

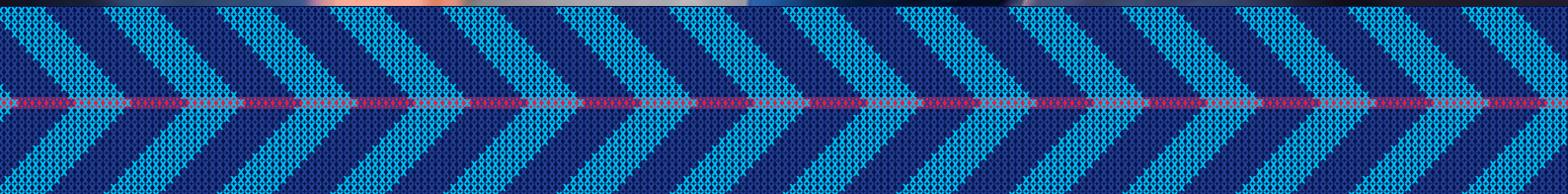
New Zealand Police

Strategic Intentions

2024 - 2028



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa





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Strategic Intentions

2024 - 2028

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Commissioner's Foreword

New Zealand is known internationally as a safe place to live, work and visit. Our commitment to ensuring that all New Zealanders are safe and feel safe in their communities, on their roads and in their homes is central to our role as Police.

We are part of a wider public safety system. Over the past several years, our role within that system has expanded, and we have been too much drawn into demand for services that others are better placed to provide. It is time for Police to recalibrate and focus on our statutory policing functions that only we can deliver, enabling others to intervene effectively where they are best placed to do so. Working with our partners in this way will ensure we can jointly provide an effective public safety system, enabling us all to help make New Zealand the safest country.

Our focus as an organisation will be on delivering our core services. Traditional crime such as robbery, violence and sexual violence still affect too many New Zealanders. Gang intimidation, road deaths and family violence remain all too common. These are issues that affect all New Zealanders, and to which communities rightly expect Police to respond.

We know that by being visible, reassuring and responsive, both with our deployment and in the way we communicate, we can increase feelings of safety in the community. This, the feel safe component of what we do, sits alongside the be safe element of our operational deployment.

Preventing crime and harm makes people safer. People who feel safer help us to prevent crime and harm. The two are inseparable and complementary components of what we do. We will be recruiting an additional 500 officers as part of the Government's commitment to reducing crime, and the increased visibility of these officers on our streets and in our communities is a powerful deterrent to opportunistic offending, providing communities with a sense of safety. Coupled with a clear focus on targeting offenders, we will use all the tools and legislation at our disposal to keep our communities, roads and homes safe.



The cyber environment requires different approaches, skills and tools to combat. Policing in the cyber environment is a multi-agency undertaking and we will continue to work closely with our national and international partners to prevent offending and victimisation, and to target and hold offenders to account.

Over the past several years we have concentrated our investment on frontline officers, ensuring they are equipped and enabled to be safe and feel safe while operating in an increasingly high-risk environment. We will continue to prioritise our front line, and we acknowledge that we also need to modernise our corporate services that support them. We will need help to achieve this.

Even as we change and reshape ourselves to respond to changes in crime, our focus remains on supporting the expectations and aspirations of the New Zealand public. Through our recruitment, deployment and corporate investment we will continue to deliver quality core policing services to all those who need them.

I remain very proud of our organisation and our dedicated and hardworking people who remain committed day in and day out to keeping all New Zealanders safe.

A handwritten signature in blue ink that reads "Andrew Coster".

Andrew Coster

New Zealand Police Commissioner

Chief Executive Statement of Responsibility

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



Andrew Coster
New Zealand Police Commissioner

16 September 2024

Statement from Minister of Police

I am satisfied that the information on strategic intentions prepared by New Zealand Police is consistent with the policies and performance expectations of the Government.



Hon. Mark Mitchell
Minister of Police

16 September 2024

OUR BUSINESS

TĀ TĀTOU UMANGA



TO HAVE THE TRUST AND CONFIDENCE OF ALL

WHY WE ARE HERE

OUR VISION

NEW ZEALAND IS THE SAFEST COUNTRY

OUR MISSION

TO PREVENT CRIME AND HARM

Prevention is first and foremost an outcome—every group has a contribution to make.

