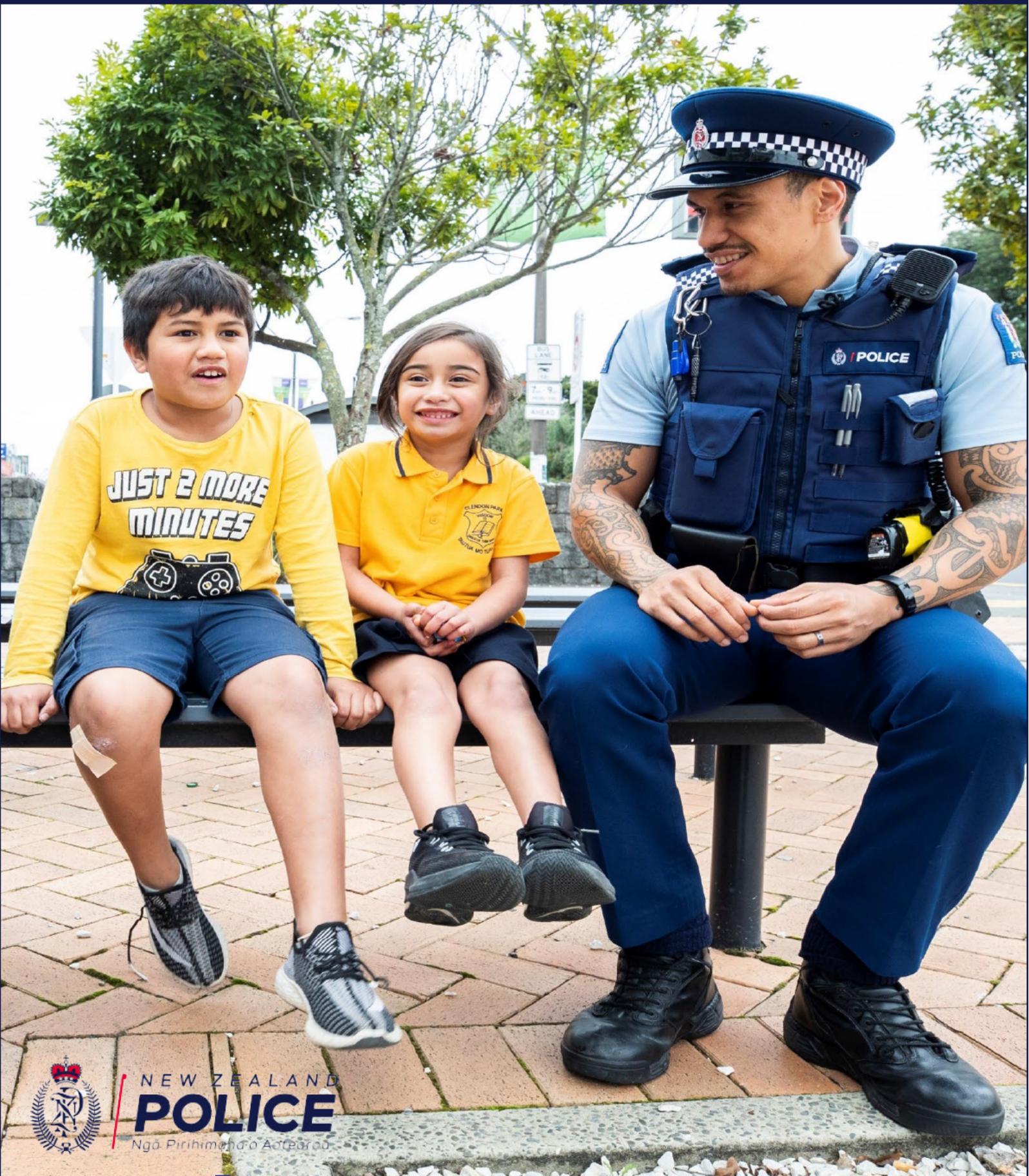


Briefing to the Incoming Minister of Police



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

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Introduction from the Commissioner

Congratulations on your appointment as Minister of Police.

