

# Statement of Intent

2023–2027



NEW ZEALAND  
**POLICE**  
Ngā Pirihimana o Aotearoa



## Commissioner's Foreword

New Zealand is generally perceived as a safe place to live, work and visit, and New Zealanders are justifiably proud of our international reputation notwithstanding the challenges in our environment.

Over the past three years we, along with the rest of the world, have experienced the disruption of the COVID-19 pandemic. Although the pandemic created new responsibilities and unfamiliar duties for Police, we were careful to calibrate our engagement and compliance approaches in order to maintain broad public support. This was most acutely visible in Police's response to the protest and illegal occupation of Parliament in February 2022. The response was measured, considered and patient, in the face of a difficult and dangerous situation.

This was not a New Zealand most of us recognised. It became evident that the social environment had changed, and with it, the criminal environment. Since the beginnings of the internet era, crime has increased in complexity, reach and connectedness. More sophisticated technology has allowed international criminal networks to grow and extend their reach, and their activities are affecting us all, be it cyber-enabled fraud including text-based phishing, 'romance scams', money laundering, or major drug importations. This increased complexity challenges our ability to execute fully our functions and responsibilities under the Policing Act 2008.

Cost of living pressures, and the devastating impacts of Cyclone Gabrielle in February 2023, have further challenged the resilience of our communities. According to the Ipsos Issues Monitor,<sup>1</sup> crime is now second-equal to housing in the top issues facing New Zealanders, behind cost of living. Traditional forms of crime such as family violence and burglary still affect too many New Zealanders, and road deaths are still too high. The known drivers of harm are still present, including poverty, poor mental health, and drug and alcohol addictions, while, despite significant interventions by Police, gangs and organised crime prey on the vulnerable in our communities.

Our commitment to ensuring that all New Zealanders are safe in their homes, in our communities and on our roads has not changed. How we do that changes to reflect current social conditions and challenges, but the outcomes we seek endure.

Our officers are called on to respond to an increasingly broad range of social and personal incidents, requiring them to constantly adjust their approach to best respond to the needs of those they encounter. First and foremost they are there to prevent further harm. Prevention First remains the foundation of our policing approach.



Over the next 3 years we will be focusing our attention on disrupting the "crime triangle" of offenders, victims, and locations be they local or international, individuals or organised groups. We will continue to work closely with our partners and our communities to target our prevention efforts to where we can jointly have the greatest impact on the crime triangle. We will continue to invest in delivering exceptional policing services to New Zealanders through ReFrame, our service delivery programme. With the growth of 1,800 new officers now complete, we will continue to support our people to be safe and feel safe, building strong skills, leadership and culture.



I am immensely proud to lead an organisation of capable and dedicated people who are committed to keeping all New Zealanders safe.

### Chief Executive Statement of Responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Ngā Pirihimana o Aotearoa | New Zealand Police. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

**Andrew Coster**  
Commissioner of Police

<sup>1</sup> 19th Ipsos New Zealand Issues Monitor, February 2023, <https://www.ipsos.com/en-nz/19th-ipsos-new-zealand-issues-monitor>. Accessed March 2023.



# Who we are

## Ngā Pirihimana o Aotearoa New Zealand Police



We are responsible for protecting the safety of New Zealanders, through the prevention of crime, crash, and other harms, and by holding offenders to account. We aim to deliver exceptional services so that everyone can feel safe while going about their daily lives.

We police with the broad support of the people of New Zealand through the elected government, which gives us our mandate to carry out our policing functions to prevent crime and harm and to uphold the law.

We are a large organisation whose make-up aims to be as diverse as the communities we serve. We have over 10,500 constabulary members, and approximately 4,500 employees.

### Our functions and responsibilities

The Policing Act 2008 gives us responsibility for eight functions:

- ▶ Keeping the peace
- ▶ Maintaining public safety
- ▶ Law enforcement
- ▶ Crime prevention
- ▶ Community support and reassurance
- ▶ National security
- ▶ Participation in policing activities outside New Zealand
- ▶ Emergency management.