OUR PURPOSE

To ensure everybody can

BE SAFE AND FEEL SAFE



OUR FUNCTIONS

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

WHAT WE DO

OUR OUTCOMES

SAFE COMMUNITIES

People are safe wherever they live, work and visit

SAFE ROADS

Preventing death and injury with our partners

SAFE HOMES

Free from harm and victimisation

We contribute to:

GOVERNMENT TARGETS BY 2029

- ▶ Reduce violent crime by 20,000 victims
- ▶ Reduce serious youth offenders by 200
- ▶ Improve court timeliness

INCREASED PUBLIC PLACE VISIBILITY

People feel safe because we are...



OUR APPROACH

We prevent crime and harm by

- ▶ Holding offenders to account with the right resolutions
- ▶ Community-focused problem solving
- ▶ Supporting victims



VISIBLE REASSURING RESPONSIVE

HOW WE DO IT

OUR PRIORITIES

ENABLING THE FRONTLINE

Supporting the frontline to prevent harm and respond to, investigate and solve crime

COMMUNITY REASSURANCE

Improve feelings of safety by being highly visible and focusing on issues of public concern (e.g gangs, youth crime)

FOCUS ON CORE POLICING

Focusing Police effort on Our Functions. Working with others to reduce crime and the drivers of crime

OUR RELATIONSHIP WITH MĀORI

TE HURINGA O TE TAI

Pou Mataara

Our people and our mindset

Pou Mataaho

Effective initiatives and improved practice

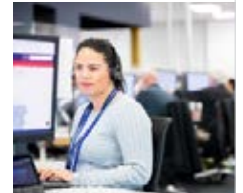
Pou Hourua

Effective partnerships



WORKING TOGETHER WITH IWI MĀORI TO GET BETTER OUTCOMES FOR ALL

OUR PEOPLE



Our people are

- ▶ Safe and well
- ▶ Valued
- ▶ Fair to all
- ▶ Compassionate and reflective

Our leaders

- ▶ Live our values collectively and individually
- ▶ Are inclusive
- ▶ Enable everyone to be their best, using PHPP
- ▶ Provide reassurance to their community
- ▶ Deliver value-for-money services

Our culture

- ▶ Community oriented
- ▶ Collective effort for shared outcomes
- ▶ Brings humanity to every interaction



Strategic Outlook for Police

Police is a primary contributor to New Zealand's public safety system. While we have specific roles to play in the system, we rely on the people of New Zealand and our partner agencies, NGOs, iwi, communities, government to play their part in order to make New Zealand the safest country it can be. Our ability to maintain the trust and confidence of the people of New Zealand and to work well with our partners is foundational to our style of policing and our effectiveness.

Our service demand

Much *traditional* crime (violence, robbery, burglary) remains a primary contributor to policing demand. The need for Police response to traditional crime remains, and we will continue to be called on to respond quickly to prevent or reduce immediate threats to life and property. Our ability to get to people who request our services, and to get there quickly, remains an enduring requirement.

Gangs will be a particular focus. Gangs create a climate of intimidation, readily resort to violence, and are extensively involved in organised crime. Gangs present a persistent and complex social problem that cannot be resolved through policing alone, but we have a clear role in preventing the harm they cause to our communities and our people, and holding them to account for it.

Social demand, including family harm and mental health incidents, have all increased over the last 10 years. Where there is no offending involved, it is unlikely that Police is the most appropriate agency to provide effective response and support, and in many cases victims tell us that Police attendance creates unwanted attention and stigma. There

is no indication that this demand's upward trajectory is slowing, and it has already reached unsustainable levels for Police, having impacts on our ability to deliver our core functions.

Police's ability to respond to natural disasters, and our people's instinct to help in whatever way they can, must be tempered by the need to continue to provide business as usual policing services. We must ensure that our resources are focused appropriately to help us manage the impact of such emergency events on our people and on the delivery of other policing services.

Cyber and emerging crime is our biggest "known unknown". The pace at which technology changes, coupled with the dependency of almost all aspects of modern life on technology, means this will remain an attractive area for criminality. Our ability to disrupt cyber offending, and to hold offenders to account, will depend on: our ability to adapt quickly to new and changing criminal behaviours; our relationships with local and international partners; our requirement to continually develop our capabilities in order to keep up with rapidly evolving technologies; and legislation to enable its use. Flexibility and agility will be essential for effective prevention and investigation. Policing the cyber environment presents challenges for our workforce, our ways of working, and our technology capabilities, but it also presents opportunities for improving our ability to keep New Zealanders safe. It is a field in which a broader set of measures beyond those policing can bring will be required to prevent crime and keep people safe.