We are ready to discuss your key priorities, what you want to achieve during your tenure as Minister, and how we can support you to deliver on the Government's priorities. You will be supported by an organisation that is agile, with a clear vision and purpose. Our vision is for New Zealand to be the safest country. To achieve this, we need to work together with our partners and communities to prevent crime and harm and ensure everybody is safe and feels safe - at home, on the roads, and in our communities.

The social and criminal context of our country is changing. Crime is becoming more sophisticated, complex, and internationally connected. This changing environment necessitates a greater level of flexibility and agility from Police. Our officers need to rapidly assess and understand each situation they encounter to determine the most appropriate response – balancing the need to keep themselves and the community safe, to meet the needs of any victims, to be fair, and to achieve an outcome that prevents further offending or harm from occurring; be that a referral to a social service or enforcement action with opposition to bail. It also means we must ensure that our frontline staff are as equipped and capable as they can be to keep them safe. This is an absolute priority for our organisation; as such we have proofs of concept for our Tactical Response Model underway across four of our twelve policing districts.

We police by consent; this means we work alongside and with the broad support of the communities we ourselves come from, in order to be effective. Reflecting the communities we serve is an important aspect of gaining public trust and confidence. We have recently celebrated the milestone of 25 percent of constabulary staff being women.

Demand for our services, particularly in the areas of family harm, mental health, and organised crime continues to grow. To fulfil our commitments to communities, we need to continue to evolve as an organisation. In recent years we have transformed our organisation by firmly embedding our Prevention First operating model, deploying new staff onto the frontline and to target organised crime, and significantly modernising our service delivery through technology. We continue to focus on ensuring we truly understand the needs and expectations of our communities. Our Understanding Policing Delivery programme seeks to build an evidence base to inform future changes to deliver fair and equitable policing.

The impact of COVID-19 has been significant on communities, and this is also true of the justice sector. COVID-19 provided a further spur to collective innovation in the justice sector and to working in new and different ways. The Justice Cluster Budget 2022 process has built on the collective approach to Justice Sector transformation and sees an investment of over \$562 million over the next four years into Police.

New Zealand Police is an outstanding organisation and I am immensely proud to lead it. Our people turn up to work ready and prepared to make a positive difference in their communities. They care deeply about the people they work with and will go above and beyond to do what is right. We are an organisation that places great importance on living our values, and this approach will enable us to deliver great outcomes for our communities.

I look forward to working with you.



Andrew Coster
Commissioner



Your Role as Minister of Police

Police is one of three non-public service departments in the State services. Our organisation and governance arrangements are described in the Policing Act 2008, but for the most part, standard public management legislation, such as the Public Finance Act 1989, the Public Service Act 2020, and the Official Information Act 1982 applies to the Police.

Relationship between the Minister of Police and New Zealand Police

Section 16 of the Policing Act 2008 sets out the relationship between the Minister of Police and the Commissioner of Police. The Commissioner is responsible to the Minister for:

- carrying out the functions and duties of the Police
- the general conduct of the Police
- the effective, efficient, and economical management of the Police
- tendering advice to the Minister of Police and other Ministers of the Crown
- giving effect to any lawful ministerial directions.

The Commissioner is not responsible to, and is required to act independently of, any Minister of the Crown (including any person acting on the instruction of a Minister of the Crown) regarding:

- the maintenance of order or enforcement of the law in relation to any individual or group of individuals
- the investigation and prosecution of offences
- decisions about individual Police employees.

In practice, this means that operational and deployment decisions, including the allocation of staff to support our functions, are matters for the Commissioner of Police to determine.

Police operates under a ‘no-surprises’ principle. This means we will keep you well informed of matters of significance within your portfolio responsibilities. Noting our operational independence, we will typically inform you, or your office, of major or significant operational matters when sufficient information about the incident, and our response, has been collected. The nature of policing means that our response to emergencies will typically appear in the media or on social media before our staff have completed their initial action, and before there has been sufficient investigation or resolution to enable verified information to be provided to you.

Legislation

Police administers three Acts:

Policing Act 2008 - The purpose of the Policing Act 2008 is to provide for policing services in New Zealand, to state the functions, and provide for the governance and administration of the New Zealand Police.

