Transforming Police Service Delivery by 2021

He whakahoutanga Ratonga Pirihimana i mua i te tau 2021



1.3

POLICE

0}

A

A Care and

and the seaso

and and

J.J.A.A.

100

1000

POLICE

2

5000

ZHL

POLICE DECEM

2

in.

118

and the

1000-

é

unn

Buu) POLICE

We aspire to be the world's safest country, and therefore the best police service, with 90 percent of people having trust and confidence in New Zealand Police by 2021.

Ko te hurikiko nui kia marutau ake te motu nei i te ao heoi anō mō te Ratonga Pirihimana, kāore he painga, ka iwa tekau ōrau tātou e whakapono ana ki ngā Pirihimana o Aotearoa i mua i te tau 2021.

We also want to achieve 90 percent satisfaction with our services. We know that if we deliver the right service to the public, enabled by our policing values and modern technologies, we can achieve our aspirations.

Kei te hiahia hoki mātou kia iwa tekau ōrau te mokori ki ngā ratonga. Mōhio ana pēnā ka tika ngā ratonga ki te marea, kua whakaūngia ki ngā uara me ngā hangarau hōu, ka tutuki ngā hurikiko.



Our service delivery vision

Everyone in New Zealand can access policing services – anywhere, anytime – that lead to the trust and confidence of all.

Tātou, Ngāi Aotearoa, ka ōrite te āhei atu ki te Ratonga Pirihimana - ahakoa ki hea, ahakoa āhea - nā ka tupu te whakamanawa o te katoa.

PIRIHIMANA, HE RATONGA WHAKAWHIRINAKI - AHAKOA KI HEA, AHAKOA ĀHEA

What won't change

We anticipate marked public safety gains from investing in technology and modernisation over the coming years. But many important aspects of New Zealand Police will never change.

Fundamentally policing has always been, and always will be, about people. Everything we do is about ensuring that New Zealanders and visitors to our country are safe and feel safe. We will hold on as strongly as ever to our humanity as a policing service and our values of professionalism, respect, integrity, commitment to Māori and the Treaty, empathy and valuing diversity.

Transforming our service delivery will support Prevention First, our national operating strategy and Our Business, which represents the major components of policing in New Zealand on a page. Our focus on preventing crime and victimisation, targeting and catching offenders, and reducing and preventing road-related trauma, will remain relentless.



We'll be as visible, accessible and responsive as we've always been. Local and established relationships between police, individuals and communities will endure. The public will still contact us by phone in an emergency and in non-emergencies. They'll approach us in the street, encounter us on roadsides and in the community, and interact with us at police stations and our mobile bases. They'll visit our websites, see us on social media and in traditional media, and interact with us online and via email.



What must change, and why

Some aspects of New Zealand Police's service delivery need to evolve for good reasons.

We operate in a digital age

New Zealanders and our international visitors want us to provide the same digital services they enjoy in everyday life, and that they understand and know. They want the convenience of going online for information and using technology to interact with us.

The public tells us that for low-risk or less significant matters such as reporting lost property, they want to save time and effort by using the internet and apps. No matter what channel is used, they want a system that enables them to do the right thing and provide all the relevant information.

People want feedback – in real time – on the usefulness of having contacted us and to know what will happen next. The public also want to be able to ask us questions and obtain guidance and information via multiple channels.

Digital technologies also present new opportunities for us to invest in what works, from having our staff embedded in communities dealing with complex public safety issues, to being online, where new types of harm continue to emerge.

Trust and confidence is influenced by how we deliver our services

New Zealanders have very high expectations about our responsiveness and professionalism. The public trusts us when we're honest, fair and empathetic, and do what we say we'll do. The public has confidence in us when we're competent and capable – and have the resources, systems and processes that allow us to respond quickly and effectively, deal with situations and make people feel safe.

We know what to do better. We must meet or exceed service expectations. We need to provide the public with clear and unequivocal guidance in the areas they want it – from how and when to contact us about non-emergencies, to our approach to safety on New Zealand's roads. We must also find better ways to keep people informed about the status of their query or other interaction with us.

And we need to work with people who have lower feelings of safety and less trust and confidence, including at-risk young people, new migrant and ethnic populations, and those living in economic deprivation.

If people experience better and more positive interactions with us, more harm could be reported. Then we'd not only have improved our service delivery – we'd also have a deeper understanding of the causes of local policing issues and ways to enhance public safety.

To achieve our outcomes, our staff need the benefits of digital

Then there's what our people need to do their jobs efficiently and effectively.

We're recruiting extra staff – and right from the start of their careers, we are preparing them for the policing of tomorrow. That means giving them the training and tools to follow process and policy, so our services become more consistent and predictable.

