	139,987	100,000 to 120,000	135,515
Number of victim intervention plans actioned and gold response initiated <sup>22</sup>	2,628	2,300 to 2,500	3,005
Number of occurrences where the risk of further harm is assessed (in instances where a family relationship exists)	106,248	100,000 to 115,000	114,237

<sup>22</sup> A Gold Response is the highest level of Police response to a victim, when there is the greatest risk of repeat victimisation. Key to a gold response is the development and implementation of a Victim Intervention Plan.

## Output 2.2 – Youth Services

This output covers formal school visits by Police Education Officers to educate children on proactive ways to keep themselves safe, prevent crime and resist drugs. It also includes the development of new school programmes to address emerging needs. It includes proactive Youth Development Programmes designed to prevent at-risk youth from becoming involved in crime or reoffending. The output also includes the provision of proactive Youth Aid services, although it does not include officers' time spent dealing with criminal cases involving young people (which is covered in Output Expense Five).

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of youth cases (including child cases) managed through Police youth services	10,438	11,000 to 12,000	11,296
Percentage of schools receiving crime prevention advice and support: Primary schools	81%	70% to 90%	79%
Percentage of schools receiving crime prevention advice and support: Secondary schools	82%	70% to 90%	83%

## Output 2.3 – Vetting Services

This output covers the vetting of applications for passports and for licences issued by other agencies (e.g. liquor, private investigator, security guard, and motor vehicle licences). It also includes the vetting of people who wish to provide home-stay student care and other services to vulnerable members of society to determine whether they are fit and proper persons to provide these services.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Timeliness</b>			
Percentage of vetting requests processed within agreed timeframes: Priority	95%	100%	97%
Percentage of vetting requests processed within agreed timeframes: General	74%	90%	64% <sup>23</sup>

<sup>23</sup> Demand for vetting requests has increased which has had an effect on general processing timeframes. Resources are focussed on priority vetting services.

## Output 2.4 – Firearms Licensing

This output covers the processing of applications for firearms licences, the issuing of licences, the verification of compliance with endorsed licences, enforcement, and the revocation of firearms licences. It also covers the work to ensure people whose licences have expired have lawfully disposed of any firearms they have possessed.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of firearms licences revoked	556	400 to 600	517 <sup>24</sup>
<b>Timeliness</b>			
Median number of days to follow-up with expired firearms licence holders to ensure appropriate disposal or removal of firearms	New measure for 2015/16	60 days	27

## Output 2.5 – Lost and Found Property

This output includes recording lost property reports and receiving, storing and disposing of unclaimed found property.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of calls to the Crime Reporting Line answered pertaining to lost property	New measure for 2015/16	26,000 to 29,000	29,666

<sup>24</sup> This measure is a demand driven response by Police preventing a person who is no longer deemed fit-and-proper from holding a firearms licence.

## Output Expense Statement

General Crime Prevention Services for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	154,068	160,401	155,525	160,401
Revenue Department	110	163	161	161
Revenue Other	5,058	6,422	5,471	6,128
<b>Total Revenue</b>	<b>159,236</b>	<b>166,986</b>	<b>161,157</b>	<b>166,690</b>
<b>Expenses</b>				
Community Responsiveness	94,823	97,445	95,485	98,867
Youth Services	48,692	50,197	48,818	49,497
Vetting Services	3,240	3,762	3,342	3,947
Firearms Licensing	10,283	11,502	10,106	11,024
Lost and Found Property	3,309	3,358	3,406	3,355
<b>Total Expenses</b>	<b>160,347</b>	<b>166,264</b>	<b>161,157</b>	<b>166,690</b>
<b>Net Surplus (Deficit)</b>	<b>(1,111)</b>	<b>722</b>	<b>-</b>	<b>-</b>



## **Output Expense Three – Specific Crime Prevention Services and Maintenance of Public Order**

### Output expense description

This output expense identifies the specific crime prevention activities undertaken by Police that target risk areas, including:

- proactive patrolling
- strategies that focus on reducing repeat victimisation for violence, burglary and vehicle offences
- maintaining order at demonstrations and public events, providing security in court environs and support to aviation security, and providing other general security at international and domestic airports
- the deployment of staff to Cabinet-approved overseas policing operations and providing secretariat support to the Pacific Island Chiefs of Police.

### Sector or departmental outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through specific interventions. The interventions are proactive and are customised to the outcome. The activities and programmes are directed at ‘at-risk’ people or groups and are specific to particular contexts. Structured programmes include risk-targeted patrolling where patrols are directed to locations of repeat offending, recidivist offenders and repeat victims.

### Outputs purchased within this expense

#### **Output 3.1 – Directed Patrols**

This output covers the proactive strategies that seek to reduce specific crime issues targeted in the Government Crime Reduction Strategy and includes the delivery of foot and mobile patrol activities. Services provided under this output will be managed through Risk Targeted Patrol Plans, which include an information-gathering and intelligence-based risk assessment process focused on delivering a visible police presence to people and areas considered to be at greatest risk from criminal offending. Police patrols undertake such activities as interacting with the public, monitoring property, making routine hotel patrols, visiting places where people congregate, and speaking to people behaving suspiciously or other people of interest.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of bail checks	326,297	300,000 to 325,000	330,632
Number of vehicle stops	618,026	590,000 to 640,000	627,569
Number of licensed premises checks	58,891	40,000 to 60,000	54,296
<b>Quality</b>			
Percentage of licensed premises checks at risk times and locations <sup>25</sup>	22%	20% to 25%	22%
Number of Controlled Purchase Operations (CPO) conducted at licensed premises	890 <sup>26</sup>	2,000 to 4,000 <sup>27</sup>	1,263 <sup>26</sup>

### Output 3.2 – Maintenance of Order

The output covers operational duties focused on maintaining public order and preventing breaches of the peace at demonstrations. It includes the delivery of services such as crowd control, dealing with lost children, and public relations at events. It covers security services provided for VIPs, diplomat protection security, witness protection services, support to aviation security, and other general security at international and domestic airports.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of public events attended for crowd control	930	750 to 800	964 <sup>28</sup>

<sup>25</sup> Risk times have been defined as Saturday and Sunday 00:00hrs to 06:00hrs; risk locations are identified where crime occurs regularly (more than twice).

<sup>26</sup> Several factors have contributed to the CPO numbers being lower than the budgeted standards for both the 2014/15 and 2015/16 financial years. The most significant factor being the absence of "Operation Unite". This was where Police (in conjunction with our Australian Police counterparts) conduct national operations with a focus on reducing alcohol-related harm. CPOs were a significant feature of "Operation Unite".

<sup>27</sup> Budget standard revised from: 3,000 to 5,000 at March Baseline Update.

<sup>28</sup> Result is demand driven.

### Output 3.3 – Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police

This output covers the requirements of training and deployment of staff overseas. It includes overseas liaison, joint Ministry of Foreign Affairs and Trade operations, and permanent secretariat support to the Pacific Islands Chiefs of Police.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of staff deployed offshore annually	480 <sup>29</sup>	90 to 100	81 <sup>29</sup>
Number of overseas liaison posts maintained	10	9	10
<b>Quality</b>			
Percentage of capacity building programmes delivered to standards	100%	100%	100%

### Output Expense Statement

Specific Crime Prevention Services and Maintenance of Public Order for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	143,279	147,135	142,185	147,135
Revenue Department	12,531	11,918	11,921	12,295
Revenue Other	987	1,009	576	576
<b>Total Revenue</b>	<b>156,797</b>	<b>160,062</b>	<b>154,682</b>	<b>160,006</b>
<b>Expenses</b>				
Directed Patrols	117,539	119,782	117,015	118,932
Maintenance of Order	17,152	17,706	17,260	17,740
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	21,412	22,049	20,407	23,334
<b>Total Expenses</b>	<b>156,103</b>	<b>159,537</b>	<b>154,682</b>	<b>160,006</b>
<b>Net Surplus (Deficit)</b>	<b>694</b>	<b>525</b>	<b>–</b>	<b>–</b>

<sup>29</sup> The 2014/15 result was due to a number of short term deployments including: the contingent to the Solomon Islands; the G20 contingent to Brisbane, Australia; and the contingent to the Small Island Developing States (SIDS) conference in Apia, Samoa. This number does not include the 10 Police Liaison Officers. The programmed deployments for the 2014/15 year were 65. The 2015/16 result is in line with the expected range.

## Output Expense Four – Police Primary Response Management

### Output expense description

This output expense includes:

- Communication Centres providing advice and information to callers
- Communications Centres dispatching response vehicles to calls for assistance
- Initial attendance at incidents and emergencies.

### Sector or departmental outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through operational responses to emergencies, incidents and tasks. The interventions are reactive and customised to the outcome. The deployment of appropriate resources to deal with incidents, offences and tasks in a timely and complete way is vital for the success of many operational situations police face. Police rely on public trust and confidence, and providing responsive policing that is effective and efficient is fundamental to securing that support.

### Outputs purchased within this expense

#### Output 4.1 – Communication Centres

This output covers the three Police Communication Centres, which receive and deal with telephone calls from the public, through to the dispatch of patrols, specialist groups or other emergency services and the conclusion of enquiries where callers are seeking advice and information.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of 111 calls answered	791,662	770,000 to 790,000	843,121
Number of general calls answered	685,101	650,000 to 700,000	703,586
Number of calls to the Crime Reporting Line answered	363,315	350,000 to 400,000	378,728
<b>Timeliness</b>			
Percentage of 111 calls answered within 10 seconds of being presented (to the Communications Centres)	82%	90%	85%
Percentage of general calls answered within 30 seconds of being presented (to the Communications Centres)	71%	80%	78%
Percentage of Crime Reporting Line calls answered within 30 seconds of being presented (to the Communications Centres)	61%	70%	58%

## Output 4.2 – Police Response to Incidents and Emergencies

This output covers those events that require an immediate response where there is a real threat to life or property. It also covers the initial attendance of police to an incident that is not an emergency response and to events where attendance is sufficient to resolve issues.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of emergency events responded to	147,535	140,000 to 170,000 <sup>30</sup>	149,491
Number of non-emergency events responded to	645,787	660,000 to 760,000 <sup>31</sup>	778,305
Number of Search and Rescue events attended: Land	1,033	700 to 900	1,089 <sup>32</sup>
Number of Search and Rescue events attended: Water	1,688	1,300 to 1,500	1,566 <sup>32</sup>
Number of Police Safety Orders issued	13,721	13,000 to 15,000	14,802 <sup>32</sup>
Number of Armed Offender Squad deployments	845	800 to 1,000	959 <sup>32</sup>
<b>Timeliness</b>			
Median response time to emergency events: Urban policing areas	7 minutes 33 seconds	8 minutes to 9 minutes	7 minutes 53 seconds
Median response time to emergency events: Rural policing areas (including the Greater Auckland Motorway system)	12 minutes 36 seconds	12 minutes to 14 minutes	13 minutes 7 seconds

<sup>30</sup> Budget standard revised from: 190,000 to 220,000 at March Baseline Update.

<sup>31</sup> Budget standard revised from: 860,000 to 960,000 at March Baseline Update.

<sup>32</sup> Results are demand driven.

## Output Expense Statement

Police Primary Response Management for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	376,651	386,112	393,284	386,112
Revenue Department	261	381	707	707
Revenue Other	1,978	1,980	2,683	2,683
<b>Total Revenue</b>	<b>378,890</b>	<b>388,473</b>	<b>396,674</b>	<b>389,502</b>
<b>Expenses</b>				
Communications Centres	40,868	43,604	41,873	43,556
Police Response to Incidents and Emergencies	341,445	345,859	354,801	345,946
<b>Total Expenses</b>	<b>382,313</b>	<b>389,463</b>	<b>396,674</b>	<b>389,502</b>
<b>Net Surplus (Deficit)</b>	<b>(3,423)</b>	<b>(990)</b>	<b>-</b>	<b>-</b>

## **Output Expense Five – Investigations**

### **Output expense description**

This output expense includes:

- criminal investigations
- non-criminal investigations.

### **Sector or departmental outcome links**

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through investigations of crime, offences and certain other events. The interventions are reactive and customised to the outcome. The deployment of appropriate investigative resources to deal with criminal offending and certain incidents in a timely and competent way is vital for the success of many operational situations that Police face. Police rely on public trust and confidence, and providing a robust, effective and efficient investigative response is fundamental to securing that support.

### **Outputs purchased within this expense**

#### **Output 5.1 – Criminal Investigations**

This output covers a variety of investigative services that follow from Police initial attendance and early investigation of reported crimes. It also includes activity resulting from Police-initiated investigations. It further covers arrests resulting from these investigations through to the preparation of files for final case resolution whether by prosecution or by Police diversion. The output includes the execution of search warrants and the interviewing of suspects and offenders. It includes the collection, examination and analysis of forensic crime scene samples, such as fingerprints and DNA, to match crime scene samples with samples held on record.



Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against': <sup>33</sup> Crime against the person	25,962 <sup>34</sup>	Better than or equal to 2014/15	24,573
Number of victimisations where investigation is finalised within the year because Police determine 'no crime has occurred' or the 'offender is proceeded against': <sup>33</sup> Property crime	32,127 <sup>35</sup>	Better than or equal to 2014/15	28,866
Number of multi-agency operations commenced by Organised and Financial Crime Agency New Zealand (OFCANZ)	8	10 to 12	12
<b>Timeliness</b>			
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against': Crime against the person	47% <sup>36</sup>	Better than or equal to 2014/15	43%
Percentage of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against': Property crime	16% <sup>37</sup>	Better than or equal to 2014/15	13%
Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	87%	90%	90%

33 This is the number of files finalised as at seven-days after the date the offence was reported to Police.

34 The published 2014/15 result of 18,948 was reported in error.

35 The published 2014/15 result of 18,069 was reported in error.

36 The published 2014/15 result of 45% was reported in error.

37 The published 2014/15 result of 15% was reported in error.

## Output 5.2 – Other Investigations

This output covers case investigation of those matters that do not fall within a crime category or those matters dealt with by early case closure. Examples include enquiries into missing people, investigating sudden deaths and services provided to assist people who are mentally ill.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of non-criminal investigations relating to: Incidents where a family relationship exists	68,575	85,000 to 100,000	75,991 <sup>38</sup>
Number of non-criminal investigations relating to: Reports of missing persons	17,976	17,000 to 19,000	19,193 <sup>38</sup>
Number of non-criminal investigations relating to: Persons with suspected mental illness	14,921	14,000 to 20,000	13,888 <sup>38</sup>
Number of non-criminal investigations relating to: Reports of sudden death	6,024	6,000 to 8,000	5,858 <sup>38</sup>

## Output Expense Statement

Investigations for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	377,065	394,959	375,559	394,959
Revenue Department	261	389	546	546
Revenue Other	1,977	2,021	2,090	2,090
<b>Total Revenue</b>	<b>379,303</b>	<b>397,369</b>	<b>378,195</b>	<b>397,595</b>
<b>Expenses</b>				
Criminal Investigations	357,404	373,091	353,565	372,909
Other Investigations	24,341	24,474	24,630	24,686
<b>Total Expenses</b>	<b>381,745</b>	<b>397,565</b>	<b>378,195</b>	<b>397,595</b>
<b>Net Surplus (Deficit)</b>	<b>(2,442)</b>	<b>(196)</b>	<b>–</b>	<b>–</b>

<sup>38</sup> Results are demand driven.

## Output Expense Six – Case Resolution and Support to Judicial Process

### Output expense description

This output expense includes:

- prosecuting criminal cases
- resolving non-criminal cases
- executing court orders, fines warrants and arrest warrants
- escorting and holding people in Police cells following arrest
- the custody and escort of arrested, remand and sentenced prisoners as directed by the court
- the care, and when necessary, the temporary custody and escort of people with mental health problems.

### Sector or departmental outcome links

This output expense supports the judicial process through prosecutions, the custody of arrested people and remand prisoners, and the execution of court documents.

### Outputs purchased within this expense

#### Output 6.1 – Criminal Case Resolution

This output covers the Police prosecutor's time preparing, consulting and completing cases with the case manager, preparing cases for court and attending at District Court. It includes work within the Police Adult Diversion Scheme and attendance at Family Group Conferences to resolve youth offending. It also covers support to the Coroners Court to resolve Coronial Inquests.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of cases prosecuted	99,127	90,000 to 100,000	100,743 <sup>39</sup>
Number of diversions successfully completed	4,906	3,000 to 5,000	4,011 <sup>39</sup>
<b>Quality</b>			
Percentage of cases resolved by prosecution that are withdrawn/ dismissed at defended hearing (judge alone trial) due to Police providing insufficient evidence	8%	6%	8%
<b>Timeliness</b>			
Percentage of judge alone trials that do not proceed on the date agreed between Police and the Courts, for reasons that are the responsibility of Police	3%	Less than 3%	3%

<sup>39</sup> Results are demand driven.

## Output 6.2 – Execution of Court Summonses, Warrants and Orders

This output covers the delivery of services that have been authorised by the issue of a notice, an instruction, an order or a warrant from a legislated authority. It includes the execution of warrants to arrest and fines warrants and breaches of home detention conditions as required, the serving of summonses and other minor offence notices (not including those generated under the Transport Act 1962).

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of documents executed (ie delivered)	74,034	60,000 to 70,000	59,509 <sup>40</sup>

## Output 6.3 – Custody and Escort Services

This output covers the escort and holding of prisoners in Police cells following arrest, and includes the holding of remand or some sentenced prisoners in approved locations. It also covers the custody and escort of people requiring assessment under the Mental Health (Compulsory Assessment and Treatment) Act 1989.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of prisoners escorted and/or held in custody	151,146	140,000 to 170,000	161,768

<sup>40</sup> Result is demand driven.

## Output Expense Statement

Case Resolution and Support to Judicial Process for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	127,258	134,087	122,398	134,087
Revenue Department	351	540	404	404
Revenue Other	668	687	654	654
<b>Total Revenue</b>	<b>128,277</b>	<b>135,314</b>	<b>123,456</b>	<b>135,145</b>
<b>Expenses</b>				
Criminal Case Resolution	53,523	56,735	51,285	56,656
Execution of Court Summonses, Warrant and Orders	14,591	14,621	14,430	14,793
Custody and Escort Services	59,702	63,176	57,741	63,696
<b>Total Expenses</b>	<b>127,816</b>	<b>134,532</b>	<b>123,456</b>	<b>135,145</b>
<b>Net Surplus (Deficit)</b>	<b>461</b>	<b>782</b>	<b>-</b>	<b>-</b>

## Output Expense Seven – Road Safety Programme

### Output expense description

This output expense covers:

- the delivery of services outlined in the Road Policing Programme directed towards the achievement of road safety outcomes, and the delivery of key strategic services such as: highway patrol, speed and traffic camera operations, restraint device control, drink or drugged driver control operations, commercial vehicle investigation activity, and visible road safety enforcement
- court prosecution and infringement management
- road safety education activities and community services
- services associated with traffic management such as peak flow, event traffic control and crash attendance.

### Sector or departmental outcome links

Evaluation at the programme level establishes the clearest linkage between the interventions identified under this output and overall road safety outcomes. As a member of the transport sector, Police contributes towards the achievement of the Safer Journeys outcomes and Road Policing Strategy actions.

### Outputs purchased within this expense

#### 7.1 Reduce the Impact of High Risk Behaviours

- reduce the impact of high risk drivers
- increase safety of young drivers
- increase safety of motorcycling
- reduce impact of alcohol/drug impaired driving
- reduce the impact of speed
- increase the use of restraints
- improve safety of heavy motor vehicle fleet
- enforcement of road and roadside rules
- improve safety of light vehicle fleet
- improve safe walking and cycling
- reduce impact of fatigue and distraction
- improve safety of older road users

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of officer issued enforcement actions <sup>41</sup> undertaken for:			
'High risk' driving offences per 10,000 population <sup>42</sup>	835.8	775 to 825	812.9 <sup>43</sup>
Motorcyclists relating to bike not to standard (warrant of fitness) per 10,000 population	4	3.5 to 4.5	3.7 <sup>43</sup>
Speed per 10,000 population	640.6	590 to 635	626.7 <sup>43</sup>
Vehicle occupants for not wearing restraints per 10,000 population	120	120 to 135	108.5 <sup>43</sup>
Intersection behaviour and lane compliance per 10,000 population	166.8	130 to 170	158.4 <sup>43</sup>
Mobile-phone non-compliance per 10,000 population	52.8	40 to 60	62.7 <sup>43</sup>
Breaches of work-time and log-book rules	3,659	2,000 to 3,000	3,378 <sup>43</sup>
Heavy motor vehicles exceeding the speed limit per 10,000 population	16.5	20 to 30	14.5 <sup>43</sup>
Cycle helmet non-compliance per 10,000 population	18	20 to 30	12.1 <sup>43</sup>
Light vehicle fleet standard requirements (warrant certificate of fitness) per 10,000 population	322.6	320 to 360	321.1 <sup>43</sup>
Number of school road safety sessions delivered: Secondary	8,640	7,000	6,976
Number of school road safety sessions delivered: Primary	44,590	43,000	38,499 <sup>44</sup>
Number of breath tests conducted	2,555,957	2,700,000 to 3,000,000	1,473,187 <sup>45</sup>

41 "Enforcement actions" include traffic infringements (i.e. those offences with a prescribed fee – commonly known as a ticket) and traffic offence proceedings (i.e. those offences that may result in prosecution, referral to Youth Aid, warnings, and other resolutions).

42 This measure reports the total high risk driver and dangerous and careless driving offences per 10,000 population.

43 Offences detected are impacted by driver behaviour and a strategic focus by Police on reducing harm caused by various driver behaviours (for example, the increase in enforcement actions taken for mobile-phone non-compliance can be attributed to a number of factors including a strategic focus on reducing harm caused by distractions while driving).

44 This result has reduced slightly due to Road Policing having had a number of vacancies during the financial year.

45 Breath Alcohol Test counts are electronically recorded on the 'Sniffer' testing devices when a breath test is conducted. Test volumes are downloaded and reported to Police by Dräger, the manufacturer of the units. The recorded drop in breath test data is due to a change in download frequency from 6 to 12 months. The period from December 2015 – June 2016 particularly, resulted in fewer data downloads which has affected the count.

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Timeliness</b>			
Percentage of roadside inspection reports for all heavy motor vehicle roadside inspections (levels 3, 5 and 6) that are entered into the New Zealand Transport Agency (NZTA) Road Inspection database within 20 working days	99%	100%	99%

## 7.2 Crash Attendance and Reporting

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Timeliness</b>			
Percentage of all Traffic Crash Reports correctly completed and received by the NZTA within 10 weeks of the crash or within 7 days of completion of file (whichever happens first)	93%	95%	93%

## 7.3 Traffic Management

Performance Measures	Outturn 2014/15	Performance Standard 2015/16	Outturn 2015/16
<b>Quantity</b>			
Number of emergency traffic events responded to	44,857	28,000 to 38,000	49,306 <sup>46</sup>
Total number of traffic events responded to	249,372	190,000 to 230,000	298,655 <sup>46</sup>
<b>Timeliness</b>			
Median response time to emergency traffic events: Urban policing areas	8 minutes 34 seconds	8 minutes to 9 minutes	9 minutes 3 seconds <sup>47</sup>
Median response time to emergency traffic events: Rural policing areas (includes the Greater Auckland Motorway system)	13 minutes 20 seconds	12 minutes to 14 minutes	14 minutes 2 seconds <sup>47</sup>

<sup>46</sup> Result is demand driven. In line with increasing calls for service.

<sup>47</sup> Greater demand is likely to lead to greater response times.