Arms Act 1983 - As the Minister of Police, you’re responsible for the Arms Act 1983. Police has regulatory and enforcement responsibility for this legislation and is the primary advisor to the Government on Arms Act matters. The Arms Act was recently amended to implement several changes to the wider firearms’ regulatory regime over three years and further regulatory work remains underway. The overall objective of the changes is to support best practice and minimise the risk of criminal access. Significant changes include the introduction of a firearms registry, reduced licence terms, controls over ammunition, disqualifying certain persons from holding a licence, updated offences and penalties, and newly prohibited items. We are currently establishing regulations for firearms clubs and ranges, providing advice around regulatory cost recovery and will soon be developing regulations for the establishment of the registry.

Child Protection (Child Sex Offender Government Agency Registration) Act 2016 – This Act aims to reduce sexual reoffending against child victims, and the risk posed by serious child sex offenders by providing government agencies with the information needed to monitor child sex offenders in the community and providing up-to-date information that assists Police to more rapidly resolve cases of child sex offending. Police is working on possible amendments to this Act to update it and improve operational effectiveness.

The role of the Minister of Police in relation to Road Policing

The Minister of Police has a shared responsibility with the Minister of Transport to deliver on agreed road safety outcomes. These arrangements are outlined in the Land Transport Management Act 2003. The current outcomes for road policing are described in *Road to Zero: New Zealand's Road Safety Strategy 2020-2030*. The three-year Road Safety Partnership Programme (RSPP) is aligned with *Road to Zero* and its action plans.

Road policing activity is funded out of the National Land Transport Fund and currently provides around 20 percent of Police's total funding. The RSPP outlines the specific activities Police will deliver in exchange for the funding it receives from the National Land Transport Fund via Vote Transport. The Minister of Transport consults with the Minister of Police before approving the RSPP. The Programme is developed by Police and Waka Kotahi, with the Ministry of Transport being consulted through the development phase.

You are the Lead Minister for Deportee Issues

The Minister of Police has responsibility, alongside relevant portfolio Ministers, to ensure a coordinated whole of government response to 501 deportees. The term '501 deportees' has become an umbrella term for New Zealand citizens who are deported to New Zealand under various Australian legislative provisions (including but not limited to section 501 of the Australian Migration Act 1958), after spending much of their life in Australia. Many are considered individuals of concern because their criminal history or other behaviours mean they may pose a risk to New Zealand's public safety and national security. We will support you to inform your Ministerial colleagues on the deportee issue, including when we are expecting significant or unusual deportations, trends in relation to the deportee case load, and further analysis of public safety and organised crime implications.

Departmental Appropriations

You are the Appropriation Minister for Vote Police, and under the Public Finance Act 1989 are accountable to Parliament for Police's financial performance and the setting of our performance expectations. Police administers the expenditure under this vote. The operating budget for Police for the 2022/23 financial year is \$2.355 billion, broken down as follows:

- 69% (\$1.625 billion) on personnel costs
- 24% (\$0.566 billion) on operating expenses
- 7% (\$0.164 billion) on depreciation and capital charges

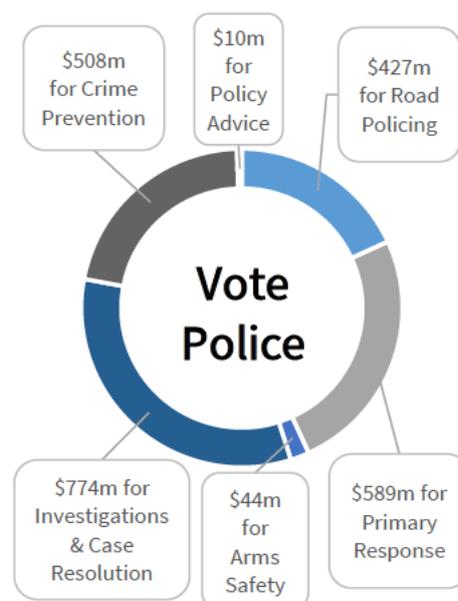
We expect to collect \$77 million in revenue on behalf of the Crown during the year, largely arising from traffic infringement fees. This money is collected on an agency basis for the Crown and has no relationship to departmental appropriations.

