

New Zealand Police

Four Year Plan (2016/17–2019/20)

Note: In accordance with the Official Information Act 1982, some information has been withheld from this document. The information withheld relates to the following clauses of the Official Information Act 1982.

- Section 9(2)(f) (iii) and (iv) – to maintain the current constitutional conventions protecting the political neutrality of officials and the confidentiality of advice tendered by Ministers and officials. This may require withholding information on advice to Ministers when Ministers have not made up their minds on that advice. It only applies to advice that expresses an opinion on a possible course of action.
- Section 9(2)(i) and (j) – to enable a Minister, department or organisation holding information to carry out commercial activities or negotiations.

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NEW ZEALAND POLICE FOUR YEAR PLAN

I confirm that the Four Year Plan of New Zealand Police is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink, appearing to read 'Judith Collins', is written over a faint, light blue circular watermark or seal.

Hon Judith Collins MP

Minister of Police

FOREWORD

COMMISSIONER OF POLICE

As the Commissioner of Police I am pleased to submit the organisation's Four Year Plan. This plan outlines our strategy, identifying our key challenges and our plans to address them.

New Zealand Police have achieved a significant amount in the last four years through *Policing Excellence*, including a major transformation in the way that policing services are delivered in New Zealand. Our Prevention First operating model and our focus on mobility are two of the standout successes of *Policing Excellence*. Together, they have revolutionised the way we work and enabled our frontline staff to spend more time in their communities.

Police is also making good progress towards the very clear targets it has under the Government's Better Public Services (BPS) programme. As of December 2015, total crime has reduced by 16%, violent crime by 7% and youth crime by 38%.

Although we have made significant progress, there are challenges ahead. Demand is increasing and the nature of crime is changing. This means we will need to continue to be smart and innovative in our response. As Commissioner, my priority is that everyone has the right to 'Be Safe and Feel Safe' and I am confident that New Zealand Police remains absolutely committed to deliver on this intent.

In order to keep our communities safe, we also need to keep our own people safe and well. One of my key priorities is to ensure that Police have a health and safety management system that supports all parts of the organisation, in order to develop a great health, safety and wellness culture.

New Zealand's first multi-agency Gang Intelligence Centre is now operational and collecting and investigating intelligence on gang activity. It provides a proactive response to gangs, bringing together information from a range of agencies.

Over the next four years, Police will continue to make use of the Gang Intelligence Centre as an important tool to reduce serious criminal offending and drug crime.

We also remain committed to reducing deaths and serious injuries on our roads by delivering our part

of *Safer Journeys: New Zealand's Road Safety Strategy 2010-2020*.

Another key Police priority is to continue to carry through on the spirit and intent of the Commission of Inquiry in the way we conduct day-to-day policing. Although we are nearing the end of the 10-year formal monitoring period, I'm confident the lessons learned, and improvements initiated, will endure. The forward projection continues to be encouraging, but by no means do I underestimate the need for vigilance and sustained commitment.

Over the next 2 ½ years we will be rolling out the Police High Performance Framework to help us deliver 'Our Business' and achieve the mission and vision outlined in this plan. This framework will help leaders and staff embed the culture and mind-set needed for the future. This is the single biggest commitment Police has ever made in our people.

Policing Excellence: the Future is the next phase of our transformation programme. It will support the organisation to deliver on key outcomes and to build a sustainable policing model. It is an ambitious programme and it will provide better outcomes to New Zealanders and improve policing services delivered to the public.

Putting the people we serve at the centre of everything we do is critical to the way Police operates. Over recent years, we have focused on reducing crime, improving public safety and enhancing people's service experience with Police, particularly victims of crime. Our vision is to have the trust and confidence of all New Zealanders.

I am confident that Police is well placed to deliver on the opportunities and challenges it faces to realise the benefits of *Policing Excellence: the Future*, and to help provide the type of policing services that the New Zealand public wants and deserves.



Mike Bush MNZM

Commissioner of Police
May 2016

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EXECUTIVE SUMMARY

This plan identifies what Police seeks to achieve over the next four years. It addresses how Police will fulfil *Our Business*, which defines why we are here, what we do, and how we do it.

Police are confronted by a number of challenges over the next four years. We face increasing demand pressures both criminal and non-criminal. The need to respond to increasing demand in a number of areas in our business are set to continue.

We have a clear strategy to address these challenges through our transformation programme *Policing Excellence the Future* (PEtF). The PEtF programme will drive substantial improvement in our efficiency and effectiveness and will foster even closer collaboration with our justice sector, social sector, iwi, and other partners. This plan outlines how we will manage our resources within baseline and how we will position Police to address emerging challenges and the evolving nature of crime, victimisation and social harm.



OUR BUSINESS

TĀ TĀTOU UMANGA



**New Zealand
POLICE**
Nga Pirihimana O Aotearoa

| WHY WE'RE HERE HE AHA TĀTOU I TŪ AI HEI RŌPŪ | | WHAT WE DO HE AHA Ā TĀTOU MAHI | | HOW WE DO IT HE PĒHEA E MAHIA AI E TĀTOU | |
|---|---|--|---|--|---|
| <p>OUR PURPOSE</p> <p>BE SAFE FEEL SAFE</p> <p>HOW WE POLICE MAKES PEOPLE FEEL SAFE</p> <p>WHAT WE DO KEEPS PEOPLE SAFE</p> | <p>OUR MISSION</p>  | <p>OUR MODEL</p> <div style="border: 1px solid white; padding: 5px; text-align: center;"> PREVENTION RESPONSE INVESTIGATION RESOLUTION </div> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">PREVENTION FIRST <small>WRAP-AROUND EVERYTHING WE DO</small></p> | <p>KEY STRATEGIES</p> <p>PREVENTION FIRST</p> <div style="border: 1px solid white; padding: 5px; text-align: center;"> PREVENTION AT THE FRONT VICTIMS AT THE HEART DELIVER BETTER PUBLIC SERVICES </div> <p>TURNING OF THE TIDE</p> <p>BETTER OUTCOMES FOR NZ BY WORKING IN PARTNERSHIP WITH IWI</p>  <p>SAFER JOURNEYS</p> <p>REDUCING AND PREVENTING ROAD RELATED TRAUMA</p>  | <p>OUR PEOPLE</p> <p>ARE:</p> <ul style="list-style-type: none"> » VICTIM FOCUSED » EQUIPPED AND ENABLED » SAFE AND FEEL SAFE » HIGH PERFORMING | <p>OUR VALUES</p>  <p>PROFESSIONALISM</p> <p>RESPECT</p> <p>INTEGRITY</p> <p>COMMITMENT TO MĀORI & THE TREATY</p> <p>EMPATHY</p> <p>VALUING DIVERSITY</p> <p style="text-align: center;">PROOFED</p> |
| <p>OUR VISION</p> <p>TO HAVE THE TRUST AND CONFIDENCE OF ALL</p>  | <p>OUR GOALS</p> <p>TO REDUCE:</p> <ul style="list-style-type: none"> » CRIME AND VICTIMISATION » DEATH AND SERIOUS INJURIES ON OUR ROADS » SOCIAL HARM IN OUR COMMUNITIES | <p>OUR TARGETS</p> <p>BY 2017</p> <ul style="list-style-type: none"> » 80% HIGH OR VERY HIGH TRUST AND CONFIDENCE <p>BETTER PUBLIC SERVICES</p> <p>BY 2017</p> <ul style="list-style-type: none"> » VIOLENT CRIME REDUCTION OF 20% » YOUTH CRIME REDUCTION OF 25% <p>BY 2018</p> <ul style="list-style-type: none"> » TOTAL CRIME REDUCTION OF 20% | <p>OUR TRANSFORMATION PROGRAMME</p> <div style="border: 1px solid white; padding: 5px; text-align: center;"> POLICING EXCELLENCE THE FUTURE </div> <p>SAFER FAMILIES & IWI PARTNERSHIPS</p> <p>EVIDENCE-BASED POLICING</p> <p>SERVICE DELIVERY MODEL</p> | | <p>OUR MOTTO</p> <p>SAFER COMMUNITIES TOGETHER</p> |

» PHPF – POLICING THROUGH A HIGH PERFORMANCE CULTURE »

WHY WE ARE HERE

This plan identifies what we will do over the next four years to keep people safe and identifies a range of initiatives that are aimed at improving how we Police. This will take us towards achieving our stated purpose: *Be Safe Feel Safe*.

Our vision is to have the trust and confidence of all – with a target of seeing 80% of New Zealanders having high or very high trust and confidence in Police by 2017. This requires us to lift the current level of trust and confidence, which is 78% (unchanged from last year).

New Zealand already is one of the safest countries in the world. Our mission on behalf of New Zealand is to be the safest country.

Our goals are to reduce crime and victimisation, reduce harm from road trauma, and reduce social harm. To achieve these goals, this plan shows how we will work collaboratively with a wide range of sector partners and iwi. This includes active engagement and commitment to many cross agency programmes, including those that have already been established to achieve better outcomes for vulnerable children, to reduce family violence and sexual violence, to reduce gang crime, to ensure national security and to improve road safety.

We will continue to work across government to improve efficiency and effectiveness in areas such as employment relations and emergency services coordination.

Operating environment

Over the next four years and beyond, Police need to respond to some significant external challenges and opportunities. Population growth, changing demographics, increased national security demands and the shifting nature of crime all have implications on Police's service delivery model.

Even though demand for policing services is increasing, Police efforts over the past several years towards prevention have led to less crime, over the past year, total crime has seen a slight increase. This is due in part to an increase in family violence incident reporting.

Police has developed sophisticated tools to monitor and respond to emerging crime trends, patterns and incidents in real time. We will look to further improve these capabilities over the life-time of this plan.

WHAT WE DO

Police's motto is Safer Communities Together. This epitomises the partnership and collaborative approaches we adopt in working closely with members of the community, with iwi, with community groups, with other government agencies, and with other non-government agencies to achieve our goals.

Our Model is based on delivering services across the four areas of: Prevention, Response; Investigation; and Resolution – all through a mind-set of Prevention First.

Within each of these four areas of Our Model we have completed work to map out and understand Police's key business activities - this has been communicated as the Know Your Business model (KYB).

The KYB provides us with a clear understanding about the relative effectiveness of current policing activities and frames the plans that we have developed for transforming our organisational efficiency and effectiveness. Our transformation plans are encapsulated in the Policing Excellence the Future programme.

Prevention First

Underpinning our strategy and strategic objectives is a *Prevention First* operating model. This focuses on targeted policing to reduce offending and victimisation – putting victims at the heart of everything we do. Prevention First requires all Police staff to seek out prevention opportunities in addition to their standard response.

It is based on:

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

In accordance with our Prevention First operating approach we intend to address our challenges by focusing more resources on priority interventions. This is consistent with the successful approach we have adopted over the past six years, which has led to an overall decrease in the total crime rate and reductions in the Justice Sector pipeline.

Delivering Better Public Services

One of our core focus areas is to deliver Better Public Services in collaboration with other government agencies. Police is a key agency for the achievement of Result Area 7 (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.

Gang Intelligence Centre

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.

Turning of the Tide

We aim to reduce the level of Māori representation in victimisation, crime and crash statistics through the *Turning of the Tide* strategy. This is a joint strategy between Police and Iwi/Māori that contains six specific targets across: first time offenders, repeat offenders, repeat victims, and fatal and serious crashes.

It is a balanced approach – enforcing the law, combined with a focus on prevention in order to achieve long term sustainable improvements in patterns of crime and offending.

A key feature of our future response is the work we are doing with our partners to develop a Justice Sector-wide Māori action plan, while retaining a focus on public safety. This work will address immediate, practical opportunities to intervene and make a difference to individuals and families most in need of support. This work also recognises the need to understand and address the long term underlying causes of Māori offending and victimisation. This joined up approach will significantly contribute to *Policing Excellence: the Future*, and is aligned with Police's *Turning of the Tide* work.