## Output Expense Statement

Road Safety Programme for the year ended 30 June 2016	2014/15 Actual \$000	2015/16 Actual \$000	2015/16 Main Estimates \$000	2015/16 Supplementary Estimates Adjusted for 26A Changes \$000
<b>Revenue</b>				
Revenue Crown	320,294	315,169	305,067	315,169
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
<b>Total Revenue</b>	<b>320,294</b>	<b>315,169</b>	<b>305,067</b>	<b>315,169</b>
<b>Expenses</b>				
High Risk Drivers	93,127	94,215	90,103	43,023
Alcohol and Drug- Impaired Driving	51,271	52,170	50,092	72,039
Speed	74,270	73,517	74,354	72,039
Restraints	14,494	14,675	14,177	14,008
Heavy Vehicle Fleet	9,833	9,845	9,291	–
Crash Attendance and Reporting	56,314	57,784	54,962	43,022
Dangerous and Careless Driving	–	–	–	26,014
Commercial Vehicle Operator	–	–	–	34,018
Roads and Roadsides	1,183	1,201	1,234	–
Walking and Cycling	1,474	1,519	1,615	–
Fatigue and Distraction	2,432	2,479	2,451	–
Traffic Management	7,397	7,285	6,788	11,006
<b>Total Expenses</b>	<b>311,795</b>	<b>314,690</b>	<b>305,067</b>	<b>315,169</b>
<b>Net Surplus (Deficit)</b>	<b>8,499</b>	<b>479</b>	<b>–</b>	<b>–</b>

## 5. FINANCIAL STATEMENTS

### Financial Statements for the Year Ended 30 June 2016

#### STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

for the Year Ending 30 June 2016

	Note	Actual 2014/15 \$000	Actual 2015/16 \$000	Main Estimates 2015/16 \$000	Supp. Estimates 2015/16 \$000
<b>Revenue</b>					
Crown		1,502,604	1,542,013	1,497,237	1,542,013
<b>Other Revenue</b>	2	<b>24,205</b>	<b>25,579</b>	<b>25,226</b>	<b>26,257</b>
<b>Total Revenue</b>		<b>1,526,809</b>	<b>1,567,592</b>	<b>1,522,463</b>	<b>1,568,270</b>
<b>Expenditure</b>					
Personnel	3	1,107,000	1,134,845	1,146,845	1,107,290
Operating	4	276,821	285,047	230,867	310,791
Depreciation and Amortisation Expenses	6	77,361	81,000	81,821	83,786
Capital Charge	7	62,916	65,453	62,930	66,403
<b>Total Operating Expenses</b>		<b>1,524,098</b>	<b>1,566,345</b>	<b>1,522,463</b>	<b>1,568,270</b>
<b>Surplus (Deficit) from Outputs</b>		<b>2,711</b>	<b>1,247</b>	<b>-</b>	<b>-</b>
Revaluation of Land and Buildings		49,225	(15,366)	-	-
<b>Other Comprehensive Income</b>		<b>49,225</b>	<b>(15,366)</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive income</b>		<b>51,936</b>	<b>(14,119)</b>	<b>-</b>	<b>-</b>

The accompanying notes form part of the financial statements.

# STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2016

	Notional Capital \$000	Reval. Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
<b>Taxpayers' Funds as at 1 July 2015</b>	<b>512,921</b>	<b>316,228</b>	<b>829,149</b>	<b>781,109</b>	<b>829,149</b>
Net Surplus (Deficit) for the Year	1,247	–	1,247	–	–
Other Comprehensive Income	–	(15,366)	(15,366)	–	–
Transfer of Revaluation Reserve to Taxpayers' Funds on Disposal of Assets	–	–	–	–	–
<b>Total Comprehensive Income for the Year</b>	<b>1,247</b>	<b>(15,366)</b>	<b>(14,119)</b>	<b>–</b>	<b>–</b>

## Transactions with owners in their capacity as owners

Provision for Repayment of Surplus to Crown	(1,247)	–	(1,247)	–	–
Capital Contribution	1,817	–	1,817	–	1,817
Capital Withdrawal	–	–	–	–	–
<b>Total Transactions with Owners in Their Capacity as Owners</b>	<b>570</b>	<b>–</b>	<b>570</b>	<b>–</b>	<b>1,817</b>
<b>Total Taxpayers' Funds as at 30 June 2016</b>	<b>514,738</b>	<b>300,862</b>	<b>815,600</b>	<b>781,109</b>	<b>830,966</b>

The accompanying notes form part of the financial statements.

# STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2015

	Notional Capital \$000	Reval. Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
<b>Taxpayers' Funds as at 01 July 2014</b>	<b>524,160</b>	<b>268,962</b>	<b>793,122</b>	<b>802,482</b>	<b>793,122</b>
Net Surplus (Deficit) for the Year	2,711	–	2,711	–	–
Other Comprehensive Income	–	49,225	49,225	–	(141)
Transfer of Revaluation Reserve to Taxpayers' Funds on Disposal of Assets	1,959	(1,959)	–	–	–
<b>Total Comprehensive Income for the Year</b>	<b>4,670</b>	<b>47,266</b>	<b>51,936</b>	<b>–</b>	<b>(141)</b>

## Transactions with Owners in Their Capacity as Owners

Provision for Repayment of Surplus to Crown	(2,711)	–	(2,711)	–	–
Capital Contribution	–	–	–	–	1,326
Capital Withdrawal	(13,198)	–	(13,198)	–	(13,198)
<b>Total Transactions with Owners in Their Capacity as Owners</b>	<b>(15,909)</b>	<b>–</b>	<b>(15,909)</b>	<b>–</b>	<b>(11,872)</b>
<b>Total Taxpayers' Funds as at 30 June 2015</b>	<b>512,921</b>	<b>316,228</b>	<b>829,149</b>	<b>802,482</b>	<b>781,109</b>

The accompanying notes form part of the financial statements.

# STATEMENT OF FINANCIAL POSITION

as at 30 June 2016

	Note	Actual 2014/15 \$000	Actual 2015/16 \$000	Main Estimates 2015/16 \$000	Supp. Estimates 2015/16 \$000
<b>Assets</b>					
<i>Current Assets</i>					
Cash		23,313	41,319	30,000	30,000
Accounts Receivable	8	290,728	300,451	290,495	310,790
Prepayments		8,937	6,666	6,201	10,404
Inventories		59	–	48	59
Assets Held for Sale	12	1,630	–	–	–
<b>Total Current Assets</b>		<b>324,667</b>	<b>348,436</b>	<b>326,744</b>	<b>351,253</b>
<i>Non-Current Assets</i>					
Property, Plant and Equipment	9	826,669	772,553	837,964	850,975
Intangibles	10	38,274	53,784	36,150	32,906
Capital work-in-progress	11	28,501	35,290	–	–
<b>Total Non-Current Assets</b>		<b>893,444</b>	<b>861,627</b>	<b>874,114</b>	<b>883,881</b>
<b>Total Assets</b>		<b>1,218,111</b>	<b>1,210,063</b>	<b>1,200,858</b>	<b>1,235,134</b>
<b>Liabilities</b>					
<i>Current Liabilities</i>					
Creditors and Payables	13	24,035	29,227	41,401	30,618
Accrued Expenses	14	36,182	39,897	39,450	39,459
Employee Entitlements	15	174,289	157,947	192,098	172,806
Provision for Repayment of Surplus to the Crown		2,711	1,247	–	–
<b>Total Current Liabilities</b>		<b>237,217</b>	<b>228,318</b>	<b>272,949</b>	<b>242,883</b>
<i>Non-Current Liabilities</i>					
Employee Entitlements	15	151,745	166,145	146,800	161,285
<b>Total Non-Current Liabilities</b>		<b>151,745</b>	<b>166,145</b>	<b>146,800</b>	<b>161,285</b>
<b>Total Liabilities</b>		<b>388,962</b>	<b>394,463</b>	<b>419,749</b>	<b>404,168</b>
<b>Net Assets</b>		<b>829,149</b>	<b>815,600</b>	<b>781,109</b>	<b>830,966</b>
<b>Taxpayers' Funds</b>					
General Funds		512,921	514,738	514,247	514,738
Property, Plant and Equipment Revaluation Reserves		316,228	300,862	266,862	316,228
<b>Total Taxpayers' Funds</b>		<b>829,149</b>	<b>815,600</b>	<b>781,109</b>	<b>830,966</b>

The accompanying notes form part of the financial statements.

# STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2016

	Note	Actual 2014/15 \$000	Actual 2015/16 \$000	Main Estimates 2015/16 \$000	Supp. Estimates 2015/16 \$000
Cash Flows from Operating Activities					
<b>Cash provided from:</b>					
<i>Supply of Outputs to:</i>					
- Crown		1,456,627	1,530,419	1,511,167	1,526,083
- Others		22,923	26,834	23,347	18,334
		<b>1,479,550</b>	<b>1,557,253</b>	<b>1,534,514</b>	<b>1,544,417</b>
<b>Cash was applied to:</b>					
<i>Produce Outputs:</i>					
- Personnel		(1,106,762)	(1,120,520)	(1,123,286)	(1,058,277)
- Operating		(275,799)	(292,638)	(264,640)	(342,661)
- Capital Charge		(62,916)	(65,453)	(62,940)	(66,403)
		<b>(1,445,477)</b>	<b>(1,478,611)</b>	<b>(1,450,866)</b>	<b>(1,467,341)</b>
<b>Net Cash Flows from Operating Activities</b>	16	<b>34,073</b>	<b>78,642</b>	<b>83,648</b>	<b>77,076</b>
Cash Flows from Investing Activities					
<b>Cash provided from:</b>					
Sale of Non-Current Assets		5,338	16,316	2,780	10,998
<b>Cash was applied to:</b>					
Purchase of Property, Plant and Equipment		(57,411)	(37,368)	(72,886)	(69,662)
Purchase of Intangible Assets		(13,514)	(39,059)	(13,542)	(13,542)
<b>Net Cash Flows from Investing Activities</b>		<b>(65,587)</b>	<b>(60,111)</b>	<b>(83,648)</b>	<b>(72,206)</b>
Cash Flows from Financing Activities					
<b>Cash provided from:</b>					
Capital Contribution		–	1,817	–	1,817
<b>Cash was Applied to:</b>					
Capital Withdrawal		(10,000)	–	–	–
Payment of Surplus to Crown		–	(2,342)	–	–
<b>Net Cash Flows from Financing Activities</b>		<b>(10,000)</b>	<b>(525)</b>	<b>–</b>	<b>1,817</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>(41,514)</b>	<b>18,006</b>	<b>–</b>	<b>6,687</b>
Add Opening Cash		64,827	23,313	30,000	23,313
<b>Closing Cash as at 30 June</b>		<b>23,313</b>	<b>41,319</b>	<b>30,000</b>	<b>30,000</b>
<b>Cash Balance Consists of</b>					
Cash at Bank		22,312	40,209	28,830	28,830
Petty Cash		773	767	820	820
Overseas Posts		228	343	350	350
<b>Total Cash</b>		<b>23,313</b>	<b>41,319</b>	<b>30,000</b>	<b>30,000</b>

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2015: nil).

The accompanying notes form part of the financial statements.

# STATEMENT OF TRUST MONIES

for the Year Ended 30 June 2016

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	5	–	–	5
Reparation	–	–	–	–
Money in Custody	12,709	10,045	(10,824)	11,930
Found Money	71	188	(124)	135
Forfeited Money Payable to Crown	(22)	4,752	(4,177)	553
<b>Total</b>	<b>12,763</b>	<b>14,985</b>	<b>(15,125)</b>	<b>12,623</b>

The trust account holds funds retained by Police on behalf of other parties.

Bequests, Donations and Appeals are monies contributed by third parties for projects managed by Police.

Reparation money is money received from offenders to be paid to victims.

Money in Custody is money seized during operations and money held for suspects in custody.

Found Money is money that has been handed in by members of the public, that Police holds pending the rightful owner coming forward to claim it.

Forfeited Money Payable to Crown is money that is payable to the Crown following Court decisions.

The accompanying notes form part of the financial statements.

# STATEMENT OF CONTINGENT LIABILITIES AND CONTINGENT ASSETS

as at 30 June 2016

	Actual 2014/15 \$000	Actual 2015/16 \$000
Legal Proceedings and Disputes	2,834	1,126
Personal Grievances	56	40
<b>Total</b>	<b>2,890</b>	<b>1,166</b>

## Legal Proceedings and Disputes

Legal proceedings and disputes estimates the claims lodged with the Crown Law office, but which have not been settled. Previous experience with such claims is that the majority are unsuccessful and those that are resolved in favour of the claimant are for amounts substantially less than the amounts claimed.

## Personal Grievances

Personal Grievances represent amounts claimed by employees of Police for various reasons.

## Contingent Assets

Police has no contingent assets at 30 June 2016 (2015: nil).

*The accompanying notes form part of the financial statements.*



# STATEMENT OF COMMITMENTS

as at 30 June 2016

## Capital Commitments

Capital commitments are the aggregate amounts of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets that have not been paid for nor recognised as a liability at the balance sheet date.

## Non-Cancellable Operating Lease Commitments

Police leases property, plant and equipment in the normal course of its business. The majority of these leases are for premises, computer equipment and photocopiers, which have a non-cancellable leasing period ranging from 1 to 20 years.

	Actual 2014/15 \$000	Actual 2015/16 \$000
Capital Commitments		
<b>Works</b>		
Less Than One Year	9	2,788
<b>Total Works</b>	<b>9</b>	<b>2,788</b>
<b>Plant, Equipment and Intangible assets</b>		
Less Than One Year	16,931	15,402
<b>Total Plant, Equipment and Intangible assets</b>	<b>16,931</b>	<b>15,402</b>
<b>Motor Vehicles</b>		
Less Than One Year	3,772	5,658
<b>Total Motor Vehicles</b>	<b>3,772</b>	<b>5,658</b>
<b>Total Capital Commitments</b>	<b>20,712</b>	<b>23,848</b>
Operating		
<b>Accommodation Leases</b>		
Less Than One Year	13,387	12,220
One to Two Years	11,063	7,066
Two to Five Years	9,721	14,294
Greater Than Five Years	11,703	13,623
<b>Other Non-Cancellable Leases</b>		
Less Than One Year	39,170	7,958
One to Two Years	27,920	7,126
Two to Five Years	64,551	11,791
Greater Than Five Years	44,537	37
<b>Total Leases</b>	<b>222,052</b>	<b>74,115</b>
<b>Total Commitments</b>	<b>242,764</b>	<b>97,963</b>

The accompanying notes form part of the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

for the Year Ended 30 June 2016

## Note 1: Statement of Accounting Policies

### Reporting Entity

Police is a government department as defined by section 2 of the Public Finance Act 1989, and is domiciled and operates in New Zealand. The relevant legislation governing Police's operations includes the Public Finance Act 1989 and the Policing Act 2008. Police's ultimate parent is the New Zealand Crown.

Police's primary objective is to provide services to the New Zealand public, including keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participating in policing activities outside New Zealand, and emergency management. Police does not operate to make a financial return.

Accordingly, Police has designated itself as a Public Benefit Entity (PBE) for financial reporting purposes.

The reporting period for these financial statements is the year ended 30 June 2016.

### Basis of Preparation

The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently throughout the period.

### Statement of Compliance

The financial statements of Police have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with the Tier 1 PBE accounting standards and Treasury instructions.

### Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

### Standards Issued and Not Yet Effective and Not Early Adopted

In July 2015, the External Reporting Board issued amendments to *PBE IPSAS 1* in order to clarify requirements relating to materiality, order of the notes, subtotals, accounting policies and disaggregation. These amendments are designed to further encourage public benefit entities to apply professional judgement in determining what information to disclose in their financial statements.

The 2015 Omnibus Amendments to PBE Standards was also issued in July 2015 to clarify a number of standards. The key amendments which relate to Police are:

- *PBE IPSAS 17* – clarifies the treatment of the carrying amount and accumulated depreciation when an item of property, plant and equipment is revalued and clarifies the acceptable methods of depreciating assets
- *PBE IPSAS 31* – clarifies the acceptable methods of depreciating assets and amortising intangible assets.

- *PBE IFRS 5* – clarifies that when an entity reclassifies an asset from ‘held for sale’ to ‘held for distribution to owners’, or vice versa, the change in classification should be treated as a continuation of the original plan of disposal; and that an entity should cease to apply held-for-distribution accounting in the same way as it ceases to apply the held-for-sale accounting when it no longer meets the held-for-sale criteria.

Police will apply these updated standards in preparing the 30 June 2017 financial statements. Police expects minimal or no change in applying these updated accounting standards.

## **Statement of Significant Accounting Policies**

### **Revenue**

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

#### *Crown Revenue*

Police is primarily funded from the Crown. This revenue is restricted in its use for the purpose of Police meeting the objectives specified in its founding legislation and the scope of the relevant appropriations each year. Police consider that there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

The Crown Revenue is considered to be non-exchange.

#### *Other Revenue*

Revenue earned through the provision of services to third parties on commercial terms are considered exchange transactions. Revenue from these services is recognised when earned and is reported in the financial period to which it relates.

### **Leases**

#### *Operating Leases*

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of the asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Leasehold improvements are capitalised and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter.

Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

### **Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term highly liquid investments with original maturities of three months or less.

### **Receivables**

Accounts receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less impairment changes.

A receivable is considered impaired when there is objective evidence that Police will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected.

The Police receivables are considered to be non-exchange.

### **Non-Current Assets Held for Sale**

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Non-current assets held for sale are recorded at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets held for sale are not depreciated or amortised while they are classified as held for sale.

### **Property, Plant and Equipment**

Property, plant and equipment consists of the following asset classes: land, buildings, furniture and fittings, plant, equipment and communication assets, motor vehicles and vessels.

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and accumulated impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

#### *Revaluations*

Land and buildings are revalued at least every five years or whenever the carrying amount differs materially to fair value.

Land and buildings revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expenses and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised

in other comprehensive revenue and expenses but recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised in other comprehensive revenue and expenses.

#### *Additions*

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Police and the cost of the item can be measured reliably.

Capital work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

### *Disposals*

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

### *Depreciation*

Depreciation is charged on a straight-line basis on all property, plant and equipment other than land, at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its estimated useful life. The useful lives and associated depreciation rates for classes of property, plant and equipment are as follows:

<b>Class of Asset</b>	<b>Depreciation rate</b>
Land	Not depreciated
Buildings	1–10%
Plant and Equipment, Computer Equipment and Communication Assets	8–25%
Vessels	6–25%
Furniture / Fittings	10%
Motor Vehicles	8–17%

The useful life and estimated residual value of motor vehicles are classified into three separate classes, sedans and station wagons, light commercial and heavy vehicles. The weighted average depreciation rate across these classes is 11.1% (2015: 13.2%).

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives, whichever is the shorter.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

### **Intangible Assets**

#### *Software Acquisition and Development*

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development employee costs and an appropriate portion of relevant overheads.

#### *Amortisation*

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful life and associated amortisation rate of a major class of intangible assets being “Acquired and developed computer software” has been estimated at 5 years (20%).

## **Impairment of Property, Plant and Equipment and Intangible Assets**

Police does not hold any cash generating assets. Assets are considered cash-generating where their primary objective is to generate a separately identifiable commercial return.

### *Non-Cash Generating Assets*

Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

Any reversal of an impairment loss is recognised in the surplus or deficit.

## **Employee Entitlements**

### *Short-Term Employee Entitlements*

Employee benefits that are due to be settled within 12 months are reported at the amount expected to be paid.

These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

### *Long-Term Employee Entitlements*

Employee benefits that are due to be settled beyond 12 months after the end of period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on the:

- likely future entitlements accruing to staff, based on years of services, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- present value of the estimated future cash flows.

### *Termination Benefits*

Termination benefits are recognised in the surplus or deficit only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled

within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

#### *Presentation of Employee Entitlements*

Sick leave, annual leave, and vested long service leave are classified as current liabilities. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as current liabilities. All other employee entitlements are classified as a non-current liability.

#### **Provisions**

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an increase in the appropriate item of expenditure in profit or loss.

#### **Commitments**

A provision for future expenses and liabilities to be incurred on contracts that have been entered into at balance date are reported as commitments to the extent that they represent unperformed obligations.

#### **Contingencies**

Contingent liabilities and contingent assets are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements (unquantifiable liability). Contingent liabilities, including unquantifiable liabilities, are disclosed if the possibility that they will crystallise is not remote. Contingent liabilities are recorded in the Statement of Contingent Liabilities at the point at which the contingency is evident.

Contingent assets are disclosed if it is probable that the benefits will be realised.

#### **Accident Compensation Corporation (ACC) Partnership Programme**

Police belongs to the ACC Partnership Programme whereby Police accepts the management and financial responsibility of work related illnesses and accidents of employees. Under the Programme, Police is liable for all its claims costs for a period of four years. At the end of the four year period, Police either pays ACC for the ongoing management and costs of residual claim or pays a premium to ACC for the estimated value of residual claims, and the liability for ongoing claims from that point passes to ACC.

The liability for the expected future payments to be made in respect of the employee injuries and claims up to the reporting date is measured at the present value using actuarial techniques. Consideration is given to expected future wage and salary levels and experience of employee claims and injuries. Expected future payments are discounted using market yields at the reporting date on government bonds with terms to maturity that match, as closely to possible, the estimated future cash outflows.

## Equity

Equity is the Crown's net investment in Police and is measured as the difference between total assets and total liabilities and is classified as taxpayers' funds.

Revaluation reserves relate to land and buildings being revalued to fair value.

## Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST except for accounts receivable and accounts payable, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The amount of GST owing to or by the Inland Revenue Department (IRD) at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate. The net amount of GST paid to, or received from the IRD including GST relating to investing and financing activities is classified as an operating cash flow in the cash flow statement.

## Income tax

Police is exempt from the payment of income tax in terms of the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

## 2015/16 Budget figures

The budget figures are those included in the Main Estimates and Supplementary Estimates of Appropriation for the year ending 30 June 2016.

The budget figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE accounting standards.

## Cost Allocation

Costs are allocated to output expenses based upon activity profiles assigned to staff positions. For support services which do not directly deliver outputs, the allocation of cost is based on an assessed consumption of that service.

## Critical Accounting Estimates and Assumptions

In preparing these financial statements, Police has made estimates and assumptions that concern the future. These estimates and assumptions may differ to the subsequent actual results. The estimates and assumptions are based on historical experience and various other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The estimates and assumptions are reviewed on an ongoing basis. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed in the relevant notes as indicated below:

*Fair Value of Land and Buildings (Note 9)*

*Useful Lives and Residual Values of Property, Plant and Equipment*

The useful lives and residual values of property, plant and equipment are reviewed at each balance date.

*Long Service Leave and Sick Leave (Note 15)*



## Note 2: Other Revenue

	Actual 2014/15 \$000	Actual 2015/16 \$000
Arms Licences	4,227	5,575
Chargeable Police Services	3,789	4,039
Department of Corrections Remand Prisoners	263	408
Overseas Deployments	10,806	10,333
Pacific Island Chiefs of Police Secretariat Support	796	779
Pacific Peoples Domestic Violence Programme	995	846
Property Rentals	1,559	1,538
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	128	490
Other	1,642	1,571
<b>Total Other Revenue</b>	<b>24,205</b>	<b>25,579</b>

## Note 3: Personnel

	Actual 2014/15 \$000	Actual 2015/16 \$000
Accident Compensation Costs	4,762	1,874
Fringe Benefit Tax	1,967	1,677
Salaries/Wages	942,193	973,210
Staff Insurance	1,932	1,872
Superannuation	109,657	112,610
Training	2,511	2,707
Transfer/Removal Expenses	2,431	2,130
Increase in Employee Entitlements	40,067	37,552
Other	1,480	1,213
<b>Total Personnel</b>	<b>1,107,000</b>	<b>1,134,845</b>

## Note 4: Operating

	Actual 2014/15 \$000	Actual 2015/16 \$000
Audit Fees	315	326
Other Fees Paid to Auditor*	2	86
Bad Debts Expense	1,371	31
Changes in Doubtful Debts Provision	(708)	320
Clothing, Equipment and Consumables	23,761	24,410
Communications	24,092	23,455
Computer Charges	40,511	44,937
Computer Leasing Expenses	2,760	6,823
Equipment Rental	2,219	2,414
ESR Forensic Science Services	21,879	23,343
Foreign Exchange Rate (Gain)/Loss	24	(88)
Gain on Sale of Non-Current Assets (Note 5)	(786)	(932)
Other Operating Expenses	8,705	8,315
Physical Asset Write-Offs	714	36
Printing	7,002	6,700
Professional Services	33,219	35,847
Professional Services – Non Government Organisations	2,807	2,704
Legal Expenses	4,192	4,532
Property Rentals	18,372	18,979
Property Utilities, Rates and Maintenance	33,147	30,396
Third Party Expenses	3,383	3,543
Travel	14,803	16,320
Vehicle/Aircraft/Launch Rentals	5,690	5,403
Vehicle Expenses	29,347	27,147
<b>Total Operating</b>	<b>276,821</b>	<b>285,047</b>

\* Other Fees Paid to Auditors in 2015/16 related to work undertaken by EY on a remuneration benchmarking survey (\$29,000) (2015: \$2,000) and for review of a specific initiative (\$57,000).

## Note 5: (Gain)/Loss on Sale of Non-Current Assets

	Actual 2014/15 \$000	Actual 2015/16 \$000
Disposal of Land and Buildings	(263)	(2,399)
Sale of Motor Vehicles and Launches	(513)	1,467
Sale of Plant and Equipment	(10)	–
<b>(Gain)/Loss on Sale of Non-Current Assets</b>	<b>(786)</b>	<b>(932)</b>

## Note 6: Depreciation and Amortisation Expenses

	Actual 2014/15 \$000	Actual 2015/16 \$000
Buildings	28,493	29,042
Plant and Equipment, Computer Equipment and Communication Assets	16,903	16,565
Vessels	537	543
Furniture and Fittings	997	1,022
Motor Vehicles	15,229	16,035
Amortisation of Intangibles	15,202	17,793
<b>Total Depreciation</b>	<b>77,361</b>	<b>81,000</b>

## Note 7: Capital Charge

Police pays a capital charge to the Crown on its taxpayers' funds as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2016 was 8.0% (2015: 8.0%).