We have been appropriated \$102 million in 2022/23 for the purchase or development of assets. This provides for the maintenance and upgrade of our infrastructure to ensure efficient and effective delivery of performance.

We would welcome the opportunity to discuss our current performance expectations with you later in the year.

Official Information Act (OIA) requests

We receive approximately 75,000 to 80,000 OIA requests each year, the highest number of requests across government. We operate a decentralised model, with teams based in Police National Headquarters and districts coordinating OIA responses and ensuring compliance with the Act. Police provides your office with copies of OIA responses ahead of release where the release involves significant or controversial issues, matters of high public interest, where substantive information is being sent to the media, public websites, or lobbyists, or where the response is to a political party or Member of Parliament.



Media

Police operates a Media Centre seven days a week, which receives approximately 150-200 enquiries a day, and manages almost 18,000 issues, every year. The Police Media Centre is a largely responsive team, but Police regularly engages with news media organisations as part of maintaining important stakeholder relationships.

Police proactively engage on social media through a following of over 2.2 million followers across several platforms, including Facebook, Instagram, Twitter, and LinkedIn. Our social media following is one of the largest and most engaged across the public sector reaching 5-8 million people per week. This creates a significant opportunity for us to engage with the New Zealand public and our communities.

The Media and Communications team maintains direct links with your Press Secretary about upcoming press releases and responds to requests for support around media enquiries and emerging issues. This includes keeping your office informed whenever there is a high profile or significant national event involving a Police response, such as the recent New Lynn Mall attack.

Independent Police Conduct Authority

The Independent Police Conduct Authority is an independent body set up by Parliament to provide civilian oversight of Police conduct. It is not part of the Police – the law requires it to be fully independent. The Authority is overseen by a Board, which is chaired by Judge Colin Doherty. The Minister of Justice is the Minister responsible for the Authority.

Being independent means that the Authority makes its own findings based on the facts and the law. It does not answer to the Police, the Government, or anyone else over those findings. In this way, its independence is like that of a court. The Authority employs experienced staff who have worked in a range of law enforcement and related roles in New Zealand and overseas.

Under the Independent Police Conduct Authority Act 1988, the Authority:

- receives complaints alleging misconduct or neglect of duty by Police, or complaints about Police practices, policies and procedures affecting the complainant in a personal capacity
- investigates, where there are reasonable grounds in the public interest, incidents in which Police actions have caused or appear to have caused death or serious bodily harm.

Police has a Memorandum of Understanding with the Authority. The Commissioner may notify the Authority of any matter involving criminal offending or serious misconduct by a Police employee, where that matter is of such significance or public interest that it places or is likely to place Police's reputation at risk.

On completion of an investigation, the Authority must form an opinion about the Police conduct, policy, practice, or procedure which was the subject of the complaint. The Authority may make recommendations to the Commissioner.

Police generally receives reports from the Authority in advance of them being published publicly. We will keep your office updated of any high risk/profile matters. We will also inform you about the future release of Authority reports, and our response to them.

We are ready to discuss your priorities with you

We are conscious there will be many opportunities over the coming weeks to engage with you on matters of interest across the Police portfolio. This initial briefing signals key operational and corporate focus areas, together with the current policy and legislative changes underway, on which we will seek your direction.

We look forward to working with you and discussing the most effective ways we can support you and your priorities as Minister. Police can support you in carrying out your Ministerial functions by providing you with:

- strategic policy and performance advice to enable you to make effective decisions
- advice on impacts of other government policy changes on Police and on criminal justice
- information on operational issues to enable you to understand our operating environment and response
- support for ministerial attendance at police events such as station openings and Wing graduations through briefing notes, speeches, and related materials.

You and your office can expect a high volume of media enquiries, correspondence, Written Parliamentary Questions and Official Information Act requests. We will provide administrative support and engagement to assist you to discharge these portfolio responsibilities.

We are keen to discuss with you how frequently and in what form you wish to meet with us, and the frequency and type of information that you would like us to report to you on. We currently provide a weekly report to the Minister of Police covering issues including significant operational activity, initiatives, policy development and work programmes, as well as performance data.

Constabulary recruit wings start at the Royal New Zealand Police College (RNZPC) approximately every four weeks, and last for 16 weeks. As Minister you will be invited to speak to the graduation of each wing, and we'll work with your office to determine your availability.