Investing in our capabilities

Over the next ten years the mix of capabilities we will need in order to offer relevant and effective policing services is going to change. Over the next four years we will need to:

- ▶ Invest in our workforce to ensure we have the right mix of competencies. We will be growing by 500 new officers, and we need to make Police an attractive career choice for both current and new staff, to ensure we grow and retain the depth and breadth of skills that the next decade of policing will demand. We need to train and develop our people for policing today and in the future, and our people will need to constantly upskill to keep up with changes in our operating environment and the technology landscape. Diversity of our workforce will ensure we continue to represent our communities and that community voices are reflected back into Police. We also need to ensure we retain sufficient capacity in our corporate workforce to provide the support that the front line depends on.
 - ▶ Ensure our physical presence can support our future. Where we locate our operating bases needs to reflect expected population growth over the next decade and beyond, if we are to remain able to respond quickly to in-person events. Our choice of locations and types of facility will need to support the policing we will be doing over the next decade. This includes new ways of working with communities and partners; and ensuring our property portfolio is sufficiently future-proofed to support our efforts to reduce operating costs and our environmental impact.
 - ▶ Invest in our digital capability. Our aging case management technology precludes use of many advanced analytics capabilities, which are vital to responding efficiently and effectively to crime and victimisation, prevention, and intelligence and investigation. Such technologies are dependent on data and information, the lifeblood of modern policing and a key strategic asset. Our digital capability needs to be capable of supporting our statutory functions and business goals: it needs to be adaptable, responsive, scalable and secure, and to enable, enhance and advance delivery of our policing services.
 - ▶ Continue to invest in frontline equipment and tools to keep our people safe in an increasingly challenging criminal environment. This is a fast moving, evolving space and we need to keep up in order to ensure our frontline officers are equipped with the technology and equipment they need to keep themselves and the public safe.
 - ▶ Work with others to deliver effective and efficient services. Across the public safety system we and our partners need to be clear about roles and contributions. We need to ensure that what is ours to deliver meets the expectations of New Zealanders; and what is not ours to deliver is seamlessly referred on for delivery by others.
 - ▶ These are long term goals, and we do not expect to fully achieve them in the next four years, but we do need to begin the journey now. Our Long Term Investment Plan, including the 10 year capital plan, will outline the investments we will need to make and how those investments will support and enable us to meet our service delivery goals and deliver the outcomes the public expect of us.
 - ▶ More immediately and in response to the Government's drive for efficiency and cost savings across the public sector, our Financial Sustainability Programme (FSP) is identifying areas of the business where we can deliver the savings required to manage our forecast deficit position and our cost pressures in the current and future financial years.
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Our Outcomes



Police is called upon to provide a broad range of policing functions, from keeping the peace to prevention, from enforcement to support for international policing.

Police provides 24-hour 7 day-a-week response services. Most of our partners do not, and frequently when others are not available it has been assumed by the public that Police will step into the breach. Without boundaries around this expectation, the burden on Police becomes unsustainable, and core policing functions begin to suffer. We need to reset our involvement in non-crime demand, passing responsibility for social support to agencies and

NGO partners whose core business this is, to free up our officers' time to deliver those services and activities that only we can deliver. These are our core policing functions, and New Zealanders expect us to deliver them well.

Every crime has an offender, a victim and a location (time and space, or virtual). Targeting any component of the crime triangle reduces crime, by deterring offenders, preventing victimisation, and making locations unattractive as crime targets.

Over the next four years, we will be emphasising a more visible approach to policing, in accordance with expectations as outlined by the Minister of Police in his Letter of Expectations² to the Commissioner. This includes a focus on gang disruption and youth offending, and greater Police visibility in public places. The Minister has also set expectations around efficiencies and investment to strengthen the frontline, and Police support for justice sector reform.

The Government has set targets for 2029 to reduce the number of serious youth offenders, and to reduce violent crime. Target 3 seeks to reduce by 15% the number of serious youth offenders (to approximately 900), and Target 4 to reduce by 20,000 the number of victims of assault, robbery or sexual assault. We will be contributing to meeting these targets through visible policing, targeting of offenders, and working with partners to disrupt gang activity.

We will work in collaboration with our partners to achieve these targets. Police relies heavily on partner agencies to put in place support systems for those we refer on, who need a greater level of on-going support and intervention than we can provide through our response and resolution activities.

Te Huringa O Te Tai | The Turning of the Tide continues to be our cultural bedrock for engagement with Māori in all aspects of our services and activities. We will continue to build mutual trust and confidence with our iwi Māori partners, and support their aspirations, for the betterment of all.

Our commitment to Safe Communities, Safe Roads and Safe Homes has not changed. Over the next four years we will be focusing more closely on those services and activities where we are best placed to make a difference.