Safer Journeys

Safer Journeys: New Zealand's Road Safety Strategy 2010–2020 sets out the direction for improvements in road safety for New Zealand. *Safer Journeys* establishes a vision for New Zealand of “a safe road system increasingly free of death and serious injury”. We are committed to the direction set out in *Safer Journeys*, and to working in partnership across the road safety sector. We have aligned our road policing activities with the strategy and we continue to deliver Police-specific activities set out in the *Safer Journeys Action Plan*. In support of Safer Journeys, agreement has been reached for the 2015-18 Road Policing Programme. As part of this plan, there are opportunities to redeploy resources to other Policing priorities including tackling crime.

HOW WE DO IT

Our people are critical to the quality of policing services and this is addressed by the many elements within our workforce capability strategies, described later in this plan. A key objective is to continue to embed a strong victim focus across our organisation.

We have better defined our employee skill sets to align our people needs with Prevention First. Other aspects of our people strategies such as gender and ethnic diversification are key to our future success in engaging with priority populations to reduce offending and victimisation.

There are connections between our people strategies and other capability areas, such as technology.

This will ensure that our staff are equipped and enabled to operate effectively, safely and efficiently. Our Mobility Innovation Lab and Experience Centre is one example. We are designing and developing innovative ways of solving problems and exploring opportunities identified by front line staff, using technology.

Police is committed to developing a culture of excellence in keeping our employees safe in all of their activities.

We will make progress in stages, with quick wins to gain momentum while at the same time addressing long term improvements in safety performance.

There will continue to be an on-going focus on culture and mind-set shifts to become a high performing organisation. A high performance framework is being implemented to support great leadership at each level of the organisation. This framework will provide an overarching viewpoint of five components (strategy, culture, leadership, capability, and performance management). The framework will give leaders a holistic and connected approach to implementing all aspects of Police strategy. It will be the mechanism by which important Police elements such as Our Business and its components such as Policing Excellence the Future will be aligned.

Our transformation programme

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:

1. Safer Whānau: *Working in partnership including with iwi, NGOs and others to reduce the harm associated with all family violence and sexual violence episodes and targeting the most vulnerable and disadvantaged communities.*

2. Service Delivery Model: *Improving policing services and the way we interact with the public.*

3. Evidence Based Policing: *ensure 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.*

4. Police High performance Framework: *providing an integrated way of aligning our strategy, culture, leadership, capability and performance for greatest impact.*

PEtF Benefits

PEtF initiatives will reverse trends in family harm, focusing on high-harm, high-risk individuals and families through an evidence enabled front-line, supported by streamlined and technology rich support services.

The outcome of PEtF will be a more efficient back and middle office together with front line services that are directed towards key priorities.

Innovation and Technology

Police is making extensive use of innovation and technology to meet many of the challenges we face. Information Communication Technology is at the forefront of helping Police be “more street than station”. Through the Enterprise Services programme our staff have gained access to a modern, portable, centrally supported computer set-up that allows them to do their jobs without being tied to a particular location. This is helping the organisation meet increasing demand, become more efficient, improve service delivery, and maintain high levels of trust and confidence. New tools will continue to be developed with direct input from front-line staff and the Police’s strategic partners through our Mobility Innovation Lab and ICT Agile Development Centre.

Our Values

We recently refreshed our values and code of conduct. A critical element of high performance is ensuring all staff are able to achieve great results in a positive, inclusive and ethical way. Having these behavioural expectations clearly defined and communicated throughout the organisation is an important step in building an even higher performing organisation.

COST PRESSURES

Increased investment in Police in Budget 2016 totals \$299.2 million. In addition to new investment to cover wage cost pressures, Police will receive funding arising from legislative requirements to protect the public from high-risk sex offenders (Child Protection Offender Register) and to enable enhanced efforts to take the profit out of serious and organised crime (GoAML). Police will also receive new funding to alleviate cost pressures arising from the move to the new Christchurch Justice and Emergency Services Precinct.

During the past six years, Police has undertaken a wide range of key reform measures through Policing Excellence and we have managed costs within baselines.

As part of our response, Police have put more effort into building capability to manage its long term investment choices. This includes identifying opportunities to update core assets while looking for ways to maximise the use of resources.



1. WHY WE ARE HERE

WHY WE'RE HERE
HE AHA TĀTOU I TŪ AI HEI RŌPO

OUR PURPOSE

**BE SAFE
FEEL SAFE**

HOW WE POLICE
MAKES PEOPLE
FEEL SAFE

WHAT WE DO
KEEPS PEOPLE SAFE

OUR MISSION

TO BE THE SAFEST COUNTRY

OUR VISION

TO HAVE THE TRUST AND
CONFIDENCE OF ALL



OUR GOALS

TO REDUCE:

- CRIME AND
VICTIMISATION
- DEATH AND
SERIOUS INJURIES
ON OUR ROADS
- SOCIAL HARM IN
OUR COMMUNITIES

OUR MOTTO

**SAFER
COMMUNITIES
TOGETHER**

Be Safe Feel Safe is Police's purpose statement which captures our responsibility to make people feel safe and keep people safe.

Our Mission to be the safest country means that Police need to identify and plan for challenges and opportunities in our operating environment. This will support Police to ensure that areas in which we already excel remain world class.

To help fulfil Our Purpose and achieve Our Mission, Police have adopted the goals to reduce crime, victimisation, harm from road trauma, and social harm. To achieve these goals, this plan shows how we will work collaboratively with a wide range of sector partners and iwi.

Critical to fulfilling Our Purpose is to ensure that we have the trust and confidence of all, with a target of seeing 80% of New Zealanders having high or very high trust and confidence in Police by 2017.

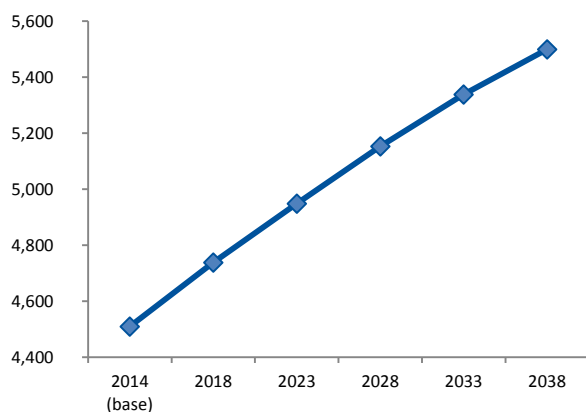
The Police motto is Safer Communities Together. This embodies the collaborative approach we take in working in partnership with members of the community, iwi, community groups, government agencies, and other non-government organisations to achieve our objectives.



OPERATING ENVIRONMENT

Population growth and changing demographics, rising citizen and government expectations, globalisation, and the changing nature and growing sophistication of crime are all environmental challenges Police must plan for.

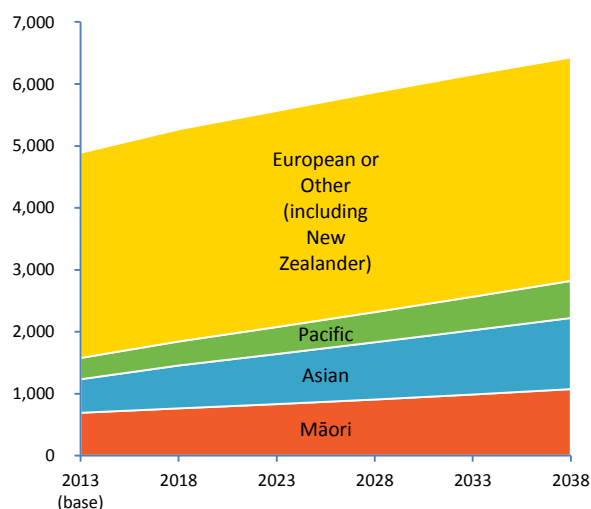
Projected population growth (000)¹



The volume of crime and calls for service broadly correlates with population levels. To a lesser extent there is also a correlation between the number of victimisations and population.

The Auckland region is projected to account for three-fifths of New Zealand's population growth between 2013 and 2043, with an increase of 740,000 from just under 1.5 million to 2.2 million (medium projection). Auckland's population is projected to reach 2 million around 2033. In 2028, Auckland would be home to 37 percent of New Zealand's population, compared with 34 percent in 2013. By 2043, the population of Auckland could make up 40 percent of New Zealand's population².

Ethnicity³ distribution change (000)⁴



In recent years the numbers of Pacific and Asian people in New Zealand has grown significantly (due respectively to higher birth rates and migration into New Zealand). These groups are expected to grow by more than a third in the next decade, representing 70% of all growth expected in this time. Police will continue to monitor its operating environment to ensure our responses are aligned with the growing diversity of demographic changes, particularly in Auckland. As part of our response we also have a strong focus on diversity and are committed to seeing more women in the Police workforce. We also have a target to match the population distribution of Asian and Pacific peoples in the Police workforce. Our plan for increasing gender and ethnic diversity is detailed in our workforce strategy (appendix 2).

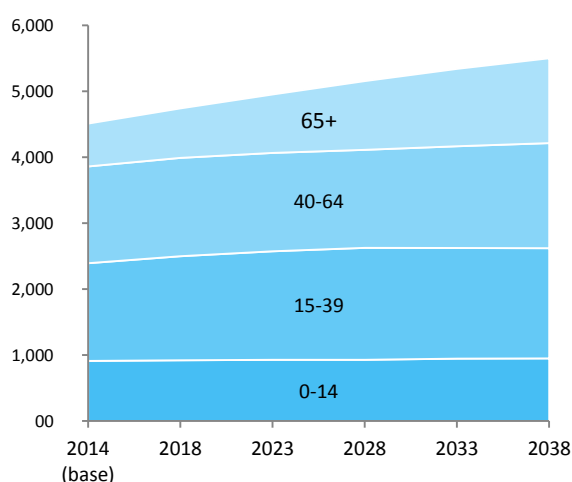
¹ NZ Stats (2014). *Population projections*, found at <http://nzdotstat.stats.govt.nz>

² http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/SubnationalPopulationProjections_HOTP2013base.aspx

³ Each individual can be listed against more than one ethnicity

⁴ NZ Stats (2013). *Ethnic population projections*, found at <http://nzdotstat.stats.govt.nz>

Projected age distribution change (000)⁵



Young people⁶ comprise approximately 10% of the population. Good results have been achieved with youth – most of whom have not had any contact with the justice system. A focus on young people, as highlighted by the Government (BPS target) on youth crime has seen a 38% reduction in youth entering the criminal justice system since June 2011.

Police are actively engaged in a range of programmes, with partners, to improve the lives of young people at risk.

Reducing offending by young people will have long term benefits for New Zealand.

Changing nature of crime and public safety

The ease of modern travel, technological advancements and more open borders expand the opportunity for and complexity of organised crime, online radicalisation, cybercrime, human and drug trafficking, child grooming, identity theft and other fraud offences.

Technology is most likely to drive change and dictate future shifts in social behaviour. In the online world criminals are innovating to stay ahead. They have more places to hide, pose more threats to public safety and can be harder to trace. The volume of crime taking place in the online world is not well understood. In future Police will need to focus more closely on the new types of crime that the internet enables.



