



Tactical Response Model: Evaluation Report Technical Appendices

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Document Control

Document: Tactical Response Model Evaluation Report Technical Appendix

Project Name: Tactical Response Model Evaluation

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Glossary of terms

Common Incident/Task codes

An Event Code is assigned when police are dispatched to a job ('Event'). These are the codes for common Incident and Task Events (Offences have a different code system).

1C Car/Person Acting Suspiciously

1K Drunk Custody / Detox Centre

1M Mental Health

1R Breach of the Peace

1U Traffic Incident

1V Vehicle Collision

1X Threatens/Attempts Suicide

2W Warrant to Arrest

3T Traffic Stop / Stop Car

4U Lockup

4X Search Warrant

4Q Enquiry / Investigation

5F Family Harm

5K Bail Check

6D Bail Breach

6E Electronic Bail Alarm

Event resolution codes

Once an Event that police have attended has finished, it is assigned a resolution code.

K1 No further police action required (attendance sufficient).

K3 No Offence disclosed (for Incident initially reported as an Offence).

K6 Reported Offence (no offender located)

K9 Arrest made.

Other terms and acronyms

AFCO Aim, Factors, Course, Outline Plan

AOS Armed Offenders Squad

APNT Advanced Police Negotiation Team

ART Armed Response Teams

BAS Body Armour System

BAU Business as usual

BCP Business Continuity Plan

CARD Computer Aided Radio Dispatch system used by Police to manage and record jobs

CDEMA Civil Defence Emergency Management

CHIS Covert Human Intelligence Source (informant)

CIA Community Impact Assessments

CIB Criminal Investigations Branch

CILOs Critical Incident Liaison officers

CITS Controlled Interrupted Time Series analysis

CIU Combined Investigation Unit

CRT Clearance and Rescue Tactics

DaS Deployment and Safety App

DCC District Command Centre

DIB Daily intelligence briefing

DLT District Leadership Team

DMI District Manager of Intelligence

DPT Dog Patrol Team

DSSB Daily Staff Safety Briefing

DPT Dog Patrol Teams

EASC Enhanced Access to Specialist Capability

EBPC Evidence Based Policing Centre

ECC Emergency Communication Centres

EOC Emergency Operations Centre

EOD End of Deployment, used in reference to End of Deployment forms

FIO Field Intelligence Officer

FLINT Frontline Intelligence Product

FRISK Frontline Risk Product

FSEC Frontline Skills Enhancement Course

FSED Frontline Skills Enhancement in District

FSIP Frontline Safety Improvement Programme

GBH Grievous Bodily Harm

GP General Purpose dog units

GSME Ground Situation Mission Execution	RAT Resource Allocation Target
GSMEAC Ground Situation Mission Execution Admin Command – Type of Briefing	RP Road Policing Teams
GunSafe RIOD Firearms Event Log.	RIOD Realtime Intelligence for Operational Deployment
HRO High-Risk Offenders	RNZPC Royal New Zealand Police College
HROM High-Risk Offender Management	RTA Required to Arrest
HROT&C High-Risk Offenders Tasking and Coordination Meeting	SAM Situational Awareness Map
HRPPSW High-risk pre-planned search warrants	SEB Stress Eyes up Breathe
HRVS High-Risk Vehicle Stop	SFP Safe Forward Point
IMT Investigation Management Tool or Incident Management Team	SID Serious Incident Database
IPT Investigation Prevention Team	SME Subject Matter Expert
MOC Major Operations Centre	SSPOI Staff Safety Persons of Interest tool
NCCC National Command and Coordination Centre	SST&C Staff Safety Tasking and Coordination
NCMC or NEMA National Crisis Management Centre	STG Special Tactics Group
NCO non-commissioned officers	TCC Training and Coaching Culture
NIA National Intelligence Application	TCU Tactical Crime Unit
NZCVS New Zealand Crime Victim Survey	TDI Tactical Dog Team, a Dog handler accompanied by tactical operator
OC dog section Officer in Charge dog section	TENR Threat Exposure Necessity Response – Police threat assessment methodology/tool
OSA Officer Safety Alarms	TOC A S/Sgt level leadership and co-ordination position for TRM.
OSL Optimal Staffing Numbers	TOIL Time off in Lieu
PARA-CARD Planned Activity Risk Assessment	TOM A Commissioned officer level leadership position for TRM.
PCA Perceived Cumulative Assessment	TOR Tactical Operations Report
PITT Police Integrated Tactical Training	TPT Tactical Prevention Team, 1 Team Leader plus 3 AOS operators
PTT Precision Targeting Team	TRM Tactical Response Model
PNT Police Negotiation Team	TRO Tactical Rescue Options
POI Person of Interest	TSC Tactical Safety Coaches
PoC Proof of Concept	TT Tactical Teams
PoC Lead an Inspector level role responsible for the PoC in each District	WFM Work Force Management
PPSW Pre-planned search warrant	WTA Warrant to Arrest
PROP Police Register of Property	
PS/CP Protective Services/Close Protection	
PST Public Safety Team	

Appendix A: TPT and TDT deployment measures

Title	Headline measure	Subset measures
Total deployments	Number of Incidents advanced technical teams (ATT) callsigns dispatched to within the evaluation period. Defined by number of unique CARD Event numbers listed against an ATT callsign.	<p>Deployment volume: Total number of dispatch Events by ATTs broken down by district and month of PoC.</p> <p>Incident closure: Top ten Incident codes in which an ATT were dispatched, broken across districts.</p>
Incidents attended	Number of Incident closure type codes attended by ATTs as a proportion of all Incidents. Defined by number of unique CARD Event closures listed against ATT callsign.	<p>District Events: Top ten Events in which an ATT were dispatched</p> <p>Priority Events: Incidents by highest priority and broken down across trial districts in which an ATT were dispatched</p> <p>Emergency Events: Top 10 priority 1 (P1) Events in which an ATT were dispatched</p> <p>Service-Related activities: Most frequent service-related Event closure type codes in which an ATT were dispatched</p> <p>Other services: Most frequent other service Event closure type codes in which an ATT were dispatched</p>
TDT pre-post	Number of Incident closure type codes attended by TDTs before and after the commencement of the PoC as a proportion of all Incidents. Defined by number of unique CARD Event closures listed against TDT callsigns during and prior to the PoC.	<p>District Events: Top ten Events in which an ATT were dispatched</p> <p>Priority Events: Events by highest priority and broken down across trial districts in which an ATT were dispatched</p> <p>Emergency Events: Top 10 P1 Events in which an ATT were dispatched</p> <p>Service-related activities: Most frequent service-related Event closure type codes attended by ATTs across districts</p> <p>Other services: Most frequent other service Event closure type codes in which an ATT were dispatched</p>

Appendix B: TPT and TDT EoD forms

19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

TEN ONE •))

You have a pending draft for this webform. [Load your pending draft.](#)

Deployment Notification Form (TPT/TDT)

Form selection * Tactical Dog Team ▼

Tactical Dog Team

CARD Number * P0

Accepts six to eight digits after P0

Name *

QID *

Team call sign * (eg. NOYD1)

District *

- Select - ▼

Were you deployed as part of an AOS deployment? *

☐ Yes

☐ No

Open file name Date and time 19/09/2022 14:55

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19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

Operation START date and time

19/09/2022



14:55

Operation END date and time

19/09/2022



14:55

Deployed by *

- Select -



Deployment type *

- Select -



Deployment role *

- Select -



Was the AOS Commander consulted? *

☐ Yes

☐ No

Scene type ? *

☐ Dwelling

☐ Vehicle

☐ Public place

Address / Location of Incident *

Choose files

No file chosen

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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Offence Codes (High Level) ? *

- ☐ 1100 Homicide
- ☐ 1200 Kidnapping
- ☐ 1300 Robbery
- ☐ 1400 Grievous Assaults
- ☐ 1500 Serious Assaults
- ☐ 1600 Minor Assaults
- ☐ 1700 Intimidation and Threats
- ☐ 1800 Group Assemblies
- ☐ 1M Mental Illness
- ☐ 1X Suicidal
- ☐ 2200 Sexual Affronts
- ☐ 2600 Sexual Attacks
- ☐ 2700 Abnormal Sex
- ☐ 2800 Immoral Behaviour
- ☐ 2900 Immoral Behaviour Misc
- ☐ 3100 Drugs/Not Cannabis
- ☐ 3200 Drugs/Cannabis
- ☐ 3500 Disorder
- ☐ 3600 Vagrancy Offences
- ☐ 3700 Family Offences
- ☐ 3800 Family Offences
- ☐ 3900 Sale of Liquor Act
- ☐ ~~4100 Burglary~~

Choose files No file chosen
- ☐ 4200 Car Conversion
- ☐ 4300 Theft

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Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

- ☐ 4400 Receiving
- ☐ 4500 Fraud
- ☐ 4600 Computer Crime
- ☐ 4990 Accessory after the fact
- ☐ 5100 Destruction of Property
- ☐ 5200 Endangering
- ☐ 5800 Gambling Act
- ☐ 5900 New Drugs
- ☐ 6100 Trespass
- ☐ 6200 Littering
- ☐ 6300 Animals
- ☐ 6500 Postal Abuses
- ☐ 6800 Firearms Offences
- ☐ 7100 Against Justice
- ☐ 7200 Birth/Deaths and Marriages
- ☐ 7300 Immigration
- ☐ 7400 Blood Samples/Racial
- ☐ 7500 Against National Interest
- ☐ 7600 By Law Breaches
- ☐ 7900 Justice (special)
- ☐ A-W Traffic Offences

Incident Type ? *

- Select - ▼

Choose files No file chosen
Was the offender armed at any point during the incident? *

☐ Yes

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

☐ No

Was there a reportable use of force which will require a TOR to be submitted? *

☐ Yes

☐ No

Key tactics used ?

☐ Cordon/Contain/Appeal

☐ Door knock/Direct approach to target

☐ Emergency action

☐ Open-air arrest

☐ Vehicle Stop - compliant

☐ Other (Describe in "Event description" below)

Incident resolved by *

- Select -



Result code *

- Select -



Resolution ? *

☐ Arrested - charged

☐ Arrested - no charge

☐ Released without charge

☐ Subject decamped scene

☐ Subject returned to caregiver

☐ Transport to hospital (medical)

☐ Transport to hospital (1M)

☐ No file chosen

☐ Refer to Youth Aid

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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- ☐ Subject Escaped
- ☐ Police Disengaged
- ☐ Unknown
- ☐ Other

Was a weapon located? *

- ☐ Yes
- ☐ No

Event description

Lessons learnt, resolution, tactics, issues.
Subject / Offender details not required.

Additional notes

Upload images and files

Maximum of ten files, 5MB per file. Please wait for your files to be listed below before submitting this form.

Choose files

Further comments

19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

✓ Save Draft

Submit



You have a pending draft for this webform. [Load your pending draft.](#)



Deployment Notification Form (TPT/TDT)

Form selection *

Tactical Prevention Team ▼

Tactical Prevention Team

CARD Number *

P0

Accepts six to eight digits after P0

Name *

QID *

Team call sign *

(eg. NOYD1)

District *

- Select -

Were you deployed as part of an AOS deployment? *

☐ Yes

☐ No

Did this TPT deployment avoid an AOS deployment? *



No file chosen

fill out an AOS / PNT Deployment Report as well)

☐ No

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19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

Operation END date and time

19/09/2022



14:55

Deployed by (TDT) *

- Select -



Deployment type (TDT) *

- Select -



Deployment role (TDT) *

- Select -



Was the AOS Commander consulted? *

☐ Yes

☐ No

Scene type ? *

☐ Dwelling

☐ Vehicle

☐ Public place

Address / Location of Incident *

Offence Codes (High Level) ? *

☐ 1100 Homicide

☐

Choose files

 No file chosen

☐ 1200 Kidnapping

☐ 1300 Robbery

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

- ☐ 1400 Grievous Assaults
- ☐ 1500 Serious Assaults
- ☐ 1600 Minor Assaults
- ☐ 1700 Intimidation and Threats
- ☐ 1800 Group Assemblies
- ☐ 1M Mental Illness
- ☐ 1X Suicidal
- ☐ 2200 Sexual Affronts
- ☐ 2600 Sexual Attacks
- ☐ 2700 Abnormal Sex
- ☐ 2800 Immoral Behaviour
- ☐ 2900 Immoral Behaviour Misc
- ☐ 3100 Drugs/Not Cannabis
- ☐ 3200 Drugs/Cannabis
- ☐ 3500 Disorder
- ☐ 3600 Vagrancy Offences
- ☐ 3700 Family Offences
- ☐ 3800 Family Offences
- ☐ 3900 Sale of Liquor Act
- ☐ 4100 Burglary
- ☐ 4200 Car Conversion
- ☐ 4300 Theft
- ☐ 4400 Receiving
- ☐ 4500 Fraud
- ☐ 4600 Computer Crime

No file chosen

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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19/09/2022, 14:55

Deployment Notification Form (TPT/TDT) | Ten One - New Zealand Police Intranet

- ☐ 4990 Accessory after the fact
- ☐ 5100 Destruction of Property
- ☐ 5200 Endangering
- ☐ 5800 Gambling Act
- ☐ 5900 New Drugs
- ☐ 6100 Trespass
- ☐ 6200 Littering
- ☐ 6300 Animals
- ☐ 6500 Postal Abuses
- ☐ 6800 Firearms Offences
- ☐ 7100 Against Justice
- ☐ 7200 Birth/Deaths and Marriages
- ☐ 7300 Immigration
- ☐ 7400 Blood Samples/Racial
- ☐ 7500 Against National Interest
- ☐ 7600 By Law Breaches
- ☐ 7900 Justice (special)
- ☐ A-W Traffic Offences

Incident Type ? *

- Select - ▼

Was a team member armed at any point during the incident? *

- ☐ Yes
- ☐ No

Was there any use of force which will require a TOR to be submitted? *

- ☐ Yes
- ☐ No

<https://tenone.police.govt.nz/form/deployment-notification#no-back>

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Key tactics used (TDT) ?

- ☐ Door knock/Direct approach to target
- ☐ Open-air arrest
- ☐ Vehicle Stop - compliant
- ☐ Dog deployment
- ☐ Other (Describe in "Event description" below)

Incident resolved by *

- Select - ▼

Result code *

- Select - ▼

Resolution ? *

- ☐ Arrested - charged
- ☐ Arrested - no charge
- ☐ Released without charge
- ☐ Subject decamped scene
- ☐ Subject returned to caregiver
- ☐ Transport to hospital (medical)
- ☐ Transport to hospital (1M)
- ☐ CATT involvement
- ☐ Refer to Youth Aid
- ☐ Subject Escaped
- ☐ Police Disengaged

☐

Unknown

Choose files

No file chosen

☐ Other

Was a weapon located? *

- ☐ Yes
- ☐ No

Event description

Lessons learnt, resolution, tactics, issues.
Subject / Offender details not required.
What value did the Tactical Operator bring to the deployment?