## Note 8: Accounts Receivable

	Actual 2014/15 \$000	Actual 2015/16 \$000
Trade Debtors	2,875	2,958
Sundry Debtors	4,796	3,537
Less: Provision for Doubtful Debts	(647)	(966)
Net Debtors	7,024	5,529
Debtor Crown	283,704	294,922
<b>Total Accounts Receivable</b>	<b>290,728</b>	<b>300,451</b>

The carrying value of debtors and other receivables approximate their fair value.

Movements in the provision for doubtful debts are as follows:

	Actual 2014/15 \$000	Actual 2015/16 \$000
Balance at 1 July	(1,355)	(647)
Additional Provisions Made During the Year	(663)	(350)
Debts Written Off During the Period	1,371	31
<b>Total provision for doubtful debts</b>	<b>(647)</b>	<b>(966)</b>

## Note 9: Property, Plant and Equipment

As at 30 June 2016

Cost: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
<b>Opening Balance</b>	160,524	544,071	21,947	322,947	144,111	7,726	<b>1,201,326</b>
Additions	5	1,026	276	9,572	23,058	96	<b>34,033</b>
Impairment	–	(15,366)	–	–	–	–	<b>(15,366)</b>
Disposal and Transfers	(8,831)	293	(2,698)	54	(20,968)	–	<b>(32,150)</b>
<b>Closing Balance</b>	<b>151,698</b>	<b>530,024</b>	<b>19,525</b>	<b>332,573</b>	<b>146,201</b>	<b>7,822</b>	<b>1,187,843</b>

Accumulated Depreciation: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	TOTAL
<b>Opening Balance</b>	–	13,444	17,153	267,502	72,634	3,924	<b>374,657</b>
Depreciation for the Year	–	29,042	1,022	16,565	16,035	543	<b>63,207</b>
Disposals and Transfers	–	–	(2,754)	(3,798)	(16,022)	–	<b>(22,574)</b>
Closing Balance	–	42,486	15,421	280,269	72,647	4,467	<b>415,290</b>
<b>Closing Book Value</b>	<b>151,698</b>	<b>487,538</b>	<b>4,104</b>	<b>52,304</b>	<b>73,554</b>	<b>3,355</b>	<b>772,553</b>

As at 30 June 2015

<b>Cost: \$000</b>	<b>Land</b>	<b>Buildings</b>	<b>Furniture and Fittings</b>	<b>Plant, Equipment and Comm. Assets</b>	<b>Motor Vehicles</b>	<b>Vessels</b>	<b>TOTAL</b>
<b>Opening Balance</b>	149,626	574,067	21,734	303,472	141,292	7,761	<b>1,197,952</b>
Additions	–	4,803	250	7,616	27,743	46	<b>40,458</b>
Revaluation	15,213	34,012	–	–	–	–	<b>49,225</b>
Reversal of Depreciation Relating to Revaluation	–	(70,087)	–	–	–	–	<b>(70,087)</b>
Disposal and Transfers	(4,315)	1,276	(37)	11,859	(24,924)	(81)	<b>(16,222)</b>
<b>Closing Balance</b>	<b>160,524</b>	<b>544,071</b>	<b>21,947</b>	<b>322,947</b>	<b>144,111</b>	<b>7,726</b>	<b>1,201,326</b>

<b>Accumulated Depreciation: \$000</b>	<b>Land</b>	<b>Buildings</b>	<b>Furniture and Fittings</b>	<b>Plant, Equipment and Comm. Assets</b>	<b>Motor Vehicles</b>	<b>Vessels</b>	<b>TOTAL</b>
<b>Opening Balance</b>	–	55,354	16,228	251,639	78,670	3,456	<b>405,347</b>
Depreciation for the Year	–	28,493	997	16,903	15,229	537	<b>62,159</b>
Reversal of Depreciation Relating to Revaluation	–	(70,087)	–	–	–	–	<b>(70,087)</b>
Disposals and Transfers	–	(316)	(72)	(1,040)	(21,265)	(69)	<b>(22,762)</b>
<b>Closing Balance</b>	<b>–</b>	<b>13,444</b>	<b>17,153</b>	<b>267,502</b>	<b>72,634</b>	<b>3,924</b>	<b>374,657</b>
<b>Closing Book Value</b>	<b>160,524</b>	<b>530,627</b>	<b>4,794</b>	<b>55,445</b>	<b>71,477</b>	<b>3,802</b>	<b>826,669</b>

## Valuation

Land and buildings are revalued at least every five years or whenever the carrying amount differs materially to fair value.

Land and buildings were revalued at fair value as at 30 June 2015 by Police and this valuation was independently certified by Paul Butchers, a registered valuer on behalf of Bayleys Valuations Ltd.

## Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the “unencumbered” land value for land where there is a designation against land, or the use of land is restricted because of reserve or endowments status. These adjustments are intended to reflect the negative effect on the

value of the land because Police has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

#### *Buildings*

Buildings (e.g. residential houses) are also valued at fair value using market-based evidence.

Specialised buildings (e.g. stations) are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings.

During the year, a review of residential buildings was undertaken to ascertain any potential impairments. As a result of this review, an impairment of \$15.366 million was recognised.

#### **Restrictions to Titles of Non-Current Assets**

As at 30 June 2016 land that Police has in possession and use, but for which legal title is not completely established, amounted to \$35,000 (2015: \$35,000).

In most cases titles will be established by Gazette Notice, which will formally vest the titles in Police.

All surplus Land and Buildings are subject to the Crown land disposal process as specified by the Public Works Act 1981.

## Note 10: Intangible Assets

	Actual 2014/15 \$000	Actual 2015/16 \$000
<b>Cost</b>		
Opening Balance	150,636	164,150
Additions	6,141	18,290
(Disposals) and Transfers in/(out)	7,373	15,013
<b>Balance at 30 June</b>	<b>164,150</b>	<b>197,453</b>
<b>Accumulated Amortisation and Impairment Losses</b>		
Opening Balance	110,674	125,876
Amortisation During the Year	15,202	17,793
<b>Balance at 30 June</b>	<b>125,876</b>	<b>143,669</b>
<b>Book Value</b>	<b>38,274</b>	<b>53,784</b>

New Zealand Police develops and maintains internally generated software which are classified as capital work-in-progress (see Note 11) and capitalised as intangible assets at the in-service date. Acquired software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

There are no restrictions over the title of the intangible assets, nor are the assets pledged as security for liabilities.

## Note 11: Capital work-in-progress

The total capital work-in-progress as at 30 June 2016 was \$35.290 million (2015: \$28.501 million). This included \$27.502 million for Intangibles Assets (2015: \$23.359 million) and \$7.788 million for Property, Plant and Equipment (2015: \$5.142 million). In previous Annual Reports, Capital work-in-progress was reported as part of the Property, Plant and Equipment.

## Note 12: Asset Held for Sale

There are no assets held for sale at 30 June 2016 (2015: \$1.630 million).

## Note 13: Creditors and Payables

	Actual 2014/15 \$000	Actual 2015/16 \$000
Creditors and Payables	11,959	13,961
GST Payable	11,934	15,124
Unclaimed Salaries and Wages	142	142
<b>Total Accounts Payable</b>	<b>24,035</b>	<b>29,227</b>

Payables are non-interest bearing and are normally settled on 30 days terms; therefore the carrying value approximates their fair value.

## Note 14: Accrued Expenses

	Actual 2014/15 \$000	Actual 2015/16 \$000
Sponsorship Reserve	441	249
Accident Compensation and Accredited Employer Programme Provisions*	10,436	5,995
Other Accrued Expenses	25,305	29,523
Payroll Accruals	–	4,130
<b>Total Accrued Expenses</b>	<b>36,182</b>	<b>39,897</b>

\* Police self-insures for ACC purposes. An independent actuarial valuation was undertaken by Davies Financial and Actuarial Ltd of ongoing costs relating to outstanding claims that have been made by New Zealand Police as at 30 June 2016, resulting in a provision for work-related accidents of \$3.564 million (2015: \$2.816 million). These costs are included in the provisions above.

## Note 15: Employee Entitlements

	Actual 2014/15 \$000	Actual 2015/16 \$000
<b>Current Liabilities</b>		
Annual Leave	139,998	119,332
Long Service Leave	14,352	14,610
Sick Leave	483	1,150
Shift Leave	15,783	15,330
Other Employee Entitlements*	3,673	7,525
<b>Total Current Portion</b>	<b>174,289</b>	<b>157,947</b>
<b>Non-Current Liabilities</b>		
Long Service Leave	149,410	160,186
Sick Leave	2,335	5,959
<b>Total Non-Current Portion</b>	<b>151,745</b>	<b>166,145</b>
<b>Total Employee Entitlements</b>	<b>326,034</b>	<b>324,092</b>

\* Employee entitlements that have arisen with a likelihood of settlement have been provided for, along with personnel settlements payable under collective contract provisions that remained unpaid at 30 June.



An independent actuarial valuation was undertaken by Aon Consulting New Zealand Ltd, as at 30 June 2016 to estimate the present value of long service leave and sick leave liabilities.

The present value of long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating these liabilities are the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability. The interest rates on New Zealand Government bonds with terms of maturity that match closely to the estimated future cash outflows have been considered in determining the discount rate. Historical salary patterns have been considered in determining the salary inflation factor after obtaining advice from an independent actuary.

If the salary inflation factor were to increase by 1% from the estimate, with all other factors held constant, the carrying amount of the long service leave liability would increase by \$9.520 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$8.660 million.

If the discount rates were to increase by 1% from the estimate with all other factors held constant the carrying amount of the long service leave liability would decrease by \$8.960 million. If the discount rate were to decrease by 1%, the liability would increase by \$10.080 million.

## Note 16: Reconciliation of Net Surplus to Net Cash Flow from Operating Activities

	Actual 2014/15 \$000	Actual 2015/16 \$000
<b>Net Surplus (Deficit)</b>	<b>2,711</b>	<b>1,247</b>
<b>Add (less) Non-Cash items</b>		
Depreciation and Amortisation Expense	77,361	81,000
Physical Asset Write-Offs	714	36
<b>Total Non-Cash Items</b>	<b>78,075</b>	<b>81,036</b>
<b>Add (Less) Items classified as Investing Activities</b>		
(Gain)/Loss on Disposal of Property, Plant and Equipment	(786)	(932)
<b>Net Investing Activities</b>	<b>(786)</b>	<b>(932)</b>
<b>Add (Less) Movements in Working Capital Items:</b>		
Inc/(Dec) in Accounts Payable	(15,829)	2,911
(Inc)/Dec in Accounts Receivable	2,891	1,495
Inc/(Dec) in Employee Entitlements	25,014	(1,942)
(Inc)/Dec in Debtor Crown	(26,473)	(11,218)
(Inc)/Dec in Inventories	(11)	59
(Inc)/Dec in Prepayments	(2,985)	2,271
Inc/(Dec) in Other Accrued Expenses	(28,534)	3,715
<b>Net Working Capital Movements</b>	<b>(45,927)</b>	<b>(2,709)</b>
<b>Net Cash Flows from Operating Activities</b>	<b>34,073</b>	<b>78,642</b>

## Note 17: Related Party Transactions

Police is a wholly owned entity of the Crown. The Government is the major source of revenue. Police entered into numerous transactions with other government departments, Crown agencies and State-Owned Enterprises on an arm's length basis. Where these parties are acting in the course of their normal dealings with Police, related party disclosures have not been made.

## Note 18: Key Management Personnel Compensation

	Actual 2014/15 \$000	Actual 2015/16 \$000
Salaries and Other Short Term Employee Benefits	2,994	3,065
Other Long-Term Benefits	727	861
Termination Benefits	282	282
<b>Total Compensation</b>	<b>4,003</b>	<b>4,208</b>
<b>Number of Full Time Equivalents</b>	<b>9</b>	<b>9</b>

Key Management personnel comprises the Commissioner, Deputy Commissioners and Deputy Chief Executives. For those employees doing long-term acting in Deputy Chief Executive roles, only earnings for the period that they were acting are included.

## Note 19: Financial Risks

Police's activities expose it to a variety of financial risks, including market risk, credit risk and liquidity risk. Police has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

### Market Risk

#### Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Police's foreign exchange management policy requires management of currency risk arising from future transactions and recognised liabilities by entering into foreign exchange forward contracts to hedge the entire foreign currency risk exposure. This policy has been approved by the Treasury and is in accordance with the requirements of the Treasury guidelines for the Management of Crown and Departmental Foreign-Exchange Exposure.

#### Credit Risk

Credit risk is the risk that a third party will default on its obligation to the Police, causing Police to incur a loss.

Police is only permitted to deposit funds with Westpac, a registered bank, and enter into foreign exchange forward contracts with Westpac or the New Zealand Debt Management Office. These entities have high credit ratings. For its other financial instruments Police does not have significant concentrations of credit risk.

Police's maximum exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net debtors. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

## Liquidity Risk

Liquidity risk is the risk that Police will encounter difficulty to access liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements Police closely monitors its forecast cash requirements with expected cash draw downs from the New Zealand Debt Management Office. Police maintains a target level of available cash to meet its liquidity requirements.

The following table reflects all contractual payments resulting from recognised financial liabilities as of 30 June 2016. For the other obligations the respective undiscounted cash flows for the respective upcoming fiscal years are presented. The timing of cash flows for liabilities is based on the contractual terms of the underlying contract. However, where the counterparty has a choice of when the amount is paid, the liability is allocated to the earliest period in which Police can be required to pay. When Police is committed to make payments in instalments, each instalment is allocated to the earliest period in which Police is required to pay.

	Less than 6 Months \$000	Between 6 Months to 1 Year \$000	Between 1 year and 5 Years \$000	Over 5 Years \$000	Total \$000
<b>2016</b>					
Creditors and Payables (Note 13)	12,577	899	420	65	13,961
<b>2015</b>					
Creditors and Payables (Note 13)	10,702	19	1,238	–	11,959

## Note 20: Categories of Financial Instruments

The carrying amounts of financial assets and financial liabilities in each of the PBE IPSAS 29 categories are as follows:

	Actual 2014/15 \$000	Actual 2015/16 \$000
<b>Loans and Receivables</b>		
Cash and Cash Equivalents	23,313	41,319
Accounts Receivable (Note 8)	290,728	300,451
<b>Total Loans and Receivables</b>	<b>314,041</b>	<b>341,770</b>
<b>Financial Liabilities Measured at Amortised Cost</b>		
Creditors and Payables (Note 13)	11,959	13,961
<b>Total Financial Liabilities</b>	<b>11,959</b>	<b>13,961</b>

## Note 21: Explanation for Significant Variances

NZ Police's departmental output expense appropriation for 2015/16 increased by \$45.807 million to \$1,568.270 million.

This increase mainly comprised of:

- funding of \$30.600 million for the costs of the 2015 Police Collective Employment Agreement
- the allocation of \$9.633 million for the 2015-18 Road Policing Programme for 2015/16
- funding of \$4.400 million for the additional capital charge due to the increase in the net assets as a consequence of the revaluation of properties as at 30 June 2015, and
- additional Drug Proceeds of Crime funding of \$2.345 million.

These increases were partly offset by the contribution of \$2.862 million for a share of costs for Budget 2015 whole-of-government initiatives.

Explanation by output class for major variances from the Main Estimates were outlined in the Supplementary Estimates. Refer to "The Supplementary Estimates of Appropriations for the year ending 30 June 2016" for an explanation of budget changes by output class between the 2015/16 Main Estimates and 2015/16 Supplementary Estimates for Vote Police (B.7 – Pages 543 to 555).

## Note 22: Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2015: nil).



# NON-DEPARTMENTAL SCHEDULES

## STATEMENT OF COMPLIANCE

The non-departmental financial statements have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with the Tier 1 PBE accounting standards, Treasury instructions and Treasury circulars.

These non-departmental balances are consolidated into the Crown Financial Statements.

For a full understanding of the Crown's financial position and the results of its operations for the period, reference should be made to the consolidated Financial Statements for the Government for the year ended 30 June 2016.

### **Statement of Significant Accounting Policies**

#### **Revenue**

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

#### **Revenue from Non-Exchange Transactions**

##### *Infringement Fees*

Revenue from infringement fees is recognized when the infringement notice is issued. Revenue is measured at fair value. Fair value is determined using a model that uses past experience to forecast the expected collectability of infringement fees.

##### *Crown Revenue*

This revenue is restricted in its use and is for the contribution to the United Nations Drug Control Programme, within the scope of this appropriation. Police consider that there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

##### *Cash*

Cash includes cash on hand and funds on deposit with banks.

##### *Receivables*

Accounts receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less impairment changes.

A receivable is considered impaired when there is objective evidence that Police will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected.

The Police receivables are considered to be non-exchange.

# SCHEDULE OF NON-DEPARTMENTAL REVENUE AND EXPENSES

for the Year Ended 30 June 2016

	Actual 2014/15 \$000	Actual 2015/16 \$000	Main Estimates 2015/16 \$000	Supplementary Estimates 2015/16 \$000
<b>Revenue</b>				
<i>Non-Tax Revenue:</i>				
Infringement Fees	86,396	80,077	85,900	85,900
Sale of Unclaimed Property	178	154	400	400
Crown Revenue	100	100	100	100
Other Revenue	28	51	–	–
<b>Total Non-Departmental Revenue</b>	<b>86,702</b>	<b>80,382</b>	<b>86,400</b>	<b>86,400</b>
<b>Expenses</b>				
United Nations Drug Control Programme	100	100	100	100
<b>Total Non-Departmental Expenses</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Net Surplus</b>	<b>86,602</b>	<b>80,282</b>	<b>86,300</b>	<b>86,300</b>

The accompanying notes form part of the financial statements.

## SCHEDULE OF NON-DEPARTMENTAL ASSETS AND LIABILITIES

as at 30 June 2016

	Actual 2014/15 \$000	Actual 2015/16 \$000	Main Estimates 2015/16 \$000	Supplementary Estimates 2015/16 \$000
<b>Current Assets</b>				
Cash	9,072	12,436	3,479	9,072
Accounts Receivable	15,645	17,435	15,661	15,565
<b>Total Non-Departmental Assets</b>	<b>24,717</b>	<b>29,871</b>	<b>19,140</b>	<b>24,637</b>
Accounts Payable	86	181	4	6
Funds Held on Behalf of the Crown	24,631	29,690	19,136	24,631
<b>Total Non-Departmental Liabilities</b>	<b>24,717</b>	<b>29,871</b>	<b>19,140</b>	<b>24,637</b>

## SCHEDULE OF NON-DEPARTMENTAL COMMITMENTS

as at 30 June 2016

Police, on behalf of the Crown has no non-departmental commitments as at 30 June 2016 (2015: nil).

## SCHEDULE OF NON-DEPARTMENTAL CONTINGENT ASSETS AND LIABILITIES

as at 30 June 2016

### Contingent Liabilities

Police, on behalf of the Crown has no non-departmental contingent liabilities as at 30 June 2016 (2015: nil).

### Contingent Assets

Police, on behalf of the Crown has no non-departmental contingent assets as at 30 June 2016 (2015: nil).

The accompanying notes form part of the financial statements.



# STATEMENT OF BUDGETED AND ACTUAL EXPENSES AND CAPITAL EXPENDITURE INCURRED AGAINST APPROPRIATIONS

for the Year Ended 30 June 2016

	Actual 2014/15 \$000	Actual 2015/16 \$000	Supp. Estimates 2015/16 \$000	Sec. 26A Changes 2015/16 \$000	Appropriation Voted 2015/16 \$000	Location of end-of-year performance information *
<b>Appropriations for Departmental Output Expenses</b>						
General Crime Prevention Services	160,347	166,264	166,690	–	166,690	1
Specific Crime Prevention Services and Maintenance of Public Order	156,103	159,537	160,406	(400)	160,006	1
Police Primary Response Management	382,313	389,463	390,202	(700)	389,502	1
Investigations	381,745	397,565	396,895	700	397,595	1
Case Resolution and Support to Judicial Process	127,816	134,532	134,745	400	135,145	1
Road Safety Programme	311,795	314,690	315,169	–	315,169	1
<b>Total Appropriations for Departmental Output Expenses</b>	<b>1,520,119</b>	<b>1,562,051</b>	<b>1,564,107</b>	<b>–</b>	<b>1,564,107</b>	
<b>Appropriation for Departmental Capital Expenditure</b>						
New Zealand Police Capital Expenditure—Permanent Legislative Authority under 24(1) of the PFA	46,599	52,323	83,585	–	83,585	2
<b>Total Appropriation for Departmental Capital Expenditure</b>	<b>46,599</b>	<b>52,323</b>	<b>83,585</b>	<b>–</b>	<b>83,585</b>	

The accompanying notes form part of the financial statements.

	Actual 2014/15 \$000	Actual 2015/16 \$000	Supp. Estimates 2015/16 \$000	Sec. 26A Changes 2015/16 \$000	Appropriation Voted 2015/16 \$000	Location of end-of-year performance information *
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#### Appropriation for Non-Departmental Other Expenses

United Nations Drug Control Programme	100	100	100	–	100	3
<b>Total Non-Departmental Appropriations for Other Expenses</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>–</b>	<b>100</b>	

#### Appropriation for Multi-Category Expenses and Capital Expenditure

##### Policy Advice and Ministerial Services MCA

##### Departmental Output Expenses:

Policy Advice	3,302	3,332	3,262	–	3,262	1
Ministerial Services	677	755	901	–	901	1
<b>Total Appropriation for Multi-Category Expenses and Capital Expenditure</b>	<b>3,979</b>	<b>4,087</b>	<b>4,163</b>	<b>–</b>	<b>4,163</b>	
<b>Total Annual and Permanent Appropriations</b>	<b>1,570,797</b>	<b>1,618,561</b>	<b>1,651,955</b>	<b>–</b>	<b>1,651,955</b>	

\* The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by New Zealand Police, as detailed below:

1. New Zealand Police's Annual Report.
2. No performance information has been reported in New Zealand Police's Annual Report as this appropriation is limited to the purchase or development of assets.
3. No reporting due to an exemption obtained under section 15D of the PFA.

## 6. INDEPENDENT AUDITOR'S REPORT



CHARTERED  
ACCOUNTANTS

### TO THE READERS OF NEW ZEALAND POLICE'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2016

The Auditor-General is the auditor of New Zealand Police (Police). The Auditor-General has appointed me, Grant Taylor, using the staff and resources of Ernst & Young, to carry out the audit on her behalf of:

- the financial statements of New Zealand Police on pages 59 to 63 and 65 to 86, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2016, the statement of comprehensive revenue and expenses, statement of movements in taxpayers' funds and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by New Zealand Police for the year ended 30 June 2016 on pages 6 to 33 and 35 to 58;
- the statements of budgeted and actual expenses and capital expenditure incurred against appropriations of the Police for the year ended 30 June 2016 on pages 90 to 91; and
- the schedules of non-departmental activities which are managed by New Zealand Police on behalf of the Crown on pages 64 and 87 to 89 that comprise:
  - the schedules of assets and liabilities; commitments; contingent assets and liabilities as at 30 June 2016;
  - the schedules of revenue and expenses; for the year ended 30 June 2016;
  - the statement of trust monies for the year ended 30 June 2016; and
  - the notes to the schedules that include accounting policies and other explanatory information.

### Opinion

In our opinion:

- the financial statements of New Zealand Police:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2016; and
    - its financial performance and cash flows for the year ended on that date;
  - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Reporting Standards.
- the performance information of the Police:
  - presents fairly, in all material respects, for the year ended 30 June 2016:
    - what has been achieved with the appropriation; and
    - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure;
  - complies with generally accepted accounting practice in New Zealand.

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- the statements of expenses and capital expenditure of the Police on pages 90 to 91 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- the schedules of non-departmental activities which are managed by the Police on behalf of the Crown on pages 64 and 87 to 89 present fairly, in all material respects, in accordance with the Treasury Instructions:
  - the assets and liabilities; commitments; contingent assets and liabilities as at 30 June 2016;
  - revenue and expenses for the year ended 30 June 2016; and
  - the statement of trust monies for the year ended 30 June 2016

Our audit was completed on 30 September 2016. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Commissioner of Police and our responsibilities, and we explain our independence.

## **Basis of opinion**

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the information we audited is free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the information we audited. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the information we audited. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the information we audited, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Police's preparation of the information we audited in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Police's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Commissioner of Police;
- the appropriateness of the reported performance information within the Police's framework for reporting performance;
- the adequacy of the disclosures in the information we audited; and
- the overall presentation of the information we audited.

We did not examine every transaction, nor do we guarantee complete accuracy of the information we audited. Also, we did not evaluate the security and controls over the electronic publication of the information we audited.

