

In Confidence

Budget

Office of the Minister of Police

Chair, Cabinet Social Wellbeing Committee

Striving Towards 1800 New Police

Proposal

- 1 This paper proposes investment in an additional 920 Police officers (constabulary and Authorised Officers), 240 support staff, and associated operating and capital costs, totalling \$533.1 million additional funding for Vote Police over four years from 2018/19. This is based on a three year phasing model. An alternative model with new staff phased in over four years is also provided.

Executive Summary

- 2 I propose investment in an additional 920 Police officers (constabulary and Authorised Officers), 240 support staff, and associated operating and capital costs. This builds on the 880 constabulary officers and 245 support staff funded in Budget 2017 [CAB-17-MIN-0008 refers].
- 3 Taken as one package, this will provide for 1800 new Police officers to deliver the 2017 New Zealand Labour Party and New Zealand First Coalition Agreement goal to “Strive towards adding 1800 new Police officers over three years and commit to a serious focus on combatting organised crime and drugs.”
- 4 My investment proposal will properly resource Police so that it can meet Government and community expectations that crime and other calls for service will receive an appropriate response. In particular, the high level outcomes of this investment are:
 - 4.1 Delivering more police on the streets and in the community: working together to help make New Zealand the world’s safest country
 - 4.2 Preventing and disrupting organised crime and drug harm: to dismantle criminal networks and target suppliers of illicit drugs including methamphetamine
 - 4.3 Providing the tools and support for 21st Century policing: support for our frontline Police, including the latest technology to combat organised and serious crime
 - 4.4 Contributing to a more effective criminal justice system: playing our part in future criminal justice system reforms
 - 4.5 Supporting other government priorities: communities can participate in regional economic development, move away from child poverty and homelessness, and benefit from our core health and education services.

- 5 The full 1800 investment proposal will enable Police to deploy additional staff into two broad areas:
- 5.1 A proposed 1100 police on the streets and in the community who will be locally focused and engaged, with national-level co-ordination and support
 - 5.2 A proposed 700 police to combat organised crime and drugs, which represents the largest ever boost to our organised crime response.
- 6 The skills that a modern police service requires in areas like cybercrime and financial investigations come from specialist technical training and skill sets. The investment proposal includes 250 Authorised Officers¹ that will enable police to more effectively respond to developments in new technologies and policing methods.
- 7 This proposal includes funding for 240 support staff. These positions support the administrative, training, technical, and operational needs of Police and ensure constabulary police officers remain on the frontline and in communities.
- 8 It also proposes the following additional investments to enable Police to realise maximum benefit from the increased staffing:
- 8.1 Ensure frontline access to tactical options so that the current ratio of equipment to officers is maintained (\$1.5 million annually)
 - 8.2 Technical and evidence-based support and equipment to tackle organised crime (\$4.5 million annually)
 - 8.3 A property injection to enable Police to upgrade frontline policing facilities and open community shopfronts to better serve communities and increase public confidence, ahead of implementation of a longer term strategy to refresh the Police property portfolio (\$8 million one-off cost).
- 9 This investment proposal will better position Police to play its part to implement future criminal justice system reforms, for example, assisting with bail management of those offenders more likely to get bail if these settings were to change.
- 10 I am aware of the concern from some agencies that investing in additional police will have downstream impacts on the justice system, in particular the prison population. In Police's view, the proposed investment package will mean it is better resourced across communities and that this will help offset any increase through the dual effect of deterrence² and giving police the opportunity to intervene early with the offenders they catch, including by linking up with other agencies and community support partners.
- 11 An increase in prison sentences among the cohort of our most serious criminals will likely arise from a focus on organised and serious crime. However, Police considers that organised crime policing also has a prevention effect. Disrupting and dismantling organised crime groups will reduce their ability to undertake and commission crime.

¹ Under the Policing Act 2008, Authorised Officers are deemed to have the same rights, responsibilities and protections as constabulary officers while executing the powers provided for by their warrant. For this reason, Authorised Officers are counted alongside constabulary headcount when considering total officer numbers.

² Durlauf, Steven D & Nagin, Daniel S (2011) Imprisonment and crime: Can both be reduced?, Criminology & Public Policy, Vol. 10, No. 1, pages 13-54.

Restraining their assets through civil recovery processes will also reduce their ability to invest in further criminal enterprises.

- 12 However, I acknowledge that severe pressure on Corrections facilities means there is little tolerance for even minor changes in demand for prison places without additional funding, and that the Ministry of Justice and Crown Law Office anticipate an impact on the Courts system. With this uncertainty in mind, it is appropriate to consider establishing funding for the Department of Corrections, the Ministry of Justice, and Crown Law Office to manage the potential impact of additional police on their operations if or when this arises.

New staff will help Police improve outcomes for New Zealanders

- 13 This further investment will help make our families and communities safer. Police's community presence will be boosted, together with an unprecedented push to prevent and disrupt organised and serious crime.
- 14 The high level outcomes of this investment are to:
- 14.1 Deliver more police on the streets and in the community: working together to help make New Zealand the world's safest country
 - 14.2 Prevent and disrupt organised crime and drug harm: to dismantle criminal networks and target suppliers of illicit drugs including methamphetamine
 - 14.3 Provide the tools and support for 21st Century policing: support for our frontline Police, including the latest technology to combat organised and serious crime
 - 14.4 Contribute to a more criminal effective justice system: playing our part in future criminal justice system reforms
 - 14.5 Support other government priorities: communities can participate in regional economic development, move away from child poverty and homelessness, and benefit from our core health and education services.

Reclaiming our communities

I see a New Zealand where all people will be safer and feel safer, where communities of all sizes and locations not only have a chance to grow and become more resilient, but also flourish.

More police will help us dismantle organised crime and reduce the harmful impacts of gangs on our communities. Police operations will reduce the flow of drugs into our towns and cities, which will lead to less intimidation and other harm from crime linked to drugs. There will be less opportunity for our families to be derailed by addiction and the dysfunction caused by drug use and contact with gangs.

At the same time, fully delivering Prevention First will enable us to work with people at risk of offending. Timely interventions and wraparound support for our high-risk families will help prevent mums and dads from experiencing further violence, and create the best chance for children to heal and to break the cycle of dysfunction. Experiencing safety at home will be the first step in these children's pathways toward better engagement in education and a brighter future. For parents, a safer home means a more stable life,

which impacts on employment, finances, and wellbeing across the entire family and community.

I see a more accessible and visible policing service, made up of people the community recognises, and who can bring local knowledge and understanding to their service. I envisage police who are better enabled to fulfil their promises to their community because increased resourcing has given them more time to identify the underlying causes of offending, improve connections with support services, investigate crime, and focus on victims.

Ultimately, communities that are safer, more resilient, and flourishing can take advantage of other opportunities championed by this Government.

- 15 Examples of where Police has contributed to these kinds of outcomes are attached as Appendix One.

Police will be able to better respond to demand

- 16 Until recently, overall crime levels have been falling. However, at the same time demand for Police services has markedly increased (see Appendix Two) while officer numbers have not kept up. For example, since 2009:

16.1 111 emergency calls have increased 29 per cent to 869,000 a year

16.2 Family violence investigations have increased more than 50 per cent to 122,000 a year

16.3 Mental health events attended have more than doubled, to over 35,000 incidents a year (the majority are 'threatens/attempts suicide', averaging five officer hours to resolve).

- 17 The past three years has also seen an upward crime trend that is negatively impacting on community resilience and feelings of safety. Between 2014/15 and 2016/17:

17.1 Burglaries increased by 23 per cent as clearance rates fell below one in ten

17.2 Aggravated robberies increased by 35 per cent

17.3 Serious public place assaults increased by 12 per cent.

Organised crime is causing significant harm to New Zealanders

- 18 The current 5,045 patched and prospect New Zealand Adult Gang members (as at 1 July 2017) are involved in high levels of offending. Over their lifetime:

18.1 44 per cent have been charged with an offence involving a firearm and of these, 29 per cent have also been charged with a serious violence offence (penalty of ten or more years imprisonment)

18.2 83 per cent have been involved in a family violence occurrence (in any capacity).

- 19 According to a 2016 Ministry of Social Development report, 60 per cent of the children known by (then named) Child, Youth and Family to be children of gang members had been abused or neglected. Of the gang members known to Child, Youth and Family, 27 per cent were recorded as being the alleged perpetrators of substantiated abuse or neglect of children.³ Children at risk of poor life outcomes are nearly 37 times more likely than other children to have had a caregiver with current gang affiliations.
- 20 Drugs continue to represent a major source of revenue for organised crime networks.⁴ New Zealand's illicit drug environment has continued to expand, creating significant social and economic harm for our communities and vulnerable individuals. The New Zealand Drug Harm Index 2016 (using 2014 data) estimated the total cost of harm to the community at \$1.5 billion each year.
- 21 The price of methamphetamine in New Zealand is the third highest in the world, after Japan and Australia. This continues to make Oceania an attractive market for transnational syndicates.⁵ Methamphetamine is becoming increasingly available and the price continues to drop despite record seizures by Police and Customs in 2016 and 2017.

