

SAFE ROADS

Control Strategy

2021



E tū ki te kei o te waka,
kia pakia koe e ngā ngaru o te wā



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



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PURPOSE OF THIS DOCUMENT

The Safe Roads Control Strategy is New Zealand Police's overarching framework to achieve our goal of Safe Roads – preventing death and injury with our partners. This strategy is evidence based and supports the wider government strategy of Road to Zero, a New Zealand where no one is killed or seriously injured in road crashes.

This strategy defines how key business units in Police contribute to desired outcomes and how we can effectively partner with the public and private sector to achieve mutually beneficial outcomes. The VIPERS plan sets specific performance expectations that align with the Road Safety Partnership Programme and defines ownership of key activities that is expected will make the most significant impact in preventing harm on our roads.

The Safe Roads Control Strategy is owned by Strategic Tasking and Coordination and will be updated quarterly.

PRINCIPLES OF THIS STRATEGY

- » Humanity and fairness
- » Informed decision making
- » Supported resolutions to be used whenever appropriate
- » Strengthening partnerships
- » General deterrence - correct dosage, unpredictability and full network coverage
- » Our mindset for policing our roads is focussed on behaviour change for improved road safety outcomes

TĀ TĀTOU UMANGA OUR BUSINESS

POLICING BY CONSENT – To have the trust and confidence of all

Our Vision:

To be the safest country

Our Goals:

Safe Homes

Safe Roads

Safe Communities

Te Huringa O Te Tai

Ngā Pou – Our three strategic pillars:

Pou Mataara

Our people and their mind-set

We will continue the focus on building our people, their skills, knowledge, mind-set and performance, through this strategy and leverage the Police High Performance Framework, to deliver better and more effective outcomes for Māori, Iwi, and our communities.

Pou Hourua

Effective partnerships

Māori need to be acknowledged as Treaty partners, rather than stakeholders and as such, Māori staff, communities, service providers, and Iwi leaders must be involved at all levels of designing, planning, and delivery. However, it is important to recognise the resource imbalance between the Māori and the Crown and that we ensure that our partners have the necessary capacity and capability to participate.

Pou Mataaho

Effective initiatives and improved practice

We will focus on a whānau ora approach of co-design and joint delivery of initiatives with Iwi Māori. We will use an evidenced-based approach to concentrate our efforts on programmes that have proved successful for Māori.

Our Priorities:

Be first, then do

We will change the support provided to front-line decision makers – about how and whether to respond to an event, and whether to lay charges or explore supported resolution pathways – with a view to balancing the short-term response to criminal activity with a longer-term reduction in harm and offending.

<https://tenone.police.govt.nz/page/te-huringa-o-te-tai>
<https://tenone.police.govt.nz/page/be-first-then-do>

Focused prevention through partnerships

Our focus will be on helping our partners to be successful, such that we can feel confident that there are appropriate service and referral mechanisms in place for those individuals we identify who require services or interventions to prevent future offending.

<https://tenone.police.govt.nz/page/te-huringa-o-te-tai>
<https://tenone.police.govt.nz/page/focusedprevention-through-partnerships>

Deliver the services New Zealanders expect and deserve

Our focus will be on ensuring we truly understand the needs and expectations of our communities – recognising that every community is different - and delivering an exceptional policing service in response to those needs and expectations.

<https://tenone.police.govt.nz/page/te-huringa-o-te-tai>
<https://tenone.police.govt.nz/page/deliverservices-new-zealanders-expect-and-deserve>

Our Values:

Professionalism

Respect

Integrity

Commitment to Māori & the Treaty

Empathy

Valuing Diversity

TĀ TĀTOU RAUTAKI OUR STRATEGY

PREVENTING HARM ON OUR ROADS

Our role:

General Deterrence

Strengthen general deterrence for key risky driving behaviours. Drivers are motivated to comply not because they are caught, but because they believe the chances of being apprehended are high everywhere

Specific Deterrence

Achieve specific deterrence where road users change their behaviour as a result of first-hand experience with apprehension and/or sanction

Specialised/Intensive Focus

Identify high risk drivers, provide proactive interventions to support and incentivise behavioural change and reduce opportunities for offending

How we will achieve this:

Combining intensive and difficult to anticipate prevention and enforcement activity. This means planned, reactive and opportunist activity will contribute to general deterrence

Undertaking targeted and tactical prevention and enforcement that deploys to risk and deterrence activities

Undertaking targeted prevention and enforcement that reduces the opportunities for high risk drivers

Activity required to be successful:

Undertaking high visibility and covert enforcement activities targeting high harm driving behaviours by using evidence-led tactics