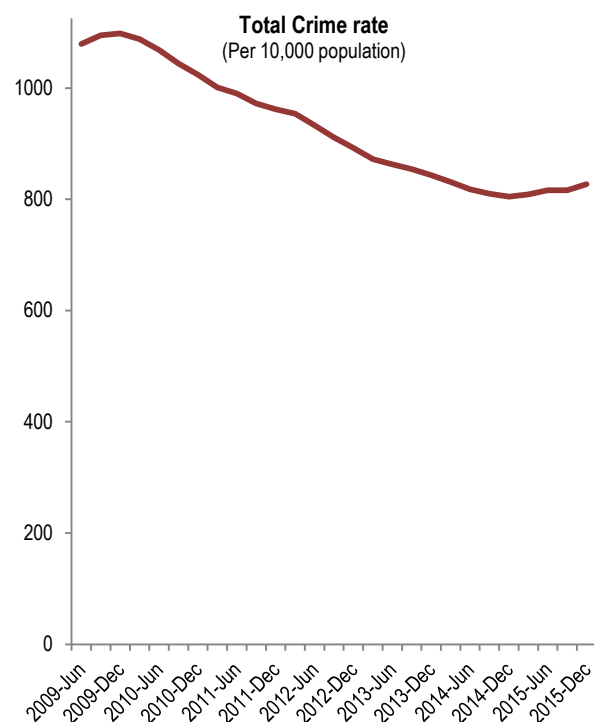
⁵ NZ Stats (2014). *Population projections*, found at <http://nzdotstat.stats.govt.nz/wbos/Index.aspx>

⁶ Young People: Aged 17 years or younger

DEMAND

Growing demand

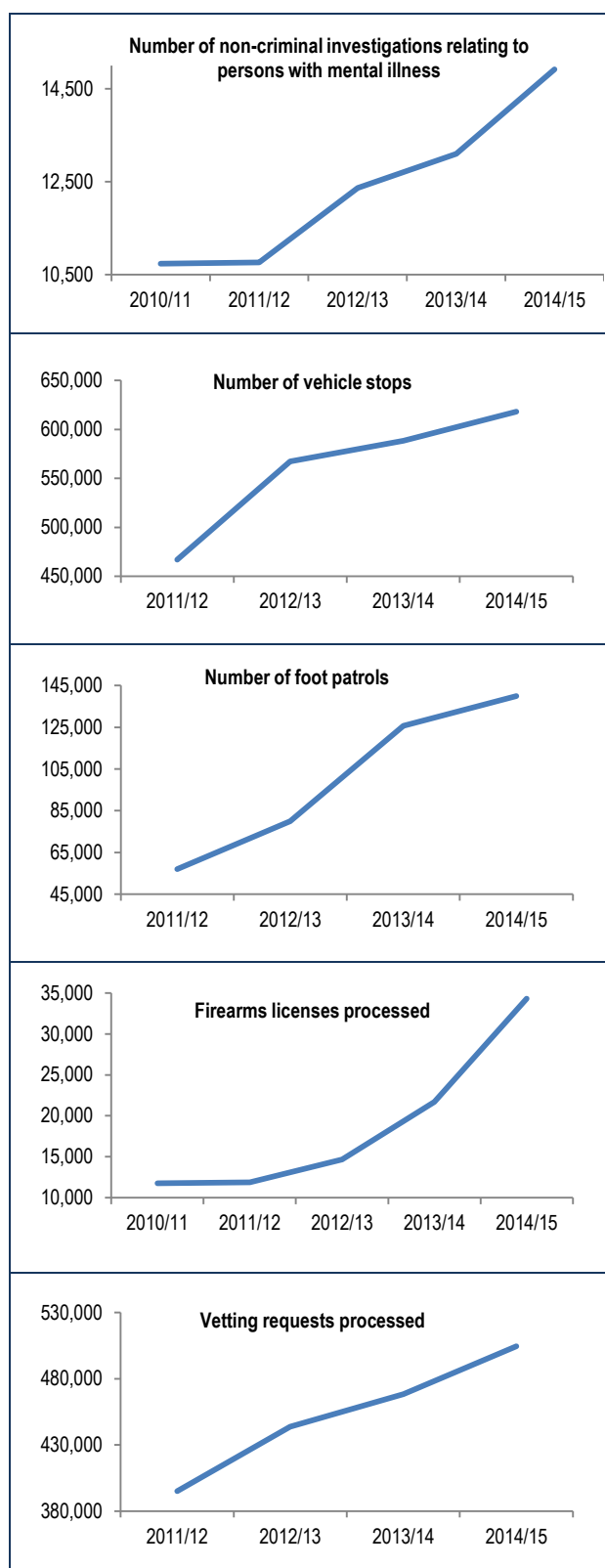
The total crime rate was decreasing between the years 2009 and 2014, but has increased slightly since December 2014⁷. This includes an increase in reporting of family violence incidents.



Police demand

There are many other types of services where a Police response is required (both reactive and proactive), such as mental health incidents, attempted suicides, foot patrols and missing persons.

The following charts identify a few of the Police priorities with increasing demand:



⁷ <http://www.justice.govt.nz/justice-sector/better-public-services-reducing-crime/progress-updates>

Demand across our business model

Since 2013/14 demand has increased across many Prevention, Response and Investigation activities.

Prevention

| Activity | Number | Trend |
|--|---------|-------|
| Foot patrols undertaken | 139,987 | ↑11% |
| Applications for firearms licenses processed | 34,310 | ↑37% |
| Public events attended for crowd control | 930 | ↑10% |
| Schools receiving crime prevention support | >81% | ↓4% |
| Bail checks | 326,297 | ↑7% |
| Vetting requests processed | 504,506 | ↑7% |
| Vehicle stops | 618,026 | ↑5% |

Response

| Activity | Number | Trend |
|------------------------------------|-----------|-------|
| Offenders apprehended ⁸ | 76,754 | ↑6% |
| Search and rescue events | 2,721 | ↑35% |
| Police safety orders issued | 13,721 | ↑7% |
| Armed Offender Squad deployments | 845 | New |
| Calls answered | 1,840,078 | New |
| Events responded to | 1,042,694 | New |

Investigation

| Activity | Number | Trend |
|----------------------------------|--------|-------|
| Investigations (missing persons) | 17,976 | ↑8% |
| Investigations (mental illness) | 14,921 | ↑14% |
| Investigations (sudden deaths) | 6,024 | ↑21% |

Resolution

| Activity | Number | Trend |
|---|---------|-------|
| Cases prosecuted ⁹ | 99,127 | ↓6% |
| Court documents executed | 74,034 | ↑26% |
| Prisoners escorted and/or held in custody | 151,146 | New |

Meeting demand

With growing demand pressures, Police will need to increase capacity and/or drive greater efficiencies and outcomes from its existing workforce, to maintain the same service levels.

Demand management

In order to manage demand for services, Police are currently prioritising their efforts on areas in which they can make the greatest impact on achieving 'Our Business'. We are placing greater importance on directing our resources to tasks that are shown to make a positive difference. We are implementing Evidence Based Policing which places emphasis on organisational alignment and the validity of specific tactics, building our knowledge and using research to inform deployment.

It is vitally important to identify not only where to direct our resources but to be certain that we are putting our resources into actions that has been shown to make a difference. It is only by measuring, monitoring and evaluating the quality of our deployments that we can be sure that we are committing resources to initiatives that deliver the outcomes we seek.

Communications example of addressing demand:

The Communications Centres handle approximately 2 million calls, texts and emails each year that are managed and prioritised at two levels.

| | |
|---|---|
| Lvl 1: telephony platform service group | The contact is received which enables 111 calls and texts to be given priority over non emergency calls. |
| Lvl 2: the Communicator level | Communicators have different skill sets to enable them to handle all call types; for example some handle both 111 and non emergency contacts. |

The Communications Centres roster staff to meet forecasted demand across all calls, texts and emails. The aim is to have the right number of skilled communicators in place at the right time to handle the workload in accordance with service level and service delivery standards.

⁸ Justice Sector performance report September 2015

⁹ As part of *Policing Excellence*, Police have implemented an approach to low level offending focused on alternative resolutions.

National security demand

Keeping New Zealand safe requires a close partnership between Police and New Zealand's other national security agencies. It also requires effective collaboration with law enforcement partners overseas.

Alongside other domestic agencies, the scope of Police's security interests is very broad, covering matters such as countering domestic terrorist threats and major event security.

There will continue to be a very strong emphasis on developing, testing and deploying Police capabilities in close coordination with our national security partners.

Cyber demand

Changing technology and new forms of behaviour online mean that there is an on-going need to improve Police's technical capabilities to support national security investigations as well as address cybercrime threats.

We face a growing problem of gathering electronic evidence when criminals are using encrypted telecommunications technologies. Ensuring that Police can continue to recover forensic evidence and maintain capabilities such as effective interception is critically important. Investment in technical capabilities will be required for Police to remain effective in this evolving environment.

We also need to be responsive to the changing nature of crimes that are effected by technology. We are seeing increasing numbers of crimes committed using technological means and an ever-extending global reach of offending and victimisation. Our response to this relies heavily on effective domestic partnerships, such as with Internal Affairs and Customs, and collaboration with our international law enforcement counterparts.

Child Protection Offender Register Implementation

Police has developed a best practice model for offender risk management which has been articulated in a series of offender management processes, supporting standard operating procedures and defined offender management roles and responsibilities. The model reflects the framework detailed in the Cabinet Paper 'Child Protection Offender Register and Risk Management Framework' and subsequently agreed in CAB Min (14) 20/3. Funding for the central register component and new technology has been agreed as a part of Budget 2016. Embedding the offender risk management framework to meet the agreed standard will require repurposing of some existing District resources. This may result in the need to move some resources from other areas to create the capacity required to meet the field management aspect of CPOR. Police will keep this under review and consider a range of options, including specific funding options in Budget 2017, to address resource pressures.

Over the next four years, Police will continue to increase capacity and drive greater efficiencies and outcomes from its existing workforce to meet these demands. *Policing Excellence: the Future* will be the vehicle for us to achieve this.

OPPORTUNITIES

The table below describes some of the value-add opportunities for Police over the next four years.

High value opportunities

What Police could do

| | |
|---|--|
| Focus on high value services Refocusing resources onto high value services. | Leverage the service delivery model improvements of PETF, including reducing lower value services. |
| Property Police have invested heavily in mobile technology for our frontline so we are more 'street than station'. Police remain absolutely committed to ensure we are able to respond to crime and keep communities safe. This may present opportunities to adjust our property footprint based on operational requirements. | <ul style="list-style-type: none"> • Technology in cars and other technology mobility opportunities. • Optimise property portfolio. • Implement a sustainable asset management framework. |
| Fleet Opportunity to better utilise Police's fleet resources (3,100 vehicles) leading to visibility and availability benefits. | <ul style="list-style-type: none"> • Technology in cars and other technology mobility opportunities. • Fleet mix improvement. |
| More effective workforce management HRMIS will provide us with improved information and the ability to deploy our people more effectively in the future. | <ul style="list-style-type: none"> • Continue to ensure ongoing commitment to resourcing with the best people (including vendors), and maintaining adequate resourcing levels within the wider team. |
| Improved productivity, systems and IT infrastructure Move away from our reliance on aged infrastructure which impacts on the trust and confidence of Government, public and staff. | <ul style="list-style-type: none"> • Implement an integrated ICT strategy and compliance model. • Build resilience into ICT systems. |
| Workforce generation Police needs to change the way it has traditionally generated, led, managed and developed its workforce. To ensure we have the right people, with the right skills, in the right place at the right time, Police have identified the need for a victim focused, equipped and enabled, high performing, safe and sustainable workforce. | <ul style="list-style-type: none"> • Re-balance the workforce across Police districts and service centres. • Change some roles from being performed by Constabulary to be filled by Employees or Authorised Officers, freeing up trained Constabulary staff to do more targeted Policing activities under <i>Policing Excellence: the Future</i>. • Embed the Police High Performance Framework and COI learnings |