Our current Police service is not sufficiently resourced to meet increasing demand

- 22 Resourcing of Police has not kept pace with these changing crime trends and increased demand in recent years. The resulting impact on frontline police is reflected in the 2017 Police Workplace Survey showing more than half of Police report unacceptable levels of workplace stress, and nearly 60 per cent believe Police cannot deliver on its promises to the public.⁶ Over the last two years the proportion of New Zealanders who feel safe in their neighbourhood after dark has fallen 8 percentage points.
- 23 The ratio of Police officers to population reached one officer for every 541 New Zealanders by July 2017, which compares unfavourably to jurisdictions with similar policing models such as Australia, the United Kingdom and Ireland (see Appendix Three). This investment gives us an opportunity to turn these statistics around, and Police already has the operating model in place to deliver in line with this Government's priority for increased frontline engagement in communities.

Increased policing in the community will help deliver Police's Prevention First operating model

- 24 Police's Prevention First Operating Model (Prevention First) identifies underlying causes of offending, taking steps to reduce offending and reoffending at every stage in the process. Properly resourcing policing in the community will enable more frontline staff to focus on addressing the drivers of crime and to work with communities, and the justice and social sectors, to prevent crime and reduce reoffending.
- 25 The majority of Police's business (65 per cent) is focused on prevention, protection, and community reassurance activities rather than the narrower response, investigation, and resolution of offences. Of the offenders proceeded against by Police, only a small fraction end up serving terms of imprisonment. This operating model is aligned with our

³ Ministry of Social Development (2016). Adult gang members and their children's contact with Ministry of Social Development service lines, Wellington. This report uses 2014 data.

⁴ World Drug Report 2017, United Nations, May 2017, p. 4.

⁵ United Nations Office on Drug and Crime, Presentation to the 13th International Precursor Control Training Course in Bangkok, Thailand, Feb 2018.

⁶ <http://www.police.govt.nz/sites/default/files/publications/wps-2017-nz-police-organisational-report.pdf>

Government's desire to see more frontline police in our communities, working with people to increase their sense of safety and assist them to prevent crime.

- 26 More than any other agency, frontline police are in the homes of those most at risk. Under Prevention First, police officers are trained to focus on the underlying causes of crime by looking beyond single incidents and make decisions that prevent crime and reduce reoffending at every stage of their engagement with victims, offenders, and communities. Police can help connect those at risk to the services they need to improve their lives and stay out of the justice system. Investing in additional community-based frontline police will enable Prevention First to be the fully embedded, best practice model of community policing as intended.

The way police are deployed is important

- 27 Internationally, Police operating models that focus on targeting and preventing the drivers of police demand have been shown to have the most significant deterrent effect. For example, concentrating police resources on high crime areas, problem-solving policing, and partnering with communities, agencies and support services⁷.
- 28 Recent New Zealand experience (nationally and in Counties Manukau) suggests that increasing police numbers combined with specific operational deployment choices, such as those driven by Prevention First, does not lead to an increase in prosecutions.

New Zealand's experience with increased police numbers in Counties Manukau

Counties Manukau police district rolled out an additional 300 police officers between December 2008 and December 2010. These 300 extra staff represented a 24 per cent increase police officer numbers in the district (1,240 baseline). These extra staff did not lead to an increase in prosecutions.

The extra staff were deployed according to principles that are now used in the Prevention First Operating Model. In particular, there was a focus on addressing the drivers and causes of crime.

Not all of the additional 300 staff were deployed into prevention roles. Eighteen per cent of the staff (54 positions) were assigned to investigation roles in organised crime, child abuse and adult sexual assault teams.

A Prevention First approach is more desirable and cost effective than imprisonment

- 29 The fiscal cost to the government of this compassionate, rather than punitive, approach to preventing crime represents a more desirable and cost-effective area of investment than imprisonment at more than \$100,000 per annum per prisoner. This is in addition to the lifetime and inter-generational impact of imprisonment on individuals and their families/whānau.
- 30 The Waitangi Tribunal has recently reiterated the view that the high and disproportionate rate of Māori offending and imprisonment poses a unique threat to Māori communities,

⁷ Braga, Anthony A., Papachristos, Andrew V. & Hureau, David M. (2014) The Effects of Hot Spots Policing on Crime: An Updated Systematic Review and Meta-Analysis, Justice Quarterly, Vol. 31, No. 4, page 658.

undermining the integrity of Māori culture.⁸ A key element of Prevention First is working with iwi / Māori to improve Māori justice outcomes and improve whānau wellbeing. Police is committed to developing effective partnerships with iwi / Māori that support co-designed, Māori-led and delivered services for enduring change.

More staff will help Police achieve targets that benefit the public

- 31 In 2017 the previous Government set nine separate targets for Police in addition to Justice Sector and other performance metrics that are now reported in the Police annual report. These range from reducing family violence fatalities to helping truant students gain NCEA level 2. Police will retain the majority of these as performance indicators at an operational level.
- 32 I am working with the Commissioner of Police to establish a more focused approach to setting high-level outcome targets as follows:
- 32.1 \$500 million of cash and assets restrained from gangs and criminals by 2021⁹
 - 32.2 10,000 fewer serious crime victimisations by 2021¹⁰
 - 32.3 25 per cent reduction in Māori reoffending by 2025¹¹
 - 32.4 90 per cent of New Zealanders feel safe in their neighbourhood (independent survey results).
- 33 A small number of key targets such as these will help focus Police on priority areas, and contribute and complement the Commissioner of Police's organisational target to increase public levels of trust and confidence in Police to 90 per cent. Having the trust and confidence of the public is critical for Police's ability to work in partnership with communities to address issues and keep people safe.
- 34 Police also proposes to incorporate a road safety focus in its key organisation goals, to reflect Police's contribution to a zero harm approach to road trauma. Work is underway to identify an appropriate goal.
- 35 A comparative list of the previous and proposed targets is attached as Appendix Four. This list also outlines other output expectations Police will retain, including earlier median response times and attending 98 per cent of home burglaries within 48 hours.

Investing in Police will support the Government's vision to create a more effective criminal justice system

- 36 The investment proposal will position Police to play its part to implement future criminal justice system reforms, s 9(2)(g)(i) [REDACTED].
- 37 Police expects to see early efficiency gains in the criminal justice system by investing in new Police prosecution staff through this package. Improved quality and timeliness of files

⁸ Judge LR Harvey (2005). The Offender Assessment Policies Report, The Waitangi Tribunal, Wellington, cited in Judge P Savage (2017). Tū Mai te Rangi! Report on the Crown and Disproportionate Reoffending Rates – Pre-publication Version, The Waitangi Tribunal, Wellington

⁹ This is against a baseline of \$330 million over the last four years combined.

¹⁰ This is against a July 2017 baseline of 132,790 serious crime victimisations. Ten thousand fewer serious crime victimisations is a 2017 BPS target.

¹¹ This is against a June 2017 baseline of 56.8% of reoffending by Māori.

is expected to support early guilty pleas, which speed up the justice process and reduce time on remand. Intensive case management of defendants remanded in custody (as seen in a current project involving Police Prosecution Service and Corrections) can result in shorter periods of remand in prison. Additional prosecution staff can also help address acute demand situations (currently an issue in Counties Manukau), which would reduce disposal times, thereby reducing the need for prison beds.

- 38 Police operates in a justice pipeline that involves a chain of decision points and settings, which collectively result in a person being either kept away from, or ultimately becoming part of, the prison population. A number of the policy and legislative settings impact on prison, i.e. remand, sentence type, sentence length, and parole decisions.

s 9(2)(g)(i)

- 39 Where Police decision-making does impact on justice sector outcomes, such as Court volumes, Police has implemented a range of innovative approaches to reduce pressure while also prioritising the prevention of further offending. This includes pre-charge warnings, diversion, and iwi/community panels.

- 40 In 2017, more than a quarter of formal proceedings were resolved by non-Court action. These resolution options serve to keep lower-level offenders away from costly Court and formal prosecution processes, while also avoiding long-lasting impacts of a conviction on the individual, which can limit employment and travel, no matter how minor.

The Youth Justice System shows the benefits of using “alternative actions”

Police-led “alternative actions” are a key mechanism of the youth jurisdiction. These involve the young person taking responsibility for their offending and making amends, whilst taking into account victims’ rights and addressing underlying causes of offending to prevent future criminality.

Ministry of Social Development analysis of youth who undertook alternative actions in the 2010/11 to 2012/13 fiscal years found that the majority (57 per cent) of youth did not reoffend within 12 months, and up to 20 per cent of the remainder reoffended at a lower frequency and/or seriousness than in the comparable period before alternative action.¹²

- 41 Appendix Five outlines areas where Police anticipates more police will impact Corrections demand, positively and negatively, and where it expects to see a collective impact on communities.

Proposed Investment Package

- 42 I am proposing investment to fund an additional 920 constabulary officers and Authorised Officers, 240 support staff, and associated operating and capital costs to be fully funded by an increase to Vote Police. This builds on the 880 constabulary officers and 245 support staff funded in Budget 2017. Taken as one package, this will provide for 1800 new Police officers (constabulary and Authorised Officers) by June 2021 and deliver the 2017 Coalition agreement goal.

¹² Spier, P (2017) Reoffending patterns for youth undertaking Police Alternative Action, Ministry of Social Development, p. 2.