We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

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## Responsibilities of the Commissioner of Police

The Commissioner of Police is responsible for preparing:

- financial statements that present fairly the Police’s financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of the Police, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Police on behalf of the Crown.

The Commissioner of Police’s responsibilities arise from the Public Finance Act 1989 and the Policing Act 2008.

The Commissioner of Police is responsible for such internal control as is determined is necessary to ensure that the annual report is free from material misstatement, whether due to fraud or error. The Commissioner of Police is also responsible for the publication of the annual report, whether in printed or electronic form.

## Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the information we are required to audit, and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001.

## Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

In addition to the audit we have carried out assignments in the areas of remuneration benchmarking and independent programme evaluation, which are compatible with those independence requirements. Other than the audit and these assignments, we have no relationship with or interests in Police.



**Grant Taylor**

Ernst & Young

On behalf of the Auditor-General

Wellington, New Zealand



## 7. FORECAST FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2017

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2017 (the Forecast is 2016 Budget and Economic and Fiscal Update (BEFU 2016) out-year 1 figures). These figures reflect Police's purpose and activities and are based on a number of assumptions on what may occur during the 2016/17 financial year. Forecast events and circumstances may not occur as expected.

The forecast figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE accounting standards. The aim is to increase transparency by providing the reader with further context of this year's results by showing next year's forecast for comparison. They are to be used in the future for reporting historical general purpose financial statements.

The forecast financial statements were approved for issue by the Commissioner of Police on 5 April 2016. The Commissioner of Police is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

The main assumptions, which were adopted as at 5 April 2016 were as follows:

- Police activities and output expectations will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs and remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances and are Police's best estimate of future costs that will be incurred.

Estimated year-end information for 2015/16 was used as the opening position for the 2016/17 forecasts. The actual financial results achieved for 30 June 2017 are likely to vary from the forecast information presented, and the variations may be material. Factors that could lead to material differences between the forecast financial statements and the 2016/17 actual financial statements include changes to the baseline forecast through new initiatives, Cabinet decisions and technical adjustments.

# STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

*for the Year Ending 30 June 2017*

	Note	Forecast 2016/17 \$000
<b>Revenue</b>		
Crown		1,571,420
Other Revenue		25,833
<b>Total Revenue</b>	1	<b>1,597,253</b>
<b>Expenditure</b>		
Personnel		1,203,824
Operating		241,305
Depreciation and Amortisation Expenses		83,665
Capital Charge		68,459
<b>Total Operating Expenses</b>		<b>1,597,253</b>
<b>Surplus (Deficit) from Outputs</b>		<b>-</b>
<b>Other Comprehensive Income</b>		<b>-</b>
<b>Total Comprehensive Income</b>		<b>-</b>

# STATEMENT OF FINANCIAL POSITION

as at 30 June 2017

	Forecast 2016/17 \$'000
<b>Assets</b>	
<i>Current Assets</i>	
Cash	30,000
Accounts Receivable	320,352
Prepayments	10,463
<b>Total Current Assets</b>	<b>360,815</b>
<b>Non-Current Assets</b>	
Property, Plant and Equipment	854,356
Intangibles	30,255
<b>Total Non-Current Assets</b>	<b>884,611</b>
<b>Total Assets</b>	<b>1,245,426</b>
<b>Liabilities</b>	
<i>Current Liabilities</i>	
Creditors and Payables	29,220
Accrued Expenses	39,459
Employee Entitlements	182,781
<b>Total Current Liabilities</b>	<b>251,460</b>
<i>Non-Current Liabilities</i>	
Employee Entitlements	163,000
<b>Total Non-Current Liabilities</b>	<b>163,000</b>
<b>Total Liabilities</b>	<b>414,460</b>
<b>Net Assets</b>	<b>830,966</b>
<b>Taxpayers' Funds</b>	
General Funds	514,738
Property, Plant and Equipment Revaluation Reserves	316,228
<b>Total Taxpayers' Funds</b>	<b>830,966</b>



# STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2017

	Forecast 2016/17 \$000
<b>Cash Flows from Operating Activities</b>	
<i>Cash provided from:</i>	
Supply of Outputs to:	
- Crown	1,567,986
- Others	26,765
	<b>1,594,751</b>
<i>Cash was applied to:</i>	
Produce Outputs:	
- Personnel	(1,192,134)
- Operating	(242,830)
- Capital Charge	(68,459)
	<b>(1,503,423)</b>
<b>Net Cash Flows from Operating Activities</b>	<b>91,328</b>
<b>Cash Flows from Investing Activities</b>	
<i>Cash provided from:</i>	
Sale of Non-Current Assets	2,800
<i>Cash was applied to:</i>	
Purchase of Property, Plant and Equipment	(78,785)
Purchase of Intangible Assets	(15,343)
<b>Net Cash Flows from Investing Activities</b>	<b>(91,328)</b>
<b>Net Cash Flows from Financing Activities</b>	<b>-</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>-</b>
Add Opening Cash	30,000
<b>Closing Cash as at 30 June</b>	<b>30,000</b>
<b>Cash Balance Consists of</b>	
Cash at Bank	28,830
Petty Cash	820
Overseas Posts	350
<b>Total Cash</b>	<b>30,000</b>

## NOTE 1 TO FORECAST FINANCIAL STATEMENTS

### Total Revenue

The table below summarises the key changes in revenue between the financial years 2015/16 and 2016/17:

	\$000
<b>2015/16 Supplementary Estimates Appropriation</b>	<b>1,568,270</b>
<b>Increase/(Decrease) in Funding:</b>	
Increased funding for Personnel Costs	21,600
Increased funding in 2016/17 for 2015-18 Road Policing Programme	7,667
Child Protection Offender Register and Risk Management Framework funding	4,525
HRMIS Expense Transfer from 2014/15 to 2016/17	2,003
Cessation of time limited funding in 2015/16 for Criminal Procedure Act 2011 implementation plan	(4,356)
Funding for various Drug Proceeds of Crime Funding Initiatives ending in 2015/16	(3,710)
Other initiatives	1,254
<b>Increase/ (Decrease) in Funding:</b>	<b>28,983</b>
<b>2016/17 Main Estimates Appropriation – Total Revenue</b>	<b>1,597,253</b>

The appropriation by output class is included in the table below:

Departmental Output Class	\$000
General Crime Prevention Services	172,115
Specific Crime Prevention Services and Maintenance of Public Order	164,072
Police Primary Response Management	398,694
Investigations	402,086
Case Resolution and Support to Judicial Process	133,029
Road Safety Programme	323,024
Policy Advice and Ministerial Services MCOA	4,233
<b>2015/16 Appropriation (BEFU) – Total Revenue</b>	<b>1,597,253</b>

# APPENDICES

## APPENDIX 1: POLICING EXCELLENCE: THE FUTURE

Policing Excellence: the Future (PEtF) builds on the success of Policing Excellence to further reduce crime, crash and victimisation; improve services delivered to our communities; and increase our performance, productivity and efficiency.

PEtF is a strategic transformation programme that is ultimately about delivering better outcomes for New Zealanders – making New Zealand a safer place to live, work and do business.

Police is doing this by looking at opportunities to deliver sustainable policing services into the future and address challenges such as the rates of violent crime (e.g. family violence and adult sexual assault); the over-representation of Māori in the criminal justice system; and increasingly sophisticated offending.

The first phase of PEtF (2014/15) involved gathering more than 4000 ideas from frontline staff and partner agency representatives through workshops to help inform and shape future policing services. These were distilled into a range of initiatives within four agreed themes.

### Four work programmes

In 2015/16 the focus was on clarifying the scope of the initiatives within the programme of work and what was required to implement them.

In early 2016, the Safer Families and Iwi Partnerships themes were combined under the banner of Safer Whānau, recognising the very close interdependencies and intended outcomes of these two themes. On 1 April 2016 the Police High Performance Framework (PHPF) was brought under the banner of PEtF because of its logical alignment with Police's overall strategic transformation programme.

### 1. Safer Whānau

The Safer Whānau programme aims to reduce family harm and reduce the over-representation of Māori in the criminal justice system, both as victims and offenders. The work programme is made up of four workstreams:

- **Police Mindset and Practice** – aims to enable our staff to be more about the people and less about the process to provide a better response to all family harm.
- **Integrated Safety Response to family violence pilot** – a multi-agency initiative led by Police, (part of the Ministerial Group for Family Violence and Sexual Violence Work Programme).
- **Whāngaia Nga Pā Harakeke** – by partnering with iwi and communities and realigning police resources, a new police model will provide a better response to family violence. To be piloted in Northland, Eastern and Counties Manukau districts.
- **Iwi Partnerships** – aims to support iwi-led initiatives as well as government partnerships with iwi to enable lasting change for Māori families/whānau.

The programme comprises more than a dozen initiatives as well as pilots across New Zealand. Significant progress was made on the Family Violence Change Programme which became part of Mindset and Practice. Achievements included:

- Family Violence Quality Assurance and Improvement Framework – rolled out January 2016 nationally
- Family Safety Team (FST) review – identified options for realignment of FSTs in 2016/17
- Family Violence Mindset pilot workshops in 2015/16.

Between November 2015 and July 2016, 55 frontline staff in Palmerston North participated in a proof of concept to test the use of iPhones to capture victim interviews at the scene of certain family violence incidents. Feedback on the end-to-end process (through to consideration by the judiciary) indicated the process to be more efficient, accurate and victim-focused. Lessons learnt will inform implementation options. Amendments to the Evidence Regulations will also be required.

In October 2015 three Districts were selected to implement their proposals for Whāngaia Nga Pā Harakeke. Shortlisting was initially based on the high demand from family harm in those Districts. The first pilot started on 4 April 2016 in Counties Manukau.

On 1 July 2016 Christchurch became the first pilot site for the Integrated Safety Response to family violence to ensure families experiencing violence get the help they need from government and community services. The pilot brings together representatives from Police, Child Youth and Family, Corrections, Health, specialist family violence non-government organisations and kaupapa Māori services.

A second pilot will commence in Waikato on 1 October 2016.

A key focus for the Iwi Partnerships workstream includes 'alternatives to prosecution' e.g. Iwi Panels and Marae Based Justice Innovation Networks.

## 2. Service Delivery Model

The Service Delivery Model (SDM) programme of work is about improving the way Police deliver services and interact with the public. The programme has three workstreams:

- **Access to Police** – improving public access to Police including via telephone (centralised telephony/single non-emergency number) and other channels to make interactions with Police simpler, faster and easier
- **Consolidated Services** – phase 1 is about improving Case Management systems and processes for greater consistency and effectiveness; and Phase 2 looks at sourcing opportunities within Police
- **Service Delivery Model Framework** – defining our service delivery strategy including how our physical presence best meet the needs of diverse, modern-day communities.

SDM is focused on ensuring every interaction counts. Police engage with the public in a wide variety of ways, for example: calls for service, emergency response, street patrols, roadside, phone, public counters and social media. Police do not currently have a systematic approach to managing the channels and interactions to ensure the best possible levels of services. The programme aims to:

- improve the quality of service to Police via the telephone for non-emergency calls and therefore have a positive impact on public trust and confidence
- provide expanded/improved online reporting (contributing to Better Public Services Result 10); and an additional channel to access Police (also contributing to public trust and confidence)

- improve the telephony infrastructure to provide improved customer service and a more cost effective platform
- improve service delivery and contribute to a shift of organisational investment from ‘back and ‘middle’ functions to the frontline
- improve staff engagement through clarity of role and function through the definition of the service delivery model.

### 3. Evidence Based Policing

Evidence Based Policing is about ensuring policing strategy, operations and tactics are based on the best possible evidence (information, crime science and problem-solving methods). The programme consists of three workstreams:

- **Partnerships** – a structure to allow Police to access greater research capability and capacity (beyond its own staff and resources) and encourage stronger relationships with external research organisations
- **Evidence Based Policing (EBP) Centre** – a new location to house the core research activity and facilities for collaboration and develop the business model needed to generate and manage research for Police
- **Framework for Utilisation and Integration** – the tools and processes to access and make decisions based on the evidence available.

In June 2016 Registrations of Interest were sought to secure a primary research partner for Police’s new EBP Centre. The ‘primary partner’ is part of the proposed partnership structure that will ultimately generate research relevant to police priorities and needs. The Centre is expected to become a ‘hub’ for Evidence Based Policing and provide facilities for police research practice, academics performing research, and the presentation of research findings.

### 4. Police High Performance Framework (PHPF)

To enable Police deliver on ‘Our Business’, the PHPF Programme, provides the framework for building a high-performance culture. The PHPF is the Police-branded deployment of the Steel Institute of Performance’s Performance Optimisation Process™.

The PHPF consists of five frameworks that will enable Police to better align strategy, culture, leadership, capability and performance to our strategy.

In March 2016 the PHPF started a progressive roll-out via a series of PHPF workshops. The first framework (Strategic) aims to better align our people and their activities with ‘Our Business’.

Each framework is introduced at senior levels and then cascaded through all leader levels to every individual in the Police. The aim is that the frameworks provide leaders with the tools to help them and their teams excel in their roles.

All senior leadership teams are scheduled to be working with the first framework by September 2016; and all leaders and staff by March 2017.

Framework 2 will help leaders start to shape the culture we need to deliver ‘Our Business’. The third framework will roll out towards the end of 2016/17. This framework will provide leaders with the tools to excel in their roles, and help drive and lead the culture change with their teams and across Police.

It is expected that all five frameworks will be rolled out over the next two to three years.

## APPENDIX 2:

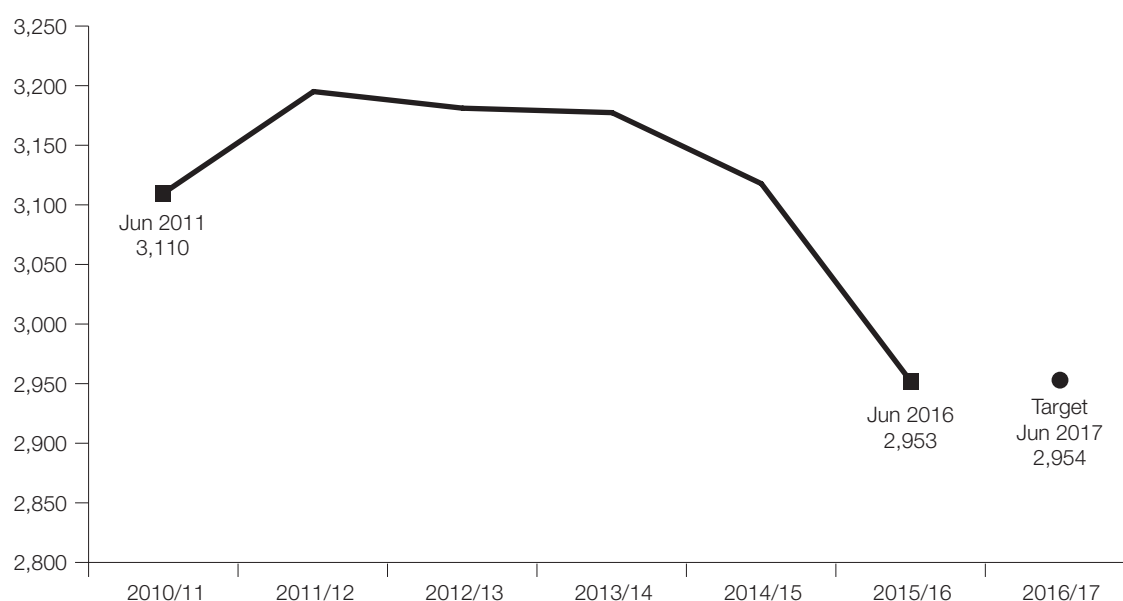
### HOW WE MEET GOVERNMENT PRIORITIES (BETTER PUBLIC SERVICES)

#### Result 4: assaults on children

Alongside partner agencies we aim to halt the 10-year rise in children experiencing physical abuse in 2017 and reduce 2011 numbers by 5%.

This is extremely ambitious. In 2011, numbers were rising, and projected to rise further without intervention. Meeting this target means bringing the projected number of approximately 4,000 children expected to experience substantiated physical abuse down to less than 3,000 by June 2017, which is a reduction of approximately 25% in projected numbers.

#### Children experiencing substantiated physical abuse



#### Result 7: reduce the rates of total crime, violent crime and youth crime

Crime has a range of impacts across society. By delivering sustained reductions in crime and reoffending, we can further reduce harm and the social and economic cost of crime.

The Government's three targets are to:

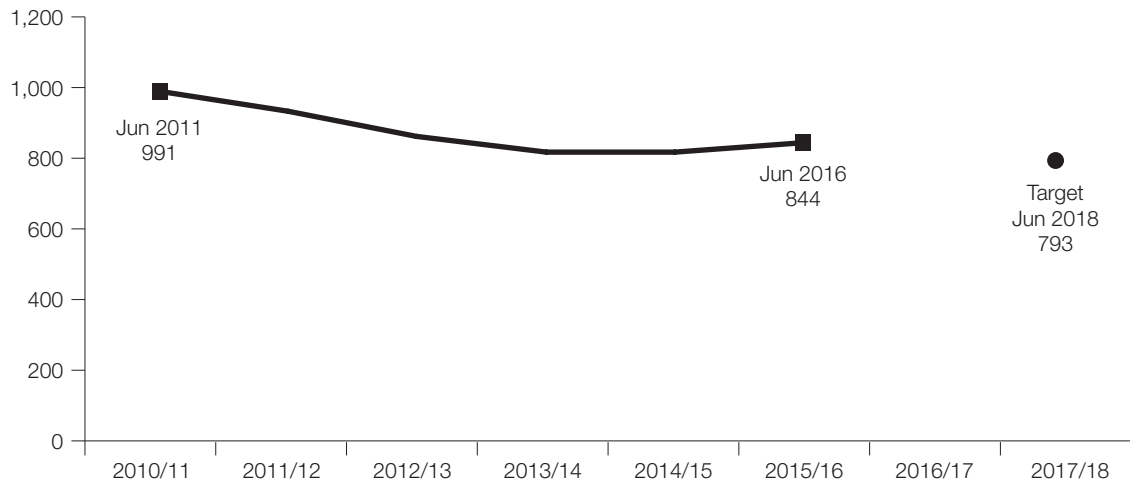
- Reduce the total crime rate by 20%<sup>48</sup> by June 2018
- Reduce the violent crime rate by 20%<sup>48</sup> by June 2017
- Reduce the youth crime rate by 25%<sup>49</sup> by June 2017

Our target is a 20% reduction in the total recorded crime rate from June 2011 to June 2018. This means around 58,000 fewer crimes annually by 2018. This target was increased at the end of 2014 because the original target of a 15% reduction by June 2017 was exceeded.

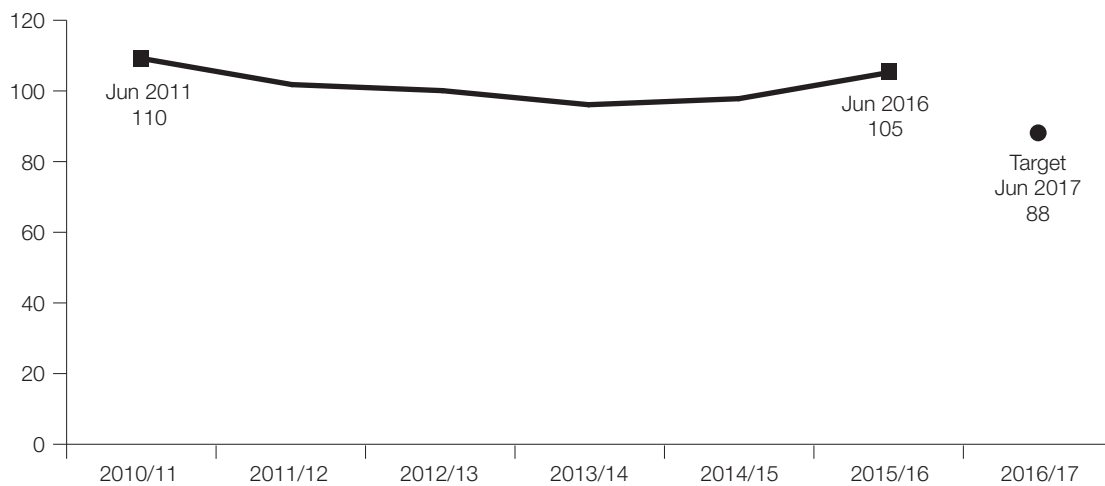
<sup>48</sup> Rate is per 10,000 population.

<sup>49</sup> Rate is per 10,000 population of youths aged 14 to 16 years.

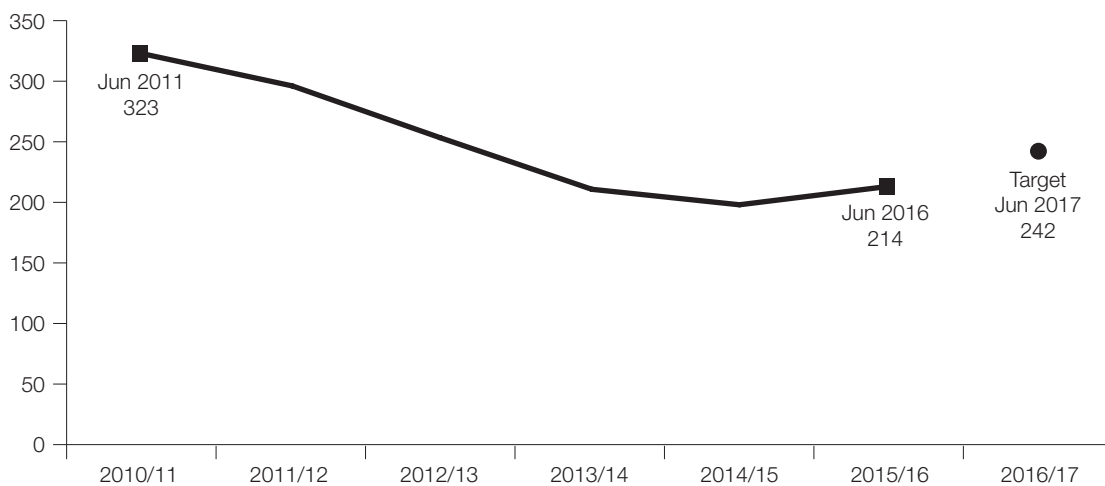
**Total crime rate per 10,000 population**



**Violent crime per 10,000 population**



**Youth crime rate per 10,000 young people**



## Result 8: reduce re-offending

Reducing re-offending can create lasting change in the lives of the offenders we work with and their families and whānau. As well as better lives, it means safer communities and fewer victims. Breaking the cycle of re-offending will help to reduce the financial and social cost of crime in our society.

The re-offending rate is measured against a baseline at June 2011. The measure takes into account the rate of re-imprisonment among prisoners within 12 months of their release and the rate of reconviction among community-sentenced offenders within 12 months of the start of their sentence.

Summary of results for the year ended December 2015:

- For the year ended December 2015, the re-offending rate has reduced by 6.8% since June 2011.

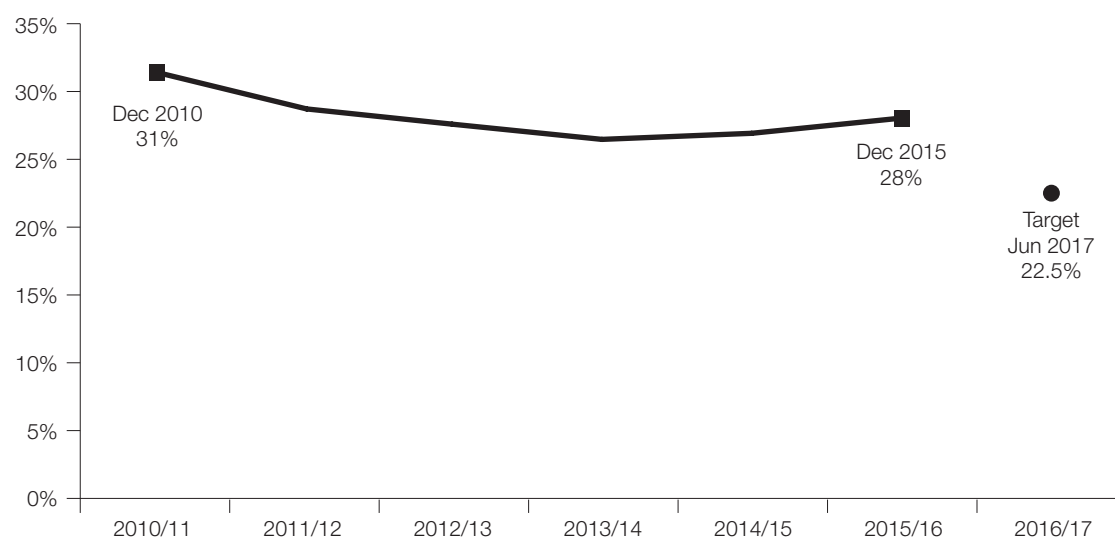
By June 2017, the Government's target is to:

- Reduce re-offending by 25%
- This means that, by June 2017, we are aiming to have 4,600 fewer offenders returning each year, and around 18,500 fewer victims each year.