High value opportunities

What Police could do

| | |
|---|---|
| <p>Ensuring health and safety The first step toward “Be Safe, Feel Safe” and “Prevention First”, is to focus on keeping our staff safe and well.</p> | <ul style="list-style-type: none"> • Visible H&S communication, culture and expectations. • H&S strategy, implementation plan and results are understood at all levels. |
| <p>Meaningful partnerships with key stakeholders Clarify ownership and responsibility within Police, and the broader engagement required to be a ‘meaningful partner’ with key sector stakeholders.</p> | <ul style="list-style-type: none"> • Review high volume processing functions to ensure they are set up to provide effective and efficient support to the frontline. • Work with the Ministry of Health and other social sector partners to provide a more effective and efficient response to mental health emergencies. • Work closely with iwi to focus on Māori at risk of being victims and offenders. |
| <p>Partner with national security and overseas law enforcement agencies Work collaboratively with national security and overseas law enforcement agencies to ensure that Police can effectively manage requirements within the scope of their broad security interests, covering matters such as countering domestic terrorist threats and major event security.</p> <p>Our response to cyber threats relies heavily on effective domestic partnerships and collaboration with international law enforcement counterparts.</p> | <ul style="list-style-type: none"> • Maintain effective relationships with national security and overseas law enforcement agencies. • Maintain effective relationships with Internal Affairs and Customs. |
| <p>Invest in technical capabilities Ensuring that Police can continue to recover forensic evidence and maintain capabilities such as effective interception is critically important.</p> | <ul style="list-style-type: none"> • Invest \$6.4m over four years in goAML requirements • Look into future investment in technical capabilities to remain effective in this evolving environment. |

STRATEGIC OBJECTIVES

We have a small number of strategic objectives that summarise our ambitions over the next four years and some short to medium term goals:

| 1. REDUCE | |
|----------------------|---|
| STRATEGIC OBJECTIVES | Reduce crime, victimisation and social harm |
| | Reduce fatalities and serious crash injuries |
| 24 MONTH GOALS | Reduce repeat victims, offenders, locations Total crime down 20% by 2018 |
| 12 MONTH GOALS | Reduce repeat victims, offenders, locations Violent crime down 20% by 2017 Youth crime down 25% by 2017 |

| 2. BUILD | |
|----------------------|---|
| STRATEGIC OBJECTIVES | Build trust and confidence in Police Build the capability of our people and a culture of high performance and safety |
| | Health and safety programme milestones met Embed PHPF |
| 24 MONTH GOALS | Build trust and confidence particularly amongst Maori & Youth Build a culture of health and safety in order to keep our people safe and well 80% high or very high total trust and confidence by 2017 Embed COI change by end 2016 Build a high performance culture |



| 3. TRANSFORM | |
|----------------------|--|
| STRATEGIC OBJECTIVES | Transform our service delivery and impact Transform our performance |
| | PEtF programme implemented |
| 24 MONTH GOALS | Embed Prevention First (model and mindset) Leverage PEtF Collaborate with our communities and stakeholders |

2. WHAT WE DO



Our Model is based on delivering services across four areas:

- Prevention
- Response
- Investigation
- Resolution

Wrapped around each of these services is Police's key strategy, Prevention First. It enables Police to focus activities on reducing offending and victimisation.

The Turning of the Tide strategy and Safer Journeys builds on the Prevention First focus and Police's collaborative approach. *The Turning of the Tide* strategy enables Police to work closely with iwi.

Safer Journeys sets out what Police can do in collaboration with transport sector partners to ensure a safe road system.



PREVENTION FIRST – NATIONAL OPERATING MODEL

Prevention First is Police’s operating model that places prevention at the forefront of our organisation and victims at the centre of policing. The strategy focuses on targeted policing to reduce offending and victimisation. The strategy requires all Police staff to seek out prevention opportunities. It is based on

- Acting with urgency against priority and prolific offenders;
- Leveraging community services and networks to protect vulnerable people, 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 *Policing Excellence the Future*, Safer Whānau initiatives. This is giving effect to particular aspects of the Prevention First model. Likewise significant investments will be made in evidence based policing, which give effect to the smart deployment aspect of Prevention First.

Prevention First is supported by two other Police and sector strategies including:

- *Turning of the Tide*
- *Road Safety Action Plan*

Specific areas of action include:

| |
|---|
| <i>Deploying to beat demand</i> |
| <i>Understanding and responding to the drivers of crime</i> |
| <i>Changing the mind-set of our people</i> |

TURNING OF THE TIDE

We aim to reduce the level of Māori representation in victimisation, crime and crash statistics through the *Turning of the Tide* strategy. This is a joint strategy between Police and Iwi/Māori that contains six specific targets across: first time offenders, repeat offenders, repeat victims, and fatal and serious crashes..

We are now in the second phase of The Turning of the Tide strategy, in which Police and Māori are committed to working together.

Our second stage goals, which will be a focus over the three years to June 2018, are:

- 5% decrease in the proportion of Māori first-time youth and adult offenders
- 10% decrease in the proportion of Māori repeat youth and adult offenders
- 10% decrease in the proportion of Māori repeat victims
- 10% reduction in Police (non-traffic) Māori apprehensions resolved by prosecution
- 10% decrease in the proportion of Māori casualties in fatal and serious crashes

Objective 1 – Prevention

Stop more Māori from entering the criminal justice system to begin with

Objective 2 – Reduce re-offending

For those that do enter, make sure as few as possible come back again

Objective 3 – Change behaviour

Use Police's resolution processes to change behaviour rather than punish

Objective 4 – Reduce road risk

Identify risks for Māori road users and mitigate them

It is a balanced approach – enforcing the law, combined with a focus on prevention, in order to achieve long term sustainable improvements in patterns of crime and offending.



A key feature of our future response is the work we are doing with our partners to develop a Justice Sector-wide Māori action plan. This work will focus on immediate, practical opportunities to intervene and make a difference to individuals and families most in need of support. This work also recognises the need to understand and address the long term underlying causes of Māori offending and victimisation. This joined up approach will significantly contribute to *Policing Excellence: the Future*.

If we can achieve all of these objectives then Māori families in 2018 will be living healthier lifestyles, in a safer and more just society. Reducing the social costs of offending and victimisation among Maori will benefit all New Zealanders.

Approximately 77% of gang members are Māori. The *Turning of the Tide* strategy in conjunction with the Gang Intelligence Centre will enable us to target organised crime, drugs and gangs to reduce the most serious offending and victimisation.

Police will continue to enforce the law involving gang members. Police know that some gang members and families want to move away from a life of crime.

The *Turning of the Tide* will also focus on reducing the number of Māori entering gangs, minimise the harm caused by gangs and improve outcomes for gang families. Police are working with wives and children of gang members. Initiatives include

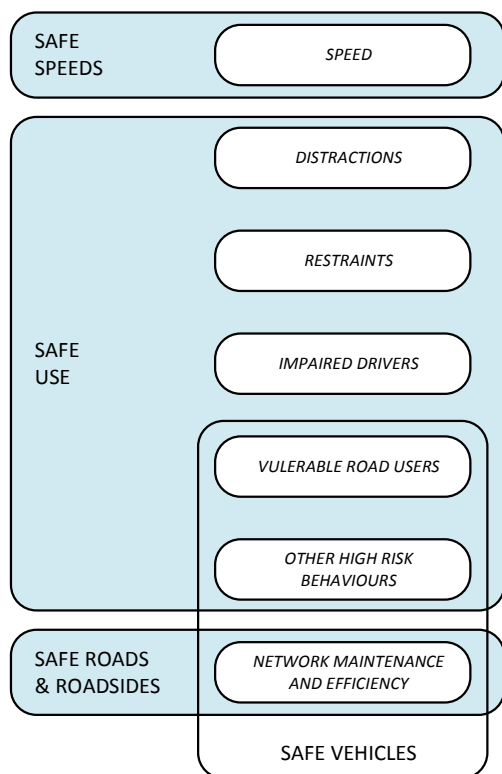
- Safer Whānau
- Supporting the wives and children of gang members
- Atawhai programme working with youth
- Family violence wananga

SAFER JOURNEYS

Safer Journeys: New Zealand's Road Safety Strategy 2010–2020 sets out the direction for improvements in road safety for New Zealand. *Safer Journeys* establishes a vision for New Zealand of “**a safe road system increasingly free of death and serious injury**”. It adopts the safe system approach, which is underpinned by four key principles: People make mistakes; People are vulnerable; we need to share responsibility; we need to strengthen all parts of the system.

Safer Journeys sets out to apply these principles in the way road safety is managed across all elements of the system: roads and roadsides, speeds, safe vehicles, and road use.

To give effect to *Safer Journeys*, Police are funded by the National Land Transport Fund to meet service levels under seven road policing focus areas (illustrated in the diagram below):



Safer Journeys prioritises effort across the system according to those areas of highest risk and concern and those areas that have the most potential to reduce death and serious injury. Areas of medium concern included light vehicles, heavy vehicles, walking and cycling, high risk drivers, distraction and fatigue.

Police is committed to the direction set out in *Safer Journeys* and to working in partnership across the road safety sector. We have aligned our road policing activities with the strategy and will continue to deliver Police-specific activities set out in the *Safer Journeys Action Plan*.

Outcome 1: Safe Speeds

Police is committed to improving effectiveness of enforcement by increasing the use of cameras in high-risk black spot locations. This will, over time, enable Road Policing resources to be freed up to concentrate on enforcing other high risk driving behaviours. Police are developing District risk Profiles to ensure speed enforcement activity is conducted at the high risk times and locations to maximise enforcement efforts and outcomes.

Outcome 2: Safe Vehicles

Police contribute to operator safety ratings and these ratings will also allow Police to focus on the high risk operators. Police are also conducting Safe Vehicle checks as part of routine enforcement.

Outcome 3: Safe Road Use

Police will continue to focus resources on repeat offenders and high end offenders and also on the most vulnerable road users including in particular, pedestrians around schools and motorcyclists. Police will also work with partner agencies to increase the use of technology to support road users to make smarter choices in every decision involving their use of the road transport system.

Outcome 4: Roads and Roadsides

Police will work with our road safety partners to develop and implement a programme to improve safety on the highest risk urban arterials as identified by Urban KiwiRAP, focusing on all modes and vulnerable users.

Police will continue to work with road safety partners exploring technology options that can help prevent speeding, e.g. electronic advisory signboards. More effective use of technology, particularly at high risk sites, provides an opportunity for re-deployment of road policing staff to other pressing locations with a focus of crime prevention, investigation and response.

COLLABORATION

To make certain that we deliver on our purpose of ensuring New Zealanders can ‘be safe and feel safe’ we are increasingly co-operating more 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 the 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. Over the next four years our transformation programme, Policing Excellence the Future, will deliver even more commitment to our cross sector work in the form of improved processes and more front-line resources.

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.

Over the next four years, 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 plans¹⁰ 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.

¹⁰ <https://www.beehive.govt.nz/speech/social-investment-criminal-justice-system>

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. As outlined in the previous section, we remain committed to delivering our part of *Safer Journeys: New Zealand's Road Safety Strategy 2010-2020*.

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 2300 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.

Over the period of this plan, 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 2011-2014 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 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.

Over the next four years Police will continue to work with the Department of Customs in this important work.

3. HOW WE DO IT



Achieving the goals identified in this plan hinges on successfully implementing our transformation programme, Policing Excellence the Future.

Our People are critical to delivering high performance policing services. Our People are supported by many elements within our workforce capability strategies. These strategies are outlined in this plan and provide insight into how Police will:

- continue to embed a strong victim focus across our organisation
- ensure that our staff are equipped and enabled to operate effectively, safely and efficiently
- further develop a culture of excellence in keeping our employees safe
- become a performance-focused organisation

In addition to investing in our people, our on-going investment in technology innovation is critical to delivery. We have a wide range of technology initiatives and activities that will lead to innovations in how we police and ensure that our frontline staff have the tools to operate effectively.



POLICING EXCELLENCE: THE FUTURE (PEtF)

Policing Excellence: the Future (PEtF) is Police's next phase strategic change programme.