Police's newly created Te Tari Pūreke/Firearms Safety Authority is the regulator for the Arms Amendment Act 2020.

We also provide advice to ministers on policy changes that impact on policing and our ability to keep New Zealanders safe.

### Our partners and stakeholders

We cannot police on our own. We rely on our partners, collaboration with a wide range of stakeholders, and engagement with our communities to deliver services and keep New Zealanders safe.

As Treaty partners, we have a special relationship with mana whenua. Māori are overrepresented in our courts and prisons, and while many of the root causes are outside our control, we endeavour not to exacerbate this through our policing practices. We believe that partnering with iwi, facilitating Māori participation in and leadership of Māori-led responses wherever appropriate, is the most effective way to achieve this.

We work with our partners in the justice sector to ensure that the justice system works as fairly and as efficiently as possible, while seeking to reduce input into its pipeline. Across the sector we maintain a particular focus on better outcomes for Māori. Our work with an Independent Panel on a research programme called Understanding Policing Delivery will help us ensure we deliver policing that is fair and equitable for all communities. We remain committed to Te Puna Aonui, the Joint Venture to Reduce Family Violence and Sexual Violence, and we provide the source of funding for the Proceeds of Crime Fund through our work to seize and forfeit assets derived from organised crime and other criminality.

We provide road policing services in partnership with Waka Kotahi as jointly we work towards the *Road to Zero* targets.

We work with our partners in the social sector to intervene early to prevent harm and crime and to reduce the likelihood that people will enter the justice system. We work with other agencies, communities, local and national organisations to provide support to those who are causing or experiencing harm, to prevent or reduce recurrence.

Along with our partners in the emergency management sector, we provide the public of New Zealand with emergency response services when they are facing immediate threat to life or property, and we provide non-emergency services to those who have experienced a crime. We are committed to providing New Zealanders with the services they expect and deserve, in ways that are sustainable for our staff and for our communities.

Our style of policing reflects our way of life as New Zealanders. We police in partnership—with our communities and with our Treaty partners—and this is expressed in our community-led, Prevention First approach to policing.

### **Our evolving operating context**

We are in an uncertain environment with new technology-driven challenges emerging for Police at unprecedented pace and scale. The COVID-19 pandemic has been a time of great disruption with its effects continuing to play out. Divisions emerged in our communities, much of it caused by mis- and dis-information. New duties were added to Police's responsibilities, and while lockdowns meant a significant temporary drop in some crimes such as burglary, other crimes and demand for services such as family harm incidents increased. We navigated this difficult period carefully, recognising that some communities were more vulnerable than others, and that a one-size-fits-all approach was not conducive to good social outcomes.

Mental health concerns have been exacerbated by the pandemic. It will require a concerted effort across multiple agencies and sectors to ensure that New Zealanders suffering mental distress receive appropriate professional support that addresses their mental health needs.

The economic outlook is uncertain, the cost of living has increased significantly, and Police are seeing financial stress being widely felt. Communities hit by the impacts of Cyclone Gabrielle will continue to feel its impacts for some time. Communities that were under pressure before are even more vulnerable now. The dominance of gangs in

some economically disadvantaged areas and the presence of organised crime and illicit drugs all contribute to the level of criminal harm experienced disproportionately by vulnerable communities.

### **Parliament occupation and protest, February 2022**

New Zealand saw its largest protest in decades during the pandemic when a large group illegally occupied Parliament grounds in protest against COVID-19 public health measures. The occupation caused major disruption to Wellington and Parliament. It ended when Police moved in after days of negotiations with the protest leaders. The crowd turned violent and several officers were injured. The subsequent investigation is among the largest in recent years.

The Independent Police Conduct Authority review<sup>2</sup> noted that Police "acted professionally and with remarkable restraint".