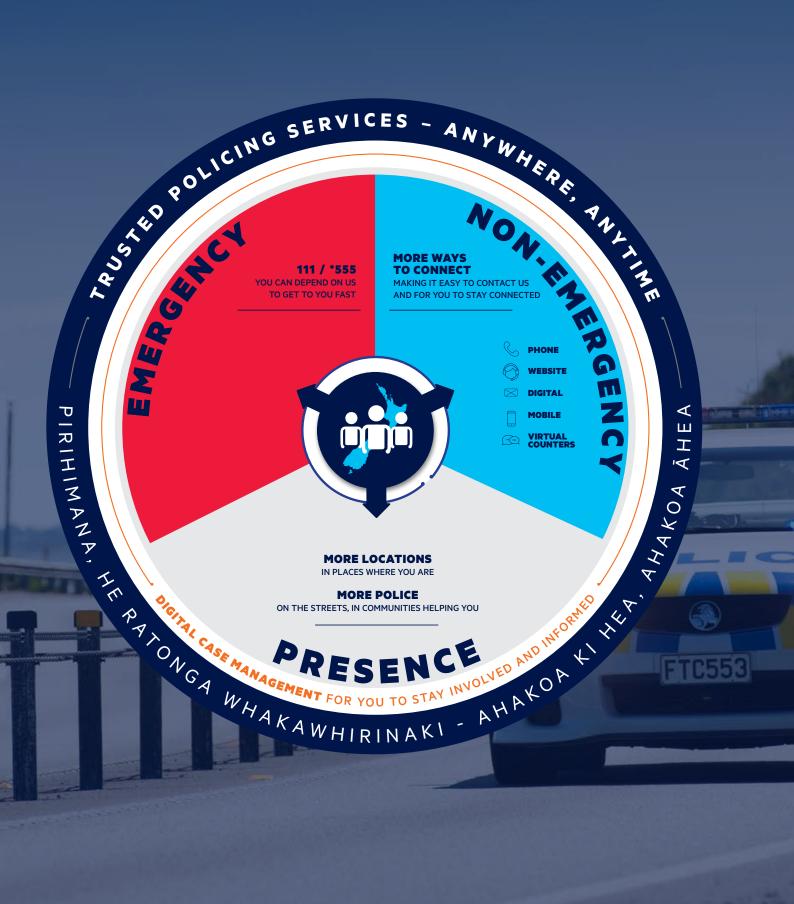
Then we need to deploy our people in ways that achieve the service outcomes the public expects. Our service delivery aspirations extend to all 4.8 million New Zealanders and our country's current record annual 3.8 million international visitors.

Like other publicly-funded services, it's also essential we continue to seek out the most cost-effective and efficient ways to operate. We take confidence from research that tells us the public will support service delivery change if it promises greater efficiency and an improved police presence.

Above all, we must create more time for our staff. That way they can concentrate on proven policing activities that address the root causes of harm for the good of everyone in New Zealand.

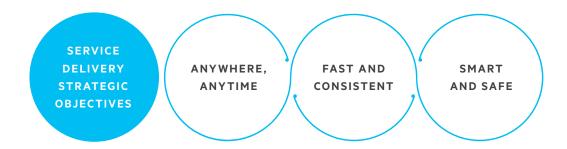






Service delivery strategic objectives

Three interrelated objectives underpin our service delivery strategy. Once implemented, we expect them to collectively make a significant contribution to the achievement of our service delivery aspirations. Trust and confidence in New Zealand Police will go up, satisfaction with our services will rise, reporting of incidences of harm that are often underreported should also go up, and ultimately levels of actual harm being experienced should go down.







Anywhere, anytime

Our Commitment

We're giving New Zealanders and international visitors more options so they can receive services and advice from us when it's convenient and in ways that meets their needs.

We're putting more and vastly improved informational and transactional services online, including the reporting of some crimes – and we're doing it at pace.

We're also creating more distinct pathways for requests for service, so we can respond across all our performance priorities, especially themost critical ones.



How we'll know we're getting it right

For the public, achieving this strategic objective means:

- Receiving clear and consistent guidance on the best and most appropriate ways to access our services according to their individual situation.
- Having digital access to policing services that is so well designed and supported, people choose it over alternatives.
- Easy and responsive interactions with our systems.
- Dramatically reduced waiting times for some services.

For our staff it means:

- Being increasingly connected to each other, the organisation and the public by digital technologies.
- Being more deeply embedded in communities, working with other public agencies, and fostering relationships that lead to greater reporting and safer neighbourhoods.
- Becoming expert at service excellence and working with our new processes and systems.

For both the public and our staff it means:

- Previously underserved people, such as those uncertain about how and when to get in touch, contact us so we can meet their needs.
- Combined with the additional officers on the way, there will be more opportunities for a roundthe-clock interaction in person, online or by phone.





Fast and consistent

Our commitment

We aim to resolve queries or requests for service at the first point of contact in as few steps as possible. We'll automate processes and make our services more certain and predictable.

Our processes and people – and increasingly the public – will become more digitally connected. Everyone will access, use and work off common sets of data, which will lead to more consistent service delivery.