### Reduce re-offending by 25% by 2017

To aid the analysis of the patterns of re-offending, we have calculated the number of reoffenders each year. Results show that the number of re-offenders has fallen steadily over recent years – and has fallen by 25% since June 2011.

#### Re-offending rate



## Result 9: Better for Business

Better for Business is a partnership of government agencies working to make it easier and more efficient for business customers to deal with government. For business people, this means less effort on administration and more time to focus on growing their business. By reducing effort and improving services we can help New Zealand businesses have a competitive edge in the local and global economy.



The New Zealand Business Number (NZBN) is a key initiative to achieve Result 9 by reducing costs to business by reducing the effort required to work with government agencies by 25% by the end of 2017. The NZBN has been created primarily to enable important electronic delivery of services.

Under section 43 of the Public Finance Act 1989, Police is required to report on progress implementing the requirements of the NZBN. Police is classified as a Tier-2 agency and must give effect to the requirements by 31 December 2018.

During the 2015/16 year Police officials met with the Ministry of Business, Innovation, and Employment (MBIE) – the agency charged with leading the NZBN initiative. Like other agencies, Police is in the early stages of identifying opportunities to make use of and reference the NZBN framework within its ICT and operational systems. Police continues to engage with MBIE and will develop a more detailed implementation plan to embed the use of its own NZBN and the NZBNs of the businesses it works with.

## Result 10: New Zealanders can complete their transactions with government easily in a digital environment

New Zealand Police contribute to this measure along with other agencies.

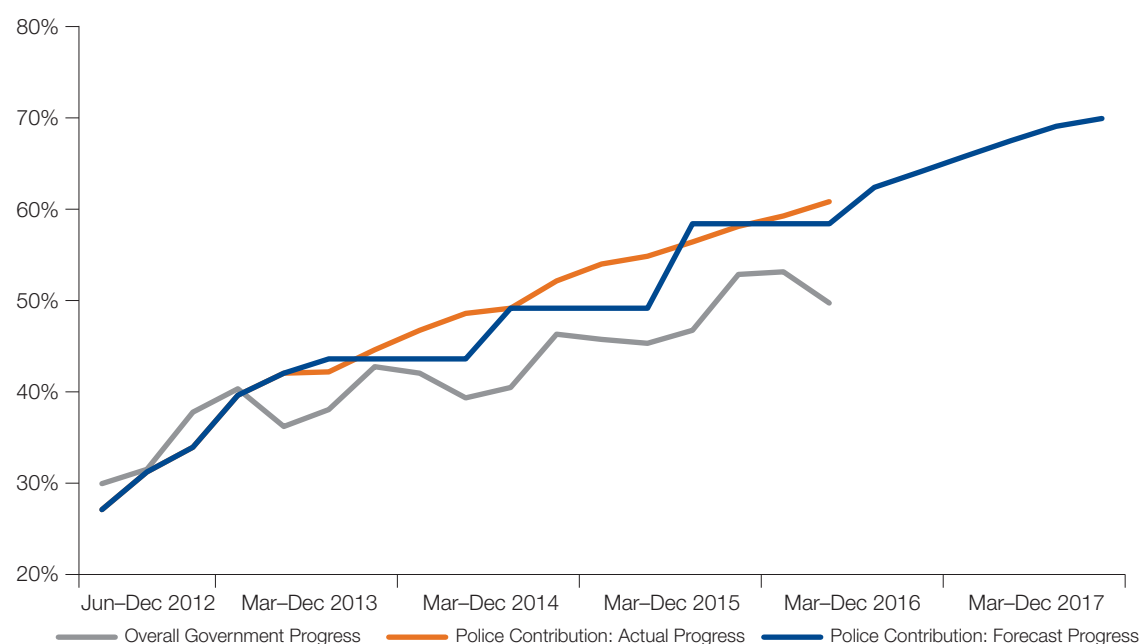
People want to deal with government in new and different ways and government needs to respond to that. Police and other agencies need to re-think the way they deliver services, particularly given the public desire to access government services digitally. Customers expect service delivery from the government that is increasingly digital, responsive and personalised.

Progress towards achieving Result 10 will be monitored using the following key target:

- An average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment by 2017.

Police is contributing to the target of 70% of transactions with government agencies being completed online by 2017. The first transaction that Police has moved online is the payment of infringements, which is on track to meet the target, with performance in the last quarter of 2015/16 standing at 61% of fines being paid online.

### Online payment of infringements



## APPENDIX 3:

### HOW WE WORKED WITH OTHERS

To make certain that we deliver on our purpose of ensuring New Zealanders can 'be safe and feel safe' we continue to work closely with other agencies. Shared accountability is also becoming more prevalent. In particular, resources and interventions from justice and social sector agencies need to be aligned and coordinated to address deep-seated 'system' challenges. Strong Police involvement in the Cross-Government Family Violence and Sexual Violence Work Programme is a good example of our collaborative approach.

Police is able and willing to take a leadership role at both national and local governance levels where this is appropriate, and we stand ready to support our partners to deliver more effective outcomes.

Our numerous sector contributions are illustrated below. We will continue working effectively across government, particularly within the following work programmes:

- Vulnerable Children's Board/Social Sector Board
- Family Violence and Sexual Violence
- State Sector Employment Relations
- Whole of Government Radio Network
- Emergency Services Coordination Group
- Fire Services Review
- National Security
- Interpol Ministerial Group
- National Road Safety Committee
- Investment approach to Justice
- Māori Justice Outcomes
- Social Investment approach



## Justice

Police is a core agency within the Justice Sector and we will continue to work with our partners to address opportunities that will improve the effectiveness of the justice sector pipeline and improve justice outcomes for New Zealanders. Specific initiatives include collaborating with Corrections to address child sexual offenders, work alongside other agencies to address the pressure on prison population numbers, a joint custodial facilities programme across Corrections-Justice-Police, and work to establish community/iwi justice panels.

*Whole of Government Gang Action Plan:* In June 2014, Cabinet approved a Police-led, Whole-of-Government Action Plan on adult gangs and transnational crime groups to improve information about gangs and reduce their harm. A Ministerial Oversight Group on gangs, chaired by the Minister of Police, provides oversight of the development and implementation of the Action Plan.

New Zealand's first multi-agency *Gang Intelligence Centre* is now operational and collecting intelligence on gang activity. *The Gang Intelligence Centre* is one of the four initiatives in the *Government's Gang Action Plan*. It provides an intelligence-led response to gangs, bringing together information held by Social Development, Customs, Corrections, Internal Affairs, Immigration and Police.

Information from the *Gang Intelligence Centre* is being used in two ways – to disrupt and dismantle illegal gang activities and to identify and offer support to the members and associates who want out, both for themselves, and for their children.

One initial piece of work has been case studies of gang-affiliated families. This work has shown that gang members are disproportionately victims of family violence and other violent crimes themselves, and that this is being repeated through the generations at significant cost to social services.

The *Gang Intelligence Centre* is piecing together gang member family trees and identifying criminal histories and family links in ways not seen before.

The social costs of gang crime is around \$714 million. Gang members are also disproportionately responsible for serious criminal offending and drug crime. More than 30 percent of the total prison population are affiliated with a gang and the proportion of prisoners identified as gang members has been steadily increasing.

Police will continue to make use of this information as an important tool to reduce serious criminal offending and drug crime.

In May 2016, we announced plans ([www.beehive.govt.nz/speech/social-investment-criminal-justice-system](http://www.beehive.govt.nz/speech/social-investment-criminal-justice-system)) to apply the Social Investment approach to the Justice System to better target our resources to reduce the incidence of offending and victimisation in our society.

## Social

Our partnership relationships are extending more and more into the social sector. These relationships are driven not only by Police's functions but also by the Government's priority to deliver a high performing public sector. Our work with social sector agencies enables us and our partners to:

- Identify vulnerable or high-risk groups
- Invest up-front to support people most at risk of poor outcomes later on in life
- Get greater input from outside the public sector in analysis, innovation and service provision
- Work with local organisations to commission services within communities
- Establish new citizen-centred services that cut across existing departmental service channels
- Interact with each household through a single trusted relationship.

Police is a strong supporter of the Social Investment approach that is being adopted across the Justice and social sectors. This involves government investment aimed at improving the lives of New Zealanders by applying rigorous and evidence-based investment practices to social services. Much of the focus is on early investment to achieve better long-term results for people and helping them to become more independent.

This will reduce the number of New Zealanders relying on social services and the costs for taxpayers in the long term.

## **Transport**

Police make an essential contribution to the outcomes of the transport sector. We prevent harm and contribute to economic benefits to New Zealand. Police is one of the first responder agencies to road crashes. Police remain committed to improving the safety of road users.

Strong and more targeted penalties are needed for fleeing drivers and those who withhold information that would lead to the identification and apprehension of offenders.

Failure to stop when required by a police officer represents a calculated and deliberate attempt by offenders to evade punishment. They deliberately put the public at risk and too often their actions result in serious consequences. There are around 2,300 fleeing driver incidents every year and in 2014/15 this resulted in 460 crashes (more than one a day).

Our message is that fleeing from Police is not an option. Those that do, and put the public at risk, will have their licence disqualified for at least six months and their vehicle may be confiscated and sold.

Looking to the future, there will be a continued focus on drivers that make the decision to flee Police and put themselves and others at risk.

## **Better Public Services**

We are committed to delivering better public services in collaboration with other agencies. Police is a key agency for the achievement of Result Area 7 targets (reducing total crime, reducing violent crime, and reducing youth crime) and has a significant role to play in other result areas including Result Area 4: reducing assaults on children, Result Area 8: reducing reoffending, and Result Area 10: New Zealanders can complete their transactions with government easily in a digital environment.

In Result Area 7, we and our partner agencies have made good progress during 2011–2016 towards reducing total crime by 20% by 2018. The next three years will present a challenge, as there has recently been a slight increase in the total crime rate. The violent crime reduction target will be even more challenging – in large part because of the strong focus that we will place on addressing family violence, which is likely to result in increased reporting rates in the short term.

## **Emergency Management, International Development, and Economic Development**

We work closely with the Ministry of Civil Defence and Emergency Management and other emergency services to respond to New Zealand communities and with the Ministry of Foreign Affairs and Trade to respond to civil emergencies in other countries. We coordinate land-based search and rescue efforts, and work closely with fire and ambulance services on a daily basis to ensure immediate responses to emergency events is made and coordinated.

We work domestically with the Serious Fraud Office, Ministry of Business, Innovation and Employment, National Cyber Policy Office in the Department of the Prime Minister and Cabinet and others to ensure that New Zealand is a safe place for businesses to operate free of corruption and crime.

## **Security**

We continue to work closely with domestic agencies to enhance border security. We make cross-border contributions through a network of international Police Liaison Officers. We also contribute to the Virtual Global Taskforce. We work to support international security and law enforcement capability – including deploying staff for international peacekeeping and capacity building.

Detector dog teams used by the NZ Customs Service continue to make use of the Police Dog Training Centre in Trentham. Detector dog teams play a vital role in Customs' work helping stop illegal drugs from being smuggled into the country and causing harm in our communities.

The dogs are one of multiple layers of defence, which include intelligence, technology, and information-sharing. The dogs and their handlers go through an extensive three month training programme before undergoing Police testing to be certified as fully operational drug detector teams.

The detector dog teams form one part of the Customs toolkit, along with cutting-edge technology such as SmartGate, hand-held drug analysers and the on-site drug lab at Auckland Airport, as well as highly professional Customs Officers.

This Police and NZ Customs Service cross agency approach serves New Zealand well by keeping the border safe, while smoothing the way for legitimate travellers. Last year 96.4 per cent of passengers were processed in under 45 minutes – better than world gold standard of 90 per cent – while Customs intercepted a record level of methamphetamine, helping to keep the street price of the drug at the same stable and high level it has been for seven years.

The combined efforts of law enforcement agencies has also seen the average age of methamphetamine users increase and use rates remain below one percent.



## APPENDIX 4: COMMISSION OF INQUIRY

### Commission of Inquiry change management progress report, 2015/16

#### State Services Commission comment

Dame Margaret Bazley's 2007 report from the Commission of Inquiry into Police Conduct (COI) made recommendations for actions by Police over a ten year timeframe. This is SSC's final annual report on New Zealand Police's progress in relation to COI recommendations 37, 51 and 59, which asked SSC to:

- *review the Police approach to performance management and discipline to ensure their systems and processes are adequate, standardised and managed to a standard that is consistent with best practice in the public sector;*
- *carry out an independent annual "health of the organisation" audit of the police culture (in particular, whether the organisation provides a safe work environment for female staff and staff from minority groups);*
- *help ensure the range of projects and initiatives described in recommendation 58 take account of best practice in the public sector.*

In 2011/12, after a series of annual reviews conducted by SSC, Police and SSC developed a framework of objectives and targets to allow Police to assess themselves for SSC's review in the areas of opportunity and advancement for women, diversity and inclusion, leadership, performance management and lifting public trust and confidence in the Police. The framework was designed to be challenging, progressive, far-reaching and ambitious; reflecting the New Zealand public's rising expectations regarding diversity and equality. In the five years since the framework was developed, Police has made significant progress, although there is still a way to go on some measures. As this is the final SSC/Police report against this framework, we have asked Police to frame its assessment of progress against the indicators as "Achieved", "Expected to Achieve" or "Not Expected to Achieve".

SSC has reviewed the following report and the underlying evidence Police has provided to support its self-assessment. We consider that the report is consistent with that underlying evidence and focuses on the priorities we agreed in the 2011/12 report.

The overall intent of the recommendations above has been delivered. Police has already achieved or expects to achieve its targets in focus areas 3 and 4 (performance management capability/ systems and trust and confidence in complaints investigations) and is deservedly recognised for its talent management and development approach. We are pleased to see Police broadening the perspective of its senior leadership through targeted use of secondments, particularly to the social sector which connects so closely to Police's prevention focus. We also note the work on diversity that led to Police winning the 2016 Diversity Awards and topping the 2015 Superdiversity Stocktake.

Some of the more ambitious measures and indicators look unlikely to be achieved by 2017. Police recognises that improving workforce perceptions in area 2.2.1 (performance measurement and assessment, and promotions on merit) will take more effort on several fronts, including the current emphasis on values-based leadership. Police has improved its retention and progression

of women, and is working on issues of unconscious bias throughout the organisation, although there is still more work to do on integrating career structures, understanding what drives women's advancement and communicating career pathways. Retaining, developing and progressing staff on merit will help both women and officers from different ethnicities, and ultimately improve the quality of Police's work.

We look forward to assisting Police and the Office of the Auditor-General in the 2017 ten year review process, and continuing to support Police to develop and maintain a best practice approach to performance management and discipline, diversity and organisational health and culture.



**Debbie Power**

Deputy State Services Commissioner

### **Police Commissioner's comment**

In the pages which follow, we present the eighth review of New Zealand Police's progress in managing the changes called for in the 2007 Commission of Inquiry into Police Conduct (COI).

As well as offering a mid-2016 snapshot of our progress, this report also shows how we are tracking to the April 2017 end of the Office of the Auditor-General's mandated 10-year COI monitoring period. We will report more comprehensively on our decade-long COI journey as the mandated monitoring period draws to a close.

That 10-year anniversary, in early April 2017, will offer us an opportunity to take stock and celebrate the distance we have travelled; but also to recommit to providing the best possible policing service to victims of sexual assault, and to foster an inclusive and increasingly diverse Police culture that truly allows us to win the trust and confidence of all.

For now, as will be evident from the following pages, we have come a long way since the COI report came out, but there is more still to do. As Commissioner, I look forward to leading the 12,000 women and men of New Zealand Police to live up to – and go beyond – the challenges Dame Margaret set for us all those years ago.



**Mike Bush MNZM**

Commissioner of Police

## Background

In 2004, a Commission of Inquiry was established to investigate serious allegations involving a small number of Police staff and their associates. The Commission's final report was published in April 2007 ([www.parliament.nz/resource/0000055162](http://www.parliament.nz/resource/0000055162)), making 47 recommendations which required action by New Zealand Police.

Police is a very different organisation in 2016. Real strides have been made in identifying and embedding solutions to the COI's recommendations, and Police is well on track to deliver the required cultural and other changes identified in the COI report. The wider context in which such changes are being managed is covered in detail in Sections 1, 2 and 6 of this *Annual Report*.

This summary is the eighth annual review of progress in managing the change process associated with the COI, and the fourth carried out as a self-assessment against a set of measures and targets baselined in 2011/12. For the past three years, this self-assessment has been published as an appendix to Police's *Annual Report* to promote greater visibility and enhanced transparency.

This point-in-time view is part of a series of reviews and reports that highlight changes made since 2007. As in previous years, it draws extensively on the findings of Police's Workplace Survey. The results of the 2016 survey can be accessed online at: [www.police.govt.nz/about-us/publication/new-zealand-police-workplace-survey-results-2016](http://www.police.govt.nz/about-us/publication/new-zealand-police-workplace-survey-results-2016), and COI-specific data are set out in the tables at the end of this appendix. Of note, weighted mean survey scores are primarily used to report on progress.

For those wishing to see more detail on the COI in general, a range of COI-related material is accessible from Police's public website (go to [www.police.govt.nz/about-us/nz-police/commission-inquiry](http://www.police.govt.nz/about-us/nz-police/commission-inquiry)).

## Summary dashboards

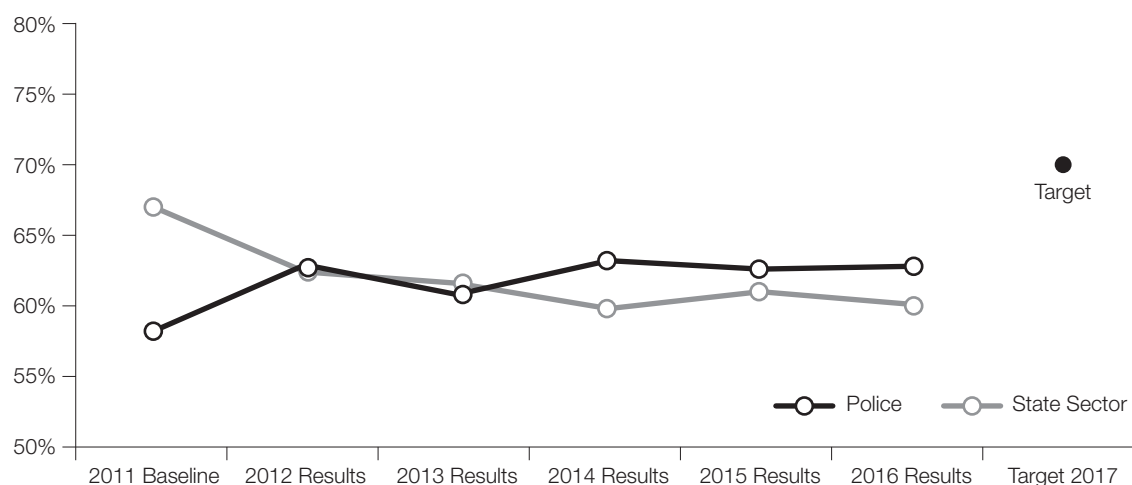
The fourth SSC review in 2011/12 ([www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2011-12.pdf](http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2011-12.pdf)) identified priority areas for the COI, and set performance baselines for future reporting. The measures review progress in the following areas, based on Workplace Survey scores:

- Leadership and change
- Human resources (HR) strategy and capability to support integrated change
- Performance management
- Lifting trust and confidence in complaints investigation.

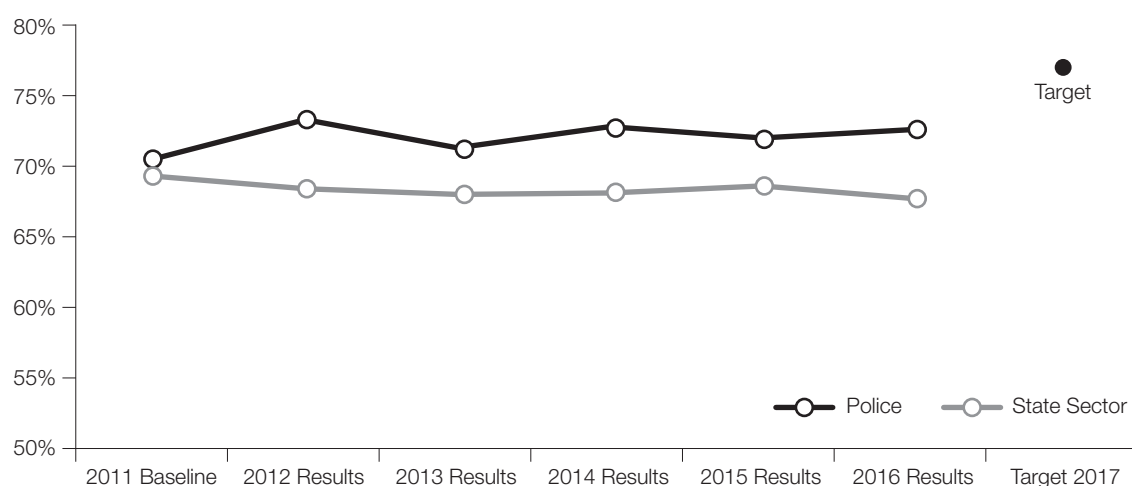
The dashboards provide the current state of Police against the baseline measures and ambitious targets set for each of the focus areas' key indicators.