Safe Communities

We want New Zealanders and visitors to feel safe out and about in our communities, whether they are at work, at leisure, or visiting. People should feel safe participating in public life, and the visible presence of Police in public spaces makes a big difference to perceptions of safety. Proactive deployment builds reassurance, which builds trust and confidence. Communities that trust us are more likely to share concerns with us, enabling us to be more responsive to those concerns, helping prevent crime and harm.

As part of *Target 3: Reduced child and youth offending* and *Target 4: Reduced violent crime*, we will be contributing to reducing victims of violent crime including retail crime, by focusing on increased targeting of young offenders committing violent crimes, in order to hold them to account; and on increased visibility of Police officers in public places to reduce the opportunities for violent crime.

The visible presence of gangs in public places creates a climate of fear. Gangs cannot be allowed to intimidate New Zealanders going about their lives, and we will use the legislative tools available to us to prevent intimidation, violence, and profiting from the sale of drugs in our communities. Police's role in reducing the impact of gangs focuses on disrupting illegal gang business, reducing the visibility and intimidation of gang presence, and holding offenders to account. Our goals are to:

- ▶ Increase our visible presence in public places, to prevent and deter crime including retail crime, and to provide public reassurance
- ▶ Target offenders and hold them to account using the most effective resolution options available to us
- ▶ Target and hold to account youth offenders involved in serious offending, particularly violent retail crime
- ▶ Work with our partners to disrupt the importation, manufacture and distribution of drugs by organised crime groups operating in New Zealand, whether local or international.

² https://www.publicservice.govt.nz/assets/Letter-of-expectations_Final-version.pdf

Safe Roads

Reducing deaths and serious injuries on our roads remains our goal. We work with our partners to deliver the Road to Zero strategy outcomes. Our focus is on prevention and deterrence, ensuring compliance with regulations to manage driver behaviour. We will concentrate our interventions on the factors known to cause harm – lack of

restraints; impairment; distraction; and speed, collectively referred to as RIDS; and on high-risk drivers. Our role in policing our roads includes prevention, education and enforcement. Our goal is to:

- ▶ Reduce the number of deaths and serious injuries on the roads by detecting and preventing high-risk driving behaviours.





Safe Homes

Our primary focus in family violence centres around urgent response to violence in the home, and playing our part in multi-agency interventions that reduce revictimisation. Other agencies are best placed to provide interventions that address the root causes of family harm.

According to the latest (cycle 6) New Zealand Crime and Victims Survey³, 29.4% of adults in New Zealand have experienced violence or sexual violence from an intimate partner in their lifetime. Police is a member of Te Puna Aonui, the collective of government agencies responsible for implementing Te Aorerekura | National Strategy to Eliminate Family Violence and Sexual Violence. Our family violence response is part of this system-wide approach to improve coordination between agencies in response to family violence.

Childhood exposure to violence in the home has a strong association with youth offending, in addition to the non-criminal impacts on a young person's life, which are well documented and enduring³. We have a role to play in identifying and referring young people affected by violence in the home to support programmes provided by our partner agencies. Our goals are to:

- ▶ Hold offenders to account using the most effective resolution options available to us
- ▶ Reduce family violence victimisation and offending by referring victims and offenders to partner agencies for ongoing interventions and support
- ▶ Prevent tamariki and rangatahi from offending and reoffending through referral for those exposed to family violence, and through appropriate resolution options.

Burglary of private dwellings affects too many New Zealanders and contributes to people feeling unsafe in their homes. Although burglary numbers have been decreasing since 2016, burglaries still account for around 17% of reported crime. Our role in burglary includes urgent response to burglaries in progress, investigation of burglaries, and providing prevention advice to reduce likelihood of revictimisation. Our goal is to:

- ▶ Reduce the number of burglaries by targeting repeat and prolific burglars.

³Source: NZ Crime and Victims Survey, accessed 1 July 2024.
<https://www.justice.govt.nz/justice-sector-policy/research-data/nzcvs/nzcvs-cycle-6-resources-and-results/>

⁴Every 4 minutes: A discussion paper on preventing family violence in New Zealand. Office of the Prime Minister's Chief Science Advisor. 6 Nov 2018.
<https://www.pmcsa.ac.nz/2018/12/11/stopping-family-violence-what-does-the-evidence-tell-us/> Accessed 20 May 2024.

Our Strategic Priorities

In order to deliver the best possible policing services to New Zealanders, we will prioritise our people our core services, and our communities.

Enabling the front line to deliver

We are constantly working to make it easier for our frontline staff to deliver the services we ask them to deliver. This means ongoing training and skills development, providing them with modern technologies and tools to keep them safe, and improving the efficiency of our systems and processes to simplify their recordkeeping obligations.