PEtF follows our first successful transformation programme, Policing Excellence (PE). Between 2009 and 2014, PE transformed policing and exceeded the key outcomes noted by Cabinet - an increase in Police's prevention activities, reductions in recorded crime and a substantial drop in (non-traffic) prosecutions. Cabinet noted that the next stage of PE would leverage off the core building blocks established by the PE change programme and derive further value from these investments.

Our next phase transformation - *Policing Excellence: the Future* (PEtF) - will deliver on this commitment.

Programmes

The four best programmes for investment in system, population and agency outcomes are described below:

1. Safer Whānau

Reducing the harm associated with all family violence and sexual violence episodes and targeting the most vulnerable and disadvantaged communities by working in partnership with Iwi, partner agencies, NGOs and the community.

Benefits

- Improved initial response through better intelligence.
- Reduce paperwork burden on frontline staff to free up time for additional response.
- Strengthen commitment to Māori and the Treaty.
- Reduce offending and victimisation in the most victimised communities.
- Provide a more consistent service to victims.
- Provide a more effective and targeted service for whānau, victims and young people.

Place-based initiatives

Under PEtF there are 3 place-based initiatives that focus on at-risk people and the underlying causes of their problems. The initiatives would give local communities the flexibility to tailor services to what works in their specific communities.

The 3 place-based initiatives are Northland, South Auckland and Gisborne. Each initiative will establish a single, coordinated local governance group with the authority to make decisions locally; and local flexibility to change/add services that will benefit the community.

2. Service Delivery Model

Improving policing services and the way we interact with the public (e.g. place-based initiatives).

Benefits

- Improve public access to Police, including via telephone and other channels (e.g. online). Simpler, faster, easier interaction with Police.
- Defining our service delivery strategy - including how our physical presence (vehicles, buildings etc) best meet the needs of our diverse, modern-day communities.
- Improving and enhancing our Case Management systems and processes for greater consistency and effectiveness.
- Implement new, different and better ways of policing.
- Improve the way we deliver policing services and interact with the public.
- Make Police more effective, efficient and productive.

3. Evidence Based Policing

Ensure policing strategy, operations and tactics are based on the best possible evidence (information, crime science and problem-solving methods) to guide and inform the choices of decision-makers.

Benefits

- Evidence Based Policing Centre (ownership and responsibility for converting good ideas into strategy, operations and tactics – includes commissioning research).
- Evidence Partnership Channel (e.g. national and international universities and other relevant agencies and businesses).
- A focused approach to how we use and apply our evidence base to everyday policing activities.

Overall programme and funding

Fully delivered, the PEtF initiatives collectively represent an opportunity to be even more ambitious: to make New Zealand safer through an evidence enabled front-line, supported by streamlined and technology rich support services¹¹.

4. Police High performance Framework

Providing an integrated way of aligning our strategy, culture, leadership, capability and performance for greatest impact. It will enable NZ Police to be the best it can in delivering “Our Business” for the people of New Zealand.

Benefits

- Direct access to world-leading (performance) tools to help staff perform to their potential.
- The ability to use these tools to improve the performance of staff.
- Some initial participants say that *“it helped reconnect them with why they joined Police in the first place”*
- Provide all 2,500 people leaders with the tools to excel in their roles as Police leaders.
- Clarify the purpose of each individual in Police and how they contribute to ‘Our Business’.
- Help leaders connect their staff and what they do on a daily basis to ‘Our Business’.
- Provide staff with a common language and approach to driving performance.
- Help Police build a true high performance culture throughout all levels of Police.

¹¹ A summary of PEtF was presented to the Cabinet Strategy Committee STR in October 2015 (STR-15-MIN-0004).

OUR PEOPLE

Our People are critical to how we deliver 'Our Business'. They need to be victim focused, equipped and enabled, be safe and feel safe, and be high performing.

Our Workforce Strategy is focused on the development and delivery of these key requirements within our people. More detail on the Workforce Strategy is also included in Appendix 2.

1. Victim Focused

Prevention First was launched as Police's operating model in December 2011. It is a balanced approach recognising the importance of resolving crime, while emphasising the immediate and longer-term benefits of putting prevention at the front, and victims at the centre, of how we police.

Underpinning prevention is the fundamental principle, that avoiding victimisation in the first place is always better than delivering even the most effective Police response.

2. Equipped and enabled

Ensuring that people are equipped and enabled is essential to effectively deliver Police outcomes.

Training will be continually reviewed to ensure Police is enabling high performing people across the full range of policing activities.

To equip our people, Police will leverage Police ICT, Strategic Partnerships, the Mobility Innovation Lab and Experience Centre, the Agile Innovation Centre, the Service Design Centre and Inter-Agency Projects to do this. Some of the key innovative activities to equip our people are detailed later in this section.

3. Safe and feel safe

With a commitment to "Be Safe, Feel Safe" and "Prevention First", Police recognise the importance of developing a positive culture toward Health & Safety. It is Police's goal to be recognised leaders and role models for effective high risk agency Health & Safety practices and results. The visionary end state will see Police with a robust Health & Safety system that is suited to our working environment.

4. High performing

Police recognise achieving excellence from its people will require a high performance culture and the development of high performance people management practices. It is Police's goal to reduce tolerance for poor performance and behaviour and by supporting and encouraging our people to perform and manage their staff effectively.

One of the key initiatives being rolled out is the high performance framework to improve leadership capability at each level of the organisation.

INNOVATION

To support 'Our Business', we will continue to invest in new activities and initiatives that will drive innovation in how we police and ensure that our frontline staff have the necessary resources to perform effectively.

Information and Communication Technology (ICT) Innovation

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.

Enterprise Services and Mobility

Through the Enterprise Services Programme our staff have gained access to a modern, portable, centrally supported computer set-up that allows them to do their jobs without being tied to any particular location. 9,000 new desktops, laptops and tablets linked to secure print services and running the latest software delivers a smarter, faster environment and provide staff with an improved day-to-day experience.

Front-line staff have received updated iPhone 6+ devices with enhanced features and more functionality. Mobile tools such as operational tasking application *OnDuty* are being developed with direct input from uniformed staff and our strategic partners through our Mobile Innovation Lab and Agile Development Centre. We are sharing the results of our world-leading innovation globally, creating commercial partnerships to develop and find international markets for Police-developed applications that will return revenue streams and resources that will enable us to further invest in our mobility capability.

Mobility Innovation Lab and Experience Centre

This ground-breaking Centre was opened in Newtown, Wellington in December 2014 by the Minister of Police. The key purpose of this Centre is to provide a platform for Police to collaborate with partners, NZ businesses and industry leaders on how best to use mobility to meet the real world challenges of modern policing.

The work carried out at the Lab produces new approaches and prototypes that may assist us in preventing crime and reducing victimisation. The most promising of these can then be progressed through a rapid, agile design process to produce tools that can be rolled out to staff.

Work currently underway at the Centre includes Electronic Witness Statements, Officer Location services, and Prototyping technology (which allow eyes-up hands free operation of mobile services).

Agile Innovation Centre

Police opened an ICT Agile Development Centre at the Royal New Zealand Police College in May 2015. This Centre focuses on delivering mobile tools that support operational policing, reducing the need for Officers to return to the station to complete paperwork. The Agile Development Centre complements the work of the Mobility Innovation Lab.

Intellectual property agreement with strategic partner Hexagon

In September 2015 Police signed a ground breaking intellectual property agreement with our strategic partner Hexagon (formally Intergraph) – a global technology company. Hexagon will further develop and market a suite of mobile applications built in collaboration with New Zealand Police called *OnDuty*. In return Police receive funding to invest in mobile innovation and development.

We expect that agreements such as this will prove to be a fundamental building block to the overall success of the New Zealand economy. This type of agreement is the first of its kind for New Zealand Police, and provides a template for us to pursue future opportunities. Hexagon will provide development resources to Police for a period of three years.

The global reach of an organisation such as Hexagon will ensure the best possible exposure for the intellectual property developed in collaboration with NZ Police.

Benefits

- Additional revenue streams and resources that can be reinvested in further innovation.
- Technology/capability to address real-world challenges of modern policing and crime.
- Technology/capability to facilitate a smarter, faster environment and provide staff with an improved day-to-day experience.
- Reduced paperwork for frontline staff.

Inter-Agency Innovation Projects

Next Generation Whole of Government Radio Network (NG-WGRN)

Police operate an aging radio network in rural areas that has reached the end of commercial life in 2009. All available assurance measures have been deployed to extend the operational life to 2019.

Broadband solution

Traditional voice-based services are converging with LTE cellular and internet technology as the world moves toward a digital future. The conversion of traditionally analogue services to digital modes coupled with the capability of modern networks and computerised devices to handle large amounts of traffic of all types is challenging the traditional approaches to delivering services.

As part of an All-of-Government investment in 2016 it is proposed that all narrowband networks will be replaced with a commercially provided broadband solution.

Better Public Services Result 10

Police actively participate in Better Public Services Result 10, supporting the shift towards delivering integrated digital services that give people access to public services designed around them.

Pay fines online

Police provides capabilities for the public to be able to pay fines online. Police lead parts of 2 initiatives:

1. Getting a Job
2. Becoming a Victim

Supporting the goal of a coherent ICT ecosystem that supports the transformation of public services.

Other Police contributions

Police also has a core role in a range of other cross-sector initiatives, including the Justice Sector Information Action Group (jointly looking at detainees' Information Transfer and sharing victims' information), Emergency Services sector and the Defence and Intelligence sector.

Benefits

- NG-WGRN will provide a nationwide communications network that delivers critical mobility services
- NG-WGRN will improve productivity and effectiveness;
- NG-WGRN will reduce the risk of failure in relation to critical policing services.
- Work to deliver BPS result 10 will lead to more integrated digital services and improved access to services designed around them

Service Design Centre

Over the last 18 months we have embedded a Service Design led approach to change. This means focussing on creating services and experiences that closely match a user's needs and circumstances.

Future of Initial Attendance

As an example, the Service Design approach has been used to support the work underway to address Family Violence, specifically to research and co-design potential solutions concerning initial attendance by Police at family violence events.

Research

The research involved conducting workshops with over 150 front-line officers, covering 5 districts, generating approximately 6500 ideas and opportunities for change, and capturing approximately 120 front-line stories.

The Service Design team also met up with the CEO's 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.

Result

This work produced a "Future of Initial Attendance" paper that 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.

Benefits

- This approach ensures strategic partners take a user led approach to innovation, rather than simply providing technology.
- It also helps remove barriers between users and technology and drives Police projects to put the experience first so they are seamless, smart and secure.



Wellington District Staff at a workshop with members of the Service Design Centre team.

COMMISSION OF INQUIRY (COI)

Background

In 2004, a Commission of Inquiry was established to investigate serious allegations involving some Police staff and their associates. The Commission's final report¹² was published in April 2007. Of the Commission's 60 recommendations, 47 required action by New Zealand Police.

Progress

Significant progress has been made in identifying and embedding solutions to the COI's recommendations, and Police is well on track to deliver the required changes.



Police is making good progress in addressing the issues identified in previous years. It appears likely that all four targets related to the complaints process will be met by 2017.

Challenges

Despite the progress made to date, challenges remain, particularly in relation to lifting engagement across the workforce and improving the advancement and treatment of women and ethnic minorities in the workplace. Police is implementing significant initiatives such as district-level engagement plans and a new High Performance Management Framework which aim to lift performance in these areas.

Police High Performance Framework (PHPF)

Looking forward over the next four years, the PHPF will help to further embed important changes in Police's culture and mind-set in support of COI. This will help all our staff be absolutely clear about our purpose – what we do, why we do it and how we police. The new PHPF will help us be the best we can be

Formal monitoring

The Office of the Auditor-General (OAG) has an overall monitoring role in relation to Police's COI-related change progress. OAG has reported favourably regarding progress.