Technology continues to evolve rapidly, and offending has evolved along with it. We must continue replacing aging systems with modern, fit-for-purpose sustainable technology that will better support our frontline officers to keep them safe while delivering services, provide our communities with the ability to interact with Police in ways that feel easy and appropriate for them, and enable us to better understand and respond to the criminal environment in order to disrupt and investigate offending and better target our prevention and response activities. We are taking this opportunity to focus on the redesign of our investigations and resolutions functions, to improve the quality and management of the information we collect and pass through to the justice system, to ensure we have the right workforce to support new ways of working, and to leverage technology to eliminate inefficient process steps and free up the time of frontline staff so they can focus on delivering fundamental policing services.

Russia's war in Ukraine has highlighted global tensions and is creating disruptions in Europe particularly around energy supplies, which in turn are having global impacts on prices and supply chains. Facing significant financial constraints, we will need to take a clear-eyed view of our capabilities and assets to ensure we are getting maximum value from our investments.

Above all we need to continue to support our people, who have gone above and beyond in the past three years. We are working to ensure they can fully recover from the demands of the pandemic years and continue to give of their best.

### **Government and ministerial priorities**

In Budget 2022 the Government indicated a commitment to maintain a constabulary-to-population ratio of 1:480. This means we can plan for the long-term growth needed to maintain our delivery of the services New Zealanders expect and deserve, and to grow the specialist skills that we need to support delivery of our outcomes.

Gangs and organised crime continue to be a key focus area. Following investment from government we will be doing even more to combat offending and its proceeds, as well as the community harms caused by gangs, organised crime, and illicit drugs.

Te Puna Aonui remains a government priority and we are committed to delivering our part in this.

As part of the Justice Cluster, we are funded to improve the safety of frontline police, and for Arms Safety and Control. Through the newly established Te Tari Pūreke, the Firearms Safety Authority, we will ensure licence applications and firearms registrations are well managed.

We are developing our approach to sustainability and beginning a programme of work to reduce our carbon emissions in a way that does not impact on our ability to keep our communities safe.

<sup>2</sup> IPCA release findings of review of the policing at Parliament protest and occupation", <https://www.ipca.govt.nz/Site/publications-and-media/2023-media-releases/2023-apr-20-ipca-findings-parliament-protest.aspx>. Accessed May 2023

# Our strategic direction

“Our Business” captures the key components of our strategic direction and our outcomes.



## Our vision

### New Zealand is the safest country

Our vision remains for us to be the safest country in the world. While the Global Peace Index has for the past few years ranked New Zealand as number 2 behind Iceland (population 360,000), being number 1 on this list is not our true measure: we want every New Zealander to be safe and feel safe, at home, at work, at play, and on the roads. Our vision aspires for New Zealand to be the safest place it can be.

## Our purpose

### To ensure everybody can be safe, and feel safe

While we are privileged to live in a country where most people will not be the victim of crime in any given year, many people remain fearful of being victimised. It is therefore important that our work promotes a sense of safety, as well as actual safety, to enable New Zealanders to live their lives most fully.

## Our mission

### To prevent crime and harm through exceptional policing

We will prevent crime through prevention-focused deployment and community engagement, combined with effective and efficient investigation and resolution processes that lead to outcomes that reduce crime and harm. Because of the nature of our work, we are uniquely equipped to understand causes and consequences of crime, and our mission directs us to use that insight to prevent further harm.

## Prevention First

Prevention First is the way we go about delivering on our vision, purpose and mission. Prevention First at its heart is the idea of being smart on crime. This recognises that there is no one-size-fits-all approach to community safety. Some situations call for a strong enforcement response, whereas others are better addressed by dealing with underlying causes. In all situations our focus will be on taking the actions most likely to prevent crime and harm in order to achieve our strategic outcomes. Every incident that Police attends represents an opportunity to respond in the most appropriate way to prevent crime and harm. To do so is the spirit of Prevention First.



# Our strategic outcomes

## Safe Homes, Safe Roads, Safe Communities

These three outcomes are what ‘be safe, feel safe’ means to New Zealanders in daily life.



### Safe Homes

We want all whānau to be safe from violence and harm in the home, rangatahi to be protected from harm in the home including harm that leads to offending, and for people's homes and possessions to be safe from burglary.

Our goals are to:

- ▶ Reduce family violence victimisation and offending, including the impacts on rangatahi that lead to offending
- ▶ Reduce burglaries.