Our goals are to:

- ▶ Train, equip and enable our people for the specific demands of the high-risk environment they work in
- ▶ Provide our people with modern fit-for-purpose technologies to ensure they are safe on the job
- ▶ Reduce, simplify and automate the information they are required to record
- ▶ Provide advice to the Minister on legislative enablers that support the frontline to be effective in targeting crime.

To continue to be able to do this, we need to ensure we can sustain the capability investment needed to deliver our services ongoing. Our goal is to:

- ▶ Invest for long term sustainment of service delivery.

Community reassurance

Our communities want and need to both be safe and feel safe, and Police visibility, reassurance and responsiveness contributes to this. We work closely with our communities and our partners to keep communities safe. Our goals are to:

- ▶ Increase feelings of public safety through visible deployment including beat patrols and hot spot patrols
- ▶ Increase responsiveness to community concerns by facilitating community involvement in preventing local crime, using problem-solving approaches
- ▶ Increase community reassurance and resilience to gang harm through community-led, multi-agency supported responses to serious organised criminal offending.

Focus on core policing

As a 24-hour agency we can get called upon to provide services on behalf of others who are not as readily available. However, this comes at a cost: those seeking help get Police help instead of the help they want or need; and Police resources get diverted from our core policing functions. To ensure Police officers are focused on delivering our core services, our goals are to:

- ▶ Prioritise deployment of constabulary to core policing demand
- ▶ Increase our collaboration with our partners to address non-crime demand
- ▶ Reduce the amount of time we spend on non-core demand.

We need to ensure that our systems and processes support efficient and effective delivery of policing services. The Justice sector has goals to improve timeliness in the justice system, and we will be contributing to meeting this target through our goals to:

- ▶ Improve file quality, particularly initial file quality, to ensure successful resolution outcomes
- ▶ Improve our end-to-end service delivery to reduce delays in the investigation and resolution of crimes.

Te Tari Pūreke

Firearms Safety Authority

Te Tari Pūreke (TTP) | Firearms Safety Authority is a dedicated, independent branded business unit within NZ Police that is responsible for the regulation of the firearms system. TTP delivers NZ Police's regulatory functions under the Arms Act 1983 and the Arms Legislation Act 2020.

TTP's functions are to implement the firearms licensing system; to manage the firearms registry; to educate people to enable compliance with legislative responsibilities; and to promote the legitimate and safe use of firearms.

TTP's purpose is to effectively regulate the legitimate possession and use of firearms to keep all communities safe. TTP's outcomes are to:

- ▶ Improve safety and wellbeing by enabling the safe and lawful supply, possession, and use of firearms, without diminishing individual and collective wellbeing
- ▶ Reduce risk and harm by mitigating risks and addressing specific harms, including those relating to criminal activity and negligence
- ▶ Build and maintain trust and confidence by providing efficient, effective, and fair services, and developing sustainable and purposeful relationships across the regulatory system
- ▶ Demonstrate regulatory stewardship through good regulatory practice, regularly monitoring, reviewing, and reporting on the regulatory system
- ▶ Contribute to equitable outcomes by partnering to identify and address inequitable outcomes for Māori and all communities.



Organisational Health

People

We are expecting to grow by an additional 500 officers over the next few years. At the same time we will need to recruit to replace those retiring or leaving, and recruiting sufficient numbers may prove challenging.

Over the next four years, it is likely we will start to see attrition increasing after years of low attrition, as a significant number of staff near retirement age. Loss of expertise may become an issue as we traverse the experience gap between those who retire and the newer group, who were recruited more recently. We will need to invest in developing leaders and specialists from within this group over the coming years.

Our officers routinely face situations that are dangerous and present a threat to their own life and the lives of others. It is essential that we support their development and acquisition of skills throughout their working life so they remain safe at work, and able to keep others safe.

Changes to our operating model, to better connect services end to end, will require us to reshape sections of our existing workforce to provide more specialist operational support.

We will also look to ensure we retain sufficient capability in our corporate workforce to maintain the essential corporate services the front line depends on.

Over the next four years we will:

- ▶ Grow the constabulary workforce by an additional 500 officers
- ▶ Continue to invest in frontline safety
- ▶ Maintain essential corporate support capability.

Te Reo Māori Action Plan

We continue to encourage use of Māori language throughout the organisation and in our internal and external publications. Te Reo learning and kaupapa Māori events such as Matariki and Te Wiki o Te Reo Māori are promoted across the organisation.