Additional notes

Upload images and files

Maximum of ten files, 5MB per file. Please wait for your files to be listed below before submitting this form.

Choose files

Further comments

✔ Save Draft

Submit

Appendix C: Further EoD form measures

Title	Headline measure	Subset measure
Compliance / added capability	Rate of EoD form submission as a proportion of all CARD Events attended by advanced technical teams (ATTs).	<p>Tactical prevention team (TPT) compliance rate of EoD form submission: Number and percentage of matched EoD (End of Deployment) forms submitted by TPTs as a proportion of all CARD Events attended by TPTs that require an EoD form.</p> <p>Tactical dog team (TDT) added capability rate of EoD form submission: Number and percentage of matched EoD forms submitted by TDTs as a proportion of all CARD Events attended by TDTs that might require an EoD form.</p>
Incidents reported	Number and proportion of incident type codes reported by ATTs as a proportion of all incidents reported. Defined by distinct EoD forms from ATTs.	District events: top ten events reported by ATTs within each district
ATT deployments	Number and proportion of ATT deployments per Proof of Concept (PoC) district and team (TPT/TDT). Defined as reported within unique EoD forms from ATTs.	<p>Deployment type: Number and percentage of pre-planned and emergency/ response deployments as a proportion of all deployments across districts</p> <p>Deployment role: Number and percentage of roles taken up by ATTs at their deployments as a proportion of all deployments across districts</p> <p>Offences: Number and percentage of offences reported at events as a proportion of all offences</p> <p>Staff armed: Number and percentage of events attended by ATT staff in which they were armed</p> <p>Specified tactics: Number and percentage of tactics used as a proportion of all events attended</p> <p>Incident resolution: Number and percentage of incidents by resolution method as a proportion of all events</p> <p>Weapon located: Number and percentage of events attended by ATTs in which a weapon was located as a proportion of all events</p> <p>Weapon type indicated: Number and percentage of weapon types located as a proportion of all events in which a weapon type was located</p> <p>EoD narrative: Thematic analysis of EoD form narratives</p>

Appendix D: Police data impact/outcome measure data dictionaries

Use of force impacts and assault on police outcomes measures

Definition	Interpretation	Specification	Notes
Pathway to impact: FSED training should reduce use of force (and complaints about use of force) through improving officers' decision-making and tactical options use in situations posing a risk to their safety.			
<p>Number of Tactical Options Report (TOR) Events and rate per 10,000 relevant Events attended. "TOR CARD Events" means CARD Events with one or more linked Tactical Options Reports (TORs), indicating the reportable use of force by one or more officers. "Relevant Events" means CARD Event Types at which police assaults occurred in the past.</p> <p>Subsets analysed:</p>	<p>Potential overcount: Events where multiple CARD IDs exist (i.e., one Event is DUPNCAN and the other is the master) and are linked to multiple TORs will be counted as multiple Events.</p> <p>Potential undercount: Excludes uses of force not reported via TORs. Recent months exclude TORs that have not yet completed the review process. <i>Relevant Events attended</i> excludes field Events with Attendance Duration = 0 having been Arrived and at the same time (there is almost always an Event for the original call-out/activity that is already counted).</p>	<p>Counting rule: Count once per unique CARD Event ID. One CARD Event can involve multiple TORs. This differs from the 'per TOR' rule used in other TOR based reporting.</p> <p>TOR CARD Event inclusion criteria: CARD Events that involved the reportable use of one or more tactical options by one or more officers, for which at least one TOR report was created, and for which the CARD Event ID was recorded in the TOR. Includes all Disposition codes so that all CARD Events resulting in TOR reports are included even if the result code is 'CANCELEV' or 'DUPNCAN'. CARD Attendance Duration ≥ 0 (to capture field Events where an Event is created just for the TOR CARD Event, which is Arrived and Closed at the same time so Attendance Duration = 0—these account for about 4% of TOR CARD Events).</p> <p>Relevant Events attended inclusion criteria: CARD Event Types at Dispatch for which there are at least 1 linked TOR CARD Event in the past 5 years (rolling). CARD Attendance Duration > 0. Includes all</p>	<p>Proactive Events: Events that are pre-planned or officer discovered/field Events, being where Dispatch Event Type = 3- (Prevention Activities) or 4- (Other Duties) or 2O/2S/2T/2U/2W (Warrants/Summons) or Call Source = POLICE or OFFICER or RADIO or STA.</p> <p>Reactive Events: Events that are reports from the public to which police respond, being all Events not classed as proactive.</p> <p>Other tactics: most are handcuffs/restraints with pain compliance, remainder are baton, 'other', weapon of opportunity, sponge round, riot shield).</p> <p>For more information about this data source see: https://www.police.govt.nz/about-us/publication/tactical-options-research-reports </p>

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Definition	Interpretation	Specification	Notes
<p>Proactive Events (see notes)</p> <p>Reactive Events (see notes)</p> <p>Tactic category:</p> <ul style="list-style-type: none"> - empty hand - OC spray - TASER - firearm - dog - other (see notes) 		Disposition/Result codes so that all CARD Events that were attended are included even if they are CANCELEV or DUPNCAN.	
Number of tactics used (median number per officer across all TORs per CARD Event).	As above.	As above.	
Number of complaints about police use of force received by the IPCA.	<p>Potential undercount: Excludes uses of force notified to the IPCA under Section 13 of the IPCA Act (where an injury or death caused, or apparently caused, by Police in the execution of duty are to be notified to the IPCA), or the Memorandum of Understanding. However, these are internal police</p>	<p>Counting rule: Count once per complaint.</p> <p>Inclusion criteria: Complaints entered in the Integrity and Conduct database (IAPro), being: use of force complaints notified to Police from the Independent Police Conduct Authority (IPCA) or through the police website 'Praise and Complain' section or notified to the IPCA under Section 15 of the IPCA Act. Complaints.</p>	<p>For more information about this data source see: TOR Database User Guide (New Zealand Police intranet), https://www.police.govt.nz/contact-us/give-feedback-about-police and https://www.police.govt.nz/about-us/about-new-zealand-police/police-professional-conduct/police-professional-conduct-glossary</p>

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Definition	Interpretation	Specification	Notes
	investigations and are not included in this data source.	categorised as: Firearm (non-discharge), Baton, Taser, OC Spray, Dog bite, Restraints, Other object, OR Manual.	
Pathway to outcome: The TRM should reduce assaults on police through the FSED training improving officers' decision-making and tactical options use in situations posing a risk to their safety. In the long-term the TRM should reduce assaults on police by improving proactively prioritising and reducing risk from offenders at high risk of assaulting police.			
Number of assault on police offence Events and rate per 10,000 relevant Events attended. <i>"Assault on police offence Events"</i> means CARD Events with a linked NIA Occurrence that includes one or more offences with qualifying NIA Offence Codes. <i>"Relevant Events"</i> means CARD Event Types at which police assaults have occurred in the past.	Potential overcount: Includes assaults in custody or prison where the NIA Offence Scene SubType is not recorded accurately. If separate Events are created for the police assault and the offence/incident/activity at which it occurred, and Attendance > 0 for both Events, both Events will be counted separately in the <i>relevant Events attended</i> . Potential undercount: Excludes minor police assaults not entered in NIA. Excludes both minor and more serious police assaults for which the Offence Code is not one of the specific <i>assault on police</i> Offence Codes listed below. Excludes police assaults for which the CARD Event ID was not entered in the NIA Occurrence (rare). Injury and Weapons breakdown excludes NIA Offences for which these detailed are not	Counting rule: Count once per unique CARD Event ID. Monthly numbers are based on Event Accepted Date. Assault on police inclusion criteria: CARD Event ID is linked to a NIA Occurrence containing one or more Offences with an Offence Code that specifies the victim was a police officer or police dog (1481, 1482, 1519, 1551, 1552, 1553, 1554, 1559, 1611, 1612, 1613, 1616, 1619, 6341, 6349, B179). CARD Attendance Duration >=0 (to capture field Events where an Event is created just for the police assault, which is Arrived and Closed at the same time so Attendance Duration = 0—these account for about 3% of assault on police Events). Assault on police exclusion criteria: Assaults on police in Custody or Prison (NIA Offence Scene SubType = Police station or Prison). NIA Offence Closure Reason = NO OFFENCE, ERROR or DUPLICATE. Relevant Events attended inclusion criteria: CARD Event Types at Dispatch for which there are at least 3 linked <i>assault on police</i> offences in the past 5 years (rolling). CARD Attendance Duration > 0. Includes all Disposition/Result codes so that all CARD Events that were attended are included even if they are CANCELEV or DUPNCAN.	For more information about this data source see: https://www.police.govt.nz/about-us/publication/national-recording-standard-march-2022

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Definition	Interpretation	Specification	Notes
	recorded. Recent months exclude police assaults not yet reported/recorded. <i>Relevant Events attended</i> excludes field Events with Attendance Duration = 0 having been Arrived and Closed at the same time (there is almost always an Event for the original call-out/activity that is already counted).		
<p>Number and percentage of assault on police incidents that resulted in injury (rather than near miss). "Assault on police incident" means incident reports from MyPolice that HR have coded as involving an assault on police.</p> <p>Whether an assault resulted in injury or the incident was a 'near miss' is recorded by the</p>	<p>Potential overcount: Includes multiple incident reports submitted for a single incident (e.g., where multiple officers are assaulted at the same incident).</p> <p>Potential undercount: Excludes assaults (injury and near miss) for which no incident report is entered in MyPolice. Excludes incidents that occurred but were not yet recorded for the most recent month by the 4th of the following month. Incident reports where multiple assaults on police are reported are only counted once.</p>	<p>Counting rule: Count once per unique incident number (after removing duplicates with different incident numbers but the same incident description (first 100 characters) plus QID and incident date, or the same incident number, keeping the incident report with the latest status (see notes) of the duplicates, and latest Date Created of duplicates with the same status).</p> <p>Assault on police inclusion criteria: Critical Risk = Motivated offender AND Critical Risk Sub-categories = Arrest: Physical Altercation with Offender, HE: Spat at, Spat at, HE: Human bite, MO: human bite, MO: Firearm presentation, MO: Firearm, MO: Knife, OR MO: Other weapon. HR codes these fields based on reading the incident details.</p> <p>Assault on police exclusion criteria: Incidents in custody, at stations, in training and other irrelevant contexts, being Where District Occurred = "Training"; Other Site Name = "Court" OR "Overseas"; Occurred on police site = "X"; Other Site Description</p>	<p>Status order (first to latest): Submitted, Pending Investigation, Endorsed, Under Review, Changes Required, Declined, Withdrawn, Approved, Closed.</p> <p>Excluded incidents:</p> <p>For more information about this data source see: https://tenone.police.govt.nz/pi/recording-and-reviewing-health-and-safety-events (New Zealand Police intranet)</p>

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Definition	Interpretation	Specification	Notes
person submitting the incident report.		<p>includes "police station"; Activity During Incident (1,2 or 3) = "Custodial supervision", "Physical Competence Test", "police training", "Sports injury on duty", "Working at a computer" OR "Administration"; Surface Cause (1 or 2) includes "Training", "PCT", "Work station", "work place" OR "system set up"; No Critical Risk = "Custody", "Office activities", "OOS", "training", "Exhibit Safety", "building issues", "Overseas Deployment", "PCT", "Standing/on feet long periods e.g., cordon", "poisoning", "police Dog Bite/Injury", "Sun/Heat", "Workstation", OR "Stock on road".</p> <p>Resulted in injury inclusion criteria: Incident Sub-types = "Incident with Injury/Illness" (not "Near miss/close call no Injury/Illness").</p>	
<p>Number and percentage of Tactical Options Report (TOR) CARD Events where police were injured by a subject. "Police injured by a subject" means at least one officer received an injury caused by a subject, rather than self or other officer, as recorded in the TOR for the Event.</p>	<p>Potential overcount: Events where multiple CARD IDs exist (i.e., one Event is DUPNCAN and the other is the master) and are linked to multiple TORs will be counted as multiple Events.</p> <p>Potential undercount: Excludes injuries not reported via TORs. Recent months exclude TORs that have not yet been submitted and reviewed.</p>	<p>Counting rule: Count once per unique CARD Event ID. One CARD Event can involve multiple TORs. This differs from the 'per TOR' rule used in other TOR based reporting.</p> <p>Police injured by a subject inclusion criteria: Victim Type = 'Staff'; Cause Description = 'Actions of Subject OR Caused by Subject = 1'; all Injury Types.</p> <p>TOR CARD Event inclusion criteria: CARD Events that involved the reportable use of one or more tactical options by one or more officers, for which at least one TOR was created, and for which the CARD Event ID was recorded in the TOR. Includes all Disposition codes so that all CARD Events resulting in TORs are included even if the result code is 'CANCELEV' or 'DUPNCAN'. Status =</p>	<p>For more information about this data source see: TOR Database User Guide (New Zealand Police intranet), https://www.police.govt.nz/contact-us/give-feedback-about-police and https://www.police.govt.nz/about-us/about-new-zealand-police/police-professional-conduct/police-professional-conduct-glossary</p>

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Definition	Interpretation	Specification	Notes
		Complete (i.e., not TOR reports that are incomplete or not yet reviewed).	