An 'all of Police' approach to policing our roads – "see something, do something"

The right activities at the right times, and at the right volume

Educating motorists about the effects and risks of trauma contributing offences at every opportunity

Reducing opportunities for high risk drivers and high harm driving behaviours

Provide referrals to specialist groups or support services, particularly in relation to driver licensing and alcohol and drug dependencies

Enablers to achieve this:

Ensuring our people are trained, feel safe, and are enabled and equipped to undertake road safety directed activity

Ensuring prevention and enforcement activity is evidence-led and focused on identified risk, quality intervention and is tactically and operationally appropriate

Ensuring our people understand and apply procedural justice principles as an effective tool to improve wider social and justice outcomes

Activity required to be successful:

- » Understanding and delivering against cross functional training needs of our people
- » Recognising and utilising opportunities for partially funded road safety resources to deliver meaningful and effective road safety activity
- » Senior leadership demonstrating a commitment to policing our roads as a core part of our business
- » All of our people applying appropriate enforcement action for trauma contributing offences
- » Continue to build on our evidence base of what works

- » All of our people undertaking consistent, fit-for-circumstance enforcement that delivers better road safety outcomes
- » Effectively partnering with the public and private sector to achieve mutually beneficial outcomes
- » Effectively partnering with the public and private sector to provide specialist support services after Police referral eg. Driver licensing providers
- » Districts understand the important role and accountabilities they have to delivering better road safety outcomes

We won't:

- » Target high volume regulatory enforcement where it disproportionately impacts vulnerable communities
- » Be unnecessarily punitive
- » Provide intervention services

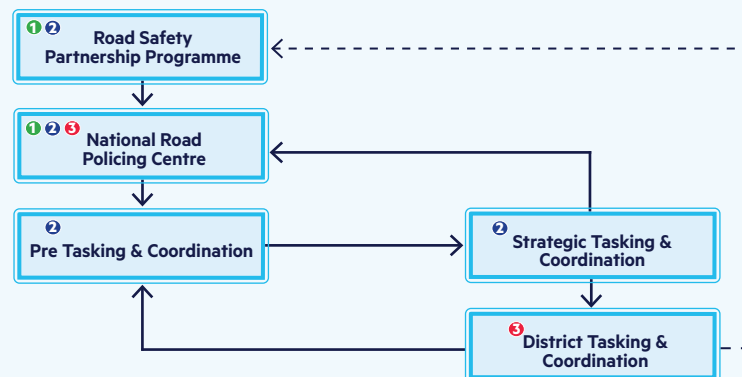
But we will:

- » Operate without bias focus on RIDS offending to ensure we are effective in reducing death and serious injury
- » Instead focus on procedural justice and sound discretionary decision making with a view to influencing safe behaviours and decision making
- » Refer appropriate candidates to external providers to address underlying problems

Performance measures: ➤ All accountability measures are outlined in the Road Safety Partnership Programme

TASKING & COORDINATION LEVELS

Our national structure for coordinating Safe Roads operational activity



→ = Direct Reporting
- -> = Indirect Reporting

LEVELS	
1	Long Term
	» Government Policy Statement
	» Road to Zero
2	Medium Term
	» RSPP
	» Control Strategy
3	Short Term
	» Weekly Monitoring
	» Performance Oversights
	» Key Relationships
	» Partnering Activities



TĀ TĀTOU WHAKAMAHI OUR OPERATING MODELS & LEVELS

WHAT WE NEED AND HOW WE ARE ORGANISED TO DELIVER

DISTRICTS

Road Policing Managers

» Role

- » Provide direction to our people on prioritising enforcement activity that addresses harm contributing offences over regulatory enforcement and deployment models that appropriately recognise and respond to risk
- » Influence and support the partially funded road safety resources to improve their understanding of how they can contribute to road safety
- » Ensure prevention and enforcement activity is focused on identified risk, quality intervention and is tactically and operationally appropriate
- » Ensure existing policies and procedures for supported resolutions are understood by our people and offered for all appropriate traffic offences
- » Maintain partnerships with road controlling authorities, road safety sector partners and applicable community groups

» Activities & Functions

- » Actively manage deployable road safety resources
- » Recognise and utilise cross functional training opportunities for our people
- » Ensure our people understand why and what road safety activities are meaningful
- » Lead by example by way of regularly undertaking policing our roads activity to motivate high performance and model behaviour
- » Collaborate with the District Leadership to deliver meaningful road safety outcomes