### 1.1 Workplace Survey overall employee Engagement Index score



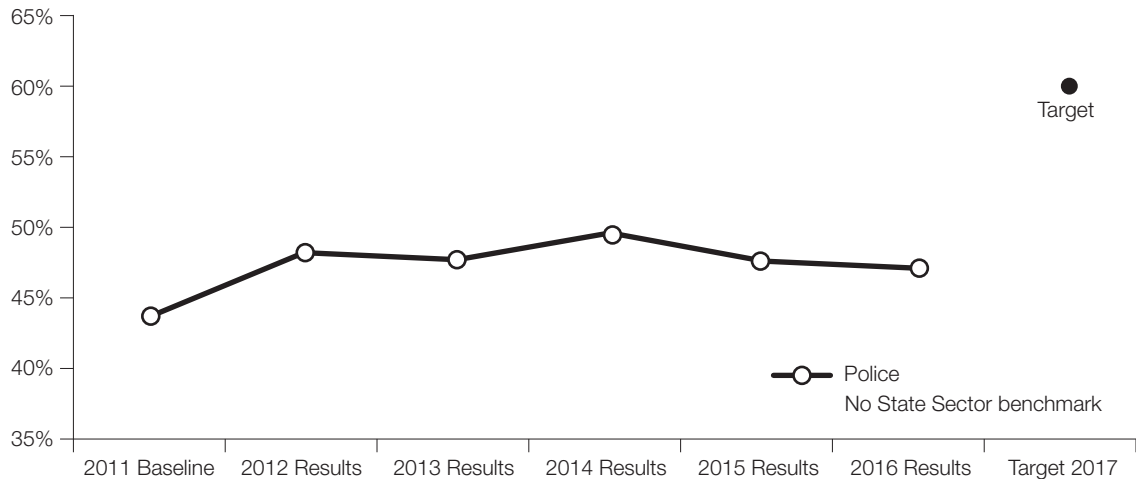
### 1.2 Workplace Survey overall employee Engagement Index score



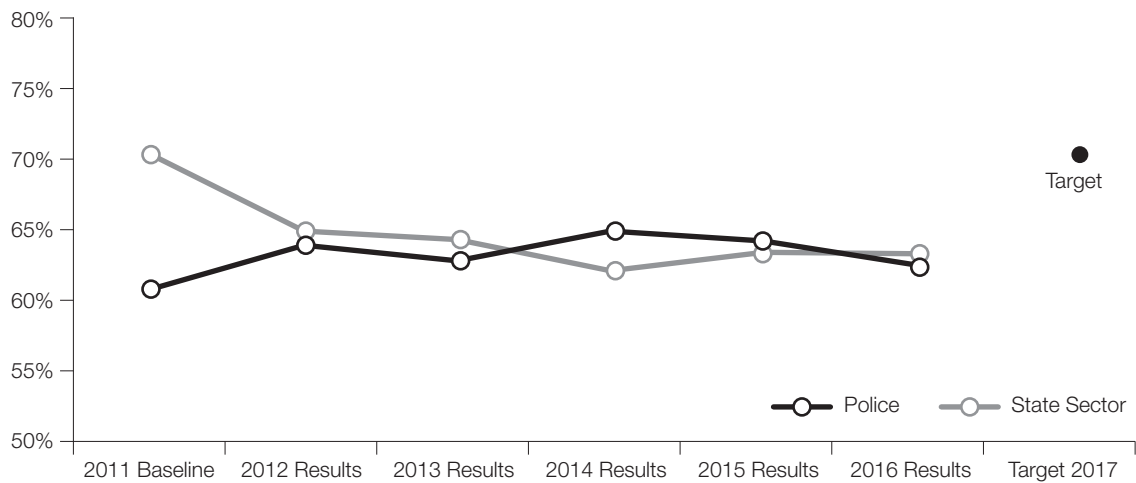
## 2 Women's composition of the constabulary workforce

Percentage of women by rank	2011	2013	2014	2015	2016	2017 target
Commissioned Officer	8.1%	9.3%	10.7%	11.4%	13.3%	10%
Senior Sergeant	10.7%	9.2%	10.8%	11.2%	11.3%	12%
Sergeant	10.7%	11.9%	11.4%	11.2%	11.5%	15%
Constable	20.1%	20.4%	21.7%	21.3%	21.5%	23%

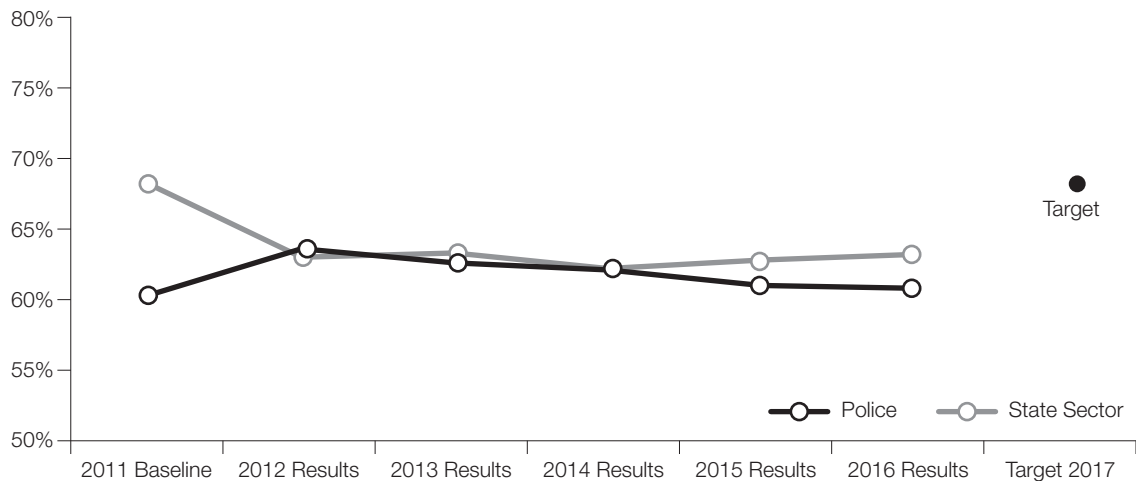
### 2.1 Positive responses to the Workplace Survey statement 'People here are appointed to positions based on merit'



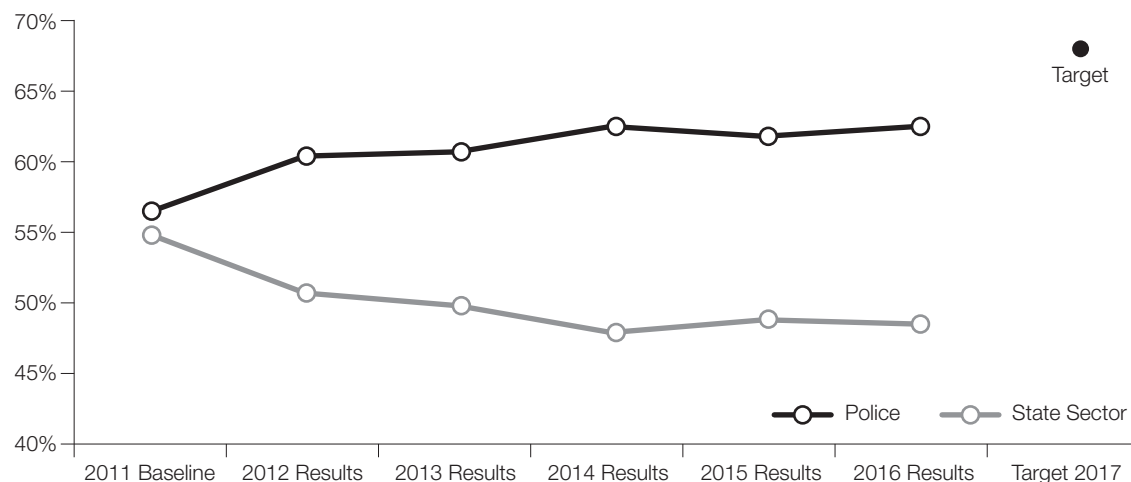
### 2.2 Positive responses to the Workplace Survey statement 'I understand how my performance is measured'



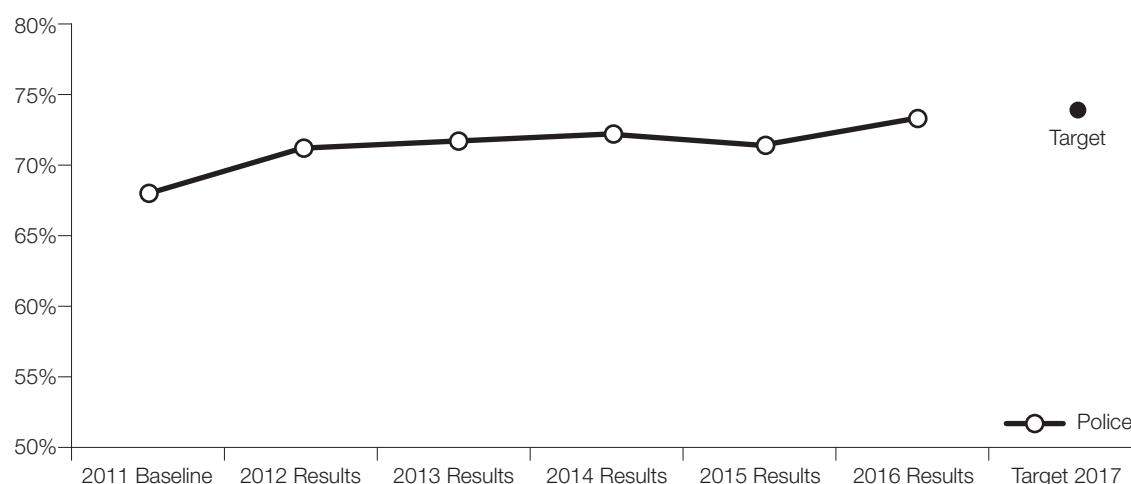
### 2.3 Positive responses to the Workplace Survey statement 'My performance is fairly assessed'



### 3 Positive responses to the Workplace Survey statement 'Poor performance is dealt with effectively in my work group'



### 4 Workplace Survey section score for Respect and Integrity questions



## Detailed commentary and tabular information

In the remaining sections of this self-assessment, we present commentary and table-based information that describes progress being made in the four identified priority areas for Police's COI implementation. To provide a more integrated picture, relevant tabular information appears directly after the commentary.

Another change from previous reporting has been to the language used to describe the state of progress towards the stretch goals set four years ago. Given there is now less than 12 months remaining until the 10-year anniversary of Dame Margaret's report being published, SSC has asked Police to put a stake in the ground and indicate whether the specific objectives nominated in 2012 are either already "Achieved" or whether, at this stage, "Expected to Achieve" or "Not Expected to Achieve" is the most likely outcome. Traditional red/amber/green colour coding is also once again used to help support this self-assessment.

As one final point of introduction, it is worth restating Police's intention to report more comprehensively on the decade-long COI journey, once the mandated monitoring period comes to an end in April 2017. For this reason, the following text does not spell out in great detail what COI-related action is being taken in coming months. In any case, such forward-looking commentary has been a feature of Police's ongoing quarterly reporting ([www.police.govt.nz/about-us/publications/corporate/commission-of-inquiry](http://www.police.govt.nz/about-us/publications/corporate/commission-of-inquiry)).

## Focus area 1: Leadership and change

This focus area looks at how Police uses Workplace Survey results to re-present COI findings in the present-day context, drive improvements in staff engagement, and increase the visibility of Police's Executive team with the frontline.

Past gains for some indicators in this focus area reversed this year. More positively, in most instances, Police remains ahead of the state sector benchmark. It remains significantly ahead of the benchmark in being reported as an enjoyable place to work (+2.6%), making good use of employees' knowledge and skills (+6.3%), providing career development opportunities (+3.3%), providing a sense of 'common purpose' (+4.1%) and having open and honest communication in Districts and Service Centres (+3.8%).

Police's Engagement Index has increased slightly over 2015 results, up 0.6% to 72.6%. More tellingly, the current Engagement Index is well above where it was five years ago (+2.1%).

Notable points last year include:

- maintaining an overall 2016 Engagement Index that is significantly higher (+4.9%) than the state sector benchmark [1.2.3]
- a significant improvement (1.6%) in the percentage of respondents who felt a sense of belonging to their Districts or Service Centres, which is above the state sector benchmark.

In 2012, Police set some deliberately aspirational targets for 2017. Entering the last year in which to achieve these stretch targets, the reality is Police will be significantly challenged to reach the goals set in some areas:

- to achieve the 70% target for Vision and Purpose, and Communication and Cooperation, Police will need to record a climb of 7.2% over the next year.
- narrowing the difference between Districts for Vision and Purpose category scores, as well as overall Engagement [1.1.4 and 1.2.4] – noting that the range between the highest and lowest scoring Districts in 2016 was not narrowed for the Vision and Purpose category scores, and increased for overall Engagement.
- continuing issues with Police as a workplace in relation to a fairly small number of questions with set targets, notably acceptability of work-related stress (-10.6%), adequacy of training (-8.1%) and, despite the significant improvement over the last year, feeling a sense of belonging to the District or Service Centre (-4.4%) [1.2.1].

## Consistency across Districts

The gap between the highest and lowest scoring District for Vision and Purpose remained stubbornly constant this year, and there was a slight drop in the median score compared to the previous three years. Moreover, in terms of overall engagement, the gap between the highest (78.4%) and lowest (63.1%) scoring Districts widened to 15.3% in 2016 (up from 13.7% in 2015). Lifting engagement scores in the less-well-performing Districts remains a priority, and work to boost staff engagement across the board continues.

While challenges remain, the one bright spot in this regard is that Police's overall 2016 Workplace Survey engagement score has continued to be significantly higher than the state sector benchmark.

## **Training opportunities**

The Royal New Zealand Police College (RNZPC) continues to provide training opportunities across the country. The key areas of focus this year have been to build a health and safety culture across the curriculum to ensure the wellbeing of Police staff; increasing engagement with diverse cultures and communities; and enhancing diversity and inclusion initiatives to build greater understanding of Police's own people. This includes a review of all RNZPC curricula to incorporate the supporting pillars of the Policing Excellence: The Future transformation programme.

## **Stress**

Police's Wellcheck programme, which provides access to regular and confidential psychological assessment for Police employees working in specific roles with higher risk of exposure to stress, has been extended to include two further high risk groups.

The Speak Up programme was activated with training across the country to assist staff in addressing bullying, harassment and discrimination in the workplace. Speaking Up is encouraged, and can include reporting the behaviour, challenging it where appropriate, or raising concerns in a confidential discussion.

Police's Wellness and Safety group publishes a monthly e-newsletter on wellbeing. Stress management and coping techniques related to exercise, nutrition and relaxation are explored. In addition, in most Districts, Welfare Officers run resilience building training. This is an area of ongoing development.

## **Inclusiveness**

Police continues to record sub-par scores on three Workplace Survey questions related to inclusiveness:

- being encouraged to try new ways of doing things (question 2.2);
- interest in employee views and opinions (question 8.5); and
- being adequately involved in decisions affecting the way individuals do their job (question 9.4).

More positively, there was a significant increase in the number of employees who reported people in their teams respect employee diversity – 80%, up from 76.2% in 2012.

## **Specific diversity initiatives**

During 2015/16 the Police Executive formally approved even more assertive recruitment targets to increase the representation of women and ethnic minorities in the constabulary workforce. Police now explicitly aspires to recruit between 35% and 50% women. For ethnic minorities, the aim is to recruit between 100% and 125% of each group's representation in the community. In 2015/16 Police met this target range for Māori and Pacific peoples. Recruitment and attraction strategies are constantly being reviewed to enable Police to meet these ambitious targets.

Also of note in the last 12 months, Police was named at the top of the 2015 Superdiversity Stocktake, which surveyed all government agencies. Police was identified as a regular contributor to ethnic media, and commended for its website available in 13 languages. Opening a multi-faith prayer room at the RNZPC and patrolling areas of Auckland with Chinese volunteers were also singled out for specific praise.

**Table 1: Leadership and change**

Vision and purpose indicators	2017 objective	Status / Result
1.1.1 Change management momentum and coherence	A unified and dynamic communications and change management plan will have been implemented, connecting all COI-related change, Policing Excellence initiatives and key strategic initiatives	■ Achieved
1.1.2 Relating the Vision and Purpose to the frontline	Frontline staff will report that they understand the operational implication of the Vision and Purpose and how it relates to them day to day	■ Expected to achieve
1.1.3 Vision and Purpose engagement compared with the State Sector	Police will score at least 70% and be above state sector benchmark in the Vision and Purpose and Communication and Cooperation category.	<div>■ Not expected to achieve (62.8%)</div> <div>■ Expected to achieve (1.7% above benchmark)</div>
1.1.4 Consistency across districts	There will be higher average and narrower range of scores in the distribution of staff engaged with the Vision and Purpose across Districts and workgroups	<div>■ Expected to achieve (average 60.7%)</div> <div>■ Not expected to achieve (range 19%)</div>
Staff engagement indicators	2017 objective	Status / Result
1.2.1 Police as a workplace	Targets achieved in nine agreed Engagement Driver targets as well as seven additional drivers added in 2012/13	■ Not expected to achieve across the board (for example, 3/9 engagement drivers are tracking close to the 2017 targets, 3/9 above, but another 3/9 below)
1.2.2 Rewarding the right behaviours	Mechanisms will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these externally and internally.	■ Achieved
1.2.3 Workplace engagement compared with the State Sector	The Engagement Index target for Police will be at least 77% and will be above the state sector benchmark.	<div>■ Not expected to achieve (72.6%)</div> <div>■ Achieved (4.9% above state sector benchmark)</div>
1.2.4 Workplace engagement district wide comparison	All Districts will have an engagement index above 70%.	■ Not expected to achieve (only half of the 12 Districts are currently scoring at >70%)
1.2.5 Workplace engagement Sergeant and Constable comparison	There will be a greater positive shift in engagement for Sergeants and Constables. The engagement index targets will be 80% for Sergeants and 75% for Constables.	■ Not expected to achieve target levels Sergeants – 73.1% Constables – 69.8%

Leadership (visibility at the frontline) indicators	2017 objective	Status / Result
1.3.1 Police leadership as role models	Police leaders will be excellent role models and will inspire their staff.	■ Achieved
1.3.2 Engagement of Police leadership with the frontline	Senior leaders will be visible for staff and people will feel more connected to Police as an organisation.	■ Achieved 65.6%
1.3.3 Police leadership as models of the right behaviours	Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff.	■ Achieved 81.5%

## Focus area 2: HR strategy and capability to support integrated change

This focus area is aimed at enhancing the career progression of women within Police, and more generally building and developing talent within the organisation.

Most indicators for this focus area are on track to meet the 2017 goals. Highlights last year include:

- Promotion levels for women during 2015/16 were at or above that for men of similar service levels at all ranks from Sergeant to Inspector. Women made up 28.4% of recruits in 2015/16. The percentage of women applying to become police officers is mirrored in the recruitment pipeline and in the recruit wings.
- Continuing significant investment in women across all Police leadership development programmes.

On a less positive note, Police is at risk of not achieving its 2017 goals with respect to women's perceptions in relation to their learning and development, as well as career development, opportunities.

### Career progression of women

Retention rates for male and female constabulary employees were equal during 2015/16, leading to ever increasing numbers of women officers with significant service levels, offering a better springboard for career progression. In fact, promotion levels for women during 2015/16 were at or above those for men of similar service levels at all ranks from Sergeant to Inspector.

Of particular note, the ambition to see a higher representation of women in senior operational positions has been achieved, with significant numbers of women now holding District and Area Commander roles, as well as other highly-visible leadership positions in operational settings, such as Road Policing Manager. By way of illustration, in mid-2007 only one of the 12 District Commander positions was held by a woman (with only three women in total holding Superintendent rank); fast forward to mid-2016, and one quarter of all current District Commanders are women, and seven women hold the rank of Superintendent (with there being a further 35 women Inspectors, versus only 10 in mid-2007).

## Development programmes

Police continues to deliver initiatives to support women to develop and progress within the organisation, including two women's development programmes: Connect and Aspire. As well, a Women's Leadership conference was held in December 2015, bringing together more than 100 female Police employees for three days of workshops at the RNZPC. Indeed, investment in women across all leadership development programmes in general also remains significant. The majority of employees attending leadership courses in the last year were women.

Building on past success, the Women's Advisory Network (WAN) has also established visible and inclusive networks of guidance and support. It provides channels for staff to give feedback and suggestions about women's professional development and influences positive change by challenging perceptions and behaviours.

In response to recent academic and industry research confirming gender bias still exists, particularly at senior leadership levels, Police also commenced delivering workshops on unconscious bias. The Executive completed a workshop with an external provider and recruitment specialists have had targeted training in this area. Roll-out to other leadership groups is under way. The success of these approaches is evident in the fact that Police is often approached by other agencies for advice on best practices in this area.

## Talent management

Police employees were less positive about their performance being subject to a fair assessment last year. Perceptions of fair performance assessment are also below the state sector norm. However, such perceptions are expected to improve once a new Police High Performance Framework (PHPF) is fully implemented throughout the organisation.

The PHPF was introduced to help Police deliver on targets in 'Our Business', setting the groundwork for a high-performance culture. It consists of five frameworks to enable better alignment of strategy, culture, leadership, capability and performance to Police's strategy. Police started a progressive roll-out of the PHPF programme via a series of workshops in March 2016. Each framework will be introduced at senior levels and then cascaded through all leader levels to every employee in Police. The aim is that the frameworks provide leaders with the tools to help them and their teams excel in their roles.

While it is expected to take two to three years for all five PHPF frameworks to be rolled out, various other complementary talent management initiatives remain well embedded. For instance, Police continues to operate Development Boards at District level and provide forums for discussion of talent development at a national level. The boards provide governance and direction regarding the investment in individuals. They are comprised of senior leaders from within the organisation as well as external representatives, to ensure diversity of perspectives and input into this process.

Police has also worked with SSC to identify appropriate senior talent to contribute to the State Sector Career Board programme. During 2015/16, there were a number of examples of senior Police leaders taking up external secondment opportunities to further build their leadership skills (for example, one Deputy Chief Executive was seconded to the Ministry for Women as Acting Chief Executive for a two-month period). In addition, one Deputy Commissioner's secondment to the Ministry of Social Development continued throughout 2015/16, while in June 2016 another Acting Deputy Commissioner was seconded to the Northern Territory Police in Australia for a period of six months.



## Emphasising values-based leadership when making merit-based appointments

Finally in relation to this focus area, one poorer-than-expected result in the 2016 Workplace Survey was the number of Police staff who did not positively respond to the statement: 'People here are appointed to positions based on merit'. Whilst demonstrating effective performance in a new role will often be the only way to overcome negative perceptions about a person's suitability for a job they are promoted into (especially for those who were unsuccessful applicants for the vacancy themselves), Police is consciously placing greater emphasis on integrity declarations, Professional Conduct vetting and referee checks as part of its Career Progression Framework (CPF), to ensure that when candidates for promotion progress to more senior roles, other staff can be confident the person's past conduct has been consistent with Police values, and he or she is not disqualified from higher office on suitability grounds. As this emphasis on living Police's values every day gains greater prominence in the CPF and appointments process, it is hoped there will be a positive impact on perceptions of the merit-based nature of Police appointments.

**Table 2: Human resources strategy and capability to support integrated change**

Career progression of women indicators	2017 objective	Status / Result
2.1.1 Gender composition of Police's ranks	The proportion of women at senior ranks in Police will more closely reflect the proportion of women across the entire organisation	■ Expected to achieve (13.3% vs 31.2%)
	Annual recruitment for constabulary women will be above 30% of total constabulary recruitment	■ Expected to achieve (28.4%)
	Women's attrition rates will remain similar to or lower than those of men	■ Achieved
	Women's promotion rates will match those of men	■ Expected to achieve
	Women will make up at least 10% of total Commissioned Officers	■ Achieved (13.3%)
	Much higher representation of women in senior operational positions	■ Achieved
2.1.2 Engagement profile of men and women	Women's engagement profile will be equal or higher than that of men, reflecting women feeling more positive about their career and development opportunities within Police	■ Achieved (74.1% for women vs. 71.9% for men).
	Scores for women are on par or higher than those for men regarding career and development opportunities within Police	■ Expected to achieve 56.8% (F) vs 60.5% (M)
2.1.3 The drivers of women's advancement	100% of women leaving Police at non-Commissioned Officer level and above will be offered and actively encouraged to have formal exit interviews	■ Achieved
	The incentives to advance women in Police will be understood and strategies will be in place to mitigate or remove barriers to the advancement of women. Women at Sergeant or Senior Sergeant levels will have clear career paths towards senior operational roles, including the use of short-term secondments to round out experiential shortfalls.	■ Expected to achieve

<b>Career progression of women indicators</b>	<b>2017 objective</b>	<b>Status / Result</b>
2.1.4 Development of women staff	100% of woman at Senior Sergeant level and above will be offered and actively encouraged to have an Individual Development Plan (IDP) and an individual mentor (internal or external) relevant to their career aspirations.	■ Expected to achieve
	Development interventions and IDPs for the advancement of women into senior positions will be in place and regularly reviewed.	■ Expected to achieve
2.1.5 Communication of women's career pathways	Women staff will be supported through IDPs and mentors to gain the right exposure to the right operational experience in order to progress.  Support programmes for women will be based on best practice talent management approaches and will be informed by leadership development programmes for women and other minority groups from other jurisdictions.	■ Expected to achieve
<b>Talent management indicators</b>	<b>2017 objective</b>	<b>Status / Result</b>
2.2.1 The merit of promotions and advancements	Police will score at least 70.3% and be above the state sector benchmark on understanding how performance is measured.	■ Not expected to achieve 62.5%
	Police will score at least 68.2% and be above the state sector benchmark for the question that assesses perception of performance being fairly assessed.	■ Not expected to achieve 60.8%
	Police will score at least 60% and will show continuous improvement relative to the 2011 score for the question that people are appointed to positions based on merit.	■ Not expected to achieve 47.1%
2.2.2 Composition of Police's skill base – constabulary staff and other Police staff	There will be a wide range of career pathways and programmes for the development of constabulary staff.  The diversity of the workforce's skill base will be better captured and utilised	■ Expected to achieve
2.2.3 The identification and management of talent	Integrated career structures will enable movement between different roles.  There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework.	■ Expected to achieve
2.2.4 Alignment of talent management and HR strategies	A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders.  The workforce management plan will be regarded as best practice in State Sector terms.	■ Expected to achieve

## **Focus area 3: Performance management**

This focus area concentrates on the active management of poor performance at all levels within Police.

While several elements remain under action, the 2017 goals remain achievable. Highlights from last year include:

- Implementing a new performance development process for roles at Inspector level and above.
- Police significantly outperforming the state sector benchmark with respect to poor performance being dealt with effectively.

### **Building managerial capability**

As part of the new performance development process for role holders at Inspector level and above, Police competencies have been refreshed – first, to incorporate behaviours linked to Police's values; and secondly, to provide a clearer picture of what is expected at different levels of leadership in Police.

### **Coaching**

Embedding coaching as a managerial skill remains a challenge, but an essential component of the career progression framework (CPF) that governs promotion to rank. The CPF applies an organisational filter on prospective candidates for promotion – particularly Sergeant to Senior Sergeant – and will complement and improve the level of individual performance management in frontline Police managers.

### **Performance appraisals**

Performance appraisal and management systems are to be fully aligned in 2016/17, with the introduction of an electronic performance appraisal system incorporated in a new HR Management Information System. The focus is to improve the effectiveness of the appraisal system overall, remedying the 'form heavy' nature of the present system, and creating a culture in which supervisors and staff exchange feedback on performance much more routinely.

### **Early intervention**

Early Intervention (EI) uses information from several different sources – including HR, operational and workload data – which is then assessed and analysed against pre-set thresholds, in order to develop a comprehensive picture of an employee. Taking the form of a conversation between the employee and their supervisor, the objective of EI is to intervene before someone's conduct escalates to the point that formal action is required. It takes a collaborative approach, with a view to reducing the likelihood that employees will engage in misconduct or unethical behaviour.