Firearms impacts and outcomes measures

Definition	Interpretation	Specification	Notes
Pathway to impact: Prioritising people at high risk of using firearms at police should increase (in the short term) the number of occasions where firearms are located, and the proportion of wanted HROs arrested, through proactively deploying specialist capability to risk. In the long term, this pathway should lead to fewer occasions where firearms are located.			
Percentage of wanted high-risk persons of interest (POIs) who were arrested within 30 days (of being recorded as wanted). "Wanted high-risk POIs" means people with one or more NIA alerts indicating they were wanted to arrest or interview who meet the criteria for high-risk. "Arrested within 30 days" means a custody Record was created with an arrest date within 30	<p>This measure reflects the extent that Police are reducing risk of future harm by way of arrest, but does not capture activities to reduce risk through alternatives to arrest or in relation to high-risk POIs that were not wanted to arrest or interview.</p> <p>Potential overcount: Includes POIs that may be low risk to staff safety despite meeting the broad criteria used in this measure. Includes POIs whose wanted alert was expired before they were arrested. Includes POIs whose wanted alert was expired before the 30 day cut-off.</p> <p>Potential undercount: Excludes POIs that may be high-risk to staff safety despite not meeting the criteria used in this measure. The most recent month excludes arrests that occur within 30 days of the wanted alert but that have not been</p>	<p>Counting rule: Count once per Wanted Alert per month (Wanted Alerts with identical created and expired dates counted as one Alert). One person can have multiple Wanted Alerts in a month so be counted multiple times; one arrest can be within 30 days of multiple Wanted Alerts. Number per district assigned as the Wanted Alert Location (see notes).</p> <p>Arrested within 30 days inclusion criteria: Custody Arrest Date >= Wanted Alert Date AND Custody Arrest Date <= 30 days after Wanted Alert Date.</p> <p>Wanted high-risk POIs inclusion criteria: Wanted Alert Category = DNA HIT; FINGERPRINT HIT; PAROLE RECALL WARRANT; REQUIRED TO ARREST; WARRANT TO ARREST;</p>	<p>Wanted Alert Location = location of the Occurrence linked to the Wanted Alert, or if there is no linked Occurrence or Occurrence Location, it's the location of the staff member that created the Wanted Alert, or if there is no staff member QID (i.e., the Wanted Alert is automatically generated by the Courts system or Bail Management App), then it's the wanted person's Current Primary Address as at when the report is run (not when the alert was created).</p>

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Definition	Interpretation	Specification	Notes
days of the wanted alert.	entered in NIA at the time the report is run; reports run towards the end of the month will have more complete data on arrests following alerts created in the last full month.	WANTED TO ARREST - ESCAPED CUSTODY; WANTED TO INTERVIEW; FINES WARRANT; POLICE SAFETY ORDER - BREACHED / PERSON WANTED. An Active (as at the Wanted Alert Start Date) High-Risk Alert (USES/CARRIES FIREARMS; VIOLENCE - ASSAULTS POLICE/LAW ENFORCEMENT OFFICER; USES OR CARRIES KNIFE / OTHER WEAPON; THREAT; VIOLENCE - OTHER; VIOLENCE USED AGAINST POLICE IN PAST; RETURNING OVERSEAS DEPORTEE; DRUG CULTIVATOR; DRUG MANUFACTURER; DRUG SUPPLIER; DRUG USER; HSMU STAFF SAFETY; USE OF FORCE - TOR) OR a High-Risk Offence (see notes) with a Start Date within 5 years of the Wanted Alert Start Date OR a NIA Gang Node Gang Link = Gang member (current at Wanted Alert Start Date).	High-risk Offences: Person to Offence Link = Cleared Offender, Offender or Youth Aid Offender. Closure code is not Error, Not an Offence or Duplicate. Offence Codes from the Tactical Intelligence Offender Prioritisation Matrix Indicators: Assault on police, Breaches, Firearms against police, Evading police, Violence/weapons Offences. ¹ For more information about this data source see: https://www.police.govt.nz/about-us/publication/national-recording-standard-march-2022
Number of firearms property cases. "Firearms property cases" means cases	Because it is mandatory to record all property coming into police possession in the PROP (police register of property) database, these	Counting rule: Count once per case reference number.	For more information about this data source see: https://tenone.police.govt.nz/pi/r

¹ Assault on police = 1613, 1481, 1482, 1551, 1552, 1553, 1554, 1559, 1564, 1569, 1611, 1612, 1616, 1619, 1622, 1623, 1629, 1519, 1615, 6341, 6349; Breach = 6911, 6913, 6914, 6915, 7136, 7137, 7185, 7143, 7147, 7148, 7942, 7943, 7945, 7946, 7951, 7952, 7958, 9147, 9298; Firearms against police = 1481, 1482; Police evasion = 3514, 7131, 7132, 7134, 7135, 7138, 7142, 7191, 7192, 7193, 7194, 9144, B149, B110, B111, B223, B224, B228, B229, B108, B195, B196, B221; Violence/ weapons = 1100, 1200, 1300, 1400, 1500, 3851, 6851, 6852, 6868, 6955, 6958, 1111, 1121, 1131, 1132, 1141, 1311, 1341, 1411, 1414, 1421, 1424, 1431, 1434, 1441, 1451, 1454, 1461, 1481, 1482, 1483, 1491, 1511, 1511, 1521, 1531, 1541, 1551, 1561, 1571, 1581, 1591, 1611, 1621, 1631, 1641, 1644, 1651, 1711, 1721, 1725, 1731, 1755, 1781, 3877, 3879, 4136, 4155, 4157, 6112, 6337, 6338, 6811, 6813, 6814, 6815, 6821, 6822, 6823, 6824, 6825, 6831, 6832, 6833, 6834, 6838, 6841, 6842, 6843, 6844, 6845, 6846, 6851, 6852, 6853, 6854, 6855, 6856, 6857, 6858, 6859, 6861, 6862, 6863, 6864, 6865, 6866, 6867, 6868, 6869, 6873, 6874, 6876, 6877, 6878, 6879, 6885, 6886, 6887, 6889, 6841, 6842, 6943, 6944, 6945, 6946, 6947, 6953, 6954, 6955, 6958, 6961, 6962, 6963, 6964, 6965, 6967, 6971, 6972, 6973, 6974, 6975, 6977, 6978, 6981, 6982, 6983, 6984, M308, 1758, 1755, 1756, 1757, 1759.

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Definition	Interpretation	Specification	Notes
recorded in PROP involving firearms or firearms parts being seized by or surrendered to Police.	records are a highly reliable indicator of the seizure of firearms. Potential undercount: Excludes records where a case reference number wasn't entered (about 2%).	Inclusion criteria: PROP records where Property Type = Firearm, firearm parts, ammunition or explosives.	Receiving property and exhibits (New Zealand Police intranet)
Number and percentage of GunSafe records that involved a firearm located. "Firearm located" means a firearm was located, recovered, seized or surrendered.	Potential overcount: Includes firearm events duplicated within or between GunSafe, Firearms Search and Seizure (FSS), or Tactical Options Reports (TOR) databases but that are not identified as duplicates when these datasets are combined into the master GunSafe spreadsheet by the Capability Insights & Performance team. Includes located imitation firearms so overestimates risk to physical safety to the extent that imitation firearms are counted. Potential undercount: Excludes firearms events not recorded in GunSafe, FSS or TOR. Recent months exclude records that have not yet been entered in the databases.	Counting rule: Count once per unique GunSafe record. Firearm located inclusion criteria: Firearms Status = located, recovered, seized or surrendered. The number of Firearm Status column: airguns, imitation firearms, prohibited firearms, rifles, shotguns, pistols, starter pistols, restricted weapons, and unknown/other weapons. GunSafe records inclusion criteria: All records in the master GunSafe spreadsheet. This includes events where staff consider there to be a firearms risk, but no firearm is located or used in the event.	For more information about this data source see: https://www.police.govt.nz/sites/default/files/publications/ir-01-22-6698.pdf and https://www.police.govt.nz/sites/default/files/publications/evidence-brief-appropriate-tactical-settings.pdf
Number of firearm located offence Events and rate per 10,000 relevant Events attended. "Firearm located offence Events" means Events with a linked NIA Occurrence	Potential overcount: Includes imitation firearms (because some Offence Codes cover both imitation and non-imitation firearms so it is not possible to exclude the imitation firearm Offences), so overestimates risk to physical safety to the extent that Offences involving imitation Offences are counted.	Counting rule: Count once per unique CARD Event ID. Firearms located offence Events inclusion criteria: CARD Event ID is linked to a NIA Occurrence with one or more Offences where the Offence Code Description includes the word 'firearm' OR Weapon Used = Firearm. CARD Attendance Duration >=0 (to capture field	For more information about this data source see: https://www.police.govt.nz/about-us/publication/national-recording-standard-march-2022

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Definition	Interpretation	Specification	Notes
that includes one or more Offences relating to possession of firearms. " <i>Relevant Events</i> " means CARD Event Types at which firearms offences have occurred in the past.	Potential undercount: Excludes firearms Events for which no NIA Offence was created. Excludes firearm Offences for which the CARD Event ID was not entered in the NIA Occurrence (common). Recent months exclude Offences not yet reported/recorded. <i>Relevant Events attended</i> excludes field Events with Attendance Duration = 0 (Arrived and Closed at the same time), however there is almost always an Event for the original call-out/activity already counted.	Events where an Event is created just for the police assault, which is Arrived and Closed at the same time so Attendance Duration = 0—these account for about 9% of <i>firearm offence Events</i>). Located codes = 6810s, 6820s, 6830s, 6840s, 6850s (except 6854 and 6855), 6864, 6867, 6868, 6869, 6870s (except 6879), 6880s, 6900s (except 6961, 6962 and 6963). Firearms located offence Events exclusion criteria: Offence Codes where the Code Description includes the phrase "no firearm" (currently 3852, 3854). NIA Offence Closure Reason = NOT AN OFFENCE, ERROR or DUPLICATE. Relevant Events attended inclusion criteria: CARD Event Types at Dispatch for which there are at least 3 linked <i>firearms offences</i> in the past 5 years (rolling); Number of CARD Unit Attendance > 0. Includes all Disposition/Result codes so that all CARD Events involving firearm offences are included even if they are CANCELEV or DUPNCAN.	
Pathway to outcome: The TRM should reduce the use of firearms against police and the public through risk-based deployment incapacitating HROs via arrests and firearms seizure.			
Number of firearm used offence Events and rate per 10,000 relevant Events attended. " <i>Firearm used</i>	Potential overcount: As for firearm located offence Events. All Events with 'use or carry' Offence Codes (e.g., 6855) are counted as Firearm Used Events.	As for firearm located offence Events, plus: Offence Code not listed in the Located codes.	As for firearm located offence Events.

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Definition	Interpretation	Specification	Notes
<p><i>offence Events</i>" means Events with a linked NIA Occurrence that includes one or more offences relating to possession of firearms. <i>"Relevant Events"</i> means CARD Event Types at which firearms offences have occurred in the past.</p>	<p>Potential undercount: As for firearm located offence Events.</p>		
<p>Number of firearm victimisations and rate per 10,000 residential population. "<i>Firearm victimisations</i>" means victim Offences committed with firearms, being Offences with qualifying Offence Codes.</p> <p>Subsets analysed:</p> <ul style="list-style-type: none"> - Violence - Robbery - Burglary/theft - Other <p>(see notes)</p>	<p>Potential overcount: Includes multiple victimisations within one 'Occurrence' so Occurrences involving many victims will be counted multiple times.</p> <p>Potential undercount: Excludes Offences where a firearm is used against a victim but the firearm element is not captured through the use of a firearms specific Offence Code or the 'weapon used' field. Recent months exclude firearm victimisations not yet reported/recorded.</p>	<p>Counting rule: Count once per unique victim (includes persons and organisations) per ANZSOC Division per Occurrence.</p> <p>Firearm victimisations inclusion criteria: Offence Code Description includes the word 'firearm' OR Weapon Used = Firearm (see NRS). The Offence is a victim Offence (See NRS: a victim Offence is one that requires a victim to be recorded as specified in the LRT Code Book).</p> <p>Firearm victimisations exclusion criteria: Offence Codes where the Code Description includes the phrase "no firearm" (currently 3852, 3854). NIA Offence Closure Reason = NOT AN OFFENCE, ERROR or DUPLICATE.</p> <p>Population inclusion criteria: Number of people estimated to reside in the location (country/district/area) where the victimisation</p>	<p>ANZSOC Divisions:</p> <p>Violence = Homicide and Related Offences; Sexual Assault and Related Offences; Acts Intended to Cause Injury; Abduction, Harassment and Other Related Offences Against a Person.</p> <p>Robbery = Robbery, Extortion and Related Offences.</p> <p>Burglary/theft = Unlawful Entry With Intent/Burglary, Break and Enter; Theft and Related Offences.</p> <p>Other = all other Divisions (almost all are Prohibited and Regulated Weapons and Explosives Offences involving</p>

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Definition	Interpretation	Specification	Notes
		occurred, according to annual projections based on the latest Census. Population estimates are provided by Statistics New Zealand annually per Station boundary, then aggregated to area, district and national level.	presenting or discharging firearms). For more information about this data source see: https://www.police.govt.nz/about-us/publication/national-recording-standard-march-2022 and https://www.abs.gov.au/ausstats/abs@.nsf/mf/1234.0
Number and percentage of GunSafe records that involved firearm use at police. "Firearm use at police" means a firearm was presented or discharged at police. "Presented at police" means pointed directly at police officers, police dogs, police vehicles, and police premises. "Discharged at police" means discharged at, or in the general direction of, police officers, police dogs, police vehicles, and police premises.	The definition of 'use at police' differs between GunSafe and the NIA Offence Codes included the NIA based measure below, so not all instances of firearm use at police are captured in both measures and they should be treated as complementary. Firearm use at police is very rare, and sources of undercount common, so this measure is easily influenced by recording practices. Potential overcount: Includes firearm events duplicated between GunSafe, Firearms Search and Seizure (FSS), or Tactical Options Reports (TOR) databases not identified as duplicates when these datasets are combined into the master GunSafe spreadsheet by Capability Insights and Performance (CIP). Includes imitation firearms, so overestimates risk to physical safety to the extent that presentations of imitation firearms are counted.	Counting rule: Count once per unique GunSafe record. Firearm use at police inclusion criteria: Records appearing in the Use At Police subset verified by Capability Insights & Performance as involving presentation or discharge at police. GunSafe records inclusion criteria: All records in the master GunSafe spreadsheet. This includes events where staff consider there to be a firearms risk, but no firearm is located or used in the event.	For more information about this data source see: https://www.police.govt.nz/sites/default/files/publications/ir-01-22-6698.pdf and https://www.police.govt.nz/sites/default/files/publications/evidence-brief-appropriate-tactical-settings.pdf

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Definition	Interpretation	Specification	Notes
	<p>Potential undercount: Excludes firearms events not recorded in GunSafe, FSS or TOR. Recent months exclude records that have not yet been entered in these databases.</p>		
<p>Number of firearm use at police offence Events and rate per 10,000 relevant Events attended. "Firearm use at police offence Events" means Events with a linked NIA Occurrence that includes one or more Offences with qualifying Offence Codes. "Relevant Events" means CARD Event Types at which firearms were used at police in the past.</p>	<p>The definition of 'use at police' differs between the NIA Offence Codes used in this measure and GunSafe as used in the previous measure, so not all instances of firearm use at police are captured in both measures and they should be treated as complementary. The Offence Codes used in this measure do not include imitation firearms. Firearm use at police is very rare, and sources of undercount common, so this measure is easily influenced by recording practices.</p> <p>Potential overcount: If separate Events are created for the firearm use at police offence and the offence/incident/activity at which it occurred, both Events will be counted separately in the <i>relevant Events attended</i>.</p> <p>Potential undercount: Excludes Events involving firearm use at police for which no NIA Offence was created, or for which the Offence Code is not one of the specific firearm use at police Offence Codes (common). Excludes <i>firearm use at police Offences</i> for which the CARD Event ID was not entered in the NIA Occurrence (common). Recent months exclude <i>firearm use at police Offences</i> not yet reported/recorded. <i>Relevant Events attended</i> excludes field Events with Attendance Duration =</p>	<p>Counting rule: Count once per unique CARD Event ID.</p> <p>Firearm use at police inclusion criteria: CARD Event ID is linked to a NIA Occurrence containing one or more Offences with Offence Code 1481, 1482, 1551, or 1611. CARD Attendance Duration >=0 (to capture field Events where an Event is created just for the police assault, which is Arrived and Closed at the same time so Attendance Duration = 0—these account for less than 1% of <i>firearm use at police offence Events</i>).</p> <p>Firearm use at police exclusion criteria: NIA Offence Closure Reason = NOT AN OFFENCE, ERROR or DUPLICATE.</p> <p>Relevant Events attended inclusion criteria: CARD Event Types at Dispatch for which there is at least 1 linked <i>firearm use at police offence</i> in the past 5 years (rolling); CARD Attendance Duration > 0. Includes all Disposition/Result codes so that all CARD Events involving firearms offences are included even if they are CANCELEV or DUPNCAN.</p>	<p>For more information about this data source see: https://www.police.govt.nz/about-us/publication/national-recording-standard-march-2022</p>

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Definition	Interpretation	Specification	Notes
	0 (Arrived and Closed at the same time), however there is almost always an Event for the original call-out/activity already counted.		