We will look to expand availability and access to ICR (Integrated Community Response) initiatives for victims and offenders of family harm, including referrals to specialist support for both offenders and victims, and rangatahi; to increase prevention-focused referral options and supported exits from the youth justice system particularly for Māori and Pasifika youth; and to target prolific burglars.



### Safe Roads

We want our roads to be safe for all road users. This includes drivers and passengers, commercial fleet operators, pedestrians, and those on two wheels.

Our goal remains to reduce deaths and serious injuries on our roads.

We are committed to the cross-government *Road to Zero* strategy. We will contribute to the outcomes of the strategy by increasing Police presence and visibility on our roads to reduce excess speed on our roads, prevent crashes from impairment or distraction, reduce injuries due to lack of restraints and reduce unsafe and unlicensed driving practices; and to use education and enforcement to reduce harm to non-motorised road users.



### Safe Communities

We want our communities to be safe places to live, work and play. Our role in this includes keeping New Zealanders safe from terrorist attacks, supporting communities in times of emergencies, and supporting policing outside New Zealand.

Our goals for our communities are to:

- ▶ Enhance feelings of community safety
- ▶ Reduce offending by rangatahi
- ▶ Reduce public place violence and robbery
- ▶ Reduce gang intimidation and violence in public places
- ▶ Reduce hate-motivated intimidation and crime
- ▶ Make it hard for organised crime to operate in communities.

We are administering the Arms Amendment Act 2020 and regulations through Te Tari Pūreke, the new Firearms Safety Authority, to ensure firearms are used safely and responsibly and are kept out of the hands of those who are not considered fit and proper to possess and use them, including gangs and violent offenders.

## How we will deliver our strategic outcomes

We will deliver on Safe Homes, Safe Roads, and Safe Communities, via our Prevention First operating model. Prevention First describes how we prioritise and focus our effort, to ensure that we are achieving the best possible outcomes. In the next three years, six key initiatives will support us to be successful in delivering our outcomes:

- ▶ **Revitalising Community Policing** – developing local policing partnerships to support communities and prevention efforts targeted at local crime problems
- ▶ **Te Raranga** – reducing hate crime and improving our ability to respond effectively, particularly to victims of hate crime
- ▶ **Te Pae Oranga** – supporting non-Court resolution pathways with better outcomes for less serious offences
- ▶ **Firearms operating model** – creating a safe and robust system for efficiently managing firearms and licensing
- ▶ **Road policing delivery** – reducing death and trauma on our roads and contributing to delivery of the multi-agency *Road to Zero* strategy.
- ▶ **On-going focus on gangs** – supporting community resilience to gang harm and illicit drug harm, and disrupting organised crime and its facilitators.



## Our strategic priorities

Our three priorities are designed to strengthen our organisation in ways that support and enable the delivery of our outcomes. Our priorities are **Be First Then Do**, **Deliver the Services New Zealanders Expect and Deserve**, and **Focused Prevention Through Partnerships**.

*Te Huringa O Te Tai—The Turning of The Tide* reflects our commitment to partnership with Māori and to delivering better policing outcomes for Māori. *Te Huringa O Te Tai* is the cultural bedrock on which we build our strategic priorities.



### Be First Then Do

*Be First Then Do* will strengthen how and who we are as an organisation from the inside out, ensuring our people are set up for success to go forward with courage and confidence. We want our people to embody manaakitanga; to have the trust of our communities; to be safe, supported and thriving; and to work in a high-trust work culture that fosters belonging and learning.

Our goals are to:

- ▶ Model trust and respect with our people and with our communities
- ▶ Train, equip and enable our people to deliver of their best at work and at home
- ▶ Create a work environment that facilitates learning and collaboration.

We will focus on training and equipping our people for the challenging environments we face every day, and on building our cultural competency with all the communities that make up New Zealand. We will support and develop our leaders so they can create the environment for high performing teamwork using our Police High Performance Framework (PHPF), to make working for Police a safe and enriching experience for all.