We continue to develop resources that allow staff to develop their knowledge of Te Reo Māori. Eke Tangaroa, a reo Māori app on all Police-issued mobility devices, provides help and guidance with pronunciation, tikanga, waiata and karakia. Taonga Tuku Iho sessions are held daily on Teams and are open to all. Our intranet has a section dedicated to te reo, with links to resources for learning te reo, speaking and pronunciation, use of te reo in writing, tikanga, and access to licensed translators. Te Rito cultural competency modules support this uplift.

Finance

Police is a non-core government department primarily funded by the Crown. All expenditure incurred through the provision of policing service must be within Police's Appropriation scopes and Appropriation limits.

In recent years, even with additional Crown funding, Police has faced significant cost pressure due to increasing public demands, increasing personnel costs through employment contract renewals, and inflation impacted operating costs. These increased cost pressures are making it difficult to deliver policing services within funding levels.

These cost pressures will become more challenging to manage, so we will need to identify savings and efficiency measures, or reduce services to manage our spending within Appropriation limits.

Financial Sustainability Programme

The focus of the Financial Sustainability Programme (FSP) is to deliver savings required to manage Police's forecast deficit position in the current and future financial years. It must address cost pressures, to ensure we can operate within baseline funding in 24/25 and beyond.

Long Term Investment Plan

There has been sustained underinvestment in our assets and how we manage them over time. We are preparing a 10 year plan identifying where we need to invest to support our policing goals and to guide our ongoing investment choices. We will require government investment to enable us to realise these plans.

Risk management

We continue to manage our three key strategic risks.

1 Loss of trust & confidence in Police

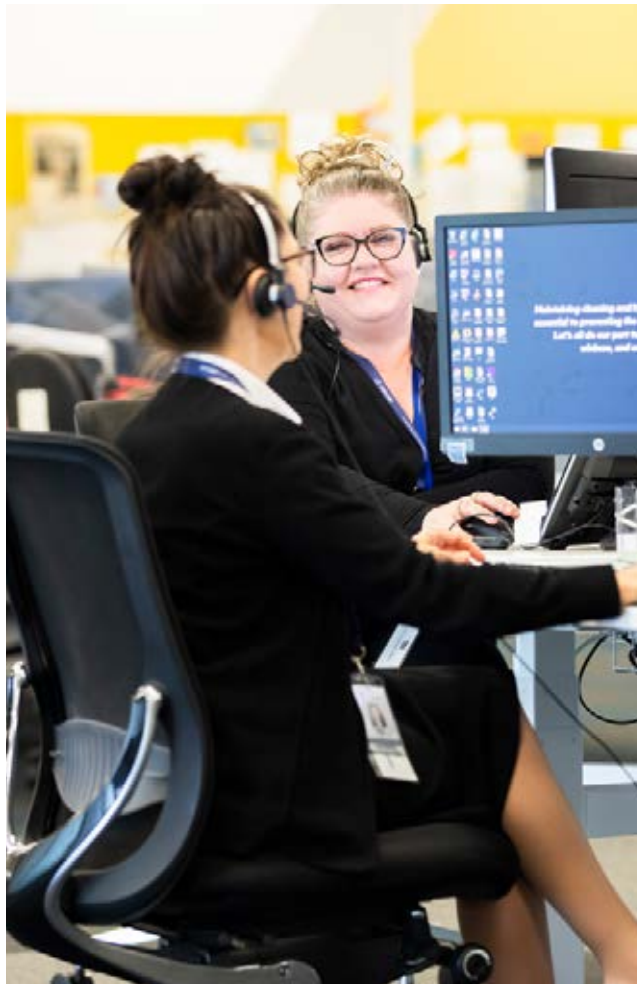
If we cannot maintain legitimacy in the eyes of the communities we serve, we will struggle to operate effectively and deliver our purpose. This could be due to challenges to our actual or perceived independence, our integrity, or our delivery of equitable, impartial, transparent, and effective services to all.

2 Not maintaining fitness for purpose now and evolving to meet future challenges

Our operating environment presents increasingly complex challenges, and this evolution will only continue into the future. If we do not maintain clarity on the purpose and scope of our functions in this constantly evolving environment, with an eye for the future and our need to innovate and adapt, we will be unable to deliver on our purpose. Doing this well means we must ensure that our people—our greatest asset—are supported to succeed in delivering, through the right training, equipment, information, assets, and operating models.

3 Not partnering strategically

We operate as part of the wider government system, and intrinsically rely on different public, private, and community partnerships to deliver our mission, while also being relied on by others to play our specialist role as part of end to end services. If we do not manage our partnerships strategically, we will be unlikely to deliver on our core services and mission, we will not be able to support others across the wider sectors that we operate in, and are unlikely to be able to effect long term reductions in non-core demand.