Methamphetamine impact and outcome measures

Definition	Interpretation	Specification	Notes
Pathway to impact: Prioritising HROs should increase (in the short term) the number of occasions where methamphetamine is seized, through proactively deploying specialist capability to risk (as indicated by methamphetamine production and supply). In the long term, this pathway should lead to fewer occasions where methamphetamine is seized.			
Number of methamphetamine property cases. "Methamphetamine property cases" means cases recorded in PROP involving methamphetamine, amphetamine or precursors being seized by Police.	Because it is mandatory to record all property coming into police possession in the PROP (police register of property) database, these records are a highly reliable indicator of the seizure of methamphetamine. Potential undercount: Excludes records where a case reference number wasn't entered (about 2%).	Counting rule: Count once per case reference number. Inclusion criteria: PROP records where Drug Type = Methamphetamine, Meth, Crystal Methamphetamine (Ice), Amphetamine, Ephedrine (Chemical Precursors), Pseudoephedrine (Chemical Precursors).	For more information about this data source see: https://tenone.police.govt.nz/pi/receiving-property-and-exhibits (New Zealand Police intranet)
Pathway to outcome: The TRM could reduce the amount of methamphetamine being consumed through proactively prioritising HROs involved in methamphetamine production and supply, thus disrupting production and supply. This measure is a proxy measure for community safety with respect to methamphetamine. It reflects the prevalence of harm from methamphetamine use in the community.			

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Definition	Interpretation	Specification	Notes
<p>Estimated rate of methamphetamine consumption (milligrams per day) per 1,000 population.</p> <p><i>"Methamphetamine consumption"</i> means the amount of drug biomarker detected in the wastewater.</p> <p><i>"Population"</i> means the estimated residential population in the wastewater treatment plant catchment zones tested in a given month.</p>	<p>Consumption only reflects populations in catchment areas from which samples are tested and are not reflective of populations outside the tested catchment areas.</p> <p>Potential overcount: Samples taken during holiday periods in holiday destinations are not adjusted by the increase in population (only the usually resident population is counted), so the consumption rate is overestimated during holiday periods at those sites. At sites with growing populations, population can be undercounted until updates are received from Local Authorities, at which point the data are updated retrospectively, so the consumption rate is overestimated until the population data are updated. Dumping or flushing of drugs can result in elevated 'consumption' rates – this is rare and when it occurs is noted in NDIB reports.</p> <p>Potential undercount: Consumption reflects the amount of pure drug present in wastewater, and does not include cutting agents and binders, so the measure underestimates the amount of methamphetamine consumed in its 'street' form. When (occasionally) wastewater sites are not able to be sampled, their methamphetamine consumption rates are not included in the district and national rate. Population includes children so the rate underestimates consumption among the actual population of potential methamphetamine users (i.e., young adults and adults), especially for districts or sites with higher child populations.</p>	<p>Counting rules: Average mg per day per 1000 population over the 7 testing days of the month.</p> <p>Methamphetamine consumption inclusion criteria: Wastewater samples are taken every 10-15 minutes over 24 hours across 7 consecutive days during the month. Some sites are tested monthly, others every second month. Consumption is then estimated by measuring the concentration of drug biomarkers in the samples and adjusting for the rate at which the drug is metabolised and excreted from the body, including the proportion of whole drug excreted. Biomarkers are specific to methamphetamine and are unaffected by consumption of legal medicines. See NDIB reports for more detail.</p> <p>Population inclusion criteria: Population estimates for each site's catchment area are calculated by Local Authorities (using Census data, population projections, and additional information such as the number of wastewater connections) and are provided to NDIB approximately annually.</p>	<p>Data for Counties Manukau PoC District were not available because the catchment area covers parts of all three Tāmaki Makaurau Districts. Auckland City and Waitematā were removed as potential matched controls and no combined PoC district analysis was conducted. Analyses were conducted for the Tāmaki Makaurau Districts combined, and the other PoC districts separately.</p> <p>Data used in the analyses cover the PoC period to May 2022 only (June was not yet available).</p> <p>For more information about this data source see:</p> <p>https://www.police.govt.nz/about-us/publication/national-wastewater-testing-programme-quarter-1-2022</p>

Appendix E: Controlled Interrupted Time Series analysis technical detail

CITS analyses were run in R (R Core Team, 2013) using the package MarketMatching (Larsen, 2016), which in turn uses functions from the packages CausalImpact (Brodersen et al., 2015) and dtw (Dynamic Time Warping, Tormene et al., 2009). Table E.1 describes the analysis steps and parameters used in the respective R functions. These steps were run for each impact and outcome measure, and where possible each measure was analysed as both a count (e.g., number of assault on police offence Events) and a rate relative to an appropriate denominator (e.g., rate of assault on police offence Events per 10,000 relevant Events attended).

Table E.1: Controlled Interrupted Time Series analysis steps and parameters

Step		Parameters
1	Calculate time series per district.	Weekly for TOR data-based measures, monthly for all other measures.
Run steps 2 to 5 for each PoC district and all PoC districts combined (the 'target district'):		
2	Run 'best_matches()' function, which calculates for each district a range of metrics reflecting how closely its pre-PoC period time series matches that of every other district.	Use defaults.
3	Filter the output of Step 2 to the target district and the non-PoC districts (its potential controls).	-
4	Run 'inference()' function on the output of Step 3, which: <ul style="list-style-type: none"> a) fits a Bayesian structural time series model to the pre-PoC time series of the target district using the number of best matched controls' time series input by the user, and a variable representing seasonality. b) calculates two measures of fit reflecting how closely the model's fitted values match the observed values in the target district during the pre-PoC period: the Durbin-Watson statistic (DW, which measures autocorrelation in the residuals where a value of two indicates no autocorrelation) and Mean Absolute Percentage Error (MAPE, the average relative—percentage—difference between the fitted and observed values, with lower values indicating a better fit than higher values). c) calculates the probability of an effect, the average estimated effect (relative increase or reduction as a percentage), and the 95% credible interval of the effect estimates. 	nseasons = 12 for monthly time series; 52 for weekly time series. Run for each combination of: prior_level_sd (prior standard deviation for the local level term) = 0.01 or 0.1 ² control_matches (number of best matched controls) = 2, 3, 4 or 5.

² Following guidance set out at <https://cran.r-project.org/web/packages/MarketMatching/vignettes/MarketMatching-Vignette.html>, we tested different values and selected that which yielded the best fit as measured by DW and MAPE (see Step 5).

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5	Rank the models resulting from Step 4 by DW (closer to 2 is higher ranked) and MAPE (closest to zero is higher ranked) and take the average rank.	-
6	Filter the output of Step 5 to the model with the highest average rank (taking the model with the smallest MAPE in the case of ties). Results are taken from this model.	-

References

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Appendix F: Focus group and interview prompt/question scripts – first set

TRM Evaluation focus groups – Frontline

Questions and prompts
<p>Welcome, consent, ground rules</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>How do you think the implementation of TRM is going so far?</p> <ul style="list-style-type: none"> What elements of TRM have you noticed or had interaction with so far? Do you think TRM is adding value?
<p>What impact has TRM had on:</p> <ul style="list-style-type: none"> Changes to shift patterns Demand Management Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).
<p>Have you noticed any impact on your BAU and operating environments?</p> <ul style="list-style-type: none"> Are you conducting less risky activities due to the presence of tactical teams? Are things safer? What do you think about the changes to double crewing?
<p>What do you think about the FSED training you've had so far?</p> <ul style="list-style-type: none"> Has this added value or impacted on your safety? For those that haven't had the training, have there been any issues with access?
<p>Have tactical teams impacted your access to specialist capability?</p> <ul style="list-style-type: none"> Has this added value or impacted on your safety?
<p>What do you think about changes to intelligence / risk-based deployment?</p> <ul style="list-style-type: none"> FRISK 24/7 DCC Has this added value or impacted on your safety?
<p>Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation focus groups – Tactical operators

Note: One district pairs Tactical Operators with the Dog Handler, the other district has TOs paired with the sections, so DHs may work with multiple TOs.

Questions and prompts
<p>Welcome, consent, ground rules</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>How is the implementation of TDTs going so far?</p> <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you? Does it look like you expected it would or were told it would? What would you like TDTs to look like?
<p>What do you think about the new pairings?</p> <ul style="list-style-type: none"> How have the new pairings been implemented and what do they look like for you day to day? How are events being resolved? What would be different without you there? Has there been an impact on abstractions from BAU? What did you think about the new pairings when you first found out about them? What do you think about them now?
<p>How do you think TDTs are impacting on safety?</p> <ul style="list-style-type: none"> Your safety Safety of dog handlers Safety of the frontline
<p>Have the TRM changes impacted your wellbeing?</p> <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
<p>Do you think you're adding value so far?</p>
<p>Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p>Closing and thanks</p> <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation focus groups – TPTs

Questions and prompts
<p>Welcome, consent, ground rules</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>How is the implementation of TPTs going so far?</p> <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you? Does it look like you expected it would or were told it would? What would you like TPTs to look like?
<p>What do you think about how TPTs are being deployed, redeployed, and utilised?</p> <ul style="list-style-type: none"> How have TPTs been implemented and what do they look like for you day to day? Do you have adequate capability and equipment? Is intelligence accessible and reliable? How does the decision-making process around emergency deployments work? Do you have input on where and when you might be best utilised? Do you think TPTs are being deployed enough and utilised appropriately?
<p>How has TRM changed things for you?</p> <ul style="list-style-type: none"> Impact on your decision making at events Impact on your safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).
<p>Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift management changes, abstractions from BAU)</p>
<p>Do you think you're adding value so far?</p>
<p>Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p>Closing and thanks</p> <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – AOS commander

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you	
<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you?	
<ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the AOS? Does it look like you expected it would or were told it would? What do you think about the process around TRM so far and how changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on:	
<ul style="list-style-type: none"> Intel processes <ul style="list-style-type: none"> Is Intel being received in a timely way and how useful has it been so far? Decision making Safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – DCC manager

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you	
<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you?	
<ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the DCC? <ul style="list-style-type: none"> Prompt: In what ways does TRM differ from BAU for you? Does it look like you expected it would or were told it would? What do you think about the process around TRM so far and how any changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on:	
<ul style="list-style-type: none"> The operation of the DCC Decision-making around deployment and re-deployment (Prompt: for both planned and emergency deployments) Safety of the frontline and tactical teams Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). Are there any TRM changes that impact how the DCC works with rural staff and rural deployment? 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – DCC Staff

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the DCC? <ul style="list-style-type: none"> Prompt: In what ways does TRM differ from BAU for you? Does it look like you expected it would or were told it would? What do you think about the process around TRM so far and how any changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on: <ul style="list-style-type: none"> The operation of the DCC Decision-making around deployment and re-deployment (Prompt: for both planned and emergency deployments) Safety of the frontline and tactical teams Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). Are there any TRM changes that impact how the DCC works with rural staff and rural deployment? 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – District tactical operations coordinator

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you	
<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you?	
<ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you, the people you coordinate, and your district? Does it look like you expected it would or were told it would? What do you think about the TRM process so far and how changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on:	
<ul style="list-style-type: none"> Decision making Safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Prompt: How could these be addressed?	
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – Dog handlers

Note: One district pairs Tactical Operators with the Dog Handler, the other district has TOs paired with the sections, so DHs may work with multiple TOs.

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering the name of the person present to check against consent form. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been a dog handler How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you? Does it look like you expected it would or were told it would? What would you like TDTs to look like? What did you think about the new pairings when you first found out about them? What do you think about them now? 	
Tell me about the impact of having a tactical operator with you? <ul style="list-style-type: none"> How have the new pairings been implemented and what do they look like for you day to day? What impact has being in a TDT had on your: <ul style="list-style-type: none"> Decision making Safety Confidence Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). Any impact on dog? 	
What impact do you think deploying with a Tactical Operator has on frontline staff?	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, space in the vehicle)	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	

Questions and prompts

Is there anything else about TRM that we haven't covered that you'd like to talk about?

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – Dog section supervisor

Note: Some districts pair Tactical Operators with the Dog Handlers, other TOs are paired with the sections, so DHs may work with multiple TOs.

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the dog handlers? Does it look like you expected it would or were told it would? What do you think about the process around TDTs so far and how changes have been implemented? What did you think about the TDTs when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, management, equipment)	
What impact has TRM had on: <ul style="list-style-type: none"> Decision making Safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – District tactical operations manager

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering the name of the person present to check against consent form. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you, the people you manage, and your district? Does it look like you expected it would or were told it would? What do you think about the TRM process so far and how changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on: <ul style="list-style-type: none"> Decision making Safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	
Closing and thanks <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually) 	

TRM Evaluation interviews – Intel manager

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the Intel staff? <ul style="list-style-type: none"> Prompt: In what ways does TRM differ from BAU for you? Does it look like you expected it would or were told it would? What do you think about the TRM processes and products so far? (e.g. SSPOI, risk assessment and prioritisation processes) What do you think about how TRM changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, and abstractions from BAU).	
What impact has TRM had on: <ul style="list-style-type: none"> Decision making <ul style="list-style-type: none"> Is Intel being provided in a timely and accurate way and how useful do you think it has been so far? (Note: 'timely' is most relevant for Frontline; Other Intel is often prepared in advance.) Safety of the frontline <ul style="list-style-type: none"> Do you know how the TRM Intel changes contributing to the safety of frontline (if at all)? Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	

Questions and prompts

Is there anything else about TRM that we haven't covered that you'd like to talk about?