District Leadership Teams

- » Recognise where the opportunities are for partially funded road safety resources to deliver meaningful and effective road safety activity
- » Demonstrate a commitment to policing our roads as a core part of our business for all parts of the business
- » Ensure Districts' RP teams are fully resourced

- » Use intelligence to inform deployment decisions
- » Ensure rotations of our people are deliberate in how they are executed and based on cross functional skills enhancement and that any abstractions are fair, deliberate and informed
- » Ensure partially funded road safety resources provided meaningful and proportionate contributions to road safety outcomes
- » Actively manage full RAT for fully funded RP positions

Fully Funded Road Safety Resources (RP*)

- » Effectively contribute to road safety outcomes by undertaking and supporting road policing activity that is directed to harm contributing offences
- » Understand and apply procedural justice principles as an effective tool to improve wider social and justice outcomes
- » Undertake targeted prevention and enforcement that deploys to risk and deterrence activities

- » Participate in cross functional training opportunities and implement learnings in appropriate circumstances
- » Apply the graduated response where appropriate (engage, educate, encourage, enforce)
- » Collect and submit robust intelligence notings on high harm behaviour and locations
- » Provide referrals to specialist groups or support services, particularly in relation to driver licensing and alcohol and drug dependencies

District Intelligence

- » Conduct environmental scanning that looks at demand, prevention and operational activity specific to District/Area to inform deployment activities
- » Provide local, and event specific, intelligence and insights on high risk/priority drivers, locations and risk
- » Provide support for road safety operations

- » Provide intelligence products to the District Tasking and Coordination to inform deployment decisions

Partially Funded Road Safety Resources (Non-RP**)

- » Effectively contribute to road safety outcomes by undertaking and supporting road policing activity that is directed to harm contributing offences
- » Understand and apply procedural justice principles as an effective tool to improve wider social and justice outcomes
- » Undertake randomised, high visibility, opportunist prevention and enforcement that contributes to general deterrence

- » Participate in cross functional training opportunities
- » Apply the graduated response where appropriate (engage, educate, encourage, enforce)
- » Collect and submit robust intelligence notings on high harm behaviour and locations
- » Provide referrals to specialist groups or support services, particularly in relation to driver licensing and alcohol and drug dependencies

MRMs/ILOs

- » Build key partnerships with Iwi and communities that are effective and focused on prevention opportunities
- » Contribute to building our people, their skills, knowledge, mind-set and performance, by meaningful engagement with Police staff to help develop understanding for better outcomes for Iwi, Māori and communities
- » Support opportunities to emphasis Supported Resolution referrals

- » Support Iwi partners to ensure capability and capacity to work with Police
- » Ensure road safety initiatives are effective and appropriately consulted before being actioned
- » Work collaboratively with RPMs to ensure consistent approach to prevention activity, recognition and promotion of Māori aspirations for road safety

* Fully funded road safety resources refer to positions fully funded through the National Land Transport Fund appropriation (such as HWP, IPT, STU, SCU)

** Partially funded road safety resources refer to all other positions



NATIONAL

» Role

National Road Policing Centre

- » Lead with a commitment to Our Business, the Road Safety Strategy, Road to Zero and Te Huringa o Te Tai
- » Ensure Districts are fully aware of their demand, key accountabilities and support them to deliver effective road safety activities
- » Ensure Districts are provided with appropriate and maintained tools/equipment to effectively police our roads
- » Ensure monitoring, evaluation and innovation form the basis of a continuous learning and improvement approach
- » Ensure Operational and Programme delivery are evidence-led and guided by our connections to Districts, our communities, Iwi Māori and the wider road safety sector

Evidence Based Policing Centre

- » Provide Police with insights into what does and does not work, evidence-led guidance and integrated performance reporting
- » Test existing and proposed Police practices to guide and inform the choices of decision-makers with approaches and tactics proven to reduce road related harm
- » Develop prevention focused activity that includes road safety as a harm contributing offence type
- » Support NRPC with research and evaluation

Deployment + Intelligence Services

- » Conduct environmental scanning that looks at demand, prevention and operational activity
- » Support NRPC with operational and strategic scanning of environment and quality reporting
- » Prioritise and deploy resources accordingly
- » Ensure the deployment model is leveraged to ensure RP deployment has the biggest opportunity to reduce harm

Iwi & Communities

- » Provide strategic support, advice and guidance on strategies and maintain critical relationships with Iwi Māori
- » Ensure commitment to the principles of Te Tiriti o Waitangi and our obligations as good treaty partners
- » Ensure Supported Resolutions Coordinators are monitoring through-put of appropriate, timely road safety referrals