We will deliver our outcomes through the following initiatives:

- ▶ **Tactical Response Model** – increasing the operational safety and confidence of our frontline officers particularly when facing high-risk situations
- ▶ **Leadership, Talent and Career** – ensuring we grow the next generation of leaders to enable our people to deliver exceptional policing services
- ▶ **Te Ohu Manawanui** – applying the principles of *Be First Then Do* to employment resolutions



### Delivering the Services New Zealanders Expect and Deserve

*Delivering the Services New Zealanders Expect and Deserve* focuses on understanding and providing what New Zealanders want from Police: exceptional policing services and good stewardship of public resources.

Our goals are to:

- ▶ Meet public expectations of service delivery
- ▶ Deliver fair and equitable services to our communities in ways that meet their needs
- ▶ Invest sustainably in the tools and processes we need to ensure delivery of our core services
- ▶ Deliver a modern, fit-for-purpose firearms regulatory system.

We will focus on developing fair and equitable ways of meeting communities' needs and we will ensure our processes support these. We will target our investment to tools and systems that support the delivery of our core and unique functions and services in cost effective and technically sustainable ways. We will ensure that the firearms regulatory system is fit for purpose and meets the needs of all those who use it.



We will deliver our outcomes through the following initiatives:

- ▶ **ReFrame** – service delivery transformation programme designed to refresh Police’s operating model to modernise frontline police services
- ▶ **Understanding Policing Delivery** – an evidence-based approach to identify whether, where and to what extent systemic bias may exist, in order to ensure Police policy and practice is fair and equitable to all.
- ▶ **Community policing** – delivering localised services that are tailored to prevent crime and harm affecting specific communities
- ▶ **Road Policing Delivery** – delivering on our commitment to *Road to Zero*
- ▶ **Firearms Operating Model** – creating an efficient and fit-for-purpose firearms regulatory system
- ▶ **Corporate Operations Transformation** – modernising the engine room of our organisation to support modern service delivery and provide efficient, cost-effective corporate support for our organisation.



### **Focused Prevention Through Partnerships**

*Focused Prevention Through Partnerships* concentrates on delivering our core and unique Police functions; disrupting the ‘crime triangle’, the relationship between victims, offenders and locations; and working with our partners to prevent crime and harm.

Our goals are to:

- ▶ Focus our deployment to our core demand
- ▶ Reduce offending and victimisation by disrupting the crime triangle (victims, offenders and locations) through targeted prevention
- ▶ Increase partner involvement in mental health and non-crime family harm
- ▶ Increase accessibility and availability of supported resolutions
- ▶ Improve service and outcomes for victims of hate crimes.

We will prioritise our frontline deployment to incidents where Police has the necessary powers to effect a safe resolution. We will focus our prevention deployment on the victims, offenders and locations that generate the greatest demand for us. We will invest in partnerships that share our prevention focus and help us deliver better outcomes for victims, offenders and locations.

We will deliver our outcomes through the following initiatives:

- ▶ **Te Pae Oranga** – increasing access to supported resolutions for eligible offences
- ▶ **Te Raranga** – improving our recording of and response to hate crime
- ▶ **Managing Demand** – understanding our demand environment in order to align our deployment and resource allocation as effectively as possible.

# Our organisation

Maintaining the health of our organisation is essential to our ability to deliver our services. Our desired outcome is a sustainable organisation – financially, environmentally and in terms of our people. Our focus areas for the next three years are:

## Our people

We need a sustainable workforce—the right people and the right number of people in the right places—to deliver our services. Our goals are to:

- ▶ Ensure the health, safety and wellbeing of all those who work for us
- ▶ Ensure we are training our people in the skills demanded by our operating environment
- ▶ Support the professional aspirations of our people
- ▶ Reflect the diversity of our communities.

## Asset management

Asset management enables us to support our people with the assets—including equipment, fleet, property, technology—they need to deliver our services, in a way that is financially and environmentally sustainable. Our goals are to:

- ▶ Meet our emissions reduction targets without impacting core service delivery
- ▶ Equip our people with fit-for-purpose, reliable assets and services that make it easier for them to do their jobs
- ▶ Sustainably manage our assets.