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – Other managers

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you	
<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you?	
<ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the people you manage? Does it look like you expected it would or were told it would? What do you think about the TRM process so far and how changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
What impact has TRM had on:	
<ul style="list-style-type: none"> Decision making Safety Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Prompt: How could these be addressed?	
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – PoC lead

This might be a more informal conversation regarding the establishment and implementation of the trial in their district.

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> How long you've been in Police How long you've been in this district What was your role in the set up and implementation of TRM? 	
Tell me about the set up and implementation of TRM: <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the district? Does TRM look like you expected it would or were told it would? What do you think about the process around TRM so far and how changes have been implemented? 	
Do you have any recommendations to those establishing TRM in other districts in future? <ul style="list-style-type: none"> Challenges Prompt: How could these be addressed? Areas for improvement Things that worked well with TRM 	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything else about TRM that we haven't covered that you'd like to talk about?	
Closing and thanks <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually) 	

TRM Evaluation interviews – Rural staff

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
Tell me about the impact of your district's involvement in the TRM trial: <ul style="list-style-type: none"> In what ways are things different because of your rural stationing, compared to main centres? 	
Are there impacts of the different elements of TRM on you and your rural colleagues? <ul style="list-style-type: none"> Training <ul style="list-style-type: none"> Has the FSED training been offered to you? Do the following elements of TRM impact you: <ul style="list-style-type: none"> TPTs TDTs Intelligence <p>Prompts: If they have noticed changes, get deeper descriptions of these If not, ask about what they think would be needed to feel the impacts of TRM.</p>	
What impact has TRM had on safety? <ul style="list-style-type: none"> Your safety The safety of your other rural colleagues Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work). 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	
Closing and thanks <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually) 	

TRM Evaluation interviews – Tactical intelligence analysts

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
What does TRM look like for you? <ul style="list-style-type: none"> How was the communication around TRM - and in particular what TRM would mean for you and the Intel staff? <ul style="list-style-type: none"> Prompt: In what ways does TRM differ from BAU for you? Does it look like you expected it would or were told it would? What do you think about the TRM processes and products so far? (e.g. SSPOI, risk assessment and prioritisation processes) What do you think about how TRM changes have been implemented? What did you think about the TRM changes when you first found out about them? What do you think about them now? 	
Have there been difficulties arising in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, and abstractions from BAU)	
What impact has TRM had on: <ul style="list-style-type: none"> Decision making <ul style="list-style-type: none"> Do you get feedback about if your products are used or have helped? Is Intel being provided in a timely and accurate way and how useful do you think it has been so far? <i>(Note: 'timely' is most relevant for Frontline; Other Intel is often prepared in advance.)</i> Safety of the frontline <ul style="list-style-type: none"> Do you know how the TRM Intel contributes to the safety of frontline (if at all)? Wellbeing (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work) 	
Have there been any (other) challenges with TRM for you so far? Prompt: How could these be addressed?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
Is there anything (else) about TRM that could be improved for you?	<i>(Acknowledge any blue-sky responses, but try and prompt to keep related to TRM)</i>
What (else) has worked well with TRM for you so far?	
Is there anything else about TRM that we haven't covered that you'd like to talk about?	

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

Appendix G: Focus group and interview prompt/question scripts – second set

TRM Evaluation focus groups – Frontline

NB: Questions 1 & 2 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts
<p>Welcome, consent, ground rules</p> <p>As discussed in facilitator training, including gathering names of those present to check against consent forms.</p>
<p>1. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i></p> <ul style="list-style-type: none"> • Explain what these are • What has been an improvement and why? • What hasn't improved/got worse and why?
<p>2. Have you seen any changes to the TRM as a whole (in your district) in the last couple (2) of months?</p> <ul style="list-style-type: none"> • Explain what these are • What has been an improvement and why? • What hasn't improved/got worse and why?
<p>3. What do you currently think of the TRM?</p> <ul style="list-style-type: none"> • What elements of TRM have you interacted with? <ul style="list-style-type: none"> ○ TPTs ○ TDTs ○ Intelligence ○ DCC changes
<p>4. Have the TRM tactical teams (TPT and in some cases TDT) impacted your access to specialist capability?</p> <ul style="list-style-type: none"> • Have you had access to this support when responding to callouts? • Has this added value or impact on your safety? • How? In what ways?

Questions and prompts

5. What do you understand to be the changes to intel as part of the TRM?

Do you receive or have access to additional products, alerts, support as a result of TRM changes to intel?

- Did this add value or impact on your safety?
 - How? In what ways?

6. How safe do you feel going about everyday duties in your current role in NZP?

- What is/are the reason/s for your feelings of safety/not feeling safe
- Have your feelings of safety changed at all during the past year? If so,
 - How: increase/decrease, changed more than once?
 - When: at specific points or slowly over time?
 - Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (having access to additional support of the new teams), or external (change in the risk involved in everyday duties) or a mixture?

7. What impact (if any) has TRM deployment model had on:

- Changes to shift patterns
- Demand
- Management

8. Has the TRM deployment model had any impact either positive or negative on your feelings of wellbeing?

- How so?

(**Prompt:** it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).

9. How has being involved in the TRM deployment model trial district impacted on your BAU and operating environments?

- How did the changes to double crewing go?

For PST/RP Sergeants:**10. How is double crewing working in practice?****11. When your team has an odd number of staff, what do you do?**

- Single-crew
- Remain at station
- Depends on circumstances
- What factors influence your decision making?

12. Are there ever any circumstances where a Constable might be single crewed?

- When?
- Why?

Questions and prompts

TRAINING SECTION

13. What FSED training have you taken so far? NB: FSED training – NOT FSEC

- What have you completed, what are you still waiting to do?

14. Thinking about your training, what lessons have you had the opportunity to put into practice? Give examples please.

- How useful have they been?
- How easy has been to put it into practice?

15. Are there any situations where you could have used your new training, but didn't? why?**16. Have you experienced any barriers to putting the training into practice?**

- If so, what are these barriers?
- Is there any way these barriers could be reduced or removed?

17. Who or what supports you in putting your new training into practice?

- Superiors, colleagues, leadership team etc
- Strategy, Policy, briefings etc

18. Has the training had any impact on how your team works together on a regular basis?

- If so, how?

19. Has the training changed how your team works together on specific incidents?

- If so, how?

Officers who have not gone through the training: (try and get any info from non-trained people about the issues above through the conversation)

20. Why have you not taken the FSED training thus far?

- Does anything make it harder for you to get access to the training? If so, what?

21. If TRM is rolled out to other districts, do you have any recommendations for improvement?

- What were the challenges?
- How could these be addressed?
- What worked well?

22. Do you think TRM has had an impact on the local community?

- Why/why not?
- What kind of impact?

23. Is there anything else about TRM that we haven't covered that you'd like to talk about?

TRM Evaluation focus groups – Tactical operators

Note: One district pairs Tactical Operators with the Dog Handler, the other district has TOs paired with the sections, so DHs may work with multiple TOs.

NB: Questions 1 & 2 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome, consent, ground rules	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
2. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. What do you currently think of the TRM?	<ul style="list-style-type: none"> What elements of TRM did you have interaction with? <ul style="list-style-type: none"> TPTs Intelligence DCC changes
4. What do you think about your pairing/s?	<ul style="list-style-type: none"> How are events being resolved? What would have been different without you there? Was there an impact on abstractions from BAU? What did you think about the new pairings when you first found out about them? What do you think about them now?

Questions and prompts

FIREARMS

NB: 'tool up' and 'arm up' are common colloquial terms for getting ready with firearms

5. As a tactical team, when you are called to unplanned events what is the decision-making process for whether you immediately 'tool/arm up' or not? (i.e. likely to be using TENR)

- What information is taken into consideration?
- How is it weighed?
- Who makes the final call?
- Is this process working?
- What if any improvements could be made?

6. Have you ever been at an event where you felt the decision to 'tool/arm up' was unnecessary?

- What was the event?
- What was the decision-making process to tool up?
- Why was it unnecessary?
- How did you feel about the situation?

NB: Dog Handler on their own should have access to a pistol (Glock), and a Bushmaster rifle (M4 Carbine). A Tactical Operator adds an additional Glock and M4, along with a '40mil' which shoots 40mm sponge rounds.

7. Since TRM began, and two officers now occupy dog vehicles, how are weapons stowed?

- How many and what kind of weapons are available?
- How easy/quick are they to access (for police/for members of the public)?
- In terms of your own safety, how safe did you feel those storage solutions and locations are?
- What, if any, changes would you make to the current storage solutions and locations?

8. How safe do you feel in your current role in NZP?

- What is/are the reason/s for your feelings of safety/not feeling safe
- Have your feelings of safety changed at all during the past year? If so,
 - How: increase/decrease, changed more than once?
 - When: at specific points or slowly over time?
 - Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (Tactical Intel, Tactical teams, etc.), external (caused by others), or a mixture?
- Has the TRM had any impact (positive or negative) on your feelings of safety?

9. How do you think Tactical operators impact on safety?

- Safety of dog handlers
- Safety of the frontline

10. What impact has TRM had on?

- Decision making
- Safety
- Confidence

Questions and prompts
<p>11. Has TRM had any impact either positive or negative on your feelings of wellbeing?</p> <ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
<p>12. Overall, do you think TRM has added value?</p>
<p>13. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> What were the challenges? How could these be addressed? What worked well?
<p>14. Do you think TRM has had an impact on the local community?</p> <ul style="list-style-type: none"> Why/why not? What kind of impact?
<p>15. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <p>Explain briefly what will happen with their information: We're using what they said today, as well as what was said in the other case study focus groups, to write an evaluation report about how the TRM trial went.</p>

TRM Evaluation focus groups – TPTs

NB: Questions 1 & 2 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome, consent, ground rules	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1.	<p>Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i></p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
2.	<p>Have you seen any changes to the TRM as a whole (in your district) in the last couple (2) of months?</p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3.	<p>What do you currently think of the TRM?</p> <ul style="list-style-type: none"> What elements of TRM did you have interaction with? <ul style="list-style-type: none"> TDTs Intelligence DCC changes
4.	<p>Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift management changes, abstractions from BAU)</p> <ul style="list-style-type: none"> Are these past or current problems – do they still exist?
5.	<p>What do you think about how TPTs have been deployed, redeployed, and utilised?</p> <ul style="list-style-type: none"> Have you had adequate capability and equipment? How has the decision-making process around emergency deployments worked? Have you had input on where and when you might be best utilised? Do you think TPTs have been deployed enough and utilised appropriately?
6.	<p>How safe do you feel in your current role in NZP?</p> <ul style="list-style-type: none"> What is/are the reason/s for your feelings of safety/not feeling safe Have your feelings of safety changed at all during the past year? If so, <ul style="list-style-type: none"> How: increase/decrease, changed more than once? When: at specific points or slowly over time? Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (Tactical Intel, Tactical teams, etc.), external (caused by others), or a mixture? Has the TRM had any impact (positive or negative) on your feelings of safety?
7.	<p>What impact (if any) has TRM had on:</p> <ul style="list-style-type: none"> Your decision making at events Changes to shift patterns Management

Questions and prompts

8. Has TRM had any impact either positive or negative on your feelings of wellbeing?

- How so?

(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).

FIREARMS:

NB: 'tool up' is a common colloquial term for getting ready with firearms (thanks Mike Wall)

9. As a tactical team, when you are called to unplanned events, what is the decision-making process for whether you immediately 'tool up' or not? (Likely to be using TENR)

- What information is taken into consideration?
- How is it weighed?
- Who makes the final call?
- Is this process working?
- What, if any, improvements could be made?

10. Have you ever been at an event where you felt the decision to 'tool up' was unnecessary?

- What was the event?
- What was the decision-making process to tool up?
- Why was it unnecessary?
- How did you feel about the situation?

POI's:**11. Who selects the POIs for your pre-planned ops? What is your understanding of how they select the POIs?**

- What is the selection criteria (e.g. potential staff safety risk, involvement in organised crime, involvement in methamphetamine sale/production, something else, or a mix of these)
- What do you think the selection criteria should be, if different, and why?

12. Is there any cross-over in POI lists between the TPT and other teams in district, such as PTT or CIB?

- If so, what is the process (if any) for deconfliction and making sure an individual remains the responsibility of one team only?
- How practical is this process?

13. What is your expectation with a pre-planned op that the POI will be located?

- Good chance, poor chance, never know etc.
- How does the team feel when a POI is not found? E.g. mood change, sense of purpose in work, no impact etc....
- What do you believe needs to be done to increase the chance that a POI will be successfully located?

Questions and prompts

Relationship with Tac Intel**14. Are you co-located with Tac Intel analysts?**

- Is it your preference to be co-located or not?
- What are the (potential) benefits/disbenefits of being co-located

15. What products and/or services has Tac Intel been providing you?

- Has intelligence been accurate and timely?
- If no, why do you think that is?

16. Is there anything that Tac Intel currently don't provide, that you think they should?

- Do you know why it isn't provided? (i.e. haven't asked them, they don't have time, other limitations)

17. How would you describe your overall relationship with Tac Intel?**18. Overall, do you think TRM has added value?****19. If TRM is rolled out to other districts, do you have any recommendations for improvement?**

- What were the challenges?
- How could these be addressed?
- What worked well?

20. Do you think TRM has had an impact on the local community?

- Why/why not?
- What kind of impact?

21. Is there anything else about TRM that we haven't covered that you'd like to talk about?***Closing and thanks***

Explain briefly what will happen with their information: We're using what they said today, as well as what was said in the other case study focus groups, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – AOS commander

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not?
5. Has there been any impact of having to work with additional tactical teams/staff as part of TRM? (e.g. with regards to AOS equipment, and abstractions of AOS staff from BAU)	<ul style="list-style-type: none"> Alignment with TPT staff and Tactical Operators Requests made by TPTs as part of TRM
6. What impact has TRM had on:	<ul style="list-style-type: none"> Intel processes <ul style="list-style-type: none"> Is Intel being received in a timely way and how useful has it been so far? Decision making Safety
7. Has TRM had any impact either positive or negative on your feelings of wellbeing?	<ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>

IN-CONFIDENCE

Questions and prompts	
8.	Overall, do you think TRM has added value?
9.	<p>If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none">• What were the challenges?• How could these be addressed?• What worked well?
10.	Is there anything else about TRM that we haven't covered that you'd like to talk about?
<i>Closing and thanks</i>	
	<ul style="list-style-type: none">• Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – DCC manager

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts
<p>Welcome and consent</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>1. About you</p> <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
<p>2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i></p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
<p>3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?</p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why? <p><i>(Prompt: different areas of TRM: TPTs, TDTs, TOM, TOC, Tactical Intel, etc)</i></p>
<p>4. What does TRM look like for you?</p> <ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> i. Why/ why not?
<p>5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)</p>
<p>6. How much DCC support goes into rural staff and locations?</p> <ul style="list-style-type: none"> Are rural staff considered and/or supported at all differently from other frontline staff? <ul style="list-style-type: none"> o If so how/why?
<p>7. What is your perception of the Tactical Teams (TPTs and in some districts TDTs) brought in by TRM?</p> <ul style="list-style-type: none"> How easy are they for you to deploy? Do they add value for your district? Why/why not? What if any changes would you make to the way these teams' function?