Uptake of the EI system has more than doubled since it was introduced – with the number of early interventions increasing from 80 in 2013 to 169 in 2015. In 2015, Police focussed on reducing the number of complaints made against police officers. All officers who had received two or more complaints in the previous 12 months were identified for EI meetings, leading to a 63% reduction in complaints received about this cohort. In order to maximise the reach of the initiative, an EI analyst has also recently been appointed to assist the EI Manager identify those who could benefit most from the EI programme. The EI Manager also continues to attend all recruit and Sergeant and Senior Sergeant development courses to ensure EI is well-accepted and understood in Police, and that interventions change behaviour effectively.

**Table 3: Performance management**

Performance management Indicators	2017 objective	Status / Result
3.1.1 Consistency of performance management practices	There will be consistent performance management practices across the districts and workgroups.	■ Expected to achieve
3.1.2 Role of performance management in career development	<p>Performance management will be seen in a positive developmental context. Staff at all levels will view performance management as constructive and necessary for their career path and development.</p> <p>Managers will see performance management as a core part of their role.</p> <p>There will be a focus on relationships and constructive and regular performance conversations between managers and their staff at all levels.</p> <p>Poor performance in Districts will be identified and dealt with as it happens.</p> <p>Police will score at least 70% for the question 'I get regular feedback on my performance from my supervisor (formal/informal) in the Workplace Survey.</p> <p>The CLC survey will show Police performing on par with the benchmarks</p>	<p>■ Expected to achieve</p> <p>■ Expected to achieve</p> <p>68.0% agree</p> <p>The CLC survey was not repeated in 2016</p>
3.1.3 Effective coaching	Coaching will be established as a 'critical leadership behaviour'. Leader's demonstration of this behaviour will be measured through the performance development process.	■ Achieved
3.1.4 Dealing with poor performance	Police will at least score consistently better year-on-year than the state sector benchmark measure 'that poor performance is dealt with effectively in work groups'.	■ Achieved 62.5% vs 48.5%
3.1.5 The disciplinary process and early warnings data	The desired future state is for Early Intervention (EI) to be an accepted and understood system in Police and that interventions change behaviour effectively.	■ Achieved

## **Focus area 4: Lifting trust and confidence in complaint investigations**

This focus area looks at the outcomes of the Police disciplinary process, particularly as they relate to key aspects of integrity, such as managing risks associated with the formation of inappropriate relationships.

Highlights from this focus area last year include:

- Successful pilots working with the Independent Police Conduct Authority (IPCA) and the Government Centre for Dispute Resolution to develop an early resolution process for complaints
- A significant increase (3.5%) in the number of respondents who reported that they know who to contact to report instances of workplace harassment, bullying or discrimination.

### **Raising the profile of the Police Professional Conduct function**

Efforts continue to be made to communicate the role of Police Professional Conduct (PPC) in keeping employees safe. PPC staff speak at Sergeant, Senior Sergeant and Inspector qualifying courses. PPC managers continue to be part of each District's visibility roster, which brings them onto the frontline at peak times to engage with and advise staff.

PPC staff have been instrumental in implementing Tactical Communications 'train the trainer' courses in three Districts (Waitematā, Central and Waikatō). Plans are in place to deliver training in Bay of Plenty, Wellington, Tasman and Canterbury Districts.

District PPC Managers are rotated from other management positions in District to ensure the role is experienced by a variety of senior leaders, and senior staff are exposed to the PPC work and understand its value. When positions are advertised in PPC both at PNHQ and within Districts, there are a number of quality suitable applicants applying for the roles. As a result, the skill-set of PPC staff has broadened. And in turn, when staff rotate out of PPC positions, they take the learnings from the experience into the wider organisation.

### **Consistency of outcomes**

A working party comprising representatives from Employment Relations, Human Resources and PPC has considered a wide range of issues that impact on the consistency of processes and clarity of roles. Detailed process maps have been produced by an external expert to clearly outline processes and responsibilities for each stage.

In addition, Police and the IPCA are working with the Government Centre for Dispute Resolution on developing an early resolution process for suitable complaint matters. Pilots to test this new process have been running in three Districts (Counties Manukau, Eastern and Canterbury) since March 2016. Early indications are that it is very successful with more effective communication between parties, faster resolution times, reduction in resource required and more satisfied complainants.

Since January 2015, all Policy, Practice and Procedure reviews in relation to significant events and deaths have been provided to Police's Operational Advisory Committee, which considers the recommendations and endorses them where appropriate. The decisions are recorded in Police's Lessons Learnt Database, so actions taken can be tracked. The Lessons Learnt Database is becoming a library of resources for supervisors to present to staff at training opportunities.

## Disciplinary speed and outcomes

In the year to 30 December 2015, Police had 22 non-criminal matters that were viewed as possible serious misconduct. These matters took 254 days on average to be completed, up from 176 days in 2014 (although still markedly down on equivalent timescales from several years earlier – for instance, non-criminal serious misconduct matters took an average 313 days to run their course in calendar year 2013). As well as being a function of low numbers, the year-on-year deterioration in timeliness during 2015 reflects the complexity of the cases, a number of which also involved multiple employment investigations and/or personal grievance processes.

A revised disciplinary process policy and guidelines (replacing the old *Supervisors' Guide*) were developed for release in early July 2016. The revisions allow for greater flexibility and remove duplication and unnecessary steps from the serious misconduct process. Timeliness results are expected to improve as a consequence of the new streamlined process.

## Respect and integrity in the workplace

There has been a significant increase in the percentage of respondents to Police's Workplace Survey who reported that they know who to contact to report instances of workplace harassment, bullying or discrimination (78.4%, up from 74.9% in 2014). Disappointingly, however, the percentage of respondents who were confident that they could raise concerns about workplace harassment, bullying or discrimination (69.1%) or other inappropriate conduct (68.4%) without fear of reprisal have yet to lift. Similarly, employees' confidence that such concerns would be dealt with appropriately dipped slightly last year to 65.5%.

## Understanding barriers to reporting on integrity matters

An evidence-based programme, Speak Up, rolled out in late 2015. It has been widely promoted and may be responsible for the significant increase in the number of staff who know how to report workplace harassment, bullying or discrimination. As trust in the Speak Up process increases, we expect to see rises in respondents' confidence in their ability to raise concerns without reprisal.

Speak Up is a fresh approach to helping staff and managers challenge or report all forms of inappropriate workplace behaviour including bullying, harassment and discrimination. Key features include:

- Support and protection for employees who Speak Up about all forms of misconduct including bullying, harassment and discrimination.
- Mandatory actions for managers to support and protect staff who report misconduct.
- A new Speak Up Helpline, and user-friendly Speak Up information portal on the Police Intranet, which provide information on roles and responsibilities, as well as guidance and information on options for challenging, reporting and being supported.

**Table 4: Lifting trust and confidence in complaint investigations**

Disciplinary speed and outcome indicators	2017 objective	Status / Result
4.1.1 Reputation of and respect for the Professional Standards/ Conduct function	<p>The reputation of the Professional Standards function (now Police Professional Conduct) within and outside Police will be positive, and the group will be viewed as a guardian and guide on integrity and appropriate conduct.</p> <p>A period of work in the Professional Standards workgroup will be seen as desirable and a stepping stone to senior positions.</p>	■ Achieved
4.1.2 Consistency across management of employment based criminal or disciplinary processes	<p>Reviews of the complaints process will show greater consistency between Districts.</p> <p>Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes.</p> <p>Consistent use of decision frameworks for complaints and their escalation.</p>	■ Achieved
4.1.3 Time taken for employment based disciplinary processes	The average elapsed time for all employment-based disciplinary processes will be reduced.	■ Expected to achieve
4.1.4 Respect and Integrity in the Workplace	There will be an increase in reports of sexual misconduct in the short-term followed by a downward trend in the long term.	■ Expected to achieve
4.1.5 Understanding of the barriers to reporting on matters of integrity	There will be greater understanding of what the barriers are to reporting on matters of integrity, such as inappropriate relationships, and explicit actions to resolve these will be in place.	■ Achieved
	Exceed the state sector benchmark for the question on the mechanisms for reporting breaches of integrity and conduct anonymously or confidentially.	SSC is not planning to repeat the Integrity and Conduct Survey during 2016
	In the SSC Integrity and Conduct Survey Police will achieve 75% and/or remain the leading agency in the state sector for the question, 'are you confident that you know where to get good advice about integrity and conduct'	SSC is not planning to repeat the Integrity and Conduct Survey during 2016
4.1.6 Effectiveness of protected disclosures policy	<p>The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Reporting) Policy will be operating effectively and this will result in an increase in reports of misconduct in the short-term which will reduce over time.</p> <p>For the awareness of the Protected Disclosures Act in the SSC Integrity and Conduct Survey Police's score will be above its 2011 score and will exceed the state sector benchmark.</p>	<p>■ Expected to achieve</p> <p>SSC is not planning to repeat the Integrity and Conduct Survey during 2016</p>

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	Target 2017	Tracking against 2011 baseline
Engagement Index	77	↑

### The 16 Engagement Drivers

8.9: NZ Police is an enjoyable place to work	70	↑
1.7: My job gives me a sense of personal achievement	Remain in the top quartile	↓
8.7: I feel a sense of belonging to my District or my Service Centre	70	↑
8.10: I feel I am working for an effective organisation	65	↑
1.6: The work I do makes good use of my knowledge and skills	70	↑
2.2: I am encouraged to try new ways of doing things	60	↑
3.2: The level of work-related stress I experience in my job is acceptable	65	↓
2.4: There are career development opportunities for me in NZ Police	65	NA
1.5: NZ Police provides adequate training for the work I do	60	↓
7.5: I feel my contribution is valued in NZ Police	NA	↑
8.5: NZ Police is interested in the views and opinions of its staff	NA	↑
8.8: NZ Police cares about the well-being of its staff	NA	↑
8.4: There is a sense of 'common purpose' in NZ Police	NA	↑
8.2: Communication in my District or my Service Centre is open and honest	NA	↑
9.4: I am sufficiently involved in decisions that affect the way I do my job	NA	↓
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	NA	NA

### Performance

1.3: I understand how my performance is measured	NA	↑
1.4: My performance is fairly assessed	NA	↑
4.7: People are held accountable for their performance in my team	NA	↑
4.8: Poor performance is dealt with effectively in my team	NA	↑

Weighted Mean Scores*			Level of Agreement Scores*		
Police 2015	Police 2016	State Sector Benchmark 2016	Police 2015	Police 2016	State Sector Benchmark 2016
72.0	72.6	67.7	72.1	72.5	67.8

70.7	71.0	68.4	71.2	70.9	70.7
75.4	73.9	72.5	77.9	75.4	75.7
64.0	65.6	64.8	59.8	62.0	64.1
65.7	64.6	NA	62.8	60.5	NA
71.4	71.3	65.0	74.4	73.9	61.0
59.4	58.6	62.6	49.7	48.9	62.3
58.8	54.4	59.6	52.2	44.4	57.1
59.7	59.3	56.0	53.5	53.1	41.6
52.2	51.9	NA	40.0	40.2	NA
58.9	57.3	58.7	49.2	46.8	57.5
51.8	50.9	54.7	38.9	39.0	50.7
57.0	57.6	62.7	48.7	51.1	64.0
62.6	62.7	58.6	57.2	57.4	52.2
56.9	57.1	53.3	45.1	46.2	43.5
57.6	55.8	60.4	49.2	47.4	60.6
60.4	56.0	61.1	52.9	46.6	56.2

64.2	62.5	63.3	59.4	56.2	57.2
61.0	60.8	63.2	52.7	52.0	59.9
67.7	68.0	NA	65.7	66.1	NA
61.8	62.5	48.5	53.3	54.4	29.9

	Target 2017	Tracking against 2011 baseline
Engagement Index	77	↑
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	NA	↑
7.2: People here are appointed to positions based on merit	NA	↑

### Respect and Integrity

5.1: Staff in my team respect employee diversity	NA	↑
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	NA	↑
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	NA	↑
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	NA	↑
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	NA	↑
Respect & Integrity (Section Score)	NA	↑

### Rewarding the Right Behaviours at NZ Police

4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	NA	↑
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	NA	↑
7.1: NZ Police has appropriate ways of recognising outstanding achievement	NA	↑
7.3: We celebrate success in NZ Police	NA	↑

### Vision and Purpose + Communication and Cooperation

8.1: NZ Police has a clear vision of where it's going and how it's going to get there	NA	↑
8.3: I feel informed about NZ Police and its activities	NA	↑
8.6: Teams within NZ Police work well together	NA	↑
8.11: I intend to continue working at NZ Police for at least the next 12 months	NA	↓
Vision and Purpose + Communication and Cooperation section score	NA	↑

\* Details of how the two scores are calculated were described in detail in the 2012/13 year's report ([www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf](http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2012-13.pdf)).

\*\* There have been changes in questions that have benchmark-equivalents this year. To keep trending consistent, the 2016 Police score is calculated based on the same set of questions used in the previous years. When only taking into account the common questions between Police and the benchmark on this section in 2016, Police has a score of 61.4.

Weighted Mean Scores*			Level of Agreement Scores*		
Police 2015	Police 2016	State Sector Benchmark 2016	Police 2015	Police 2016	State Sector Benchmark 2016
72.0	72.6	67.7	72.1	72.5	67.8
70.9	68.0	65.9	68.5	64.8	61.7
47.6	47.1	NA	31.3	31.2	NA

78.3	80.0	NA	83.6	86.0	NA
74.9	78.4	NA	79.1	84.1	NA
69.2	69.1	NA	69.2	68.6	NA
68.6	68.4	NA	68.4	67.3	NA
66	65.5	NA	63.0	61.5	NA
71.4	72.3	NA	72.7	73.5	NA

79.4	79.7	NA	86.0	85.6	NA
83.0	81.5	78.0	87.5	84.8	81.8
56.8	55.7	NA	44.9	42.3	NA
58.6	58.7	59.5	47.5	47.6	56.6

64.9	64.3	63.6	60.0	58.4	59.9
62.7	61.9	61.5	56.0	54.6	59.6
60.8	61.4	57.1	54.1	54.9	48.7
82.9	83.6	NA	84.6	84.5	NA
62.6	62.8	60.1**	58.0	54.9	56.6

# APPENDIX 5:

## PROFILE OF OUR PEOPLE

### All employees: by gender

Table 1: Employees by gender, June 2010–2016:

Gender	As at 30 June 2016		
	Constabulary	Other Employees	Total
Female	1,720	2,033	3,753
Male	7,284	998	8,282
<b>Total</b>	<b>9,004</b>	<b>3,031</b>	<b>12,034</b>
Percentage female (%)	19.1%	67.1%	31.2%

Gender	As at 30 June 2014			As at 30 June 2015		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,676	1,930	3,606	1,721	1,950	3,671
Male	7,387	1,038	8,426	7,327	982	8,309
<b>Total</b>	<b>9,063</b>	<b>2,969</b>	<b>12,032</b>	<b>9,048</b>	<b>2,932</b>	<b>11,980</b>
Percentage female (%)	18.5%	65.0%	30.0%	19.0%	66.5%	30.6%

Gender	As at 30 June 2012			As at 30 June 2013		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,584	1,937	3,521	1,586	1,890	3,475
Male	7,356	1,102	8,458	7,197	1,001	8,198
<b>Total</b>	<b>8,940</b>	<b>3,039</b>	<b>11,979</b>	<b>8,782</b>	<b>2,891</b>	<b>11,673</b>
Percentage female (%)	17.7%	63.7%	29.4%	18.1%	65.4%	29.8%

Gender	As at 30 June 2010			As at 30 June 2011		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,525	1,959	3,484	1,562	1,983	3,545
Male	7,265	1,143	8,408	7,294	1,145	8,439
<b>Total</b>	<b>8,790</b>	<b>3,102</b>	<b>11,892</b>	<b>8,856</b>	<b>3,128</b>	<b>11,984</b>
Percentage female (%)	17.3%	63.2%	29.3%	17.6%	63.4%	29.6%

**Notes to Table 1:**

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

**All employees: by age****Table 2: Employees by Age Group, June 2013–2016**

Age	As at 30 June 2015			As at 30 June 2016		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
0 to 24	388	177	565	507	284	791
25 to 34	1,894	457	2,351	1,982	478	2,460
35 to 44	2,972	594	3,566	2,903	604	3,507
45 to 54	2,839	905	3,744	2,748	906	3,654
55 to 64	910	613	1,523	828	604	1,432
65+	46	185	231	36	155	191
<b>Total</b>	<b>9,048</b>	<b>2,932</b>	<b>11,980</b>	<b>9,004</b>	<b>3,031</b>	<b>12,035</b>

Age	As at 30 June 2013			As at 30 June 2014		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
0 to 24	266	128	394	383	160	543
25 to 34	1,749	419	2,168	1,873	422	2,295
35 to 44	3,350	693	4,044	3,150	658	3,808
45 to 54	2,687	914	3,601	2,816	926	3,742
55 to 64	689	602	1,291	799	625	1,424
65+	39	133	173	43	177	220
<b>Total</b>	<b>8,782</b>	<b>2,891</b>	<b>11,673</b>	<b>9,063</b>	<b>2,969</b>	<b>12,032</b>

**Notes to Table 2:**

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

## Employees – sworn staff only: by rank and gender:

Table 3: Constabulary employees by rank and gender, June 2010–2016

	As at 30 June 2016			
	Male	Female	Total	% female
Commissioner	1	–	1	–
Deputy commissioner	3	–	3	–
Assistant commissioner	5	–	5	–
Superintendent	32	7	39	17.9%
Inspector	242	35	277	12.6%
Senior sergeant	420	54	473	11.3%
Sergeant	1,273	166	1,438	11.5%
Constable	5,231	1,432	6,662	21.5%
Recruits	78	27	105	25.7%
<b>Total</b>	<b>7,284</b>	<b>1,720</b>	<b>9,004</b>	<b>19.1%</b>

	As at 30 June 2014				As at 30 June 2015			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	1	–	1	–	3	–	3	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	39	3	42	7.1%	36	6	42	14.3%
Inspector	228	29	257	11.5%	235	30	265	11.3%
Senior sergeant	414	50	464	10.7%	412	52	464	11.1%
Sergeant	1,302	164	1,466	11.2%	1,290	163	1,453	11.2%
Constable	5,228	1,354	6,582	20.6%	5,258	1,431	6,690	21.4%
Recruits	169	76	245	31.0%	86	39	125	31.2%
<b>Total</b>	<b>7,387</b>	<b>1,676</b>	<b>9,063</b>	<b>18.5%</b>	<b>7,327</b>	<b>1,721</b>	<b>9,048</b>	<b>19.0%</b>

	As at 30 June 2012				As at 30 June 2013			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	43	1	44	2.3%	38	2	40	5.0%
Inspector	229	21	250	8.4%	231	26	257	10.3%
Senior sergeant	395	47	442	10.6%	411	41	452	9.2%
Sergeant	1,276	162	1,438	11.3%	1,256	173	1,429	12.1%
Constable	5,337	1,335	6,672	20.0%	5,194	1,322	6,516	20.3%
Matron	–	–	–	–	–	–	–	–
Recruits	68	18	86	20.9%	59	21	80	26.3%
<b>Total</b>	<b>7,356</b>	<b>1,584</b>	<b>8,940</b>	<b>17.7%</b>	<b>7,197</b>	<b>1,585</b>	<b>8,782</b>	<b>18.1%</b>

	As at 30 June 2010				As at 30 June 2011			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	4	–	4	–	3	–	3	–
Superintendent	39	3	42	7.1%	40	2	42	4.8%
Inspector	240	18	258	7.0%	247	23	270	8.6%
Senior sergeant	385	41	426	9.6%	372	42	414	10.2%
Sergeant	1,238	135	1,373	9.8%	1,259	146	1,405	10.4%
Constable	5,287	1,312	6,599	19.9%	5,211	1,289	6,500	19.8%
Matron	–	–	–	–	–	1	1	100.0%
Recruits	69	16	85	18.8%	159	59	218	27.1%
<b>Total</b>	<b>7,265</b>	<b>1,525</b>	<b>8,790</b>	<b>17.3%</b>	<b>7,294</b>	<b>1,562</b>	<b>8,856</b>	<b>17.6%</b>

**Notes to Table 3:**

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.
- Authorised Officers and Temporary Sworn staff are included in the “Constable” line of data.



## All employees: by ethnicity

Table 4: Ethnicity profile of New Zealand Police, June 2010–2016

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June						
		2009/10 (%)	2010/11 (%)	2011/12 (%)	2012/13 (%)	2013/14 (%)	2014/15 (%)	2015/16 (%)
New Zealand European/Pākehā	69.6	72.6	72.3	72.4	71.8	70.9	70.4	70.3
Māori	14.9	11.0	11.0	10.9	11.0	11.2	11.3	11.3
Pacific peoples	7.4	4.8	4.9	4.9	5.0	5.1	5.4	5.5
Asian peoples	11.8	2.1	2.3	2.3	2.5	2.7	2.8	3.0
European	6.0	16.4	16.2	15.9	15.6	17.6	15.1	14.7
Other ethnic groups	1.2	0.5	0.5	0.5	0.7	0.5	0.6	0.6

### Notes to Table 4:

- Employees are given the option of recording multiple ethnic groups. If an employee has chosen to do this they are counted in each group selected, so the percentages in this table will add to more than 100 percent.
- Figures are given on a full time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time member.
- Numbers do not include employees on leave without pay.
- Population statistics are from 2013 Census and include all people who stated each ethnic group, whether as their only ethnic group or as one of several ethnic groups. Where a person reported more than one ethnic group, they have been counted in each applicable group.