Policy & Partnerships

- » Contribute cross-government perspectives to inform, enhance and align Police's contribution to road safety focused legislation and policy development
- » Work with Police's partners to enable evidence-led solutions to inform cross government policy development, associated frameworks and legislation

Royal NZ Police College

- » Develop future leaders' practice knowledge and understanding of what good road safety practices are
- » Grow, foster and role model the importance of road safety as a critical part of all policing activities
- » Ensure road policing training is incorporated into other trainings
- » Ensure appropriate, legitimate and credible professional learning and development opportunities

Media & Communication

- » Provide advice to the organisation on political and strategic landscapes to include in our messaging
- » Provide evidence-led road safety messaging to the public to positively influence behaviour change
- » Provide support to Districts on key messaging, and reactive communications

» Activities & Functions

- » Identify, prioritise and communicate national road safety targets and priorities
- » Develop and maintain key strategic and political partnerships
- » Maintain an evidence-led toolkit that supports Districts decision making, learning, leadership and operational activities
- » Forecast and anticipate emerging risks and demand
- » Ensure there is adequate funding for Police to deliver on road safety outcomes
- » Plan and coordinate national operations
- » Delivery of change initiatives identified to create an enabling environment for operational delivery
- » Support Districts Intelligence Units' access to the right data, techniques, and tools to develop robust inferences

- » Support NRPC with robust evidence reviews, evaluative functions and independent evaluation of projects
- » Collaborate with NRPC to undertake innovative research
- » Assist in developing partnerships with national and international academics who focus on road trauma reduction

- » Provide expert District-specific intelligence on high risk/priority drivers, repeat registration reports, offender management plans, graduated driver licence offences, locations and risk
- » Collaborate with NRPC on road safety related intelligence products

- » Understand their role and contribution to road safety
- » Develop close working relationships with communities and collaboratively build road safety solutions
- » Support MRMs and ILOs in Districts to ensure consistent approach to prevention activity, recognition and promotion of Māori aspirations for road safety

- » Identify cross-sector opportunities with partners and governance that will support Police to deliver Our Business
- » Collaborate with NRPC on the operational impacts of changes in policy
- » Utilise the road safety evidence-led platform to inform policy decisions

- » Deliver effective road safety training to meet needs in partnership with NRPC, RPMs and District
- » Assess and review training material to ensure it is up to date

- » Align to NRPCs messaging and support NRPC to deliver this messaging
- » Develop and provide a public facing engagement and communications plan in partnership with NRPC

Outcome: Preventing harm on our roads. These activities are governed by Tasking and Coordination.

	Activities	Mahi Tahi / Ownership	Timeframe	Performance Measures	Pou Hourua: Effective Partnerships
Victims & Communities	<ul style="list-style-type: none"> » Improve our understanding of Māori over-representation in road policing statistics to understand + respond to reduce over-representation 	<ul style="list-style-type: none"> » NRPC supported by MPES, EBP, Iwi and external partners 	<ul style="list-style-type: none"> » Q3 	<ul style="list-style-type: none"> » Key statistics incorporated into the RSPP Operational Outcomes Framework » Complete multi-agency Action Plan for improving road safety outcomes for Māori 	<ul style="list-style-type: none"> » Acknowledgment of tikanga, kaupapa and mātauranga Māori and the inclusion of Te Ao Māori perspectives in all initiatives » Invest in evidence-led initiatives that meet Māori needs and aspirations
Insights	<ul style="list-style-type: none"> » Implement Offender Management Plans for identified and profiled high-risk drivers » Embed the Strategic Insights and Deployment product 	<ul style="list-style-type: none"> » Districts supported by NRPC and Intelligence » NRPC 	<ul style="list-style-type: none"> » Q3 » Q3 	<ul style="list-style-type: none"> » Increased number of identified and profiled high-risk drivers for assignment to District » Increase in compliance offered and completed 	<ul style="list-style-type: none"> » Leverage local and agency partnerships to collect appropriate information and drive all-of-organisation activity » Support consistent product and process use nationally (scanning documents, Insight assessments etc.)
Prevention	<ul style="list-style-type: none"> » Continue to identify opportunities to support Graduated Driver Licence Services » Review TCO deployment models and develop a pilot framework » Launch Tāmaki Makaurau inter-agency Tasking & Coordination pilot 	<ul style="list-style-type: none"> » NRPC and Policy and Partnerships » Districts supported by NRPC and Deployment » Tāmaki Makaurau and Auckland Transport supported by NRPC 	<ul style="list-style-type: none"> » Q3 » Q2/3 » Q2/3 	<ul style="list-style-type: none"> » Mobile camera deployment hours » Number of passive and screening breath tests » Number of RIDS operations (national) » Number of vehicle stops (3Ts) 	<ul style="list-style-type: none"> » Share resources and information (locally, regionally, nationally) for greatest impact » Connect Iwi and Police initiatives to partner agencies and initiatives to influence policy decisions » Iwi, community, local and agency partners required to build enduring interventions programmes will enhance our ability to improve long-term outcomes for our most vulnerable communities
Enforcement	<ul style="list-style-type: none"> » Prioritise activity and deployment models that address harm contributing offences over regulatory offences, and deliver at a level to meet deterrence principles (Continue Operation Deterrence activity) » Conduct high volume and targeted checkpoints for breath screening tests » Provide Districts with clear priorities and trends for restraint, impairment, distraction and speed offence detection, and manner of driving offences » Identify key outcomes and measures for Districts by providing a breakdown of expected activity levels to meet deterrence principles and ensure delivery against expected activity 	<ul style="list-style-type: none"> » District led by District Leadership Teams supported by NRPC » Districts » NRPC » NRPC 	<ul style="list-style-type: none"> » Q3 » Q3 » Q2/3 » Q2/3 	<ul style="list-style-type: none"> » Number of restraint offences » Number of drug impaired driver offences » Number of excess alcohol offences » Number of distraction offences » Number of officer issued speed offences » % of officer-issued speed between 1 – 10 km/h » Number of high risk offences 	<ul style="list-style-type: none"> » Collaborate with partners on joint operations to achieve across-agency outcomes » Community impact analysis informs operational deployment and supports service planning