Questions and prompts
<p>8. What impact does TRM have on:</p> <ul style="list-style-type: none"> • The operation of the DCC • Decision-making around deployment and re-deployment (Prompt: for both planned and emergency deployments) • Safety of the frontline (PST, Road Policing, Rural officers) and tactical teams
<p>9. Has TRM had any impact either positive or negative on your feelings of wellbeing?</p> <ul style="list-style-type: none"> • How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
<p>10. Overall, do you think TRM has added value?</p>
<p>11. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> • What were the challenges? • How could these be addressed? • What worked well?
<p>12. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> • Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – DCC staff

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> i. Why/ why not?
5. Have there been any difficulties in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
6. How much DCC support goes into rural staff and locations?	<ul style="list-style-type: none"> Are rural staff considered and/or supported at all differently from other frontline staff? <ul style="list-style-type: none"> o If so how/why?
7. What is your perception of the Tactical Teams (TPTs and in some districts TDTs) brought in by TRM?	<ul style="list-style-type: none"> How easy are they for you to deploy? Do they add value for your district? Why/why not? What if any changes would you make to the way these teams' function?

Questions and prompts
<p>8. What impact has TRM had on:</p> <ul style="list-style-type: none"> • The operation of the DCC • Decision-making around deployment and re-deployment (Prompt: for both planned and emergency deployments) • Safety of the frontline (PST, Road Policing, Rural officers) and tactical teams
<p>9. Has TRM had any impact either positive or negative on your feelings of wellbeing?</p> <ul style="list-style-type: none"> • How so? (Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).
<p>10. Overall, do you think TRM has added value?</p>
<p>11. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> • What were the challenges? • How could these be addressed? • What worked well?
<p>12. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> • Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – Dog handlers

Note: One district pairs Tactical Operators with the Dog Handler, the other district has TOs paired with the sections, so DHs may work with multiple TOs.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering the name of the person present to check against consent form. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been a dog handler How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What do you currently think of the TRM?	<ul style="list-style-type: none"> What elements of TRM did you have interaction with? <ul style="list-style-type: none"> TPTs Intelligence DCC changes
5. What does TRM look like for you?	<ul style="list-style-type: none"> What is the ongoing communication around TRM like? How have you been paired with Tactical Operators? Are pairings working as they are currently implemented? Would you change anything?
6. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, space in the vehicle)	

Questions and prompts

FIREARMS

NB: 'tool up' and 'arm up' are common colloquial terms for getting ready with firearms

7. As a tactical team, when you are called to unplanned events what is the decision-making process for whether you/your partner immediately 'tool/arm up' or not? (i.e. likely to be using TENR)

- What information is taken into consideration?
- How is it weighed?
- Who makes the final call?
- Is this process working?
- What, if any, improvements could be made?

8. Have you ever been at an event as a TDT where you felt the decision to 'tool/arm up' was unnecessary?

- What was the event?
- What was the decision-making process to tool up?
- Why was it unnecessary?
- How did you feel about the situation?

NB: Dog Handler on their own should have access to a pistol (Glock), and a Bushmaster rifle (M4 Carbine). A Tactical Operator adds an additional Glock and M4, along with a '40mil' which shoots/launches 40mm sponge rounds.

9. Prior to TRM, how were weapons stowed in the dog vehicles?

- How many and what kind of weapons were available?
- How easy/quick were they to access (for police/for members of the public)?
- In terms of your own safety, how safe did you feel those storage solutions and locations were?

10. Since TRM began, and two officers now occupy dog vehicles, how are weapons stowed?

- How many and what kind of weapons are available?
- How easy/quick are they to access (for police/for members of the public)?
- In terms of your own safety, how safe did you feel those storage solutions and locations are?
- What, if any, changes would you make to the current storage solutions and locations?

11. How safe do you feel in your current role in NZP?

- What is/are the reason/s for your feelings of safety/not feeling safe
- Have your feelings of safety changed at all during the past year? If so,
 - How: increase/decrease, changed more than once?
 - When: at specific points or slowly over time?
 - Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (Tactical Intel, Tactical teams, etc.), external (caused by others), or a mixture?
- Has the TRM had any impact (positive or negative) on your feelings of safety?

12. How do you think Dog handlers' impact on safety?

- Safety of Tactical Operators
- Safety of the frontline

Questions and prompts
<p>13. What impact has TRM had on?</p> <ul style="list-style-type: none"> • Decision making • Confidence • The types of policing activities you undertake (things that you might have been less inclined to do without them e.g. 3T)? Why? • Any impact on your dog?
<p>14. Has TRM had any impact either positive or negative on your feelings of wellbeing?</p> <ul style="list-style-type: none"> • How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
<p>15. What impact do you think deploying with a Tactical Operator has had on frontline staff?</p>
<p>16. Overall, do you think TRM has added value?</p>
<p>17. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> • What were the challenges? • How could these be addressed? • What worked well?
<p>18. Do you think TRM has had an impact on the local community?</p> <ul style="list-style-type: none"> • Why/why not? • What kind of impact?
<p>19. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> • Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – Dog section supervisor

Note: Some districts pair Tactical Operators with the Dog Handlers, other TOs are paired with the sections, so DHs may work with multiple TOs.

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not? How have Dog Handlers been paired with Tactical Operators? Are pairings working as they are currently implemented? Would you change anything?

Questions and prompts

FIREARMS

NB: 'tool up' is a common colloquial term for getting ready with firearms (thanks Mike Wall)

5. When your teams are called to unplanned events what is the decision-making process for whether they immediately 'tool up' or not? (i.e. likely to be using TENR)

- What information is taken into consideration?
- How is it weighed?
- Who makes the final call?
- Is this process working?
- What, if any, improvements could be made?

6. Have you ever felt the decision to 'tool up' was unnecessary?

- What was the event?
- What was the decision-making process to tool up?
- Why was it unnecessary?
- How did you feel about the situation?

NB: Dog Handler on their own should have access to a pistol (Glock), and a Bushmaster rifle (M4 Carbine). A Tactical Operator adds an additional Glock and M4, along with a '40mil' which shoots 40mm sponge rounds.

7. Prior to TRM, how were weapons stowed in the dog vehicles?

- How many and what kind of weapons were available?
- How easy/quick were they to access (for police/for members of the public)?
- In terms of staff safety, how safe did you feel those storage solutions and locations were?

8. Since TRM began, and two officers now occupy dog vehicles, how are weapons stowed?

- How many and what kind of weapons are available?
- How easy/quick are they to access (for police/for members of the public)?
- In terms of staff safety, how safe did you feel those storage solutions and locations are?
- What, if any, changes would you make to the current storage solutions and locations?

9. How safe do you feel in your current role in NZP?

- What is/are the reason/s for your feelings of safety/not feeling safe
- Have your feelings of safety changed at all during the past year? If so,
 - How: increase/decrease, changed more than once?
 - When: at specific points or slowly over time?
 - Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (Tactical Intel, Tactical teams, etc.), external (caused by others), or a mixture?
- Has the TRM had any impact (positive or negative) on your feelings of safety?

Questions and prompts
<p>10. What impact has TRM had on:</p> <ul style="list-style-type: none"> • Decision making • Any impact on the dogs?
<p>11. Has TRM had any impact either positive or negative on your feelings of wellbeing?</p> <ul style="list-style-type: none"> • How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
<p>12. What impact do you think deploying with a Tactical Operator has had on frontline staff?</p>
<p>13. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, management, equipment)</p> <ul style="list-style-type: none"> • Do you manage/supervise the tactical operators as well as the dog handlers? <ul style="list-style-type: none"> ○ How well does this arrangement work?
<p>14. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> • What were the challenges? • How could these be addressed? • What worked well?
<p>15. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> • Explain briefly what will happen with their information: We're using what they said today to write an evaluation report about how TRM is going, we'll be talking to their district twice more over the course of the evaluation (may or may not be them individually)

TRM Evaluation interviews – District tactical operations coordinator

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering the name of the person present to check against consent form. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not?
5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
6. What impact has TRM had on:	<ul style="list-style-type: none"> Intel processes <ul style="list-style-type: none"> Is Intel being received in a timely way and how useful has it been so far? Decision making Safety
7. Has TRM had any impact either positive or negative on your feelings of wellbeing?	<ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
8. Overall, do you think TRM has added value?	

Questions and prompts
<p>9. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none">• What were the challenges?• How could these be addressed?• What worked well?
<p>10. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none">• Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – District tactical operations manager

Questions and prompts	
Welcome and consent <ul style="list-style-type: none"> As discussed in facilitator training, including gathering the name of the person present to check against consent form. 	
1. About you <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district 	
2. Have there been any changes to your role in the last couple (2) of months? i.e. looking for change between first and second case study period – even if person was not involved in first case study. <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why? 	NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period
<ul style="list-style-type: none"> Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months? Explain what these are What has been an improvement and why? What hasn't improved/got worse and why? 	NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period
4. What does TRM look like for you? <ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not? 	
5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
6. What impact has TRM had on: <ul style="list-style-type: none"> Intel processes <ul style="list-style-type: none"> Is Intel being received in a timely way and how useful has it been so far? Decision making Safety 	
7. Has TRM had any impact either positive or negative on your feelings of wellbeing? <ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>	
8. Overall, do you think TRM has added value?	
9. If TRM is rolled out to other districts, do you have any recommendations for improvement? <ul style="list-style-type: none"> What were the challenges? How could these be addressed? What worked well? 	

Questions and prompts

10. Is there anything else about TRM that we haven't covered that you'd like to talk about?

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – Intel manager

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not? How does the TacIntel team fit in with the rest of your intel team? Do they work together (physical location, or on products/projects)? Have there been any changes to your TacIntel teams' processes and products (Compared to when TRM started)? (e.g. SSPOI, risk assessment and prioritisation processes). <ul style="list-style-type: none"> If so, what, when, and why?
5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, and abstractions from BAU).	
6. What impact has TRM had on:	<ul style="list-style-type: none"> Decision making Safety
7. How has TRM impacted your wellbeing (<i>positive or negative</i>)	<p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work)</p>

Questions and prompts
<p>8. How confident are you in your tactical intel teams' ability to identify risk in a timely manner? (given the role they have been asked to do and the tools they have been given to do it)</p> <ul style="list-style-type: none"> What is your level of confidence based on? (Could be positive or negative) E.g. <ul style="list-style-type: none"> Tools that have been provided to your team (Such as SSPOI). Capacity Capability (training etc)
<p>9. What has gone well and not so well in terms of identifying and assessing POIs/high risk offenders? (why/why not)</p> <ul style="list-style-type: none"> consider SSPOI and any other risk assessment processes
<p>10. What do you believe would make TPTs more effective in locating POI's?</p>
<p>11. Do you believe there has there been any change to the level of risk faced by frontline officers in the past year? (Increased or reduced risk)</p> <ul style="list-style-type: none"> What were the changes if any? When did they happen? Why: can you identify any reason/s for the change? Are they internal (within police i.e. policy and practice), external (caused by those outside police), or a mix of both?
<p>12. Overall, do you think TRM has added value?</p>
<p>13. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> What were the challenges? How could these be addressed? What worked well?
<p>14. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – Other managers

Note: When asking managers or supervisors (or similar) about impacts on wellbeing, safety, decision-making etc., participants can discuss impact on them personally and/or impact on the people they manage, just whatever seems natural for their role.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have there been any changes to the District TRM in the last couple (2) of months? <i>i.e. looking for change between first and second case study period</i> Explain what these are	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How was the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not?
5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, equipment, and abstractions from BAU)	
6. In your district, what impact do you believe TRM has had on:	<ul style="list-style-type: none"> Decision making Safety
7. Has TRM had any impact either positive or negative on your feelings of wellbeing?	<ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
8. Overall, do you think TRM has added value?	

Questions and prompts	
9. If TRM is rolled out to other districts, do you have any recommendations for improvement?	<ul style="list-style-type: none">• What were the challenges?• How could these be addressed?• What worked well?
10. Is there anything else about TRM that we haven't covered that you'd like to talk about?	
<i>Closing and thanks</i>	
<ul style="list-style-type: none">• Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.	

TRM Evaluation interviews – Other teams

This question sheet is for those teams or individuals who work with TRM specialist teams such as TPT or TDT. Can be used of an interview or focus group.

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts
<p>Welcome and consent</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>1. About you /your team</p> <ul style="list-style-type: none"> Your role <ul style="list-style-type: none"> What is your day-to-day BAU?
<p>2. Which TRM teams are you working with regularly?</p> <ul style="list-style-type: none"> TPT TDT DCC TOM Tactical Intel In what capacity? <ul style="list-style-type: none"> How do you work together? How often do you work together? What is the overall relationship like?
<p>3. How has working with TRM teams impacted your BAU?</p> <ul style="list-style-type: none"> Does it make your role easier or harder? <ul style="list-style-type: none"> In what way?
<p>4. What do you currently think of the TRM?</p>
<p>5. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, and abstractions from BAU)</p>
<p>6. How safe do you feel going about everyday duties in your current role in NZP?</p> <ul style="list-style-type: none"> What is/are the reason/s for your feelings of safety/not feeling safe Have your feelings of safety changed at all during the past year? If so, <ul style="list-style-type: none"> How: increase/decrease, changed more than once? When: at specific points or slowly over time? Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (Tactical Intel, Tactical teams, etc.), external (caused by others), or a mixture? Has the TRM had any impact (positive or negative) on your feelings of safety?