We can provide you with opportunities to engage with our staff, including visits to the frontline, our Police bases, and our community partners. Some suggested activities are:

- Attend the Police Leadership Forum to outline your priority areas for Police
- Meet with key groups from the Understanding Policing Delivery programme
- Visit an Integrated Safety response site
- Visit a Frontline Skills Enhancement training session as part of the Tactical Response Model
- Visit a Special Tactics Group (STG) base
- Attend a Te Pae Oranga panel
- Visit an Emergency Communication Centre
- Visit the Firearms team at Police National Headquarters
- Visit our organised crime groups
- Visit the Kapiti Digital Centre
- Visit the Official Assignee Warehouse in Auckland where seized assets are kept
- Visit the National Intelligence Centre
- Attend a Road Policing operation
- Visit the Vetting team at Police National Headquarters

We will work with you to deliver your priorities and provide further advice as a basis for decisions you may wish to take. Over the next 90 or so days, there will be some things that require your decisions, and we will provide you with detailed briefings on all these matters in the weeks ahead. The key issues, Cabinet papers, events, or other processes that require your decision are shown on the following page.

June and July 2022

21 June	A Child and Youth Wellbeing Strategy Ministerial Meeting is scheduled for 12-1pm.
23 June	You are invited to accompany the Commissioner as he visits staff in Eastern District.
29 June	The Gangs Legislative Package is scheduled to be considered at SWC.
29 June	Ministers with oversight for the response to the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch masjidain are scheduled to meet.
30 June	The Police Estimates Hearing is currently scheduled for 11:30am – 1pm.
30 June	You are invited to attend the Wing 355 Graduation (this is a Wāhine Māori wing).
30 June	s.9(2)(f)(iv) OIA
30 June	s.9(2)(f)(iv) OIA
June/July	The cross-agency Gang Harm Intervention Plan, requested by Ministers is due to be provided to a sub-group of Justice and Social Sector Ministers.
June/July	s.9(2)(f)(iv) OIA
7 July	You will receive the departmental report on the Firearms Prohibition Orders Legislation Bill.
8 July	You are invited to attend the Auckland City District Award Ceremony.
19 July	A joint Cabinet paper on the Government's response to the RCOI is scheduled to be considered by ERS.
20 July	The Minister's Arms Advisory Group is meeting. The Chair has invited you to the meeting.
28 July	You are invited to attend the Wing 356 Graduation.
29 July	You are invited to accompany the Commissioner as he visits staff in Tāmaki Makaurau.
July	s.9(2)(f)(iv) OIA
July	s.9(2)(f)(iv) OIA
July [TBC]	We will invite you to open the relocated Auckland District Exhibit Store.

August 2022

3 August	You are invited to accompany the Commissioner as he visits staff in Central District.
5 August	You are invited to accompany the Commissioner as he visits staff in Wellington District.
8 August	We will invite you to attend the 21 st Anniversary of the Race Unity Speech Awards, currently booked at the Banquet Hall, Parliament.
11-12 August	You are invited to accompany the Commissioner as he visits staff in Northland District.
16 August	You are invited to accompany the Commissioner as he visits staff in Tasman District.
19 August	You are invited to accompany the Commissioner as he visits staff in Whanganui.
25 August	You are invited to attend the Police Dog Graduation (this is directly before the Wing 357 Graduation).
25 August	You are invited to attend the Wing 357 Graduation.
26 August	You are invited to attend the Waitematā District Award Ceremony.
30 August – 1 September	You are invited to address the National Area Commanders' Conference in Wellington.
August	You are required to report back to Cabinet on the Year 2 TNOC Action Plan.

September 2022

6 September	You are invited to attend the Commissioners Māori Focus Forum.
8 September	You are invited to attend the Commissioners Pasifika and Ethnic Focus Forums.
14 September	You are invited to accompany the Commissioner as he visits staff in Waikato District.
14 September	We will invite you to open the Cambridge Police Station – a new station in partnership with Tainui.
22 September	You are invited to attend the Wing 358 Graduation. The graduation of this Wing is likely to mark a 50 percent growth in female Constabulary staff numbers since the commencement of the 1,800 Programme.