## All Employees: Turnover and Terminations

**Table 5: Numbers of turnover and terminations, June 2010–2016:**

	As at 30 June						
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Constabulary turnover rate	2.6%	3.4%	3.6%	5.3%	4.5%	4.1%	4.2%
Constabulary terminations	225	303	319	474	398	364	375
Other Employees turnover rate	8.3%	9.4%	9.9%	9.8%	8.4%	9.9%	9.1%
Other Employees terminations	260	299	309	291	254	303	276

### Notes to Table 5:

- This excluded planned terminations

**Table 6: Numbers of turnover and terminations by gender as at June 2010–2016:**

	As at 30 June						
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Constabulary – Female turnover rate	2.1%	4.0%	4.3%	5.5%	5.4%	4.4%	4.6%
Constabulary – Female terminations	33	64	70	92	91	76	81
Constabulary – Male turnover rate	2.7%	3.3%	3.5%	5.3%	4.3%	4.0%	4.1%
Constabulary – Male terminations	192	239	250	382	307	288	294
Other Employees – Female turnover rate	8.0%	9.2%	9.6%	9.3%	9.5%	10.0%	7.7%
Other Employees – Female terminations	161	187	191	180	185	199	154
Other Employees – Male turnover rate	8.9%	9.7%	10.4%	10.6%	6.3%	9.3%	11.5%
Other Employees – Male terminations	99	112	117	111	69	104	122

### Notes to Table 6:

- This excluded planned terminations

## Total employee numbers

Table 7: Staff Numbers (headcount, including provision for leave without pay), 2012–2016

District or other location	30-Jun-12				30-Jun-13			
	Constabulary		Other		Constabulary		Other	
	Full	Part	Full	Part	Full	Part	Full	Part
Northland	319	14	50	4	317	11	46	5
Waitematā	734	31	123	18	693	33	97	17
Auckland	775	33	163	12	820	35	141	14
Counties Manukau	1,088	29	191	7	989	44	164	9
Waikato	601	20	98	12	583	21	83	10
Bay of Plenty	637	25	112	10	662	21	87	2
Central	673	34	99	17	663	30	93	16
Eastern	426	14	71	6	424	19	61	7
Wellington	786	24	148	21	767	25	118	24
Tasman	320	14	47	13	323	14	38	8
Canterbury	914	47	122	19	839	71	97	19
Southern	565	13	84	16	547	17	66	16
Police National Headquarters	82	2	249	16	108	4	367	26
Financial Crime Group	21	2	26	–	25	1	27	2
Licensing & Vetting	2	–	15	1	1	–	17	1
National Prosecutions	167	8	140	24	182	2	138	26
National Communications	82	–	395	80	89	3	449	75
National Intelligence Centre	17	–	46	–	10	1	39	2
Police Infringement Bureau	11	–	76	5	4	–	86	5
Commercial Vehicle Invest Unit	81	–	21	2	89	–	12	1
Crime	207	7	139	9	127	2	126	7
ICT Service Centre	4	–	234	15	2	–	233	14
Training Service Centre	127	4	103	13	133	2	174	8
Legal	4	–	16	1	3	–	17	2
Tactical Groups	71	1	3	2	108	1	1	2
International Service Group	50	–	8	1	34	–	12	–
Org Financial Crime Agency NZ	32	–	17		62	2	26	1
<b>Total</b>	<b>8,796</b>	<b>322</b>	<b>2,796</b>	<b>324</b>	<b>8,604</b>	<b>359</b>	<b>2,815</b>	<b>319</b>

30-Jun-14				30-Jun-15				30-Jun-16			
Constabulary		Other		Constabulary		Other		Constabulary		Other	
Full	Part	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
322	14	47	8	326	16	52	3	324	16	53	3
723	32	111	15	717	33	109	11	716	35	112	11
794	35	145	15	776	35	145	13	808	37	154	16
1,012	55	176	11	1,017	58	167	12	1,019	55	175	10
606	23	89	12	606	24	76	13	603	30	72	12
662	24	98	2	658	28	91	5	662	25	88	6
672	26	95	19	678	25	90	17	672	21	96	17
411	20	63	9	412	23	54	4	415	21	54	5
787	27	126	21	775	34	116	15	806	34	119	10
320	17	38	13	316	20	39	8	306	17	42	11
851	68	102	18	846	62	96	17	841	64	97	14
551	16	70	15	559	17	71	14	550	17	74	14
99	1	402	31	116	1	406	33	130	1	459	43
27	1	27	1	33	1	31	1	34	1	34	3
1	–	3	–	–	–	–	–	–	–	–	–
186	3	102	17	182	4	96	19	186	3	92	23
81	1	461	97	81	–	488	108	76	–	495	108
15	1	48	1	10	–	47	3	11	–	52	2
5	–	90	5	4	–	95	4	3	–	88	4
100	–	6	2	106	–	6	3	103	1	6	3
132	–	114	9	132	1	137	16	142	1	134	18
1	–	226	17	2	–	211	17	3	–	206	15
139	2	343	7	204	2	215	8	142	3	200	5
3	1	15	–	3	1	15	2	2	–	16	2
108	–	1	2	105	–	2	2	106	–	1	2
47	–	13	2	57	–	20	1	51	–	18	1
65	3	24	–	73	3	21	–	74	3	23	1
<b>8,720</b>	<b>370</b>	<b>3,035</b>	<b>349</b>	<b>8,794</b>	<b>388</b>	<b>2,896</b>	<b>349</b>	<b>8,785</b>	<b>385</b>	<b>2,960</b>	<b>359</b>

**Table 8: Staff Numbers (headcount, including provision for leave without pay), 2010–2011**

District or other location	30 June 2010				30 June 2011			
	Constabulary		Other Employee		Constabulary		Other Employee	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Northland	321	14	49	9	306	16	48	7
Waitematā	706	32	121	19	693	30	126	23
Auckland City	693	24	151	18	670	25	157	14
Counties Manukau	985	30	180	16	1,045	28	173	15
Waikato	584	20	90	10	566	29	97	14
Bay Of Plenty	606	24	102	11	589	23	106	12
Central	654	29	95	19	646	31	97	17
Eastern	395	12	58	10	403	15	62	9
Wellington	788	24	142	25	762	25	146	28
Tasman	300	15	49	14	306	13	51	15
Canterbury	841	48	106	25	849	55	110	22
Southern	559	23	70	24	537	16	75	22
PNHQ/Service Centres	1,144	26	1,474	208	1,018	25	1,471	195
<b>Total</b>	<b>8,576</b>	<b>321</b>	<b>2,687</b>	<b>408</b>	<b>8,390</b>	<b>331</b>	<b>2,719</b>	<b>393</b>

**Notes to Table 8:**

- Numbers do not include employees on leave without pay. Corporate Service Centre reflects employees on final retirement leave; changes to Police policy mean this will no longer be used.
- The Auckland Metropolitan Crime and Operations Support Unit was disestablished in 2011/12. Its functions and employees were transferred to Auckland City and the crime team.
- Due to the consolidation of numbers some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

## Remuneration

Table 9: Remuneration of Staff by salary band 2014/15 and 2015/16:

Total remuneration band	2014/15					2015/16				
	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[c]</sup>	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[c]</sup>
\$0 – \$9,999	293		104	184		314		90	206	
\$10,000 – \$19,999	286		86	178		261		83	157	
\$20,000 – \$29,999	269		102	82		304		84	156	
\$30,000 – \$39,999	351		103	95		363	1	81	159	
\$40,000 – \$49,999	602		81	95		412		77	56	
\$50,000 – \$59,999	1,100		63	39		936	1	63	41	
\$60,000 – \$69,999	1,884		55	12		1,254		51	18	
\$70,000 – \$79,999	1,884	12	49	6		1,716	1	34	17	
\$80,000 – \$89,999	1,504	10	40	3		1,547		33	8	
\$90,000 – \$99,999	1,652	4	31	3		1,533	2	34	5	
\$100,000 – \$109,999	1,122	7	19			1,360	4	29	4	
\$110,000 – \$119,999	914	8	24			1,030	4	19	1	
\$120,000 – \$129,999	564	16	15			886	9	14	4	
\$130,000 – \$139,999	309	4	22	1		577	3	14		
\$140,000 – \$149,999	172	6	17			336	6	10	1	
\$150,000 – \$159,999	84	8	9	1		157	5	8		
\$160,000 – \$169,999	44	6	7			88	10	6		
\$170,000 – \$179,999	22	7				43	6	9		

Total remuneration band	2014/15					2015/16				
	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[d]</sup>	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[d]</sup>
\$180,000 – \$189,999	14	3	2			25	5	5		
\$190,000 – \$199,999	4	2				16	5	4		
\$200,000 – \$209,999	8	3	1			19	6	5		
\$210,000 – \$219,999	7	2	1			8	2	1		
\$220,000 – \$229,999	5		1			6	3	1		
\$230,000 – \$239,999	8	3	3			7		3		
\$240,000 – \$249,999	3	1				2				
\$250,000 – \$259,999	6	1		1		3	1			
\$260,000 – \$269,999	4	1				3	1			
\$270,000 – \$279,999	3		1			6	1			
\$280,000 – \$289,999	3					2				
\$290,000 – \$299,999	1		1			1	1			
\$300,000 – \$309,999	1		1			3	1			
\$310,000 – \$319,999	3		1			1				
\$320,000 – \$329,999	3		1							
\$330,000 – \$339,999										
\$340,000 – \$349,999						6	1	1		
\$350,000 – \$359,999										
\$360,000 – \$369,999	1	1				2		2		

Total remuneration band	2014/15					2015/16				
	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[d]</sup>	Total personnel	Over-seas <sup>[a]</sup>	Left NZ Police <sup>[b]</sup>	Started during year <sup>[c]</sup>	Remuneration Authority <sup>[d]</sup>
\$430,000 – \$439,999						1		1		
\$460,000 – \$469,999						1		1		
\$500,000 – \$509,999	1				1					1
\$510,000 – \$519,999						1		1		
\$520,000 – \$529,000						1				
\$690,000 – \$699,999	1				1					
\$710,000 – \$719,999						1				1
\$860,000 – \$869,999						1	1	1		
Total	13,132	105	840	700	2	13,233	80	765	833	2

#### Notes to Table 9:

- The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2014/15 and 2015/16 not the full-time remuneration at any point of the year.
  - [a] Employees who received additional allowances relating to their overseas postings.
  - [b] Employees who left New Zealand Police during 2014/15–2015/16 and many have been paid contractual entitlements.
  - [c] Employees who began working for New Zealand Police during 2014/15–2015/16 and have not yet received a full year's remuneration.
  - [d] Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year.
- Due to the dates that pay days fell during the 2015/16 year, Police had 27 pays rather than the normal 26. This will, in general, result in the remuneration levels included in this table being 4% higher than otherwise and care should be taken when comparing numbers across years.



**Table 10: Remuneration of Staff by salary band and age group 2014/15 and 2015/16:**

Total remuneration band	2014/15						2015/16					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$0 – \$9,999	75	85	78	37	12	6	114	83	71	29	13	4
\$10,000 – \$19,999	107	85	45	28	15	6	85	84	51	24	13	4
\$20,000 – \$29,999	44	75	79	40	13	18	97	97	51	37	15	7
\$30,000 – \$39,999	48	109	94	56	29	15	96	118	77	40	21	11
\$40,000 – \$49,999	85	135	151	128	73	30	82	96	102	84	32	16
\$50,000 – \$59,999	153	260	278	221	147	41	158	216	231	191	113	27
\$60,000 – \$69,999	265	730	443	257	152	37	255	365	257	212	131	34
\$70,000 – \$79,999	42	681	711	335	98	17	229	703	450	213	104	17
\$80,000 – \$89,999	2	301	712	388	88	13	35	525	616	280	81	10
\$90,000 – \$99,999	2	93	615	668	253	21	4	284	636	437	153	19
\$100,000 – \$109,999		38	423	517	140	4		104	515	555	178	8
\$110,000 – \$119,999		15	249	466	170	14		42	411	454	111	12
\$120,000 – \$129,999		3	123	328	107	3	1	17	276	440	147	5
\$130,000 – \$139,999		3	56	184	62	4		4	167	309	93	4
\$140,000 – \$149,999			25	106	37	4		3	72	199	59	3
\$150,000 – \$159,999			15	46	21	2		1	29	92	33	2
\$160,000 – \$169,999			6	28	8	2			13	53	22	
\$170,000 – \$179,999			1	9	12				6	26	9	2
\$180,000 – \$189,999			1	8	5				2	16	7	
\$190,000 – \$199,999				1	2	1			2	6	8	
\$200,000 – \$209,999				4	4				3	9	6	1
\$210,000 – \$219,999			1	4	2					7	1	
\$220,000 – \$229,999			1	2	2				1	1	4	

Total remuneration band	2014/15						2015/16					
	0-24	25-34	35-44	45-54	55-64	65+	0-24	25-34	35-44	45-54	55-64	65+
\$230,000 – \$239,999				3	5				1	3	3	
\$240,000 – \$249,999				1	2					1	1	
\$250,000 – \$259,999				3	3					2	1	
\$260,000 – \$269,999			1	2	1				1	2		
\$270,000 – \$279,999				1	2				1	2	3	
\$280,000 – \$289,999				3						2		
\$290,000 – \$299,999					1					1		
\$300,000 – \$309,999				1						3		
\$310,000 – \$319,999				1	2					1		
\$320,000 – \$329,999				2	1							
\$340,000 – \$349,999										3	3	
\$360,000 – \$369,999										1	1	
\$430,000 – \$439,999					1						1	
\$460,000 – \$469,999											1	
\$500,000 – \$509,999				1								
\$510,000 – \$519,999											1	
\$520,000 – \$529,999										1		
\$690,000 – \$699,999				1								
\$710,000 – \$719,999										1		
\$860,000 – \$869,999											1	
<b>Total</b>	<b>823</b>	<b>2,613</b>	<b>4,108</b>	<b>3,880</b>	<b>1,470</b>	<b>238</b>	<b>1,156</b>	<b>2,742</b>	<b>4,042</b>	<b>3,737</b>	<b>1,370</b>	<b>186</b>

**Notes to Table 10:**

- The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2014/15 and 2015/16 not the full-time remuneration at any point of the year.
- Due to the dates that pay days fell during the 2015/16 year, Police had 27 pays rather than the normal 26. This will, in general, result in the remuneration levels included in this table being 4% higher than otherwise and care should be taken when comparing numbers across years.

## Length of Service

**Table 11: Average length of service 2009/10 to 2015/16 by Sworn and Other Employees:**

Role	30/06/2010	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015	30/06/2016
Constabulary	12.4	12.8	13	13.4	13.4	13.7	14.1
Other Employees	8.4	8.9	9.4	9.4	9.5	9.7	9.5

**Notes to Table 11:**

- The average length of service (in years) for Police employees as at the end of each financial year.

**Table 12: Average length of Service 2012/13 to 2015/16 by Gender:**

Gender	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015		As at 30 June 2016	
	Constabulary	Other Employees	Constabulary	Other Employees	Constabulary	Other Employees	Constabulary	Other Employees
Female	10.2	9.8	10.3	9.9	10.6	9.8	11.0	9.6
Male	14.2	8.8	14.3	8.6	14.5	9.5	14.8	9.4

**Notes to Table 12:**

- The average length of service (in years) for Police employees by gender as at the end of each financial year.

**Table 13: Average length of service 2012/13 to 2015/16 by Age:**

Age Range	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015		As at 30 June 2016	
	Constabulary	Other Employees	Constabulary	Other Employees	Constabulary	Other Employees	Constabulary	Other Employees
0–24	2.1	1.4	1.4	1.3	1.5	1.1	1.7	1.2
25–34	5.1	4.0	4.8	3.9	4.9	3.5	5.0	3.3
35–44	11.0	7.5	11.0	7.4	11.2	7.7	11.3	7.7
45–54	19.0	10.3	18.8	10.6	18.8	10.6	18.8	10.5
55–64	29.6	14.8	29.1	14.7	28.7	15.3	28.5	15.3
65+	32.5	15.5	34.7	15.3	35.6	16.1	36.8	16.6

**Notes to Table 13:**

- The average length of service (in years) for Police employees by age as at the end of each financial year.

## Organisational Health Trends

	2013/14	2014/15	2015/16
Number of Authorised Officers (full time equivalent)	New measure for 2014/15	290.19	242.3
Number of square metres of property leased or owned per full time equivalent employee	New measure for 2015/16		26.2
Number of complaints received by Police per 10,000 population	New measure for 2015/16		5.2
Number of complaints resolved per 10,000 population	New measure for 2015/16		2.8
Average time to resolve complaints	New measure for 2014/15	142 days	114 days
Percentage of staff who agree 'The responsibilities of my job are clearly defined'	New measure for 2014/15	75.8%	75.6%

# APPENDIX 6:

## INFORMATION REQUIRED BY STATUTE

### Surveillance Device Warrants

In accordance with the provisions of section 172 of the Search and Surveillance Act 2012, the information in Table 1 is provided.

**Table 1: Surveillance Device Warrants (under the Search and Surveillance Act 2012)**

Section 172 (Surveillance Device Warrants)		2014/15	2015/16
Number of applications made		122	113
Number of applications granted		122	110
Number of applications refused		Nil	3
Number of warrants granted for use of interception device		102	95
Number of warrants granted for use of visual surveillance device		69	63
Number of warrants granted for use of tracking device		95	93
Number of warrants that authorised entry onto private premises		62	24
Number of interception devices used	No more than 24 hours	3	15
	1–3 days	16	34
	3–7 days	31	52
	7–21 days	117	88
	21–60 days	346	217
Number of visual surveillance devices used	No more than 24 hours	3	3
	1–3 days	15	2
	3–7 days	10	3
	7–21 days	18	6
	21–60 days	66	63
Number of tracking devices used	No more than 24 hours	6	11
	1–3 days	11	21
	3–7 days	11	48
	7–21 days	68	54
	21–60 days	194	171
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities under the authority of the surveillance device warrant		204	380
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		Nil	Nil

## Warrantless Surveillance Device Powers Exercised

In accordance with the provisions of section 170 of the Search and Surveillance Act 2012, the information in Table 2 is provided.

**Table 2: Warrantless Surveillance Device Powers (under the Search and Surveillance Act 2012)**

Section 170(1) Warrantless Powers		2014/15	2015/16
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		36	44
Number of interception devices used	No more than 24 hours	42	20
	24–48 hours	36	54
Number of visual surveillance devices used	No more than 24 hours	5	7
	24–48 hours	Nil	5
Number of tracking devices used	No more than 24 hours	20	13
	24–48 hours	9	26
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless surveillance power		29	75
Number of reported breaches where a surveillance device used was not authorised under the warrantless emergency and urgency powers (provide details of breaches if any)		Nil	Nil

## Warrantless Search Powers Exercised

In accordance with section 170 of the Search and Surveillance Act 2012, the information in Table 3 is provided. This is a new requirement for reporting on warrantless entry or search powers exercised under Part 2 or 3 of the Act effective 1 October 2012.

**Table 3: Warrantless Entry or Search Powers Exercised (under Part 2 or 3 of the Search and Surveillance Act 2012)**

Section 170(1) Warrantless Powers		2014/15	2015/16
Number of occasions warrantless search powers were exercised		7,048	7,553
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search power		3,866	4,328

## Declaratory Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 4 is provided.

**Table 4: Declaratory Orders (under the Search and Surveillance Act 2012)**

Section 172 Declaratory Orders		2014/15	2015/16
Number of applications for declaratory orders		Nil	1
Number of declaratory orders made		Nil	1
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	Nil	1
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	n/a	n/a
	technique	n/a	Use of drug detection dogs at consenting domestic courier depots
	procedure	n/a	n/a
	activity	n/a	n/a
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities covered by a declaratory order		Nil	Nil

## Examination Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in Table 5 is provided.

**Table 5: Examination Orders (under the Search and Surveillance Act 2012)**

Section 170 Examination Orders	2014/15	2015/16
Number of applications made	Nil	Nil
Number of applications granted	Nil	Nil
Number of applications refused	Nil	Nil
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by an examination conducted under an examination order	Nil	Nil

## Bodily Samples

In accordance with section 76 of the Criminal Investigations (Bodily Samples) Act 1995, the information in Table 6 is provided.

**Table 6: Bodily Samples (under the Criminal Investigations (Bodily Samples) Act 1995)**

Bodily Samples		2014/15	2015/16
(a)	The number of occasions on which a blood sample has been taken with the consent of a person given in response to a databank request	0	0
(ab)	The number of occasions on which a buccal sample has been taken with the consent of a person given in response to a databank request	1,186	971
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	76	72
	juvenile compulsion orders	6	1
(c)	The number of applications referred to in paragraph (b) that were*:		
	suspect compulsion orders – granted	52	56
	suspect compulsion orders – refused	1	0
	juvenile compulsion orders – granted	5	1
	juvenile compulsion orders – refused	0	0
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	1	3
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	59	59
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	0	1
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	677	586
(ce)	The number of*:		
	(i) databank compulsion notice hearings requested and	(i) 13	(i) 13
	(ii) Part 3 orders made	(ii) 10	(ii) 11
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	(iii) 0	(iii) 0
(d)	The number of:		
	(i) occasions on which a DNA profile obtained under Part 2 procedure has been used as evidence against a person in trial; and	Information not captured nationally	Information not captured nationally
	(ii) persons referred to in subparagraph (i) in respect of whom a conviction has been entered as a result of the trial		



Bodily Samples		2014/15	2015/16
(da)	The number of: (i) occasions on which a DNA profile obtained under a Part 3 procedure has been used in support of an application for a suspect compulsion order under Part 2 (ii) suspect compulsion orders granted in respect of those applications	(i) 61 (ii) 59	(i) 41 (ii) 40
(e)	The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a fingerprint or buccal sample pursuant to a compulsion order or databank compulsion notice:	0	1
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	2	6
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	11,209	16,630
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	10,333	15,008
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	1,417	1,901
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken.	69	75
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	10	4
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	1,912	7,851
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and number of bodily samples obtained by consent number of bodily samples obtained pursuant to a compulsion order number of bodily samples obtained pursuant to a databank compulsion notice number of Part 2B bodily samples obtained	 160,296 96,552 203 24,753 34,392	 166,072 95,333 230 25,209 43,893
(g)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile obtained under a Part 2 procedure	289	238
(h)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile on the DNA profile databank obtained under a Part 3 procedure	951	740

(2) The information required by subsection (1) (eb) to (eg) must be provided together with a breakdown of those totals according to the ethnicity of the persons from whom the samples were taken, and the number of young persons from whom samples were taken, so far as that information is known by the Police.

		<b>Ethnicity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Young persons 2013/14</b>	<b>Young persons 2014/15</b>	<b>Young persons 2015/16</b>
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	226	217	423			1
		European	3,975	4,543	6,825			113
		Indian	302	355	498			2
		Latin American	20	12	32			0
		Māori	3,805	4,584	6,510			413
		Middle Eastern	54	84	118			3
		Native African	48	60	64			4
		Pacific Islander	1,125	1,224	1,963			103
		Other	63	58	102			2
		Unknown	30	72	95			3
		<b>Total</b>				<b>332</b>	<b>366</b>	<b>644</b>
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	212	214	395			1
		European	3,655	4,208	6,143			94
		Indian	282	339	463			1
		Latin American	19	12	30			0
		Māori	3,460	4,171	5,868			366
		Middle Eastern	52	79	115			3
		Native African	44	55	55			2
		Pacific Islander	1,023	1,128	1,767			93
		Other	59	57	95			2
		Unknown	28	70	77			4
		<b>Total</b>				<b>293</b>	<b>340</b>	<b>566</b>
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	Asian	8	8	8			
		European	276	306	375	13		
		Indian	11	16	17			
		Latin American	0	0	0			
		Māori	608	962	1,210	110		
		Middle Eastern	3	2	4			
		Native African	3	5	6			
		Pacific Islander	176	208	270	49		
		Other	2	8	6	2		
		Unknown	0	0	5			
		<b>Total</b>				<b>174</b>	<b>195</b>	<b>265</b>

		<b>Ethnicity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Young persons 2013/14</b>	<b>Young persons 2014/15</b>	<b>Young persons 2015/16</b>
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken	Asian	3	3	2			
		European	21	22	21	1		
		Indian	2	2	2			
		Latin American	0	0	0			
		Māori	29	36	34	5		
		Middle Eastern	1	0	0			
		Native African	1	0	0			
		Pacific Islander	4	4	16	2		
		Other	1	0	0	1		
		Unknown	0	0	0			
		<b>Total</b>				<b>9</b>	<b>6</b>	<b>9</b>
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	European	3	5	1			
		Māori	0	5	3			
		Native African	0	0				
		Pacific Islander	0	0				
		<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review  * ESR systems no longer allow for this information to be identified	Ethnicity information not captured	1,508	1,912	7,851	n/a*	n/a*	n/a*

## Vulnerable Children Act 2014

In accordance with the provisions of section 16(c) of the Vulnerable Children Act 2014, the following information is provided:

### **In relation to section 16(c)(i):**

The Police Child Protection Policy is published on the Internet at the following link: [www.police.govt.nz/about-us/publication/child-protection-policy](http://www.police.govt.nz/about-us/publication/child-protection-policy)

### **In relation to section 16(c)(ii):**

The Police Child Protection Policy states:

Agencies contracted by Police

*Where Police enter into any agreement, contract or funding arrangement with an agency providing children's services, there must be a clause included in the agreement or contract requiring the agency to have a child protection policy and to complete children's worker safety checks as required by the Vulnerable Children Act 2014.*

*Before referring any child to an agency for support or an intervention, and regardless of who is funding the agency, Police must be satisfied that the agency has a child protection policy and that the agency carries out worker safety checks of its children's workers as required by the Vulnerable Children Act 2014.*

All relevant contracts entered into by Police must comply with the policy. Existing Family Safety Team contracts have been updated to ensure compliance.

## Victims' Rights Act 2002

In accordance with the provisions of section 50A of the Victims' Rights Act 2002, the following information is provided:

### **Summary of the services provided to victims by Police (section 50A(1)(a) of the Victims' Rights Act 2002):**

#### **Right 1: Police will provide victims with information about programmes, remedies and services**

Victims have the right to be told about the programmes, remedies or services available to them. This might include services where you can meet with the offender (this could be at a restorative justice conference or family group conference).

#### **Right 2: Police will provide victims with information about the investigation and criminal proceedings**

Victims have the right to be told, within a reasonable time, what is happening with the case, unless the information could harm the investigation or the criminal proceedings.

#### **Right 3: Police will provide victims with the opportunity to make a victim impact statement**

Victims have the right to make a victim impact statement that tells the court how the crime has affected them. Victims can get help to write their victim impact statement.

**Right 4: Police will provide the opportunity for victims to express their views on name suppression**

If the offender applies to the court for permanent name suppression, victims have the right to say what they think about the application.

**Right 6: Police will return property held as evidence**

If Police took any property belong to a victim as evidence; victims have the right to get it back as soon as possible.

**Right 7: Police will inform victims of serious crimes\* about bail conditions.**

If victims ask for information about a defendant or young person's bail, the Police or the Ministry of Justice must provide it if that bail impacts on the victim or their family. Victims will also be told if the offender is released on bail and of any conditions relating to the victim's safety.

\* Serious crimes include crimes of a sexual nature or serious assault, including where a person is killed or becomes unable to look after themselves. Police will inform victims if they have these rights.

**Right 8: Police will provide certain victims with information and notifications after sentencing**

Victims of youth or child offending can sometimes apply to Police to receive certain notifications about the sentenced offender. Police, court victim advisors, or Child, Youth and Family staff can tell you if you are eligible and give you an application form.

Registered victims will be told when significant events happen for the offender, such as Parole Board hearings or if they reoffend during their sentence, are released from prison or home detention, leave hospital, are granted temporary unescorted releases from prison, escape from prison or die.

**Complaints: Police will provide victims with an avenue for making a complaint.**

If a victim thinks their rights have not been met, or they have not received the standard of service they expect, victims can make a complaint.

Further information for victims and the services Police provide, can be found at [www.police.govt.nz](http://www.police.govt.nz) or [www.victiminfo.govt.nz](http://www.victiminfo.govt.nz)

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