- 43 Recruitment, training, and deployment is underway to deliver this resource, with an additional 220 already funded officers due per year from 2017/18 to 2020/21. The first of the additional Police graduated the day our Government was sworn in. This means 1800 new Police will have joined the ranks of New Zealand Police under this Government by the end of its first three full years.
- 44 The deployment of Police resources is ultimately a decision for the Police Commissioner and final deployment allocations will be consulted and confirmed once resourcing is confirmed by Cabinet. The Commissioner and the Government share expectations that Police will work to reduce crime, with a focus on organised crime, and will help increase community feelings of safety and security.
- 45 The full 1800 investment package will enable Police to deploy additional staff into two broad areas. The first is a proposed 1100 police on the streets and in the community. The second is a proposed 700 police to combat organised crime and drugs.

Delivering more police on the streets and in the community: 1100 Police

- 46 The full 1800 investment package provides for 1100 additional constabulary officers to be deployed across the Police districts. They will be locally focused and engaged, with national-level co-ordination and support.
- 47 The additional community-focused resource, totalling 300 constabulary officers sought in Budget 2018, will help focus on preventing victimisation and apprehending those that commit burglaries, robberies, theft, and violence in our communities.
- 48 Identifying and intervening with offenders is a necessary first step to helping reduce reoffending. In order for those whose offending is driven by mental health, addiction and other issues to get help to improve their lives and become productive citizens, these individuals must first be identified. Prevention First's focus includes working with community partners such as iwi/community panels and social and justice sectors to divert young, vulnerable, and/or lower-level offenders away from an entrenched criminal pathway.
- 49 Through this investment, Police will be resourced to increase community presence and focus on neighbourhood crime. This should help communities feel safer and, over time, lift public confidence in Police's ability to deliver on New Zealanders' expectations, while also helping prevent crime through deterrence.
- 50 This package will also contribute to Police's work to reduce youth offending, including providing 17 year olds with the more intensive youth justice approach once this cohort is included in the youth justice jurisdiction from mid-2019.
- 51 Bolstering policing in the community is a key focus of this proposal. Police will continue increasing the focus on crimes such as burglary, theft, robbery, and violence in the home and in public.

Combatting organised crime and drugs: 700 police

- 52 Organised and transnational crime is a corrupting influence worldwide, undermining community wellbeing, economic development, and national security. Organised crime groups are involved in a wide range of criminal activity, primarily driven by profit. Organised crime activities include the importation, manufacture and distribution of illicit

drugs, unlawful trade and use of firearms, child exploitation, fraud, corruption, cybercrime, and money laundering. Organised crime also has consequential impacts on violence, intimidation, and public perceptions of safety and social harm.

- 53 The illicit drug market in New Zealand is largely influenced and driven by organised criminal groups, predominantly gangs. Drug crime is highly profitable and work undertaken in 2015 on behalf of Police suggests that 56 per cent of the revenue from drug trafficking is reinvested in criminal activity.¹³ The harm that stems from illicit drugs is huge for individuals and the community.
- 54 Police's intent is to create an environment that is hostile to organised crime, using the following means:
- 54.1 Prevention: reducing drug demand and strengthening community resilience
 - 54.2 Disruption: interrupting supply chains and capitalising on legislative tools
 - 54.3 Enforcement: targeting and catching serious offenders
 - 54.4 Restraint: restraining and forfeiture of criminally derived assets.
- 55 New Zealand's organised crime and gang environment is constantly changing, particularly with the internationalisation of organised crime and the ongoing deportation of citizens from Australia on criminal and character grounds. To have a greater impact on organised crime, Police and other agencies must continually enhance their approach, devising smart and innovative ways of addressing emerging and existing challenges as part of a long term prevention strategy.
- 56 Disrupting and dismantling organised crime groups will reduce their ability to undertake and commission crime. Restraining their assets through civil recovery processes will also reduce their ability to invest in further criminal enterprises.
- 57 This proposal will deliver the largest ever boost to our organised crime response. It will support Police to deal effectively with enforcement and enable a more strategic approach with partners, to prevent future harm.

Fentanyl is an emerging problem

One example of where this investment will enable Police to get ahead of emerging concerns is the rise of fentanyl and fentanyl-type substances. Fentanyl is a potent, highly addictive, synthetic opioid prescription medication (a Class B controlled substance) used for severe pain relief, and in end of life care. s 9(2)(g)(i)

. There is significant risk of overdose and death to anyone who misuses or mishandles the drug and there is a profitable illicit market for the substance.

Internationally, there has been a significant increase in fentanyl misuse, especially in the United States and Canada. United States fentanyl related deaths are estimated to have increased by 540 per cent between 2013 and 2016.¹⁴ s 9(2)(g)(i)

¹³ McFadden M. (2015). Development of a Proceeds of Crime Disruption Index, New Zealand Police, Wellington.

¹⁴ Ahmad F.B., Rossen LM, Spencer MR, Warner M, Sutton P (2018) Provisional drug overdose death counts. National Center for Health Statistics.

s 9(2)(g)(i)

s 9(2)(g)(i)

While domestic demand for fentanyl is currently low, the New Zealand illicit drug market is small but lucrative¹⁵, and will possibly be exploited by transnational crime syndicates seeking to access a new market. There is the potential to make substantial profit from small quantities of the drug, for example one kilogram of fentanyl can translate to between 500,000 and one million street doses.

How we manage the early stages of fentanyl emerging in New Zealand will be key to whether or not it becomes an ingrained problem. If we get this right and hit it hard in the first instance we may be able to stop its spread. The risk is that if we are not prepared we will miss the opportunity to limit fentanyl's impact. The consequence of this is that New Zealanders will die.

Police is working with Australian partners and the Ministry of Health on this issue.

- 58 Appendix Six outlines indicative deployment of new staff into four categories of organised crime roles: overt and tactical capability; covert and specialist support; financial focus – targeting cash and assets; and crime and drug prevention.

Three year roll-out phasing

- 59 My preferred rollout option, and the one that most rapidly delivers the 2017 Coalition Agreement goal, is to phase in 670 constabulary officers, and 250 Authorised Officers over the next three years. This builds on the 880 constabulary officers funded in Budget 2017. Taken as one package, this will provide for 1800 new Police officers (constabulary and Authorised Officers) by June 2021 as follows:

¹⁵ The price of methamphetamine in New Zealand is the third highest in the world, after Japan and Australia. (UNODC presentation to the 13th International Precursor Control Training Course in Bangkok, Thailand, Feb 2018).

Table 1: Phasing of 1800 police (constables and Authorised Officers – excludes support staff)

		Budget 2017	Budget 2018			
		2017/18	2018/19	2019/20	2020/21	Total
Budget 17	Const	220	220	220	220	880
Budget 18	Const		240	240	190	670
	AOs		100	100	50	250
Annual extra FTE		220	560	560	460	1800
Cumulative FTE		220	780	1340	1800	

Mix of constabulary and Authorised Officers

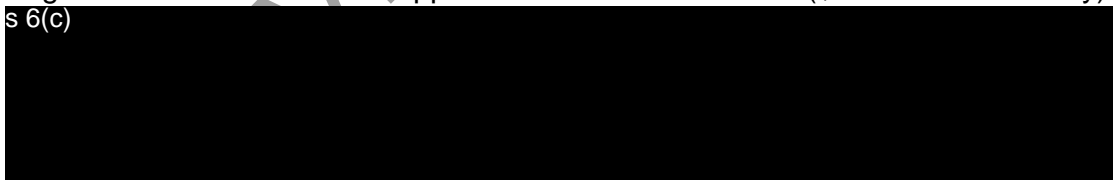
- 60 The investment proposal for 920 additional police, on top of the 880 police allocated in Budget 2017, includes 670 constabulary as well as 250 Authorised Officers.
- 61 The Policing Act 2008 introduced the ability for partially warranted employees (Authorised Officers) to undertake specified police roles involving specific powers. Under the Act, Authorised Officers are deemed to have the same rights, responsibilities, and protections as constabulary officers while executing the powers provided for by the warrant. For this reason, Authorised Officers are counted alongside the constabulary headcount when considering total officer numbers.
- 62 Developments in new technologies and policing methods create new functions within police organisations. The skills that a modern police service requires in areas like cybercrime and financial investigations come from specialist technical training and skill sets, rather than that provided to new recruits through the Royal New Zealand Police College.
- 63 Schedule 1 of the Policing Act 2008 sets out the four current Authorised Officer roles: Police jailer and escort; Police guard; Police specialist crime investigator; and Police transport enforcement officer. The majority of the specialist functions included in this investment proposal can be undertaken under the existing Authorised Officer role of "Police specialist crime investigator". This role includes, but is not limited to, forensic accountants and electronic crime investigators, as set out as examples in the Policing Act 2008.

Additional 240 support staff

- 64 In addition to the 920 constabulary and Authorised Officer staff, this proposal includes funding for 240 support staff. These positions will ensure new police remain on the frontline and in communities, rather than undertaking the administrative and support functions of support staff. They will support the administrative, training, technical, and operational needs of police.