We manage operational risk through practices and processes built into our daily activities, and monitor the impacts of collated operational risk on our strategic risks through leadership and governance processes. Everyone across Police informs the strategic risk processes through business as usual risk management and planning; and through understanding the strategic linkages with the risks they manage.

Assets

Property

Our property portfolio has suffered sustained underinvestment as we have concentrated on investing our available capital into frontline safety improvements.

As New Zealand's population grows and moves, we need to ensure we are in the right locations to meet their needs. We have developed a long-term strategic plan for our operational property assets and will be seeking funding for the upgrade, maintenance and development of our properties around the country to ensure we have the footprint we need to deliver the services that New Zealanders expect to be able to access.

The Royal New Zealand Police College requires particular attention. The College is now over 40 years old and was designed for a workforce half the size of Police's current numbers. As our attrition increases, so too will our need for recruits, and projections indicate we will be limited by the College's capacity in 8 out of the next 20 years. We will need to work differently in future to address this issue and thinking is underway about our options. These include:

- ▶ Increase the College's capacity by providing only recruit training
- ▶ Changing our workforce mix to reduce the need for recruitment during the period of high attrition
- ▶ Building more training capacity, potentially in Auckland.

Over the next four years we will:

- ▶ Address immediate risks to officers' and the public's health and safety in our operational properties
- ▶ Present investment bids to Cabinet to fund the necessary upgrades and replacement of existing properties including the College, and funding for development of new properties in areas of forecast population expansion to meet future needs.

ICT

Our mission-critical ICT applications are legacy and cannot be changed or upgraded to support modern policing needs. More than just replacement, our technology capabilities need a fundamental redesign to ensure they can support modern policing, including the analytics, automation, and investigative capabilities expected of us now and into the future. We have developed an ICT strategic plan to guide our investment over the next 10 years, and to shape how we work, and we will be seeking funding to realise its outcomes.

Over the next four years we will:

- ▶ Redesign a highly responsive enterprise architecture to ensure our technology can support and enable our business operating model
- ▶ Seek funding for replacement of legacy systems that support new ways of working for frontline officers, and for the corporate systems that ensure our frontline officers are able to deliver our services to the people of New Zealand, including our HR, workforce management and enterprise resource systems.
- ▶ Invest in our data management capabilities to enable better use of this strategic asset to enhance and support delivery of policing services
- ▶ Realise cost savings in our ICT expenditure by rationalising and reducing the number of applications and services we support, in line with our overall enterprise architecture plan.



Sustainability

NZ Police is committed to reducing its greenhouse gas emissions, supporting Government Targets to reduce emissions and meeting the requirements of the Carbon Neutral Government Programme. We have identified opportunities within our non-frontline fleet to reduce emissions through the introduction of electric vehicles, and we are looking at ways to reduce the emissions impact of our frontline fleet through minor maintenance actions that, in aggregate, have a worthwhile impact.

A multi-year plan will be developed to guide the implementation of Police's transition to low carbon technologies and practices that support operational capabilities. We remain mindful of the need to ensure that our reductions do not impact our frontline service delivery.

Our Structure

We have recently approved a revised governance structure, described below. It will be implemented in FY24/25.

Executive Leadership Team (ELT)

ELT has oversight of organisational performance and assurance, including health and safety (see Health and Safety Advisory Group below). Our Assurance and Risk Committee (ARC), joined by the Security and Privacy Reference Group (SPRG), and Data and Information Assurance Group (DASG) provide assurance advice and reporting to ELT.

ELT owns our overarching strategy, “Our Business”; accountability for delivery of our organisational strategy, outcomes and priorities; and for delivery of the initiatives in our four year business plan.

ELT has obligations as Officers of a PCBU under the Health and Safety at Work Act 2015 and is supported in the execution of these duties by the Health and Safety Advisory Group (HSAG), through a dedicated ELT meeting once every 6 weeks.

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

ELT provides guidance for the establishment of Subcommittees, Advisory Boards, Working Groups and Steering Groups to avoid unnecessary or conflicting directives.

ELT has delegated decision-making responsibilities to three Governance Groups and one Advisory Group.

Investment and Delivery Governance Group (IDGG)

IDGG is responsible for delivery governance including programme delivery and investment planning over the medium term.

It also monitors and provides assurance around our asset management, both current state and oversight of longer-term plans, including the Long-Term Investment Plan.

IDGG meets monthly.

People Capability Governance Group (PCGG)

PCGG has a mandate for governance oversight of people capability related policy, systems and processes, and implementation of the workforce strategy.