Although the formal 10-year COI monitoring period concludes in March 2017, Police will continue to carry through on the spirit and intent of the COI in the way we conduct day-to-day policing.

¹² <http://www.parliament.nz/resource/0000055162>

4. MANAGING WITHIN BASELINE

APPROPRIATION MOVEMENTS

COST PRESSURES

Funding for cost pressures

Wage pressures

Wage pressures - General Wage Increase (GWI) Police is bound by the Collective Employment Agreements. The Agreements are for a three-year term (covering the 2015/16 financial year and the first two years of this four year plan); a 2% general wage increase per annum, and retention of the Competency Service Increments (CSI) for the term of the Agreement. A Cabinet paper detailing the final outcome of these negotiations was submitted to the Cabinet Social Policy Committee in February 2016.

Police will absorb the CSI element of the wage pressures from the current agreements, which totals \$32.6 million over the four year period. This cannot continue for future negotiations.

Wages will be funded through Budget 2016.

Child Protection Offender Register

The Child Protection (Child Sex Offender Register) Bill (the Bill) provides a legislative basis for the establishment of a Child Protection Offender Register. This register will be administered by Police and operated jointly by Police and the Department of Corrections. The information contained on the register will inform a risk management framework to support the management and monitoring of high risk child sex offenders in the community, including after the completion of their sentence or order.

The costs and benefits of CPOR were originally outlined in the Cabinet paper: Child Protection Offenders Register (CAB Min (14) 13/8(25)). Police recently updated the cost estimate for operating and maintaining the register. The cost pressure arising from maintaining the central register function is now expected to be \$8.2 million over the four years. Funds are available for this through Budget 2016.

CPOR implementation will create a significant demand pressure for Police as outlined in the Demand section of this Plan.

goAML

goAML is the method by which reporting entities, such as trading banks, submit Suspicious Transaction Reports to Police's Financial Intelligence Unit (FIU).

A cost pressure for expanding Police's goAML capability arises from the recent enactment of the Organised Crime and Anti-Corruption Bill and consequential amendments to the Anti-Money Laundering and Countering the Financing of Terrorism Act 2009. These require reporting entities, such as financial institutions and casinos, to submit all international fund transfers over \$1,000 and all cash transactions over \$10,000 to the FIU. This information needs to be collected by Police and stored for potential use in law enforcement investigations. It is anticipated that the new legislation will require Police to manage an additional six million transactions per year.

In preparation, the FIU need to upgrade systems and recruit additional staff – both for compliance and analytical purposes.

The total cost pressure arising from these new goAML requirements is estimated to be \$6.4 million over the four years, which will be funded through Budget 2016.

Justice and Emergency Services Precinct

New funding required to cover the first two years of operating costs of the multi-agency Christchurch Justice and Emergency Services Precinct.

The total cost pressure arising from this is estimated to be \$4.7 million over two years which will also be funded through Budget 2016.

FUNDING

APPENDICES

APPENDIX 1: Impact Indicators

Police have three primary impact areas. These are linked to our Be Safe Feel Safe outcomes. Our progress towards achieving our outcomes over the next four years will be monitored against using a small number of key indicators that are identified in this section.

Our strategies - and hence our measurement focus - is oriented strongly towards measuring the success of our risk targeted strategies, which include reducing repeated victimisation, reducing repeat offending and reducing repeated harm arising from certain places.

Impact areas

Protected communities and preventing harm

Our first impact area is *Protected Communities and preventing harm*. Police plays a valuable role in protecting communities so that people are safe and secure.

Safety and security requires a multifaceted response. Police partnerships with government and non-government agencies, at the local level, are crucial to addressing a wide range of issues that can emerge in communities. For example, Police works with other social sector agencies through the Social Sector Trials and Children's Action Plan, to develop joint initiatives that further contribute to this impact.

Preventing harm also involves Police's efforts to improve road user behaviour.

Minimising harm to victims

Our second impact area is *Minimising Harm to victims*. Police play a valuable role in minimising the harm to victims of crime and vehicle crashes.

Minimising harm also involves Police efforts to identify offenders & the causes of incidents. It also includes all Policing activities that take place *after* harm has been inflicted.

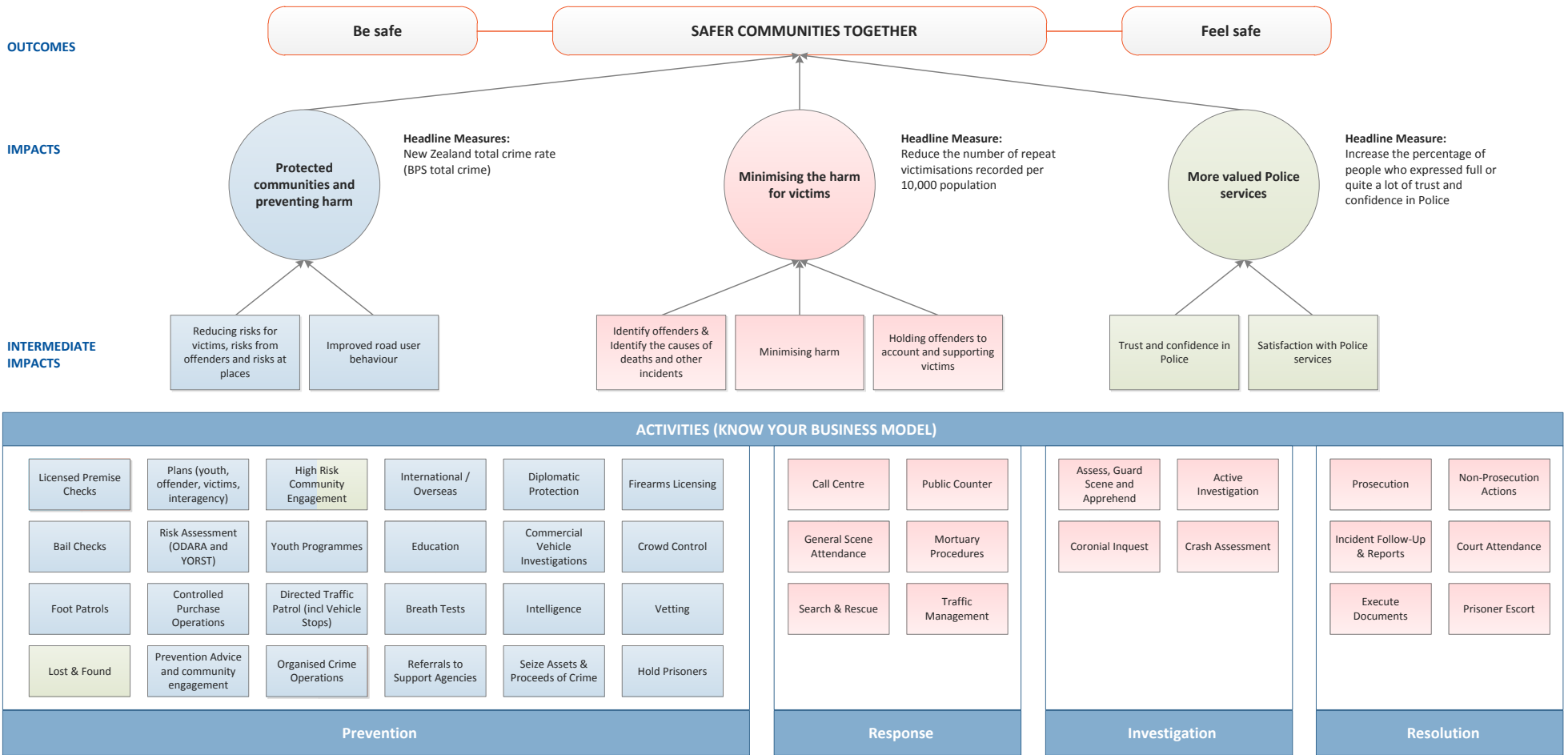
Valued Police services

Our third impact area is *Valued Police Services*. Successful policing services rely on public trust and confidence, and satisfaction. Public trust and confidence is of particular importance to Police, as it is the basis of policing by consent.

More broadly, taxpayer funds must be applied to the most pressing needs of people within communities; provide a benefit to wider society; and be delivered and accessible in an efficient and effective way.

Activities aligned to impacts

Linkages between our activities (identified within our Know Your Business model) and our impacts are illustrated below. This framework is used to structure the impact indicators in this section.



Impact Area 1 - Protected communities and preventing harm

Intermediate Impact: Reducing risks for victims, risks from offenders and risks at places

| Measure | | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--------------------------------------|--|-----------------------------------|-------------------------|---------|---------|-------------------------|-------------------------|
| Better Public Services (BPS) Results | Reduce the total crime rate (BPS 7) * | Ministry of Justice ¹³ | | | | | |
| | Reduce the youth crime rate (BPS 7) * | | | | | | |
| | Reduce New Zealand's violent crime rate (BPS 7) * | | | | | | |
| | Reduce the number of children experiencing physical abuse (BPS 4) | | | | | | |
| | Reduce percentage of re-offending (BPS 8) | Corrections Department | | | | | |
| Key indicator | Reduce the total victimisations recorded per 10,000 population against <ul style="list-style-type: none"> people property | Police statistics | n/a | n/a | n/a | n/a | New measure for 2016/17 |
| Key indicator | Reduce the number of repeat victimisations recorded per 10,000 population against <ul style="list-style-type: none"> people property | | 253.3 | 232.1 | 237.6 | 301.4 | 295.7 |
| | Decrease in the number of victimisations for serious assault resulting in injury per 10,000 of the population | | n/a | 18.9 | 18.2 | New measure for 2015/16 | |
| | Decrease in the percentage of breaches of Police Safety Orders | | 6% | 6% | 8% | 8% | |
| | Decrease the number of escapes from Police custody | Police Professional Conduct | New measure for 2012/13 | 8 | 8 | 10 | |
| | Minimise the number of deaths and serious injuries in Police custody | Police Professional Conduct | n/a | n/a | n/a | New measure for 2015/16 | |

¹³ <http://www.ssc.govt.nz/better-public-services>

| Measure | | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---------------|--|-------------------|---------|---------|-------------------------|---------|---------|
| Key indicator | Decrease in the number of repeat calls for service to the location of crimes where Police have attended crimes in the previous 12 months | Police statistics | 24% | 23% | New measure for 2014/15 | 23% | 18% |

*BPS crime targets: No. of offences recorded in NZ Crime Statistics per 10,000 population

Intermediate Impact: Improved road user behaviour

| Measure | Source | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|-----------------------|---------|-------------------------|---------|---------|---------|
| Decrease in the percentage of road users travelling over the 50 km/h speed limit | Ministry of Transport | 59% | 53% | 56% | 52% | |
| Decrease in the percentage of road users travelling over the 100 km/h speed limit | | 31% | 25% | 25% | 22% | |
| Measure | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| Decrease median breath alcohol level for adults caught exceeding the limit (in micrograms per litre) | Road Policing Support | | New measure for 2013/14 | 647 | 635 | |

Impact Area 2 – Minimising the harm for victims

Intermediate Impact: Minimise Harm

| Measure | | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|--|-----------------------|---------|---------|---------|---------|-------------------------|
| Key indicator | Decrease in the number of repeat calls for service to the location of emergencies where Police have attended emergencies in the previous 12 months | Police statistics | n/a | n/a | n/a | n/a | New measure for 2016/17 |
| Key indicator | Decrease in the number of fatalities and serious injuries per 10,000 vehicles | Ministry of Transport | 7.3 | 7.4 | 6.8 | 6.9 | |
| Decrease in the number of fatal and serious injury crashes per 10,000 population | | | 4.5 | 4.5 | 4.2 | 4.4 | |

| Measure | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|--------|---------|---------|---------|---------|---------|
| Decrease rate of hospitalisation ¹⁴ from road crashes | | 6.1 | 6.2 | 6.3 | 5.9 | |
| Decrease in the number of young drivers (15-24 years) killed or seriously injured in crashes | | 354 | 380 | 327 | 354 | |
| Decrease number of pedestrians killed or seriously injured* per 10,000 population | | 0.78 | 0.77 | 0.75 | 0.72 | |
| Decrease in the number of cyclists killed or seriously injured* per 10,000 population | | 0.32 | 0.28 | 0.31 | 0.29 | |