- 65 New Zealand Police currently operates with around a 3:1 ratio of constabulary/support (around 9000 constabulary and 3000 support FTEs). The 240 additional staff is modelled on roughly 4:1 of the new police, taking into account that centralised functions do not require linear scaling. This is a similar approach to the 245 support staff that were funded to support the 880 officers through Budget 2017.
- 66 Approximately 20 staff in non-constabulary police prosecutor roles will assist with efficiency gains in the criminal justice system and support more prosecutions of high end offending, especially drug, fraud, and money laundering offences.
- 67 Beyond this, the exact level, role, number, and location of individual non-sworn staffing positions will ultimately be determined following confirmation of constabulary deployment decisions and service needs. In future, emerging technology and system improvements may provide some of the necessary support to staff to achieve a world-class service to the public.

Providing the tools and support for 21st Century policing

- 68 Ensuring communities have enough police to keep people safe and help people feel safe is vital. It is also important that police are supported to do the job safely and effectively, with the necessary tools, technology, and infrastructure.
- 69 Operational funding is sought in three areas in order to support the deployment of additional police and a renewed focus on organised and serious crime:
- 69.1 Ensure frontline access to tactical options (\$1.5 million annually): It is vital that officers are trained and have access to tactical options, which includes firearms, tasers, and body armour. This investment will ensure that the current ratio of equipment to officers is maintained.
- 69.2 Organised Crime technical support and an evidence base (\$4.5 million annually):
s 6(c)
 It will also enable the expansion of the waste water drug testing programme from the current three sites to test across the regions. This is key to inform tactical and policy options to combat methamphetamine and other drug use and supply, and inform health, justice and social agencies with the provision of drug treatment and interventions.
- 69.3 Property injection (\$8 million one-off cost): Police's property portfolio is geared to past operational needs, and requires significant modernisation. Police is developing a property strategy that will revitalise Police's property footprint over the coming years. A short term injection of operational funding is required to enable Police to open community shopfronts, and for immediate upgrades and fit-outs to stations in order to house what will be a rapid 20 per cent increase in overall Police officer numbers through this investment. Upgrades include increasing capacity for staff facilities, internal alterations to expand station capacity for new recruits in smaller regional stations, and priority remedial work for station front counters with poor health and safety assessments.

Alternative option for phasing the roll-out

- 70 The three year phased roll-out outlined above is my preferred option as it most rapidly delivers the Coalition Agreement. An alternative phasing option is also provided, which would see the additional staff recruited over four years rather than three years as follows:

Phasing of 1800 police (constables and Authorised Officers – excludes support staff)

		Budget 2017	Budget 2018				
		2017/18	2018/19	2019/20	2020/21	2021/22	Total
Budget 17	Const	220	220	220	220		880
Budget 18	Const		113	113	112	332	670
	AOs		62	62	63	63	250
Annual extra FTE		220	395	395	395	395	1800
Cumulative FTE		220	615	1010	1405	1800	

- 71 This phasing approach allocates a greater proportion of the investment in year four, changing the investment profile and creating a balanced recruitment of constabulary officers each year for four years from 2018/19. It reduces recruitment and training pressure in the first three years.

Potential impacts on other agencies

- 72 Consultation has demonstrated wide support from government agencies for the intent of my proposal. A number of cross-government work programmes, initiatives, and priorities can be strengthened by investment in policing, crime prevention, and targeting organised crime and drugs. These include contributing to:

72.1 A more effective criminal justice system

72.2 The Government's Cyber Security Strategy and National Plan to Address Cybercrime

72.3 International and domestic partnerships such as the Five Eyes law enforcement network, Interpol, Egmont Group of Financial Intelligence Units, and New Zealand Police's Liaison Officer network

72.4 Partnering with Customs to target organised crime trafficking of drugs to New Zealand

72.5 Collaboration with Inland Revenue on restraint and forfeiture of criminally derived assets

72.6 The work of the Vulnerable Children's Board and the upcoming Child Wellbeing Strategy and Oranga Tamariki Action Plan

72.7 The National Drug Policy.

- 73 A number of agencies have indicated that they would expect to see increased pressure and costs as a result of the proposed increase in Police resources. This includes increased demand related to:

73.1 Prisons

73.2 Judicial workload, Court services, Legal Aid and Crown Law

73.3 Requests for information from Inland Revenue

73.4 Health services, particularly alcohol and drug, and mental health services.

Justice and Corrections impacts

- 74 Modelling completed by the Ministry of Justice estimates the impact of the proposed Budget 2018 investment on the prison population at 650 beds. This is consistent with the estimate from the Department of Corrections range of 600-900 beds. Both models use common inputs to estimate the additional prison beds; the majority of which result from an increase in organised crime taskforces.
- 75 These models focus on the potential downside impacts of investment in Police for the prison population. The models do not make any allowance for favourable impact from investment in Police on the prison population, in large part because this is very difficult to model. Police's view is that there will be positive offsets from the Prevention First approach and through disruption of organised crime and the drug market. The scale of this impact cannot be modelled with any statistical certainty given the range of complex factors affecting crime in communities.
- 76 With the difficulties in accurately predicting impacts on prisons, increased police numbers creates operational uncertainty for agencies that needs to be managed. In particular, current and projected pressure on Corrections facilities means there is little tolerance for even minor changes in demand for prison places without additional operational or capital funding.
- 77 With this uncertainty in mind, it is appropriate to consider establishing funding for the Department of Corrections, the Ministry of Justice, and Crown Law to manage the potential impact of additional police on their operations.
- 78 Alongside this paper, Cabinet will consider a set of papers brought by my justice sector Ministerial colleagues seeking decisions related to pressures on the prison system and how to move toward a more effective criminal justice system.
- 79 As part of this suite of papers, the Minister of Corrections is seeking decisions in relation to prison capacity, including estimated demand stemming from my proposal to invest in Police. This provides the Department of Corrections a mechanism to seek funding to respond to any operational risk identified from increased police numbers alongside other forecast pressures.

80 s 9(2)(f)(iv)

s 9(2)(f)(iv)

81 s 9(2)(f)(iv)

Social sector impacts

82 This investment proposal is intended to more fully achieve Police and Government's prevention and early intervention aims, which may result in increased referrals and costs to social services including health (particularly mental health and addiction), employment, income support, housing, education, care and protection, cultural, and youth services.

83 We expect that the time needed to recruit, train, and embed new police staff will result in a delayed impact of increased referrals to social sector agencies. In addition, any increase is likely to be incremental and progressive. I therefore propose that any consequential impact on social, health or other services be monitored and any impact on baseline costs be considered in a future Budget process.

Impacts for Road Policing and the National Land Transport Fund

84 Police is currently funded from the National Land Transport Fund (NLTF) to carry out road policing and other transport compliance activities. These activities are undertaken by non-dedicated staff and dedicated road police staff. All officers spend a proportion of their time undertaking road policing activities, either under targeted initiatives, or in the course of their day to day duties.

85 s 9(2)(g)(i)

86 s 9(2)(f)(iv)

87 s 9(2)(f)(iv) I propose to increase the Vote Police Road Safety Programme appropriation by \$27.8 million from 2018/19 to cover

the costs of additional non-dedicated Police officers from Budget 2017 and Budget 2018, from 1 July 2018. The consequence of this would be to:

- 87.1 prevent unintended consequences on the road policing programme and NLTF funding
- 87.2 enable some road policing activity to be appropriately delivered and fully funded directly from the Crown (not via the NLTF)
- 87.3 give transparency of effort and Crown funding allocation to road policing activity
- 87.4 provide a means to hold Police accountable to me as Minister of Police (and to Parliament and the public through annual reporting) for the delivery of road policing outcomes funded through this appropriation.

- 88 Based on the anticipated role contribution to road policing by the non-dedicated staff proposed in this package, \$27.8 million of this overall funding proposal will be allocated to the Vote Police Road Safety Programme appropriation for road policing in order to contribute to road safety and reducing serious injury and deaths on New Zealand roads.
- s 9(2)(f)(iv)

Workforce implementation

- 89 This proposed investment will fund attraction, selection, and training of additional recruits. Police has a proven ability to use advertising and marketing to increase the number of quality applicants for police positions, however the proposed level of growth will require sustained recruitment advertising above that seen in recent years.
- 90 The Royal New Zealand Police College has the capacity to accommodate the bulk of the proposed new recruits. However, specialist training will relocate to alternative venues. Recent changes to selection and training activities has increased Police's capacity to turn applicants into constables, whilst ensuring that everyone who graduates from the Police College is a high quality constabulary employee.
- 91 Police expects attrition levels to trend up over the medium term, due to the growing and ageing Police workforce. There is a risk that attrition levels could be materially higher than currently projected. Capacity across Police's current recruitment process is being designed to allow Police to quickly respond to any such change in attrition.
- 92 Police is committed to building a workforce that better reflects New Zealand's communities, which includes working towards a better gender balance and more ethnic diversity. Most recruits come from the communities that they will police in. Police expects there will be some parts of the country where it will be more challenging to meet proposed growth levels. Police will target recruitment events into these high priority communities.
- 93 Police also expects there will be some specialist positions that may be difficult to fill due to high international demand, however Police is confident the labour market will allow successful recruitment. Police is not intending to proactively undertake international recruitment.
- 94 A number of the new roles funded by the proposed growth would be filled by experienced existing constabulary staff, rather than recent graduates from the Police College. To

ensure that Police can fill these roles, whilst maintaining and building our policing response, Police is developing an implementation plan that carefully considers issues such as timing and training implementation of the growth of the entire Police workforce.