PCGG has no financial delegation and is generally not responsible for project or programme delivery oversight.

PCGG meets monthly.

National Tasking and Coordination Governance Group (NTCGG)

NTCGG is central to the national deployment model and is where decisions are made that enable Police to deliver the greatest possible impact on the criminal environment by using critical command information to ensure our resources are focused on our goals and outcomes.

NTCGG meets monthly.



Health and Safety Advisory Group (HSAG)

HSAG provides a mechanism for the ongoing receipt, triage and monitoring of health and safety verification activities. It provides periodic reporting to ELT and other governance groups as required, on the implementation of recommendations and the impact(s) on the control environment, including commentary on the effectiveness of actions taken to manage health and safety risks and observations on any lessons learned.

This group supports the Executive to discharge their obligations as Officers of a PCBU under the Health and Safety at Work Act 2015.

HSAG meets on a schedule congruent with the six-weekly ELT meetings.

Advisory bodies with external members

Assurance and Risk Committee (ARC)

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

Māori, Pacific and Ethnic Focus Forums

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

How We Are Funded

Under the Public Finance Act 1989 Police is accountable to Parliament for Police's financial performance and the setting of our performance expectations. Police administers the expenditure under this vote. The budget for Police for the 2024/25 financial year was \$2.775 billion, broken down into the following output classes:

Primary Response	\$ 730.5m
Crime Prevention	\$ 576.1m
Investigations and Case Resolution	\$ 877.6m
Road Safety Programme	\$ 332.9m
Arms Safety	\$ 65.4m
Policy Advice	\$ 12.5m
Search and Rescue	\$ 1.3m
Total operating expenditure*	\$ 2,596.4m
Capital expenditure	\$ 177.8m
Total capital expenditure	\$ 177.8m
TOTAL*	\$ 2,774.5m

* Numbers may not add up exactly due to rounding

Our appropriations have output performance measures that are detailed in the Parliamentary Estimates of Appropriation each year, known as Vote Police. Key output measures are reported against each quarter. These measures align to our outcome measures for Safe Communities, Safe Roads and Safe Homes. Output measures track the performance of Police activity, which is principally driven by our appropriation categories and our legislative Police functions as described in section 9 of the Police Act 2008.

Service Goals and Measures

		Our Outcomes	Measure	Government Target
Our services	Safe Communities People are safe wherever they live, work and visit	Communities are safe places to live, work and play	Reduction in the proportion of people who were the victim of violence [NZCVS]	20,000 fewer victims of violent crime (robbery, assault, sexual assault)
		Communities are resilient to the harm caused by gangs and organised crime	Increase in value of assets restrained from organised crime	
		Offenders are held to account with the right resolution	Increased proportion of cases disposed of in administration stage	
		Target and hold to account youth offenders involved in serious offending	Reduction in serious youth offenders	Fewer than 900 serious youth offenders
	Safe Roads Preventing death and injury on the roads, with our partners	To work with our partners to prevent death and serious injury on our roads	Decrease in fatal and serious injury crashes [Road to Zero]	Reduction in road deaths
		Whānau are free from violence in the home	Fewer repeat family harm victimisations (per 10,000 population) [NZCVS]	Reduction in the proportion of people who were the victim of violence by family members
			People's homes and possessions are safe from burglary	Decrease in dwelling burglaries (per 1,000 households)
	Safe Homes Free from crime and victimisation	Tamariki and rangatahi are protected from harm that leads to offending	Increase in referrals for young people present at family violence incidents	
		Enabling the front line Our people are and trained, equipped and enabled to deliver policing services	Our people have the skills & knowledge required to deliver our services	Skills & knowledge measure [under development]
We have the right tools & technologies to keep everyone safe	[Property, Fleet, ICT, Equipment meet respective asset performance standards]			
Our services are sustainable	Number of instances of breaching appropriation			
Our priorities	Community reassurance Our visible policing presence reassures communities and reduces gang harm	Visible Police presence helps communities feel safe and be safe	Visibility and perception measure [under development]	
		Communities are engaged in local crime solutions	Percentage of survey respondents who agree 'Police is responsive to the needs of my community' [NZCVS]	
	Communities feel safe from the harmful impacts of gangs	Increase in people's reported perception of safety [NZCVS]		
	Focus on core policing services We focus on delivering core policing services and ensuring successful outcomes	Police resources are prioritised to delivery of core policing services	Reduction in Police time spent on non-core activities	
Our systems and processes support efficient and effective delivery of policing services		Reduction in adjournment rates	Improved proportion of cases meeting timeliness thresholds in District Court	

New Zealand Government