Questions and prompts
<p>7. Do you believe there has been any change to the level of risk faced by frontline officers in the past year? (Increased or reduced risk)</p> <ul style="list-style-type: none"> • What were the changes if any? When did they happen? • Why: can you identify any reason/s for the change? Are they internal (within police i.e. policy and practice), external (caused by those outside police), or a mix of both? <ul style="list-style-type: none"> ○ Do you know how Tactical Intel contributes to the safety of frontline (if at all)?
<p>8. How has TRM impacted your wellbeing (<i>positive or negative</i>)</p> <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work)</p>
<p>9. Overall, do you think TRM has added value?</p>
<p>10. If TRM is rolled out to other districts, do you have any recommendations for improvement?</p> <ul style="list-style-type: none"> • What were the challenges? • How could these be addressed? • What worked well?
<p>11. Is there anything else about TRM that we haven't covered that you'd like to talk about?</p>
<p><i>Closing and thanks</i></p> <ul style="list-style-type: none"> • Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – PoC lead

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> How long you've been in Police How long you've been in this district What was your role in the TRM trial?
2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i>	<ul style="list-style-type: none"> Explain what these are Why have they needed to happen?
3. Have there been any changes to the District TRM in the last couple (2) of months? <i>i.e. looking for change between first and second case study period</i> Explain what these are	<ul style="list-style-type: none"> What has changed? Why has it changed? What do you believe the outcome of the change was?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How has the ongoing communication around TRM? Do you feel that TRM as a model is working holistically in your District? <ul style="list-style-type: none"> Why/ why not?
5. What impact has TRM had on:	<ul style="list-style-type: none"> Decision making Safety
6. Has TRM had any impact either positive or negative on your feelings of wellbeing?	<ul style="list-style-type: none"> How so? <p>(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).</p>
7. Overall, do you think TRM has added value?	
8. If TRM is rolled out to other districts, do you have any recommendations for improvement?	<ul style="list-style-type: none"> What were the challenges? How could these be addressed? What worked well?
9. Is there anything else about TRM that we haven't covered that you'd like to talk about?	
Closing and thanks	
<ul style="list-style-type: none"> Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went. 	

TRM Evaluation interviews – Rural staff

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts
<p>Welcome and consent</p> <ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms.
<p>1. About you</p> <ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
<p>2. Have there been any changes to your role in the last couple (2) of months? <i>i.e. looking for change between first and second case study period – even if person was not involved in first case study.</i></p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
<p>3. Have you seen any changes to the TRM as a whole (in your district) in the last couple (2) of months?</p> <ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
<p>4. Tell me about the impact of your district's involvement in the TRM trial:</p> <ul style="list-style-type: none"> What role have you had in TRM? In what ways are things different because of your rural stationing, compared to main centres?
<p>5. What do you currently think of the TRM?</p> <ul style="list-style-type: none"> What elements of TRM did you have interaction with? <ul style="list-style-type: none"> TPTs TDTs Intelligence DCC changes
<p>6. Have the TRM tactical teams (TPT and in some cases TDT) impacted your access to specialist capability?</p> <ul style="list-style-type: none"> Have you had access to this support when responding to callouts? Has this added value or impact on your safety? How? In what ways?
<p>7. What do you understand to be the changes to intel as part of the TRM?</p> <p>Do you receive or have access to additional products, alerts, support as a result of TRM changes to intel?</p> <ul style="list-style-type: none"> Did this add value or impact on your safety? How? In what ways?

Questions and prompts

- 8. How safe do you feel going about everyday duties in your current role in NZP?**
- What is/are the reason/s for your feelings of safety/not feeling safe
 - Have your feelings of safety changed at all during the past year? If so,
 - How: increase/decrease, changed more than once?
 - When: at specific points or slowly over time?
 - Why: can you identify any reason/s for the change? Are they internal to yourself (levels of confidence or ability to cope), internal to NZP (having access to additional support of the new teams), or external (change in the risk involved in everyday duties) or a mixture?
- 9. What impact (if any) has TRM had on ...**
- Changes to shift patterns
 - Demand
 - Management
- 10. Has TRM had any impact either positive or negative on your feelings of wellbeing?**
- How so?
- (**Prompt:** it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work).
- 11. How has being involved in the TRM trial district impacted on your BAU and operating environments?**
- How did the changes to double crewing go? *NB: Some rural staff don't double crew*
- For Sergeants/Supervisors:**
- 12. How is double crewing working in practice?**
- 13. When your team has an odd number of staff, what do you do?**
- Single-crew
 - Remain at station
 - Depends on circumstances
 - What factors influence your decision making?
- 14. Are there ever any circumstances where a Constable might be single crewed?**
- When?
 - Why?

Questions and prompts

TRAINING SECTION

15. What FSED training have you taken so far? NB: FSED training – NOT FSEC

- What have you completed, what are you still waiting to do?

16. Thinking about your training, what lessons have you had the opportunity to put into practice? Give examples please.

- How useful have they been?
- How easy has been to put it into practice?

17. Are there any situations where you could have used your new training, but didn't? why?**18. Have you experienced any barriers to putting the training into practice?**

- If so, what are these barriers?
- Is there any way these barriers could be reduced or removed?

19. Who or what supports you in putting your new training into practice?

- Superiors, colleagues, leadership team etc
- Strategy, Policy, briefings etc

20. Has the training had any impact on how your team works together on a regular basis?

- If so, how?

21. Has the training changed how your team works together on specific incidents?

- If so, how?

Officers who have not gone through the training: (try and get any info from non-trained people about the issues above through the conversation)

22. Why have you not taken the FSED training thus far?

- Does anything make it harder for you to get access to the training? If so, what?

23. If TRM is rolled out to other districts, do you have any recommendations for improvement?

- What were the challenges?
- How could these be addressed?
- What worked well?

24. Do you think TRM has had an impact on the local community?

- Why/why not?
- What kind of impact?

25. Is there anything else about TRM that we haven't covered that you'd like to talk about?***Closing and thanks***

- Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

TRM Evaluation interviews – Tactical intelligence analysts

NB: Questions 2 & 3 ask about the last couple of months, all other questions relate to the full TRM Pilot period

Questions and prompts	
Welcome and consent	
<ul style="list-style-type: none"> As discussed in facilitator training, including gathering names of those present to check against consent forms. 	
1. About you	<ul style="list-style-type: none"> Your role How long you've been in Police How long you've been in this district
2. Have there been any changes to your role in the last couple (2) of months? i.e. looking for change between first and second case study period – even if person was not involved in first case study.	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
3. Have you seen any changes to the TRM as a whole (in the district) in the last couple (2) of months?	<ul style="list-style-type: none"> Explain what these are What has been an improvement and why? What hasn't improved/got worse and why?
4. What does TRM look like for you?	<ul style="list-style-type: none"> How is the ongoing communication around TRM? Which teams are you working with regularly? <ul style="list-style-type: none"> TPT TDT DCC TOM Wider intel staff

Questions and prompts

Your role:

- 5. Are you co-located with TPT?**
 - Is it your preference to be co-located or not?
 - What are the (potential) benefits/disbenefits of being co-located
- 6. How are you currently identifying your POI's? e.g. using SSPOI tool**
 - Has that changed at all recently? Or is the same procedure used when you started in the TRM?
 - If change, why and when?
- 7. How confident are you in your ability to identify risk in a timely manner?**
 - What is your level of confidence based on? (Could be positive or negative) E.g.
 - Tools that have been provided to you (Such as SSPOI).
 - Training
 - Experience in the role/similar roles
 - Support of others (who?)
- 8. What has gone well and not so well in terms of identifying and assessing POIs/high risk offenders? (why/why not)**
 - consider SSPOI and any other risk assessment processes
- 9. Is there anything that you would like to be able to provide TPT (and/or others) but currently can't?**
 - What would you like to provide?
 - Why can't you currently provide this? i.e. time, lack of resources etc
 - Why would it be helpful for TPT to have this?
- 10. What do you believe would make TPTs more effective in locating POI's?**
- 11. How would you describe your overall relationship with TPT?**
- 12. Do you believe there has been any change to the level of risk faced by frontline officers in the past year? (Increased or reduced risk)**
 - What were the changes if any? When did they happen?
 - Why: can you identify any reason/s for the change? Are they internal (within police i.e. policy and practice), external (caused by those outside police), or a mix of both?
 - Do you know how Tactical Intel contributes to the safety of frontline (if at all)?
- 13. How has TRM impacted your wellbeing (positive or negative)**

(Prompt: it can be helpful to consider different areas of wellbeing e.g. physical, mental/emotional, family/social, and sense of purpose or meaning in work)
- 14. What do you currently think of the TRM?**
- 15. Did any difficulties arise in terms of organisation, management, resourcing, or planning? (e.g. shift patterns, and abstractions from BAU)**
- 16. Overall, do you think TRM has added value?**
- 17. If TRM is rolled out to other districts, do you have any recommendations for improvement?**
 - What were the challenges?
 - How could these be addressed?
 - What worked well?
- 18. Is there anything else about TRM that we haven't covered that you'd like to talk about?**

Questions and prompts

Closing and thanks

- Explain briefly what will happen with their information: We're using what they said today, and previously, to write an evaluation report about how the TRM trial went.

Appendix H: Focus group prompt/question script – tactical safety coaches

<ul style="list-style-type: none"> ▪ = Interview questions ✓ = Interview prompts
<ul style="list-style-type: none"> ▪ Could you please describe how long you have been a TST; whether you work full-time or part-time as a TST; what your BAU was before; in which District you were originally based; and why you decided to be a TST.
<ul style="list-style-type: none"> ▪ Which Days of the FSED Training have you coached thus far? How many training sessions have you coached considering FSED Day 1 and Day 2 in separate?
<ul style="list-style-type: none"> ▪ How was coaching FSED training Day 1? <ul style="list-style-type: none"> ✓ What was easy/ went well? ✓ What could be improved/ didn't go so well? How do you think this could be improved? ✓ Have you made any changes to what is taught and/or how you teach over time? What has changed? How has it changed? Why was the change made? ✓ Are there any external factors/ factors out of your control that impacted training implementation for the good or the bad? Please explain.
<ul style="list-style-type: none"> ▪ How was coaching FSED training Day 2? <ul style="list-style-type: none"> ✓ What was easy/ went well? ✓ What could be improved/ didn't go so well? How do you think this could be improved? ✓ Have you made any changes to what is taught and/or how you teach over time? What has changed? How has it changed? Why was the change made? ✓ Are there any external factors/ factors out of your control that impacted training implementation for the good or the bad? Please explain.
<ul style="list-style-type: none"> ▪ Do you see FSED training as effective? How? Why? <ul style="list-style-type: none"> ✓ How was skill progression in officers during training? What about between FSED Day 1 and Day 2 training? ✓ Do you think the skills taught during FSED training are transferrable to practice in tactical events? To what extent? How? Why? ✓ Do you think the skills taught during FSED training are transferrable to practice in day to day activities? To what extent? How? Why? ✓ Considering only your District, have you heard of any practices that enhance the use of the training in the job? What would you like to see in terms of practices? ✓ Considering only your District, have you heard of any practices that hinder the use of the training in the job? How do you think this difficulty could be solved?

Appendix I: National frontline safety survey (Time 1)

Survey Introduction

Please take the time to read the below before clicking next.

Welcome to the frontline safety survey. The purpose of this survey is to gather insight to staff's current feelings around safety, decision making, confidence, and general wellbeing.

Participation in this survey is voluntary, and it should take you about 10 minutes. We do not ask for your name or QID, and the demographic questions we do ask (district etc) **are not used to identify you**. Once you have completed the survey and clicked done, you will not be able to change your responses.

Insights from this survey will help decision makers better understand the impact of current and future initiatives related to your safety.

This survey has been produced by the Evidence Based Policing Centre and received approval from Strategic Tasking and Coordination as well as the New Zealand Police Survey Panel.

If you have any questions about the survey, you can contact Survey@police.govt.nz

By clicking 'Next' below you are indicating that you have read the above and agree to participate in this research survey.

Topic One: Demographic Information

The reason we are collecting the below demographic information is to help determine whether there are differences in feelings of safety, confidence, and decision making across districts, teams, service length, and previous training levels. This information **will not be used to identify participants**.

1. Which district have you been working in for the majority of the last 3 months?

- Drop Down Selection of Districts and Subsequent Areas

•

2. What best describes your BAU working environment?

- Rural
- Urban

•

3. How long have you served in the New Zealand Police?

- Less than 1 year
- 1-2 years
- 3-4 years
- 5-9 years
- 10 or more years

•

4. Which Policing teams are you involved with currently? Select all that apply.

- PST

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- ☐ RP
- ☐ AOS/STG
- ☐ Dog Handler
- ☐ CIB
- ☐ Community Policing Team
- ☐ Youth Aid
- ☐ Other (please specify)

5. Have you received any of the following tactical training? Select all that apply.

- ☐ FSIP/FSEC
- ☐ Military Training (prior to joining Police)
- ☐ AOS / STG Training
- ☐ PS/CP Training
- ☐ Other (please specify)

6. Using the below scale, how would you rate yourself at making decisions at work that result in safe outcomes?

Poor	Fair	Good	Very good	Excellent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Considering the last 12 months, please select all of the below events that you have attended.

- ☐ 3Ts
- ☐ High risk 3Ts
- ☐ Pre-planned search warrants.
- ☐ Planned incident involving the use of, or presence/suspected presence of firearms
- ☐ Unplanned/emergency incident involving the use of, or presence/suspected presence of firearms
- ☐ Incident involving the presence/suspected presence of a weapon other than a firearm
- ☐ Routine bail check
- ☐ High risk bail check
- ☐ Drunk/disorderly incidents
- ☐ Mental health incidents

Topic Two: Feelings of Confidence

8. Considering the past 3 months, please rate how confident you have felt in your duties as a Police officer.

Not at all confident	Not very confident	Somewhat confident	Confident	Very confident
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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9. Please reflect on your role as a Police Officer over the past 3 months when responding to the following statements.

	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
The tactical safety training I receive is sufficient for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The equipment I have is appropriate for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The access I have to equipment is sufficient for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of access to specialist capability is sufficient for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The access to backup is timely enough for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have the access to the intelligence I need for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have timely enough access to intelligence for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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The intelligence I receive is reliable enough for me to feel confident in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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10. Specifically, how confident would you feel during the events listed below? Please respond even if you have not attended one of the events previously.

	Not at all confident	Not very confident	Somewhat confident	Confident	Very confident
3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk 3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk Pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planned incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unplanned/emergency incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incident involving the presence/suspected presence of a weapon other than a firearm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family harm incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Routine bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drunk/disorderly incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental health incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Topic Three: Decision Making

11. Considering the past 3 months at work, please tell us how enabled you felt to make decisions that result in safe outcomes.

Not at all enabled	Not very enabled	Somewhat enabled	Enabled	Very enabled
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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12. Please reflect on your experience as a Police Officer over the past 3 months when responding to the following statements.

	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
I feel my current tactical safety training enables me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the equipment I have is appropriate for me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the access I have to equipment is sufficient for me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my level of access to specialist capability enables me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have timely enough access to backup for me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my access to intelligence enables me to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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make decisions that result in safe outcomes.							
I feel I have timely enough access to intelligence for me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the reliability of intelligence I receive enables me to make decisions that result in safe outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please tell us about how enabled you would feel to make decisions resulting in safe outcomes during the following events. Please respond even if you have not experienced one of the events previously.