Consultation

- 95 This paper has been consulted with the Department of Prime Minister and Cabinet (the Policy Advisory Group, Security and Intelligence Group and National Cyber Policy Office); the Treasury; the State Services Commission; the Department of Corrections; the Ministry of Justice; the Ministry of Health; the Ministry of Transport; the Ministry of Education; the Ministry of Social Development; Oranga Tamariki – Ministry for Children; Inland Revenue; the Serious Fraud Office; and New Zealand Customs Service.

Financial Implications

- 96 The financial implications of the initiatives on Vote Police are summarised in the table below.

- 97 s 9(2)(f)(iv)

s 9(2)(f)(iv)

- 98 s 9(2)(f)(iv)

s 9(2)(f)(iv)

Human Rights

- 99 This paper has no human rights implications.

Legislative Implications

- 100 This paper has no direct legislative implications. The majority of the specialist functions included in this investment proposal can be undertaken under the existing Authorised

Officer role of “Police specialist crime investigator”. If a new category of Authorised Officer needs to be introduced to Schedule 1 of the Policing Act 2008, an Order in Council under section 27 of the Policing Act 2008 would be required and further consultation and engagement would take place prior to this being put in place.

Regulatory Impact Analysis

101 A Regulatory Impact Analysis is not required for this proposal.

Gender Implications

102 This investment will assist Police to continue its work to improve the gender balance within its workforce.

Disability Perspective

103 This paper has no specific implications for the disability sector.

Publicity

104 This proposal will generate public interest. Publicity will be managed by my Office in consultation with the Prime Minister’s Office. I intend to proactively release this Cabinet paper at the appropriate time.

Recommendations

The Minister for Police recommends that the Committee:

- 1 **note** my proposal to fund 920 new Police officers (constabulary and Authorised Officers), 240 support staff, and associated operating and capital costs
- 2 **note** that this investment would build on the 880 constabulary officers and 245 support staff funded in Budget 2017 (taken as one package, this will provide for 1800 new Police officers (constabulary and Authorised Officers) by June 2021)
- 3 **note** that this would deliver the 2017 New Zealand Labour Party and New Zealand First Coalition Agreement goal to “Strive towards adding 1800 new police officers over three years and commit to a serious focus on combatting organised crime and drugs”
- 4 **note** that an alternative phasing option is provided that would see additional staff recruited over four years rather than three
- 5 **note** that a decision and associated funding is being sought through the Budget 2018 process
- 6 **note** that the proposed package is a significant investment in the sector and will be accompanied by clear expectations for improved results, including delivering any Police performance targets agreed as part of Government priorities
- 7 **note** severe pressure on Corrections facilities means there is little tolerance for even minor changes in demand for prison places without additional funding

8 **note** that the Department of Corrections is seeking funding through a separate paper to respond to the operational risk it estimates it is facing, including from increased police numbers

9 **note** that under the current road policing funding model, an increase in the number of general duties Police officers, as proposed with this Budget 2018 investment (and those approved under Budget 2017), leads to either a requirement to increase the National Land Transport Fund funding or to reduce staffing levels for dedicated road policing

10 **agree** to address the issue noted in recommendation 9, by increasing the Vote Police Road Safety Programme appropriation by \$27.8 million from 2018/19 to cover the costs of additional non-dedicated Police officers from Budget 2017 and Budget 2018, from 1 July 2018

11 **agree** that the \$27.8 million increase in Road Safety Programme appropriation will not be recovered from the National Land Transport Fund from 2018/19 and out-years s 9(2)(f)(iv)


12 s 9(2)(f)(iv)

13 s 9(2)(f)(iv)

14 s 9(2)(f)(iv)


s 9(2)(f)(iv)

s 9(2)(f)(iv)

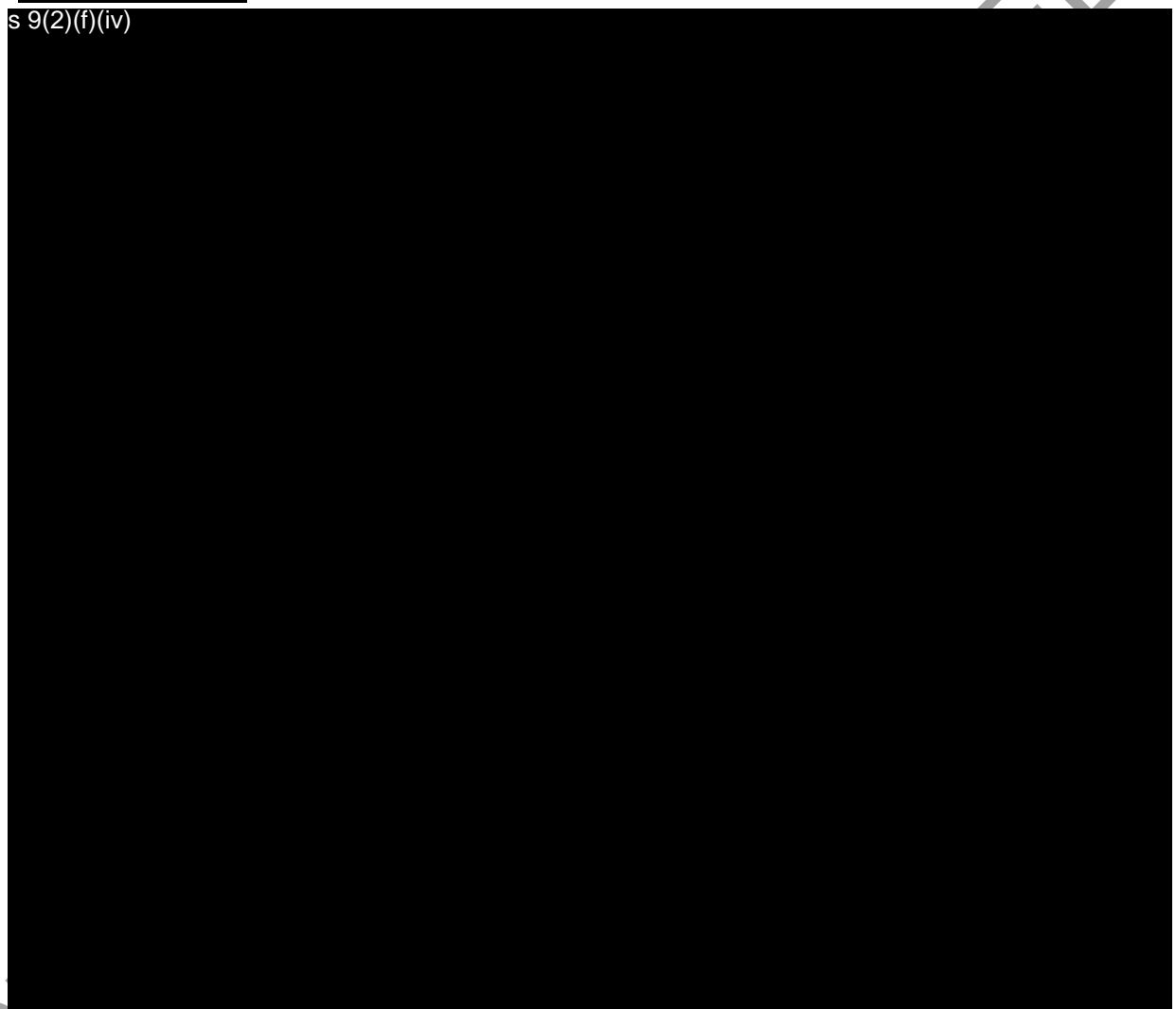
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s 9(2)(f)(iv)

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Authorised for lodgement

Hon Stuart Nash

Minister for Police

APPENDIX ONE: CASE STUDIES

Transforming Phillipstown: The inherent potential in our communities can be seen in places like Phillipstown in Christchurch. Phillipstown was known for its drug dealing, high crime rate, and lack of community cohesion. When a Neighbourhood Policing Team was deployed to the area they gained an understanding of how alcohol, illicit drugs, and organised crime in particular, were enabling local offending. Using a variety of prevention initiatives including community engagement and education, coupled with enforcement, Phillipstown experienced a 28 per cent reduction in overall offending. A 2013 survey found that 90 per cent of the residents felt safe, or had no safety concerns at all.

Reducing Methamphetamine Harm in Northland: Methamphetamine use in Northland is estimated to represent a social harm of \$72 million per year. Te Ara Oranga is a pilot programme that uses a cross agency approach to reduce demand and supply of methamphetamine in the region. The pilot brings together Police, the Northland District Health Board, NGOs, iwi, and community groups to create effective referral pathways and deliver innovative interventions. The DHB and NGOs provide treatment services, employment navigators, and whānau support, while Police work on supply and demand operations by identifying and then referring methamphetamine users to health services and targeting dealers. The partnership between Police, the Ministry of Health and the Northland community demonstrates a holistic response to drug use, which focuses on harm reduction and supply control. Wastewater testing showed a 28 per cent reduction in Northland's methamphetamine use between November 2017 and December 2017.