* includes those who die in hospital, i.e. not all who die in road crashes

Intermediate Impact: Identify offenders and causes of deaths and other incidents, Hold offenders to account and support victims

| Measure | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|---|----------------------------|---------|---------|---------|-------------------------|-------------------------|
| Key indicator Increase percentage of homicide, sexual assault and serious assault investigations finalised within 12 months | Police statistics | n/a | n/a | n/a | n/a | New measure for 2016/17 |
| Key indicator Increase percentage of charges laid by Police that result in conviction | Ministry of Justice | n/a | n/a | n/a | New measure for 2015/16 | |
| Decrease in youth offenders who reoffend where the initial proceeding decision was: <ul style="list-style-type: none"> Warning Alternative Action (Intention to Charge) Family Group Conference Prosecution | Police statistics | n/a | n/a | n/a | New measure for 2015/16 | |
| Maintain Victim Support offices' satisfaction with Police services | National Prevention Centre | 100% | 100% | 77% | 67% | |

¹⁴ Decrease in the number of hospitalisations (for more than one day) resulting from road crashes per 10,000 population. Includes those who die in hospital, i.e. not all who die in road crashes

Impact Area 3 – More valued policing services

Intermediate Impact: Trust and confidence in Police

| Measure | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|-------------------------------|---|---|---|-------------------------|---------|
| Key indicator Increase the percentage of people who expressed full or quite a lot of trust and confidence in Police | Citizens' satisfaction survey | 77% | 79% | 78% | 78% | |
| Key indicator Increase the percentage of people who expressed full or quite a lot of trust and confidence in Police among: <ul style="list-style-type: none"> Māori Youth Victims | Citizens' satisfaction survey | <ul style="list-style-type: none"> 67% 72% 71% | <ul style="list-style-type: none"> 68% 76% 73% | <ul style="list-style-type: none"> 66% 78% 68% | New measure for 2015/16 | |
| Decrease the number of complaints upheld against Police | Police Professional Conduct | 98 | 144 | 190 | 283 | |

Intermediate Impact: Satisfaction with Police services

| Measure | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|-------------------------------|--|--|--|-------------------------|-------------------------|
| Key indicator Increase the percentage of overall satisfaction with service delivery among victims of crime | Citizens' satisfaction survey | n/a | n/a | n/a | n/a | New measure for 2016/17 |
| Key indicator Increase overall satisfaction with service delivery among members of the public who had contact with Police | Citizens' satisfaction survey | 82% | 83% | 84% | 82% | |
| Increase % people reporting a positive service experience among: <ul style="list-style-type: none"> Māori Youth Victims Total | Citizens' satisfaction survey | <ul style="list-style-type: none"> 80% 78% 77% 84% | <ul style="list-style-type: none"> 80% 81% 78% 83% | <ul style="list-style-type: none"> 80% 78% 77% 84% | New measure for 2015/16 | |
| Increase percentage satisfaction with service delivery from Police Communications Centres | Citizens' satisfaction survey | 83% | 85% | 87% | 84% | |
| Increase District Court judges' satisfaction with the performance of Police prosecutors | Police Prosecution Services | New measure for 2012/13 | 79% | 78% | 77% | |

| Measure | | Source | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|------------|---|----------------------------|---------|---------|---------|---------|---------|
| BPS Result | Increase the rate of infringements paid online (10) | Police Infringement Bureau | | | | | |

APPENDIX 2: Workforce Strategy

Key priorities for workforce development

In order to deliver on Police's strategic direction we have identified six strategic priorities:

1. People and safety are our leader's priority.
2. Police is a workplace that attracts and retains diverse talent.
3. Police maintain a workforce capable of delivering our strategic objectives.
4. Police is a modern organisation operating simple, effective practices.
5. Police is agile in responding to our changing environment.
6. HR is trusted partner, helping deliver great outcomes.

HR provides specialist services to ensure Police have the people, leadership, organisational design and change practice to effectively engage employees and enable a high performance culture. We will focus our work across four key levers.



Our strategic priorities will be met through a number of initiatives, including the following:

Recruitment and Workforce capability

The changing working environment and a focus on Prevention First requires a different capability set within Police's workforce. To successfully impact the drivers of crime and victimisation, we need a different mix of skills.

| Skills | Purpose |
|---------------------------------|--|
| Ability to understand causality | To understand and target the drivers of crime in both the short and longer terms and at the micro and macro levels. Understanding and working to solve the underlying problem rather than just reacting to individual events. |
| Problem solving skills | To develop preventative solutions to crime and victimisation. Being crime specific and breaking the situation down into manageable chunks. To think through how a given response will work. |
| Creative thinking skills | For the development of innovative or novel solutions to persistent and or emerging social problems. |
| Open mindedness | To generate new ways of thinking about old issues and facilitate greater understanding and acceptance of change. Recognise the importance of the immediate situation and opportunities for determining behaviour. |
| Cultural adaptability | To integrate well into and being comfortable with different values, customs and cultures; willingly adjust behaviours or appearance as necessary to comply with or show respect for others' values and customs; understanding the implications of one's actions and adjusting approach to maintain positive relationships with other groups, organisations and cultures. |
| Appropriate empathy | For a victim centric mind-set and response to help understand and successfully manage victim and witness responses. |
| Interpersonal skills | For delivery of a professional service conducive to high perceptions of trust and confidence. To build high trust, productive relationships across Government agencies, Iwi and community groups. |
| Analytical skills | For implementation of evidence based practices into decisions at the strategic, operational and tactical levels. Ability to interrupt large amounts of data from internal and external sources to effectively tell the underlying story. |

For the development of these skills, a systems thinking approach will be required to ensure that Police will continue to be an effective training organisation and develop the right skills at the right time. This approach will consider the abilities, attitudes, skills and knowledge of people from the day they show interest in joining Police to the time they exit.

Additionally, consideration of other factors, such as access to knowledge and the transfer of expertise, will help in the development of these skills.

Improvement of gender and ethnic diversity

The importance of gender and ethnic diversity within the Police workforce are accepted as key elements of the workforce, which will require attention over the coming decade to enable the success for Police's strategy. A workforce that is largely representative of the local communities that the Police serve and work within have instant benefits of cultural awareness and understanding to appropriately deal with local issues and situations.

Police plan to set aspirational goals and focus efforts on attracting potential recruits to ensure a more diverse recruitment pool to enable the achievement of such goals¹⁵.

Additional strategies are required to increase awareness and inclusion of gender and ethnic minorities, and build Police's cultural understanding of the ethnic groups they serve.

Gender and ethnic balance of constabulary employees

| | Total | | Rate of attrition | | Recruitment | |
|--------------------|---------|--------------------|-------------------|--------------------|-------------|--------------------|
| | Current | As at 30 June 2019 | Current | As at 30 June 2019 | Current | As at 30 June 2019 |
| Total | 8,907* | 8,907 | 4.4% (380) | 4.7% (403) | 428 | 4.7% |
| Female | 19.0% | 21-24% | 4.5% (73) | 4.7% | 32.7% (140) | 50%** |
| Māori | 11.8% | 12.8-13.4% | 4.1% (38) | 4.7% | 13.0% (51) | 14.9-18.6% |
| Pacific | 4.9% | 5.5-5.9% | 4.0% (16) | 4.7% | 6.4% (25) | 7.4-9.3% |
| Asian | 2.6% | 4.7-5.1% | 4.3% (9) | 4.7% | 5.6% (22) | 11.8-14.8% |
| Other ethnicity*** | 0.8% | 1.1-1.3% | 1.5% (1) | 4.7% | 1.5% (6) | 2.9-3.6% |

* 8,907 includes constabulary vacancies. The actual expected number of constabulary employees as at 30 June 2016 is approximately 8,593. This number is dependent on actual rates of attrition, recruitment, and the timing of the graduation of wings from the Royal New Zealand Police College.

** Police has set an aspirational target of recruiting 50% women in each wing. Police is aware that only 33% of its target audience of women between the ages 18 to 29 are either positive or ambivalent towards a career in Policing. This means police will have to be very intentional about redefining the nature of a police career to achieve its aspirational target.

*** Excluding Pakeha and European.

¹⁵ For the ethnic groups Police's recruitment goals are to at least match the population distribution and strive to achieve aspirational goals of 125% of the population level.

Ethnic Strategy

Police have recently developed an Ethnic strategy and draft implementation plan. The strategy aims to help Police improve the ways in which we work with New Zealand's many ethnically diverse communities and continue to attract and recruit new people with a wide range of knowledge and skills. There are three key objective to the strategy is to ensure ethnic diversity is a consideration across all levels of Police and within everything Police does. The key objectives are:

- **Leading Ethnic Responsiveness: Leadership** and evidence based decision-making to improve service delivery for ethnic communities.
- **Building Capability for Ethnic Diversity:** Having the right people with the right skills to work with ethnic communities.
- **Working with Ethnic Communities:** Strong partnerships to prevent crime and victimisation.

Women's Advisory Network

The Women's Advisory Network is one of the interventions being developed to improve diversity and inclusion. The strategy aims to help, develop, support, and empower women within Police so that they are able to participate, contribute, thrive, and be fairly rewarded for their endeavours. This will be achieved by establishing visible and inclusive networks of guidance and support, by providing channels for staff to give feedback and suggestions around women's professional development, and by influencing positive change by challenging perceptions and behaviours.

Strategic Workforce Allocation Model

The concept of how Police could allocate its workforce has been developed. This aligns workloads with the NZ population. This concept can be used to forecast future workloads as the NZ population changes over the next 10 years. While the concept has been developed and high level views of change on workloads have been assessed, there is more work required to determine how the Police's workforce will be distributed, among Policing functions as well as districts.

Depending on the associated decisions and degree of change required as a result of the recommended allocation from the methodology, the time period required to implement the required changes could vary considerably.

Police plan to develop Strategic Workforce Plans at a National and District level to reflect our implementation of re-balancing the workforce. These plans will reflect the outcomes and solutions from the Strategic Workforce Allocation Model and any other work done in regards to balancing Police's workforce.

Recruitment: Centralisation, Digitalisation and Improved Selection Testing

Centralisation and Digitalisation of Recruitment

The first steps in modernising Police's recruitment process started two years ago with the centralisation of the recruiting function into two recruitment hubs supported by a national team at PNHQ. The establishment of two hubs instead of district based recruitment offices was essential in an effort to provide applicants a high level of care regardless of where they are applying from through a standardised process which has now be digitalised. The PNHQ team was set up to provide oversight and continue with process improvement were efficiencies could be achieved.

Police Officer Selection Test

As part of a continuous improvement approach to recruitment, a revision of the current recruit applicant testing protocols for psychometric assessments was conducted. The research and reviews of the application of these assessment tools identified a number of opportunities for improvement to Police's selection practices. Benefits of the proposed changes include time savings, reducing fiscal cost and/or increasing processing capacity, and the introduction of an assessment tool that has been validated as useful and fair.

Career Foundation Initial Training: Revamped Initial and Field Training Units

The changing policing environment and the revised policing model (e.g. Prevention First, PE and PEF) place greater focus on prevention, victims and the drivers of crime. This requires frontline staff to be highly cognitive and flexible in responding to a wide range of incidents. An ability to make good, well-informed decisions, exercise sound judgment and problem-solve is essential. They also need an understanding of policing in its broader context, including strategies such as Prevention First, Safer Journeys and Turning of the Tide, and the professional culture (values and behaviours) expected of Police professionals operating in this environment. Thus the initial training programme needs to take a more holistic and operational approach throughout the end-to-end probationary constable programme. Accordingly, a Police have redefined the conceptual model for initial training – the Career Foundation Initial Training Programme.