We'll still take a differentiated approach, based on the situation, individual circumstances, officer discretion, and other decision-making factors. Where we need to, we'll invest extra time and resources to address specific policing issues.

Our overall aim is to deliver each service to the same excellent standard, regardless of where or how a query or request for service is received. This applies no matter who is being served – whether victim, offender or witness – and who provides the service.



How we'll know we're getting it right

For the public, achieving this strategic objective means:

- Receiving information about the level of service they can expect, including important distinctions between emergency and nonemergency situations
- Giving us information about their query, request or issue once
- Regular and appropriate information and updates about their query or case, where in the process it is, and the outcome
- The standard and level of each service is consistent across all the channels, geographies and time of day it is offered, and across our staff.

For our staff it means:

- Equipping them to resolve queries or requests for services on the spot, no matter what time it is or where they are.
- Having all the information from the public in the form they need to complete their tasks in as few steps as possible.
- Making the most of programmes designed to grow our diversity and manage our biases, lift cultural competency, and build inclusive leadership capability.
- Promoting and explaining the benefits of our service delivery modernisation to the public and providing reassurance that new or improved channels mean the same or better levels of service.

For both the public and our staff it means:

- Understanding and working off the same information and processes.
- More attention to preventing harm, targeting the factors that drive demand, and complex and highengagement policing services that achieve lasting change.
- Fewer occasions where follow up action or contact is required.





Smart and safe

Our commitment

We're using data, information and analytics to make better evidence-based decisions about policing and service delivery.

After we've introduced a greater ability for the public to access services online, and consolidated and integrated our systems, we'll have a more accurate picture of policing issues in New Zealand. Then we can deliver more targeted messages and information to people about keeping themselves safe and avoiding harm. Our investment in what works and our intelligence will also improve.

Behind the scenes, we're making our business processes smarter by reducing the numbers of transfers of phone calls and case files, automating processes, and streamlining allocation of work across and within our districts and national functional groups.

Our systems must also be protected and reliable. We recognise that trust and confidence is linked to the protection of data and information, and the need for transparency according to New Zealand law and public sector guidelines.



How we'll know we're getting it right

For the public, achieving this strategic objective means:

- Our systems are well designed and intuitive.
- Receiving real-time public safety information, for example about road incidents.
- When people contact us, we have more information to hand about their circumstances and their previous interactions with us.
- People can choose how they want to be kept up to date.
- Their personal information is kept secure.

For our staff it means:

- Knowing the business of policing even better than they do now.
- Greater separation and handling of emergency and non-emergency situations.
- Deployment is increasingly evidence-based.
- More training to lift digital capability and the handling of personal information.
- Greater productivity and staff safety, built on the success of mobility.

For both the public and our staff it means:

- A willingness on the public's part to share personal information with us so we can serve them anywhere, anytime and faster – because they know we'll look after it.
- When information, queries or requests move between organisations, it happens seamlessly and safely, and the public and our staff remain appropriately involved and informed.
- Exploring opportunities for investment in partner organisations' capabilities, including digital, if it means policing outcomes are achieved.
- Our systems are accurate, dependable and resilient.



Modernising our service delivery

Our service delivery transformation programme represents a major investment in our people and the technological, operational and cultural capabilities that will enable us to deliver Our Business in a digital world. It also represents significant change for our organisation, for policing in New Zealand, and for the public. We're preparing for sustained action over the coming years. The diagram on the next page shows the difference we're aiming for.

The detail and sequencing of how we'll get there will be set out in action plans. The plans will map out our programme's benefits, including time and effort freed up for the public and our staff. We'll also use the opportunity to step back to evaluate our overall service delivery strategy and the improvements we're making.

Transforming Police service delivery by 2021

Success looks like:

Ū_⊕

Everyone in New Zealand experiences excellent policing services – anywhere, anytime



New and improved ways to access and receive policing services

Digitally-enabled staff in communities and online

More incidences of harm are reported and dealt with faster

O

N N

An increasingly accurate picture of policing issues

Staff are freed up to focus on complex and high-engagement policing services

Less harm experienced overall and improved public safety



Closing comment

We're modernising our service delivery to provide policing services anywhere, anytime and achieve the trust and confidence of all.

We're doing this while we build the frontline and extend our connections deep into communities.

Our challenge is retaining the public's trust in our humanity as a policing organisation while we harness the power of digitalisation and technology. It's a challenge we're prepared for and ready to embrace.

All over New Zealand, instances can be found of our people providing an empathetic and professional service, regardless of the extent to which technology might feature. With the changes we're making, they'll be freed up to do even more of what they do best. That is engage with communities, prevent harm, support those we serve – especially victims, and alongside our partners, embed solutions to complex community problems for the benefit of everyone in New Zealand.

"The Police were amazing. They were super proactive and kept us informed" Source Cilizens' Satisfaction Survey.

PHILIPS



.....







NewZealandPoliceNZPolice

PoliceNZ