Community Safety in Kaitia: Te Hiku o Te Ika Neighbourhood Policing Team developed a number of collaborative approaches to prevent victimisation in the Kaitia Community, with a focus on dishonesty offending. One community initiative focused on better use of CCTV. The focus of the collaboration was to prevent harm before it occurred. The Kaitia Neighbourhood Policing Team worked in partnership with the Far North Safer Community Council to develop community owned, social enterprise security organisation 'Total Security Management'. This organisation monitored the CCTV camera system and deployed patrols to any identified risk areas. This initiative was established in partnership with Work and Income, the Ministry of Social Development, and Police, and created nine new jobs for people previously categorised as long term unemployed.

Educating Waikato Communities about Drug Harm: In response to growing community concern and intelligence about methamphetamine dealing and use in Eastern Waikato, the Waikato Organised Crime Squad initiated Operation Daydream across rural Waikato. Analysis showed the community was not fully aware of the extent of the risk and harm caused by methamphetamine use. Educational material was distributed and town hall meetings were organised to improve awareness, reduce further demand for methamphetamine, build community support and engagement, and increase trust and confidence in Police. A prevention focused approach that involved engaging with drug users provided a broader understanding of the methamphetamine environment, intelligence opportunities, and resulted in reduced methamphetamine demand.

Counties Manukau's focus on family harm, youth, and community: A Police family harm pilot Whāngaia Ngā Pa Harakeke (WPNH) is being run in Counties Manukau. The District was selected as one of three sites to trial the new family harm police deployment model because of its high family harm rates – one episode every 31 minutes. The pilot aims to reduce family harm, particularly amongst groups that are over represented. It consists of:

- Dedicated Police constabulary staff (including detectives) who work with Kaiāwhina (social workers/advocates) to help families identified as being at risk of further harm.
- Innovative partnerships with iwi that align shared aspirations and reflect the Counties Manakau situation rather than imposing a national model at a local level.
- Police and partners undertaking daily risk assessment and triage of police family violence reports.

Alongside WPNH, Police and partner agencies have developed the Tamaki Makaurau Youth Crime Action Plan. This Plan aims to reduce crime by children and young people and help those who offend to turn their lives around. The current focus is on establishing Youth Coordination Teams. These teams bring together Police and partner agencies on a weekly basis to share information about children, young people and their families. Recommendations can then be made to address identified needs, with a greater focus on early intervention for at risk young people.

PROACTIVELY RELEASED

DEMAND PRESSURES

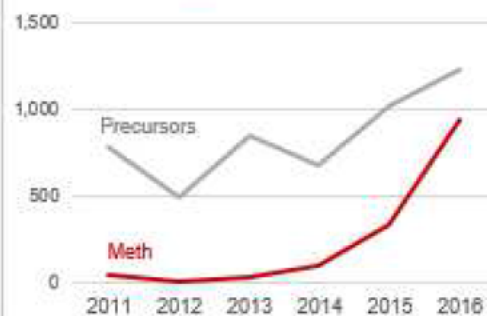
IN CONFIDENCE



ORGANISED CRIME, DRUGS AND METHAMPHETAMINE

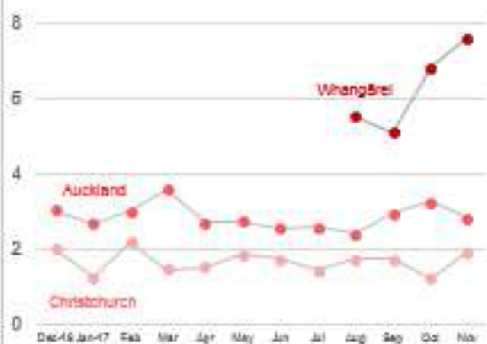
2016 WAS A RECORD YEAR FOR BOTH METH & PRECURSOR SEIZURES

Seizure quantities in kgs

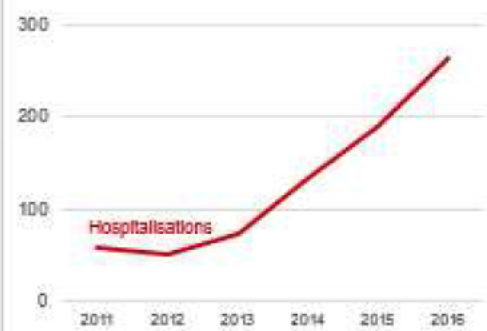


METH CONSUMPTION ACROSS NZ

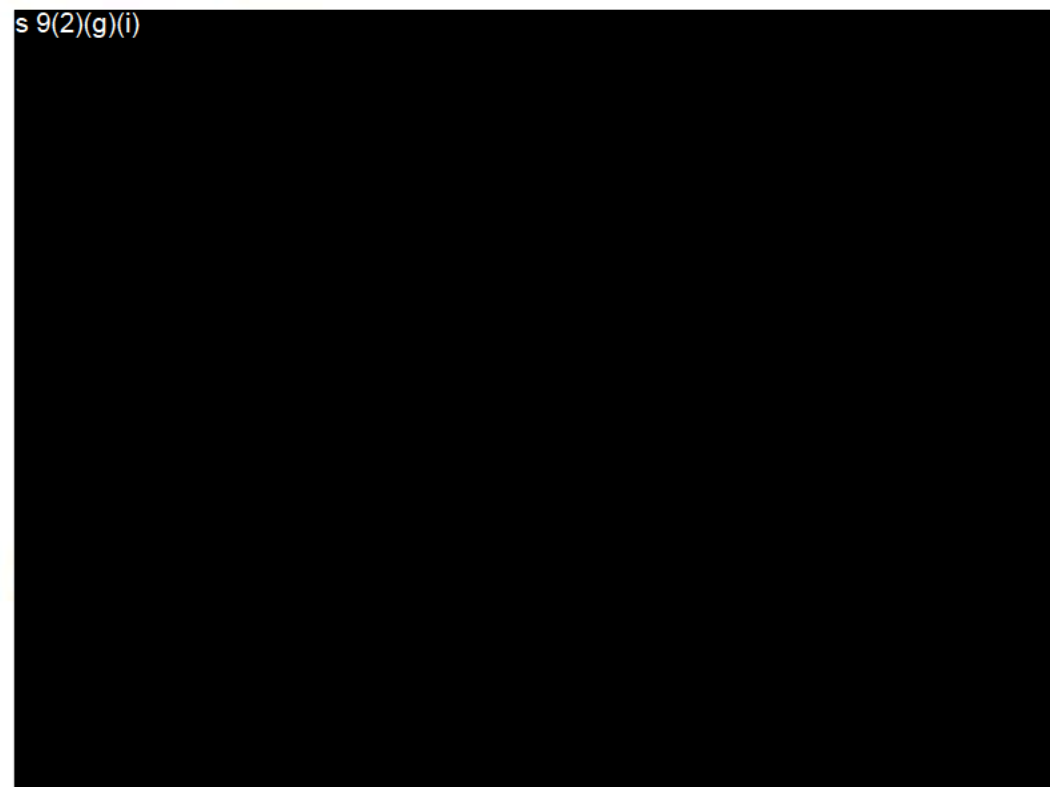
Grams per week per 1,000 population



HOSPITALISATIONS WHERE METH IS THE PRIMARY DIAGNOSIS HAVE INCREASED DRAMATICALLY SINCE 2013



s 9(2)(g)(i)



GANG MEMBERS ARE DISPROPORTIONATELY REPRESENTED IN SERIOUS CRIME & FAMILY HARM

Population of NZ



43,786

Total family violence offences involving gang members

5,343

Patched and prospect gang members

83%

or 4,414 have been involved in a family violence offence

62%

of the 4,414 have been involved in 5 or more family violence offences

565

have been involved in 21 or more family violence offences

MORE THAN HALF OF GANG MEMBERS HAVE BEEN CHARGED AT LEAST ONCE WITH A FIREARMS-RELATED OFFENCE

Almost 10% have been charged with 5 or more offences

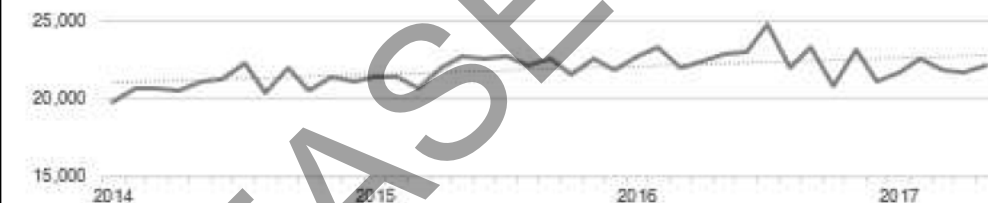


ORGANISED CRIME AND DRUGS ARE INVOLVED IN A SPECTRUM OF OFFENDING

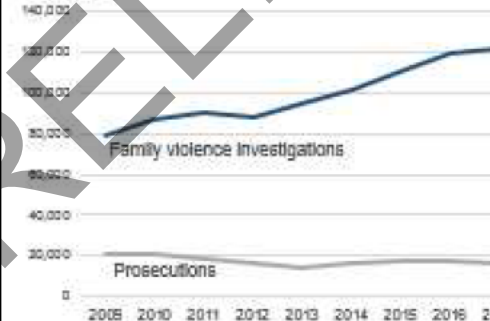


SOCIAL HARM

TOTAL VICTIMISATIONS HAVE TRENDED UPWARDS SINCE 2014



FAMILY HARM-RELATED INVESTIGATIONS CONTINUE TO RISE but prosecutions have dropped since 2009