	Not at all enabled	Not very enabled	Somewhat enabled	Enabled	Very enabled
3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk 3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk Pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planned incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unplanned/emergency incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incident involving the presence/suspected presence of a weapon other than a firearm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family harm incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Routine bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drunk/disorderly incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Mental health incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Topic Four: General Feelings of Safety

13. Considering the past 3 months, please tell us how often you have felt safe in your duties as a Police officer.

Never	Sometimes	About half of the time	Most of the time	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Please tell us about your level of agreement to the following statements.

	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
I feel my current tactical safety training enables me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the equipment I have is appropriate for me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that the access I have to equipment is sufficient for me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my access to specialist capability enables me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my access to backup is timely enough to enable me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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to feel safe in the performance of my duties.							
I feel my access to intelligence enables me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have timely enough access to intelligence to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the reliability of intelligence I receive enables me to feel safe in the performance of my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Reflecting on your past experiences, tell us about how safe you would feel in the following events. Please respond even if you have not attended one of the events previously.

	Very unsafe	Unsafe	Neither safe nor unsafe	Safe	Very safe
3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk 3Ts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High risk pre-planned search warrants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planned incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unplanned/emergency incident involving the use of, or presence/suspected presence of firearms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incident involving the presence/suspected presence of a weapon other than a firearm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family harm incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Routine bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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High risk bail check.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drunk/disorderly incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental health incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Topic Five: Workplace Wellbeing

Police are responsible for maintaining public order and safety within communities. As a consequence of this obligation, the pressures of law enforcement can impact the health and wellbeing of staff. The below questions are to see if, and in what way, occupational safety and stress may be impacting on your health and wellbeing.

Please think about the last 3 months when answering these questions. If you prefer not to answer any of the upcoming questions, you can choose to skip those questions.

16. How has your physical health been in general?

Very poor	Poor	Fair	Good	Very good	Prefer not to answer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please indicate how frequently you have experienced the following feelings during, or as a result of work.

	Rarely	Sometimes	Often	Always	Prefer not to answer
Stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low mood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anxiety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Please tell us how often you experience the following feelings as a result of or in relation to your work.

	Rarely	Sometimes	Often	Always	Prefer not to answer
Feelings of energy depletion or exhaustion from your work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased mental fatigue and mental					

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absence from your work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negative feelings or cynicism related to your work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feelings of reduced personal outputs and performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please tell us how much you agree or disagree with the following statements.

	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree	Prefer not to answer
My physical health is at risk because of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My mental health is at risk because of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work stress has interfered with my family or social life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have found it difficult to carry out certain duties and responsibilities at work because I have been too stressed or anxious.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your physical and mental wellbeing is important to us. If you are feeling overwhelmed or your wellbeing is negatively impacted, consider getting in contact with your district wellbeing advisors. Wellness advisor contact details can be found here: <https://tenone.police.govt.nz/page/safer-people-contacts#wellness>
Alternatively, the wellness hub has an assortment of resources related to health and wellbeing.

Topic Six: Closing Demographic Data

The following questions are optional to answer. The purpose of these questions is to collect more information that can allow us to identify groups of Police staff who may feel strongly about specific topics.

20. What is your gender? Please tick all that apply.

- ☐ Male
- ☐ Female
- ☐ Gender diverse
- ☐ Another gender (please state):

21. How old are you?

- ☐ Under 20
- ☐ 20-24
- ☐ 25-29
- ☐ 30-34
- ☐ 35-40
- ☐ 41 and over

22. What ethnicity do you identify with? Please tick all that apply.

- ☐ Māori
- ☐ NZ European/Pākehā
- ☐ Samoan
- ☐ Fijian
- ☐ Tongan
- ☐ Cook Island Māori
- ☐ Indian
- ☐ Chinese
- ☐ Filipino
- ☐ Malaysian
- ☐ Other (Please specify)
- ☐ Prefer not to answer

Topic Seven: Closing Survey

24. Is there anything else you would like to tell us about your safety, confidence, decision making, and wellbeing as a Police officer.

Thank you for completing this survey. Your responses are invaluable and will help us better understand your feelings of safety.

Appendix J: Changes between Time 1 and Time 2 national frontline safety surveys

TRM-specific questions

No questions related to the TRM were included in the Time 1 survey because it was conducted prior to TRM implementation. Although the main intention of the surveys was to investigate changes over time to question responses, there was a number of TRM-specific questions that were included in the Time 2 survey so that additional insights about the TRM could be gained. One question enquired participants which TRM-related roles they had filled during the PoC period. Another asked participants which FSED training days they had attended. The final TRM-related question added to the Time 2 survey was an open-ended question asking whether participants would like to make any additional comments about the TRM.

Rural operating environment

Survey participants were asked in Time 1 if their business as usual (BAU) working environment was urban or rural. A larger proportion of staff identified themselves as working rurally than would be identified by a definition provided by subject matter experts (SMEs): staff who work in one to three-person stations. To better understand this difference, we added a follow-up question to the Time 2 survey for participants who identified as 'rural':

- *Why is your BAU working environment rural? Tick all that apply.*
 - I'm based in a 1-2-3 person station
 - I work in a station that has more than 3 people, but our station BAU is predominantly in rural or low population areas
 - My role has me based in predominantly rural or low population areas
 - Other (please specify):

Demographic question options

There was a number of demographic questions that were answered using banded response options. Two of these questions (i.e., age and length of service) had a very high percentage of responses under higher bands (when compared to lower bands) in the Time 1 survey³. We therefore expanded the banded options for the following questions:

- *How long have you served in the New Zealand Police?*
- *How old are you?*

We also added response options to two other demographic questions:

³ For example, 56.5% of staff said they had served in New Zealand Police for '10 years or more'.

- 'Family Harm', 'TCU', and 'A TRM team' (e.g., TPT, TSC, TDT) were added as options in the question asking participants which policing team(s) they were involved with. 'Family Harm' and 'TCU' were added due to the high number of participants in Time 1 who listed these teams in the open-ended response option, and a 'TRM team' was added given TRM teams had been formally implemented at the point of the Time 2 survey.
- 'FSED' and 'FSEC' were added as options when participants were asked about what tactical training they had received. These were not available at the point of the Time 1 survey. We also expanded on the names of the tactical training options. For example, 'PS/ CP' was listed as 'Protection Services/ Close Protection'.

Events attended in the past 12 months

In the first survey, participants were asked which events they had attended in the previous 12 months. The list of event options then corresponded with the events focused on the feelings of safety, confidence and enablement sections. However, there was an oversight and high-risk pre-planned search warrants and family harm incidents were focused on the feelings of safety, confidence and enablement sections, but were not included when participants were asked about the events they had attended in the previous 12 months. This oversight was rectified in the Time 2 survey.

Appendix K: FSED Day 1 Reaction and Learning Survey

FSED Training [Day One]

Informed Consent

You are being asked to complete the following survey because you have completed **Day One** of the Tactical Safety Training. The survey is anonymous, and we do not ask any questions that could identify you. If information presented in free text answers can identify you, these will be removed from any reporting by the TRM evaluation team. The responses from this survey will be used to help us evaluate this training and further develop it to suit the requirements of our people. This survey is **voluntary**, and you do not have to complete it if you do not wish to.

All the scaled questions require an answer. The questions which have free text options are optional to answer. Once you have completed the survey you cannot change your responses.

If you have any questions regarding the survey, please talk to your coach.

Before continuing with the survey, please read the following statements and tick the associated boxes to demonstrate your comprehension.

IN-CONFIDENCE

***I understand this survey is anonymous and voluntary.**

☐ Yes

***I have had the opportunity to ask questions and had these questions answered.**

☐ Yes

***I understand that once I submit this survey, I cannot alter or withdraw my responses.**

☐ Yes

*In which district did you complete your day one FSED training?

☐ Northland

☐ Counties Manukau

☐ Waikato

☐ Central

IN-CONFIDENCE

PERCEPTION OF THE TRAINING

The items below refer to Day One of the FSED Training. The items relate to your perception of the training.

* Please indicate your level of agreement with the items below.

Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The training objectives were clearly defined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The lessons were at the right level of complexity for my ability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The pace of the training was appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The duration of the training was appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The training was engaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The initial reference scenarios aided me to improve my skills and knowledge during training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The recording of my performance during initial reference scenarios helped my learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The training scenarios were suitable considering my operating environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The scenario-based training has contributed to me feeling better prepared to deal with similar operational situations on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IN-CONFIDENCE

10. The reflections and debrief part of the training contributed to my learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The training method used during Day One was effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The coach(es) showed a good understanding of the content being taught	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The coach(es) provided helpful feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The coach(es) created a safe learning environment that allowed me and the team to learn from mistakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The coach(es) empowered me to step outside of my comfort zone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Attending the training was a good use of time away from my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The training culture reflected our Police values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I would recommend this training to other officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERCEIVED EFFECTS OF THE TRAINING

The items below refer to Day One of the FSED Training. The items relate to the perceived effects of training.

* Please indicate your level of agreement with the items below.

Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
19. The training will enable me to be more confident when applying the appreciation process (AFCO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. I now feel more confident I can communicate a plan by applying the Ground, Situation, Mission, Execution, Administration and Logistics, and Command and Signals (GSMEAC) tool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I feel I can confidently apply TENR during cognitively loaded events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I am confident that I can explain the fundamentals of a high-risk vehicle stop (HRVS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. What I learned during the training will enable me to more confidently apply TENR during high-risk vehicle stops (HRVS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I feel this training has prepared me to conduct a high-risk vehicle stop (HRVS) while minimising risk to myself, colleagues, and the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. The training has enabled me to better recognise my own signs of stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I am confident that I can explain and discuss the Stress Eyes up Breathe (SEB) cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. I am confident that I can demonstrate breathing techniques to reduce heart rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. The training increased my tactical skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. The training contributed to enhancing my competence in decision making under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IN-CONFIDENCE

30. The training provided me with a better understanding of how to keep myself and my colleagues safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. What I learned during the training will enable me to better plan tactical responses with team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. What I learned during the training will enable me to better execute tactical responses with team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. I believe this training will be valuable in my duties as a Police officer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. I will be able to apply what I learned during Day One of the FSED Training to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. I feel I will make safer decisions at work as a result of Day One of the FSED Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. I feel safer as a result of Day One of the FSED Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FINAL THOUGHTS

37. What (if any) aspects of the training made you feel **able** to respond effectively to events, and to minimise risk to yourself, your colleagues, and the public?

IN-CONFIDENCE

38. What barriers (if any) do you anticipate you might encounter as you attempt to put the new skills and knowledge you acquired during training into practice?

39. What would you like to see added or improved for future training?

40. Is there anything else you would like to tell us about the training?

Appendix L: FSED Day 2 Reaction and Learning Survey

FSED Training [Day Two]

Informed Consent

You are being asked to complete the following survey because you have completed **Day Two** of the Tactical Safety Training. The survey is anonymous, and we do not ask any questions that could identify you. If information presented in free text answers can identify you, these will be removed from any reporting by the TRM evaluation team. The responses from this survey will be used to help us evaluate this training and further develop it to suit the requirements of our people. This survey is **voluntary**, and you do not have to complete it if you do not wish to.

All the scaled questions require an answer. The questions which have free text options are optional to answer. Once you have completed the survey you cannot change your responses.

If you have any questions regarding the survey, please talk to your coach.

Before continuing with the survey, please read the following statements and tick the associated boxes to demonstrate your comprehension.

IN-CONFIDENCE

***I understand this survey is anonymous and voluntary.**

☐ Yes

***I have had the opportunity to ask questions and had these questions answered.**

☐ Yes

***I understand that once I submit this survey, I cannot alter or withdraw my responses.**

☐ Yes

*In which district did you complete your day one FSED training?

☐ Northland

☐ Counties Manukau

☐ Waikato

☐ Central

IN-CONFIDENCE

PERCEPTION OF THE TRAINING

The items below refer to Day Two of the FSED Training. The items relate to your perception of the training.

* Please indicate your level of agreement with the items below.

Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The training objectives were clearly defined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The lessons were at the right level of complexity for my ability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The pace of the training was appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The duration of the training was appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The training was engaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The training scenarios were suitable considering my operating environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The scenario-based training has contributed to me feeling better prepared to deal with similar operational situations on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The reflections and debrief part of the training contributed to my learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The training method used during Day Two was effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IN-CONFIDENCE

10. The coach(es) showed a good understanding of the content being taught	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The coach(es) provided helpful feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The coach(es) created a safe learning environment that allowed me and the team to learn from mistakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The coach(es) empowered me to step outside of my comfort zone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Attending the training was a good use of time away from my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The training culture reflected our Police values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I would recommend this training to other officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERCEIVED EFFECTS OF THE TRAINING

The items below refer to Day Two of the FSED Training. The items relate to the perceived effects of training.

* Please indicate your level of agreement with the items below.

Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
17. The training will enable me to be more confident when applying the appreciation process (AFCO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I now feel more confident I can communicate a plan by applying Ground, Situation, Mission, Execution, Administration and Logistics, and Command and Signals (GSMEAC) tool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I now feel more confident about demonstrating the application of Clearance and Rescue Tactics (CRT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. What I learned during the training will enable me to more confidently apply TENR when conducting Clearance and Rescue Tactics (CRT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I feel this training has prepared me to conduct Clearance and Rescue Tactics (CRT) while minimising risk to myself, colleagues, and the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I now feel more confident about demonstrating arrest drills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I am confident I can demonstrate a tactical withdrawal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. What I learned during the training will enable me to more confidently apply TENR when implementing Tactical Rescue Options (TRO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I now feel I can more competently apply a tourniquet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I now feel more confident about demonstrating a foot mounted tactical rescue option	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IN-CONFIDENCE

27. I now feel more confident about demonstrating a vehicle mounted tactical rescue option	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. What I learned during training will enable me to lead a team during a building clearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. The training increased my tactical skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. The training contributed to enhancing my competence in decision making under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. The training provided me with a better understanding of how to keep myself and my colleagues safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. What I learned during the training will enable me to better plan tactical responses with team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. What I learned during the training will enable me to better execute tactical responses with team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. I believe this training will be valuable in my duties as a Police officer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. I will be able to apply what I learned during Day Two of the FSED Training to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. I feel I will make safer decisions at work as a result of Day Two of the FSED Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. I feel safer as a result of Day Two of the FSED Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FINAL THOUGHTS

38. What (if any) aspects of the training made you feel able to respond effectively to events, and to minimise risk to yourself, your colleagues, and the public?

39. What barriers (if any) do you anticipate you might encounter as you attempt to put the new skills and knowledge you acquired during training into practice?

40. What would you like to see added or improved for future training?

IN-CONFIDENCE

41. Is there anything else you would like to tell us about the training?