Reassurance

Activities	Mahi Tahi / Ownership	Timeframe	Performance Measures	Pou Hourua: Effective Partnerships
<ul style="list-style-type: none"> » Identify and engage with sector and community partners to ensure referral pathways are established to address the causes of offending » Develop a public facing communications strategy to address why we police our roads in the way we do to achieve trust and confidence and reassure the public » Participate in Ministry of Transport Review 	<ul style="list-style-type: none"> » NRPC supported by Districts » NRPC supported by Media and Communications » NRPC supported by Districts 	<ul style="list-style-type: none"> » Q2/3 » Q3/4 » Q2/3 	<ul style="list-style-type: none"> » Driver licence programme referrals » Offences resolved by Te Pae Oranga » Number of Written Traffic Warnings » Recidivism rates for first time offenders » Reduction in deaths on our roads » Reduction in injuries on our roads » Reduction in crashes on our roads 	<ul style="list-style-type: none"> » Maintain strong working relationships with referral partners to provide holistic, wrap-around support and services » Provide community reassurance through visible deployment and work together (and across Districts) to share learnings » Encourage our partners to faithfully represent evidence-led Police positions on, and strongly advocate for the improvement and/or clarification of legislation and associated policies and frameworks » Work with our communities to create a constructive, future-focused narrative that is inclusive and free of systemic bias

Support & Capability Planning

<ul style="list-style-type: none"> » NRPC to develop a deployment dashboard tool MVP for pilot in Tāmaki Makaurau. User acceptance testing, pilot and evaluation to be undertaken. Phase Two of this will likely entail the implementation of road safety multi-agency tasking and coordination process for Tāmaki Makaurau » Invest in pursuit management technologies to decrease harm from fleeing driver incidents » Undertake Comparative Performance Evaluations for each District and commence consultation on other supporting options for deployment » Further develop the 'Policing our Roads Toolkit' and make content available to Districts » Complete retrospective analysis of hospitalised drivers blood specimens to understand the prevalence and nature of drug impaired driving 	<ul style="list-style-type: none"> » KPMG supported by NRPC and Tāmaki Makaurau » NRPC supported by Response and Operations » NRPC supported by Districts » NRPC supported by RNZPC » NRPC supported by National Criminal Investigations Group 	<ul style="list-style-type: none"> » Q2/3 » Q3 » Q4 » Q3 » Q3 	<ul style="list-style-type: none"> » 12 Comparative Performance Evaluations completed by Q4 » Continued engagement with District » Complete reporting from ESR and analysis 	<ul style="list-style-type: none"> » Effectively engage in strategic and executive level partnerships through participating in more shared agency forums and improving cross agency oversight » Recognise capability and capacity gaps of partners and offer support where appropriate » Implement Police-led, co-created initiatives across government to support community and local activity – incorporating Iwi service providers into our work » Engage with our partners and actively participate in opportunities to support graduated driver licence attainment, access to treatment programmes, and deliver targeted, educational road safety messaging » Engage and partner with academic and international law enforcement partners to understand what methodologies are used offshore
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