AGGRAVATED ROBBERIES HAVE BEEN INCREASING SINCE 2014

But since the peak in early 2016 the trend is starting to flatten



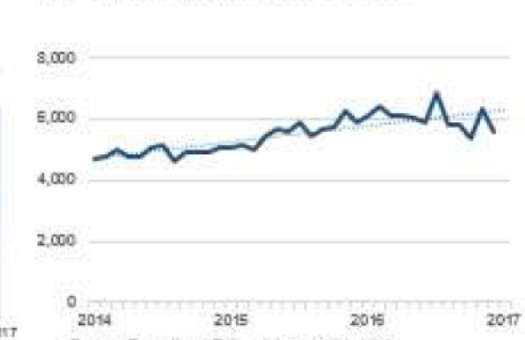
MENTAL HEALTH-RELATED CALLS FOR SERVICE CONTINUE TO INCREASE

Shows combined events attended by Police for mental health and threatened/attempted suicide



BURGLARIES HAVE STEADILY INCREASED SINCE 2014

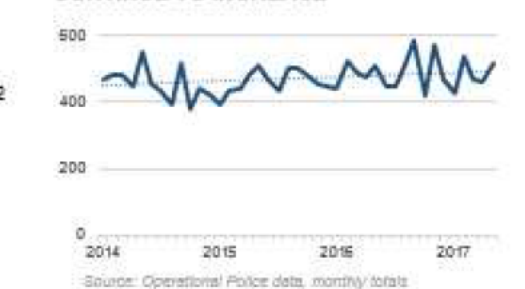
Though the trend has steadied since late 2016



CHILDREN IN DRUG HOUSES



SEXUAL ASSAULT VICTIMISATIONS CONTINUE TO INCREASE

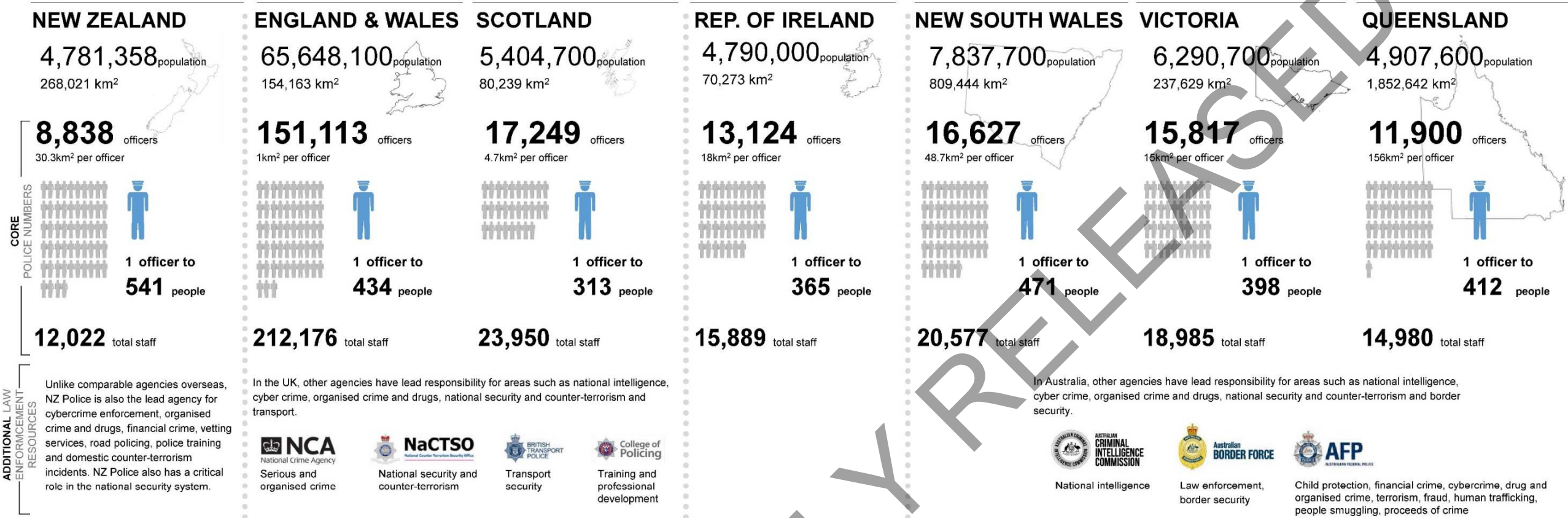


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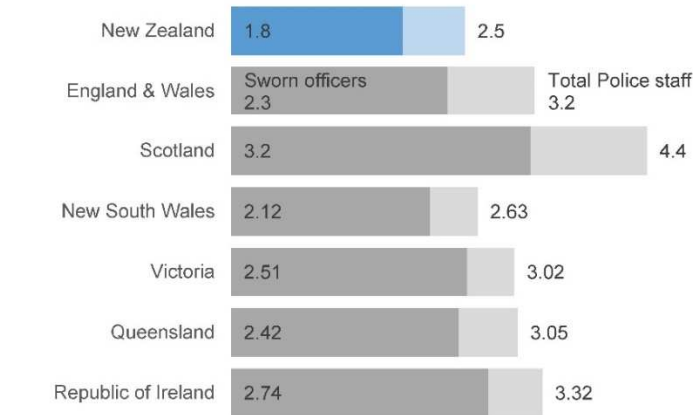
APPENDIX THREE: STAFFING LEVELS

STAFFING LEVELS: COMPARISON BETWEEN NEW ZEALAND AND INTERNATIONAL JURISDICTIONS

Comparison jurisdictions selected based on similar policing philosophy, population and/or land area. Figures updated November 2017 using latest available figures

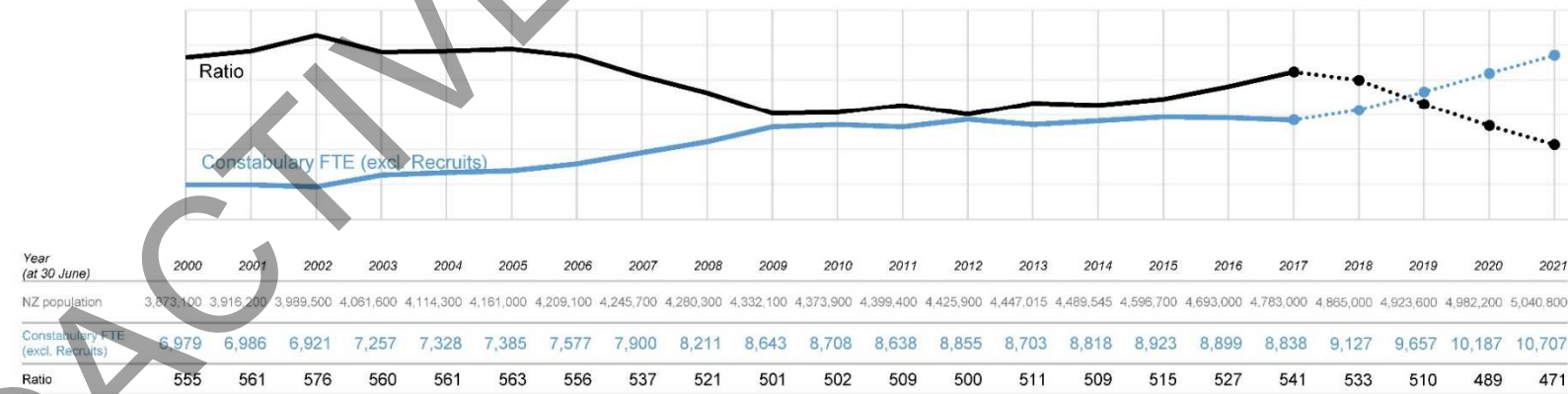


POLICE STAFF PER 1,000 POPULATION



POPULATION GROWTH AND OFFICER NUMBERS

Showing the period from 2000 to 2021 showing projections assuming 1800 additional officers by 2021