## Finance, legal and risk

We aim to manage our finances sustainably, and to have financial plans that cover our current plus four-year view of expected costs and revenue, to enable ELT, leaders and planners to make smart and sustainable decisions about how we fund the delivery of our services.

We seek to manage our legal and organisational risks in a transparent way, balancing risk in a considered way while acknowledging the inherently high-risk nature of our work. Our goals are to:

- ▶ Ensure funding for the delivery of day-to-day policing services
- ▶ Ensure funding for delivery of our initiatives
- ▶ Maintain effective internal controls to ensure legislative compliance and best practice.

## Community trust and confidence

Community trust and confidence in Police is essential to our style of policing. Who we are and how we police are fundamental to building this trust. Our goals are to:

- ▶ Work to strengthen New Zealanders' trust and confidence in Police
- ▶ Ensure information about Police activity is transparent and widely available
- ▶ Provide a visible, recognisable, and approachable public presence in communities.

## How we will deliver our organisational outcomes

We will deliver our organisational outcomes through our Strategic Priority initiatives.



# Leadership and governance

## Executive Leadership Team (ELT)

The Executive Leadership Team (ELT) is primarily responsible for the strategic direction of Police and provides leadership and guidance to relevant stakeholders and partners. The ELT oversee operational decisions, monitor strategic level priorities, approve investments in change and asset delegations, and respond to systematic issues that can impact strategic or organisational performance.

ELT meets weekly for day-to-day matters, monthly for routine business, and quarterly for strategy and planning. ELT is chaired by the Commissioner and is comprised of the Deputy Commissioners and the Deputy Chief Executives.

ELT has delegated decision-making responsibilities to four Governance Groups.

## Stewardship and Performance Governance Group (S&PGG)

The Stewardship & Performance Governance Group oversees Police's stewardship responsibilities and corporate performance, in order to maintain compliance and appropriate quality standards in the management of public resources, while delivering our strategy.

S&PGG is responsible for oversight of the budget, strategic and business planning processes; investment planning; building and maintaining key capabilities to support delivery of policing services; overseeing the delivery of strategic outcomes; governing organisational health outcomes, and monitoring resource and capability demands for investment implementation.

Four subsidiary investment portfolios report to S&PGG. S&PGG holds a Delegated Financial Authority of \$25 million.

S&PGG meets monthly.

## Organisational Culture Governance Group (OCGG)

The Organisational Culture Governance Group is responsible for ensuring we have a high performing culture that is diverse and inclusive. This includes ensuring we have robust coaching, mentoring and leadership programmes in place; and that we understand what our medium to long term workforce requirements are to enable and equip the successful delivery of Our Business.

OCGG meets monthly.

## Strategic Tasking and Coordination Governance Group (ST&CGG)

The Strategic Tasking & Co-ordination Governance Group governs and oversees the prioritisation and deployment of resources to positively impact the criminal environment and enable NZP to deliver on Policing priorities with a focus on prevention through partnerships.

ST&CGG meets monthly.

## Health and Safety Governance Group (HSGG)

The Health & Safety Governance Group is responsible for providing organisational wide leadership and advocacy for health, safety and wellbeing and leading and enabling a culture of health, safety and wellbeing across New Zealand Police operations. Police's legal obligations under the Health and Safety at Work Act 2015 are overseen by this forum.

H&SGG meets monthly.

## Advisory bodies with external members

### Assurance and Risk Committee (ARC)

ARC is an externally chaired Committee attended by the Commissioner and Deputy Commissioners and supported by the Assurance Group. Its function is to provide the Commissioner with independent advice on a wide range of strategic issues and risks and call executives to account for progress in implementing internal and external review recommendations.

### Māori, Pacific and Ethnic Focus Forums

These forums provide guidance and advice to the Commissioner to enable NZ Police to meet our obligations under the Treaty of Waitangi, and the commitments in our Pacific and Ethnic strategies; to build a safer New Zealand through strategic leadership of issues pertinent to the wellbeing outcomes of Māori, Pacific and Ethnic communities; and to enable Police to develop and maintain mutually beneficial and collaborative relationships with Māori, Pacific and Ethnic communities to improve the wellbeing and safety of New Zealand communities.