Career Foundation Initial Training (CFIT) is a two-year programme that begins before the candidate enters the NZ Police College and continues through extensive workplace assessment until the constabulary staff member becomes a fully-fledged Police officer.

CFIT occurs in four stages and will prepare successful recruit candidates for the modern policing environment and frontline processes.

i. Pre-Police College Distance Learning – pre-course training to provide a common base level of knowledge and understanding, developed (with support from RNZPC) and delivered by an external Tertiary Education Provider (TEP), funded by student fees (user pays); successful completion will be a pre-requisite for entry to the RNZPC.

ii. Police College – a residential training course, fundamentally re-designed to develop more in-depth understanding and application of pre-course learning, teach staff safety defensive tactics, and 'operationalise' training; will provide realistic learning contexts and actual experiences to help Recruits better integrate theory and practice and develop greater situational awareness prior to being deployed to districts

iii. Workplace – encompasses a period of a structured, focused and supported field training to support and enhance the Probationary Constable's application of their RNZPC learning to the situational realities of policing in their new districts; and a programme of workplace standards and assessments, to demonstrate competency in the core policing tasks over a two-year period

iv. Qualifying – a final quality assurance that Probationary Constables have developed the core knowledge and policing skills to operate at the mastery level for a General Duties Constable; provides a key opportunity to re-engage them with the core values and ethics of the Police professional in Police; extends their knowledge in key areas of investigation and command and controls and introduces career development and specialisation options, prior to graduation as a fully-fledged Constable.

The first candidates to go through this programme started their Police College phase in October 2015.

Career Transitions and Pathways

In order to address the concern regarding the loss of institutional knowledge, there are plans to implement two pieces of work.

| 1. The development of a Career Transition policy and process | 2. The Career Pathways work |
|--|--|
| This will be important to encourage some aging Constabulary staff to remain employees of Police but in a different capacity, i.e. an Employee staff member or an Authorised Officer. | This will do a risk assessment of key skills Police will potentially lose over the near future and develop strategies to retain and/or replace the expertise identified to be at risk. |

A Health & Safety Culture

In order to enhance and further develop a Health and Safety culture, Police have developed a framework to plan, monitor and improve health and safety performance out to 2020. The framework includes the development of:

Governance - A new Governance model has been developed and plans are in place to implement this model. The new Governance will enable Police to better monitor trends and issues, implement strategy and oversee action plans.

Strategic Goal & Targets and Operational Key Performance Indicators - Strategic goals and targets and annual key performance indicators have been drafted to provide Police with direction, focus and clarity of expectation. The targets are measurable, challenging but realistic and contain a mix of lead and lag indicators, ensuring a greater weighting on lead indicators, which focus on prevention. This programme of work will also include recognition and reward at District level that will be linked to the organisational goals and targets, and award Districts for good performance against agreed health and safety targets.

Health & Safety Improvement Plan - Police have already begun implementing the quick wins, however the remaining improvements require project plans to be created and implemented over the coming 5 years. The plan focuses on:

- Building health and safety leadership capability
- Understand and report Police's risk profile
- Build, promote & reinforce capability, and improve participation
- Establish review & assessment frameworks to measure success

HR Management Information System (HRMIS)

Police are replacing their existing HR system (PeopleSoft) with a SAP solution to be recognised by the workforce as 'MyPolice'. This new HR system was necessary to modernise the payroll processes and procedures, and standardise the roster system on a demand based allocation methodology.

'MyPolice' will provide an important tool for Police to build its integrated modern People Management System. MyPolice enables our mobile workforce access to core HR functions via mobility devices. It will simplify many HR processes and have better information, all designed to ensure that our Constabulary staff have more flexibility and it will help make better decisions to get the right people with the right skills in the right places. There are three systems being implemented out to April 2017.

| | |
|--------------------------------|---|
| 1.SAP Human Capital Management | SAP Human Capital Management is the core HR system that will replace PeopleSoft. It will provide us with our Payroll engine and will be where we complete key HR tasks, such as entering exception time and applying for leave. |
| 2.SAP Success Factors | SAP Success Factors will provide the tools we need to support bringing new people on board, training and developing our people. |
| 3.Kronos | Kronos will provide enhanced functionality for our District rostered staff, and will allow us to move further towards demand based rostering in the future. |

Values and Code of Conduct

Police refreshed its values and code of conduct as a first step toward changing our culture to being a performance focused organisation. A critical element of high performance is ensuring Police carry out their roles to the highest standard achieving great results in a positive, inclusive and ethical way. Having these behavioural expectations clearly defined and communicated throughout the organisation has set up the required framework to now implement other ethical and performance based initiatives.

Speak Up

A new set of interventions aimed at encouraging employees to report or confront inappropriate workplace behaviour was launched in September 2015. This is seen as a key mechanism for upholding the integrity of Police by reducing misconduct in the long term, thereby enhancing public trust and confidence. This programme, called 'Speak Up' is a multi-faceted approach aimed at addressing the factors that stop some employees speaking up. Speak Up also addresses Commission of Inquiry recommendations that Police should foster a 'report and be protected' culture. The programme has implemented:

- An integrity reporting and Speaking Up policy
- An 0800 Speak Up Helpline and Speak Up Police Intranet portal (suitable for mobile devices).
- A Speak Up Online reporting tool attached to the Speak Up portal
- Delivery across all levels of the organisation through a very comprehensive communication strategy.

Core Competency Framework

The Core Competency Framework has been updated recently to ensure alignment with Police's core values. With this refresh, consideration was given to the four quadrants of the State Sector Commission Leadership Success Profile to ensure that expectations of leaders at Police were consistent with the wider state sector. These updated competencies are now being embedded into Police's selection and performance development processes.

Police High Performance Framework

This programme of work aims to support all our leaders and ensure each individual experiences great leadership at every level of the organisation. The programme will deliver a consistent set of tools and frameworks to the way Police leads and connects our people that will make it easier to:

- Create positive culture
- Support people to perform to their potential
- Set and manage performance expectations
- Build capability in relevant ways
- Help employees honour their purpose

The programme will be delivered in 5 stages, aligned to the 5 frameworks and it is expected to take to the end of 2019 to finish embedding the new programme.

Workforce numbers

Police's strategic direction will require Police to continue looking for opportunities to re-balance the workforce. The below tables represent the forecast FTE numbers as at 30 June of each Financial Year¹⁶.

Constabulary and Authorised Officers

| FY14/15 | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
|---------|---------|---------|---------|---------|---------|
| 8,923 | 8,907 | 8,907 | 8,907 | 8,907 | 8,907 |

Other employees

| FY14/15 | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
|---------|---------|---------|---------|---------|---------|
| 2,932 | 2,918 | 2,918 | 2,918 | 2,918 | 2,918 |

Total

| FY14/15 | FY15/16 | FY16/17 | FY17/18 | FY18/19 | FY19/20 |
|---------|---------|---------|---------|---------|---------|
| 11,855 | 11,825 | 11,825 | 11,825 | 11,825 | 11,825 |

¹⁶ FTE numbers do not include recruits. Note that these numbers will differ from that reported in the Human Resource Capability (HRC) survey which does count recruits as employees. As Police is not part of the State Sector Cap, it does not report vacancy numbers as part of its reporting to the HRC survey and Police's HRC return does not reflect the total number of Police positions, it details FTE numbers. Accordingly, the same approach has been applied to the numbers in this plan.

APPENDIX 3: Capital expenditure

APPENDIX 4: Template 2B Supporting Financial Information

APPENDIX 5: Long Term Investment Plan

The development of a Police Long Term Investment Plan (LTIP) has commenced.

The LTIP will record Police's overarching organisational view of what we will need to support the delivery of our longer term goals, including our investment needs (both capital and near capital investments) and any uncertainties, assumptions, challenges and any opportunities that could be reasonably forecast. The plan will describe the existing settings, mid-term settings that will result from strategic initiatives outlined in our 4YP, to the impact of longer term strategies such as our property strategy and refreshed Information and Systems and Strategy Roadmap (ISSR).

Police's long term investment needs, aligned with our strategic outcomes, will be presented against four investment categories:

- *Non-discretionary*: required by legislation or directed by Government or where Police has been directed to take the lead on a system-wide proposal.
- *Transformational*: a step change in service delivery; for example, those capabilities transformed by our investment in Policing Excellence: the Future.
- *Core*: investments that ensure ongoing services in their current form (these are most often like-for-like asset management investments).
- *Growth*: investments that enhance or grows existing services.

The first draft of the LTIP will be ready for the Investor Confidence Rating (ICR) assessment¹⁷ in late 2016, with a final LTIP to be available no later than November 2016.

LTIPs are required from all tier one and tier two investment-intensive agencies under Cabinet Office circular CO15(5). LTIPs should detail the investments required for an agency to deliver its strategic intentions and detail the key risks, constraints, dependencies and assumptions that have influenced the strategic planning.

The quality of the LTIP will be assessed against the requirements in the Cabinet Office circular along with an assessment guide developed by the Treasury. The circular requires that LTIPs must:

In terms of investment management...

- be integrated with, and provide the investment context for, agency short to medium term plans
- provide a sound basis for regular investment performance reporting and for an agency's annual report to Parliament
- provide a reliable focus for the investment decisions and activities of the agency or sector
- enable integrated decision-making and co-ordination of the resources of the agency and other parts of the State services
- reveal sufficient details of proposed investments and disinvestments, as reported to the Treasury in the government project portfolio dataset, to enable Investment Ministers and the corporate centre to fulfil their respective roles
- reveal the impact of investment intentions on the agency's forecast financial statements, taking account of expected costs and funding sources such as asset disposals and the use of baseline and depreciation funding over the planning period
- consider what capabilities will involve third party suppliers and provides an overview of how these supplier relationships will be managed

¹⁷ <http://www.treasury.govt.nz/statesector/investmentmanagement/review/icr>

APPENDIX 6: Performance Improvement Framework

The Police 2012 Performance Improvement Framework review and 2014 Follow-up Review featured a PIF four-year horizon and action plan:

Action: *Consolidated, Overarching Operating Model and Implementation Plan*

Update: The updated Prevention First operating model is currently being reviewed and finalised prior to release to the wider organisation however the Prevention First mindset is undoubtedly a well-established part of the Police organisation.

Action: *Hardwiring Strong Financial Performance Management Systems*

Update: The Enterprise Portfolio Management Office is operating and further work is underway to align funding decision making to strategic priorities.

Action: *Aligning Police Culture, Values and Behaviours with the Police Strategy*

Update: To help Police align culture, values and behaviours to strategic intentions, we have initiated the Police High Performance Framework (PHPF) which will be rolled out to all 2,500 people leaders over the next 2½ years. The PHPF will ensure that every member of our staff understands their purpose in Police and what we need them to do to enable us to achieve 'Our Business'. It will help us build a true high performance culture throughout all levels of Police

Action: *Stronger People Management*

Update: HRMIS will launch in 2016, replacing three integrated systems: SAP HCM (core HR system), SAP Success Factors (recruitment and training), and Kronos (workforce management & demand based rostering).

Action: *Developing Enabling Knowledge Management Systems*

Update: Through the Enterprise Services Programme our staff are gaining access to a modern, portable, centrally supported computer set-up that allows them to do their jobs without being tied to any particular location. 9,000 new desktops, laptops and tablets linked to secure print services and running the latest software will deliver a smarter, faster environment and provide staff with an improved day-to-day experience.

Action: *Strengthening Strategic Partnerships*

Update: We continue to work 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