SOURCES

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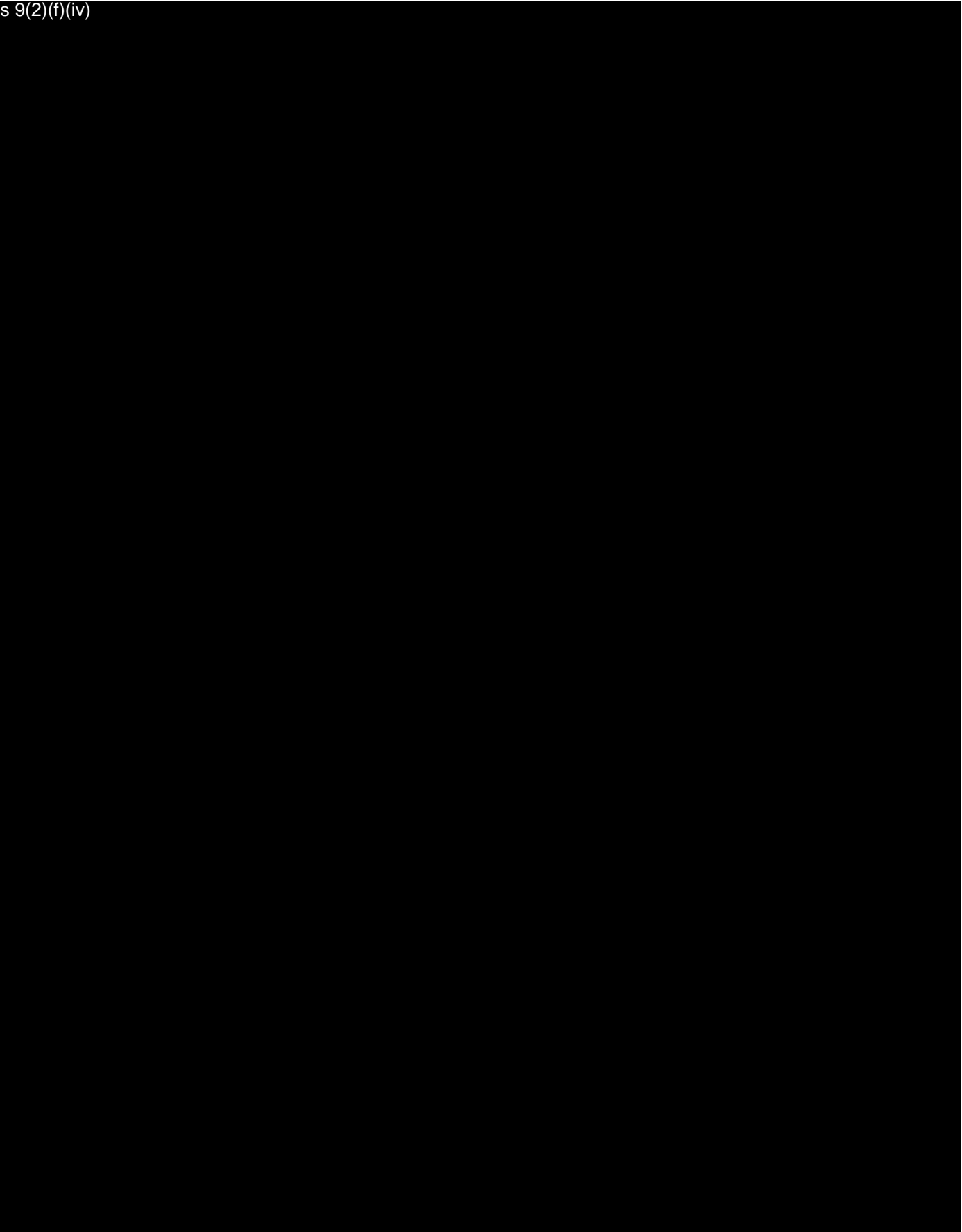
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APPENDIX FOUR: COMPARATIVE LIST OF PREVIOUS AND POSSIBLE TARGETS

s 9(2)(f)(iv)



APPENDIX FIVE: POTENTIAL IMPACTS OF MORE POLICE ON CORRECTIONS DEMAND, AND COLLECTIVE IMPACT ON COMMUNITIES

Deployment Impact	Intervention Logic	Impact	Corrections Impact	Collective impact on communities
Investigation of key figures in organised crime and their associates, especially in drugs organised crime	More prosecutions of high end offending, especially drugs	Increased number of offenders sentenced to imprisonment	Increased Demand	<div><div></div><div>RELEASED</div><div></div></div> <ul style="list-style-type: none">• Communities are safer, and people feel safe• Drugs are less available• Families and young people on the periphery of gangs are increasingly free from addiction, offending and victimisation• Children have a better chance to break the cycle of dysfunction and intergenerational offending• More people lead crime free and more productive lives because drug use and addiction has been addressed• Instead of entrenched and escalating offending more people reduce the severity or frequency of their offending, or desist from committing crime• Fewer victims• Less social harm• Recently increased crime trends reverse, seeing reductions in burglary, aggravated robbery, theft and public place violence• Fewer financial crime victims• More opportunities for effective interventions with low level crime, such as iwi/community panels, where underlying issues can be addressed more effectively than formal Court process• More families are free from family violence because of early and effective intervention for perpetrators of family violence• Safer homes mean more stable lives, impacting positively on employment, finances, and wellbeing across families.• Underlying causes of offending are addressed for young, low level offenders, reducing the likelihood of reoffending and lessening prospects of graduating to serious crimes• More partnered approaches between Police and iwi/Māori, improve outcomes for whānau and build trust and confidence in Police and the justice system• Better handover to wraparound social services, including mental health
Greater volume of money laundering and financial crime investigations	More prosecutions of high end fraud and money laundering offences			
Increased detection and investigation of burglary and other serious offences	Increased resolution rate for burglary and some other serious offences (e.g. robbery), with an increased number of charges, recognising most will not be sentenced to imprisonment			
Organised crime investigation	Reduces drug importation and domestic supply, obstructs initiators of crime, reduces availability of drugs (less purchasing; less volume crime supporting drug use)	Less crime (especially drugs and violence)	Decreased Demand	
Asset recovery	Reduces incentive to commit crime, (multiplied for associates)			
	Disrupts further investment in criminal ventures, for example new supply and manufacture of drugs is reduced (multiplied for associates)			
Removing money launderers	Disrupts criminal enterprises, so profits cannot be used for more crime			
International partnerships strengthened	Illicit commodities (especially drugs and firearms) intercepted offshore, interrupting supply chain to New Zealand and resultant crime			
Disrupting cyber and technology enablers	Prevents trading and distribution of drugs, importation etc			
Crime and drug prevention interventions with families and young people on the periphery of gangs	Reduces addiction, and creates more crime free and productive lives Long term effect encompassing wider family and community			
New model of Police deployment and multi-agency approaches to family harm nationally implemented	Early and effective intervention for perpetrators of family violence Reduced severity and repetition of family violence offending	Less family violence offending proceeds to Court		
Staff deployed against the Prevention First model which focuses on preventing harm in the first instance	More people reduce the severity or frequency of their offending, or desist from crime	Less crime		
More alternative resolutions applied to lower level crime	Young and lower level offenders are held to account, with underlying causes of offending being addressed. Reduced likelihood of reoffending (than formal justice processes) and escalation in some cases to imprisonable offences			
Improved quality and timeliness of files and evidential sufficiency, better inter-agency engagement and collaboration	More early guilty pleas so justice processes are sped up. Improved processing and timeliness of bail hearings and other Court appearances	Less time spent on remand		

APPENDIX SIX: INDICATIVE ROLE TYPES OF ORGANISED CRIME STAFF

Role Category	Total FTE	Role Types
Overt and tactical capability	380	Investigators, tactical specialists (including increasing Special Tactics Group) and operational support to boost both national and district capability
Covert and specialist support	135	Covert technical, surveillance, intelligence, cyber, national security, and prosecutorial specialists
Financial focus: targeting cash and assets	130	Specialist financial crime investigators (Authorised Officers) and constabulary staff for fraud investigations
Crime and drug prevention	55	Constabulary staff to work alongside tactical units to support whānau and communities, and link with other agencies and support groups during and following targeted operations

Note:

Determining the scope and level of each individual role within the broader category breakdowns above will require, and be subject to, a detailed analysis once Cabinet has confirmed final resourcing decisions.

Through this process, it is possible that some individual roles may transfer, at the margins, between categories if the Commissioner of Police considers this is required to ensure resources are deployed in the most effective and efficient manner to deliver on the intent of the investment and keep communities safe.

The recruitment, training, and deployment of staff is planned to take three financial years: 2018-2021. It is possible that, during this time, operational demands may change and deployment choices be amended accordingly.

APPENDIX 7: ESTIMATING THE IMPACT OF EXTRA POLICE NUMBERS ON COURTS AND ASSOCIATED SERVICES

1. As part of the January 2017 *“Safe, Confident and Resilient Communities: Investment in Policing”* proposal for 880 additional police officers, funding was allocated to Vote Courts and Vote Justice in Budget 2017 for additional court (and associated) services. Further funding will be required to account for a further 920 Police officers being proposed for Budget 2018.
2. The figures in this Cabinet paper reflect the Ministry of Justice’s estimates of the impact of an additional 920 Police officers on court services, judicial workload, legal aid, collection of fines, and victim support (associated services). These estimates are based on discussions with Police about planned deployment of these officers. The estimates assume the 920 officers will be deployed as community-focused officers and organised crime officers.

Impact of additional community-focused officers

3. The Ministry of Justice estimates there will be an increase in the number of court cases as a result of the increase in community-focused officers. This increase is assumed to be proportional to the increase in the number of officers, with a reduction applied due to Police’s Prevention First operating model. An estimate of the financial impact of this increase in cases entering courts has been calculated for courts, judiciary, legal aid, collection of fines, and victim support.

Impact of additional organised crime officers

4. The impact on courts and associated services of the increase in organised crime officers is expected to be lower than that of the community-focused officers, albeit with higher legal aid costs. This is because organised crime officers are expected to focus on serious criminal cases (of which a large part will relate to drug manufacture and distribution) and civil cases related to the proceeds of crime. Whilst these cases are likely to be complex in nature, the expected impact on courts and associated services will be much lower due to relatively small number of these cases expected to enter courts.

Total impact of additional officers

5. s 9(2)(f)(iv)