### Firearms System Oversight Group (FSOG)

A cross-agency oversight group chaired by the Commissioner of Police, the Firearms System Oversight Group (FSOG), had its inaugural meeting in November 2022. The role of FSOG is to oversee the firearms regulatory system.



# How we will measure our success

		Outcomes	Outcome measures
Our outcomes	<b>Safe Homes</b> Free from crime and victimisation in the home	<ul style="list-style-type: none"><li>Whānau are free from violence and harm in the home</li><li>Rangatahi are protected from harm that leads to offending</li><li>People’s homes and possessions are safe from burglary</li></ul>	<ul style="list-style-type: none"><li>Decrease in family harm offences (per 10,000 residential population)</li><li>Decrease in burglaries (per 1,000 households)</li></ul>
	<b>Safe Roads</b> Preventing death and injury on the roads, with our partners	<ul style="list-style-type: none"><li>Roads are safe for all users</li></ul>	<ul style="list-style-type: none"><li>Decrease in fatal and serious injury crashes</li></ul>
	<b>Safe Communities</b> People are safe wherever they live, work and visit	<ul style="list-style-type: none"><li>Communities are safe places to live, work and play</li><li>Communities are resilient to the harm caused by gangs and organised crime</li></ul>	<ul style="list-style-type: none"><li>Increase in people agreeing NZP concentrates on harmful crime</li><li>Increase in value of assets restrained from organised crime</li></ul>
Our priorities	<b>Be First Then Do</b> Strengthening how and who we are as an organisation, from the inside out	<ul style="list-style-type: none"><li>Our people embody manaakitanga and have the trust of our communities</li><li>Our people are safe, supported and thriving</li><li>We work in a high-trust culture that fosters belonging and learning</li></ul>	<ul style="list-style-type: none"><li>Increase in people agreeing that NZP is a great place to work (measure under development)</li></ul>
	<b>Delivering the Services New Zealanders expect and deserve</b> Understanding and providing what New Zealanders want from their Police	<ul style="list-style-type: none"><li>Everyone receives a timely, competent, procedurally-just response</li><li>Police is a good steward of public resources</li></ul>	<ul style="list-style-type: none"><li>Increase in service satisfaction</li><li>Number of instances of breaching appropriation</li></ul>
	<b>Prevention through partnerships</b> Focused Police effort and working with others to achieve better outcomes	<ul style="list-style-type: none"><li>Police deployment meets core demand</li><li>Crime is prevented through disruption of the crime triangle</li><li>Purposeful partnerships deliver shared prevention outcomes</li></ul>	<ul style="list-style-type: none"><li>Meet response time targets</li><li>Reduction in repeat calls for service to previously attended locations</li><li>Reduction in Police time spent on non-core demand activities (measure under development)</li></ul>
Our organisation	<b>People</b>	<ul style="list-style-type: none"><li>We have the right number of people to deliver our services</li></ul>	<ul style="list-style-type: none"><li>Meet or exceed funded constabulary headcount</li></ul>
	<b>Asset management and sustainability</b>	<ul style="list-style-type: none"><li>We are responsible stewards of our assets</li></ul>	<ul style="list-style-type: none"><li>Asset management maturity score</li><li>Decrease in total gross emissions</li></ul>
	<b>Finance, legal and risk</b>	<ul style="list-style-type: none"><li>We are financially sustainable, and our organisational risks are well managed</li></ul>	<ul style="list-style-type: none"><li>Years planned &amp; budgeted beyond current financial year</li></ul>
	<b>Community trust and confidence</b>	<ul style="list-style-type: none"><li>New Zealanders trust Police</li></ul>	<ul style="list-style-type: none"><li>Maintain or increase trust and confidence in Police</li></ul>



NEW ZEALAND  
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Ngā Pirihimana o Aotearoa



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kia pakia koe e ngā ngaru o te wā

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**Te Kāwanatanga o Aotearoa**  
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