Our Strategic Context

Our Business

The Police Strategy ‘on a page’ is known as Our Business. Our Business has become the key document in focusing our organisation on our shared goals. It articulates why Police exists, what we’re doing, how we’re doing it, and how we support each other to deliver for our communities.

It outlines our aspirations to achieve outstanding results to enable us to meet our vision for New Zealand to be the safest country. To us, this means everybody can be safe and feel safe in our communities, in our homes, and on our roads. We do this by preventing crime and harm through exceptional policing. Our Vision ensures we continue to look ahead and think about a future where everyone in New Zealand can go about their daily life without fear of harm or victimisation.



OUR BUSINESS



TĀ TĀTOU UMANGA

POLICING BY CONSENT – TO HAVE THE TRUST AND CONFIDENCE OF ALL

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

WHAT WE DO
HE AHA Ā TĀTOU MAHI

HOW WE DO IT
HE PĒHEA E MAHIA AI E TĀTOU

OUR VISION



OUR PURPOSE

TO ENSURE EVERYBODY CAN
BE SAFE & FEEL SAFE

OUR MISSION

TO PREVENT CRIME AND HARM THROUGH EXCEPTIONAL POLICING



OUR GOALS

- ▲ **SAFE HOMES**
FREE FROM CRIME AND VICTIMISATION
- ▲ **SAFE ROADS**
PREVENTING DEATH AND INJURY WITH OUR PARTNERS
- ▲ **SAFE COMMUNITIES**
PEOPLE ARE SAFE WHEREVER THEY LIVE, WORK AND VISIT

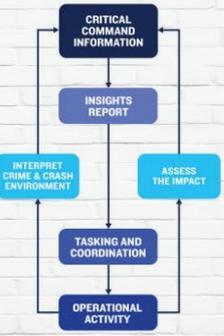
OUR FUNCTIONS

- KEEP THE PEACE
- MAINTAIN PUBLIC SAFETY
- LAW ENFORCEMENT
- CRIME PREVENTION
- COMMUNITY SUPPORT & REASSURANCE
- NATIONAL SECURITY
- POLICING ACTIVITIES OUTSIDE NEW ZEALAND
- EMERGENCY MANAGEMENT

OUR OPERATING MODEL

PREVENTION FIRST

"TAKING EVERY OPPORTUNITY TO PREVENT HARM"



OUR RELATIONSHIP WITH MĀORI
TE HURINGA O TE TAI

"BETTER OUTCOMES FOR ALL BY WORKING IN PARTNERSHIP WITH MĀORI"

OUR PRIORITIES

- ▲ **BE FIRST, THEN DO**
STRENGTHENING HOW AND WHO WE ARE AS AN ORGANISATION
- ▲ **DELIVER THE SERVICES NEW ZEALANDERS EXPECT AND DESERVE**
UNDERSTANDING AND PROVIDING WHAT THE PUBLIC WANT FROM THEIR POLICE
- ▲ **FOCUSED PREVENTION THROUGH PARTNERSHIPS**
FOCUSED POLICE EFFORT AND WORKING WITH OTHERS TO ACHIEVE BETTER OUTCOMES



OUR PEOPLE

ARE:

- SAFE AND FEEL SAFE
- VALUED
- FAIR TO ALL
- COMPASSIONATE AND REFLECTIVE

OUR LEADERSHIP

CREATING AN ENVIRONMENT WHERE WE:

- LIVE OUR VALUES, INDIVIDUALLY AND COLLECTIVELY
- ARE INCLUSIVE - EVERYONE CAN BE THEMSELVES
- ENABLE OUR PEOPLE TO BE THEIR BEST, USING THE PHPF

OUR CULTURE

- COLLECTIVE EFFORT FOR SHARED OUTCOMES
- BRINGING HUMANITY TO EVERY INTERACTION

OUR PARTNERS

WORKING WITH AND BESIDE:

- GOVERNMENT AGENCIES
- MĀORI, PACIFIC, AND ETHNIC COMMUNITIES
- COMMUNITY GROUPS
- INDUSTRY AND BUSINESS
- INTERNATIONAL PARTNERS

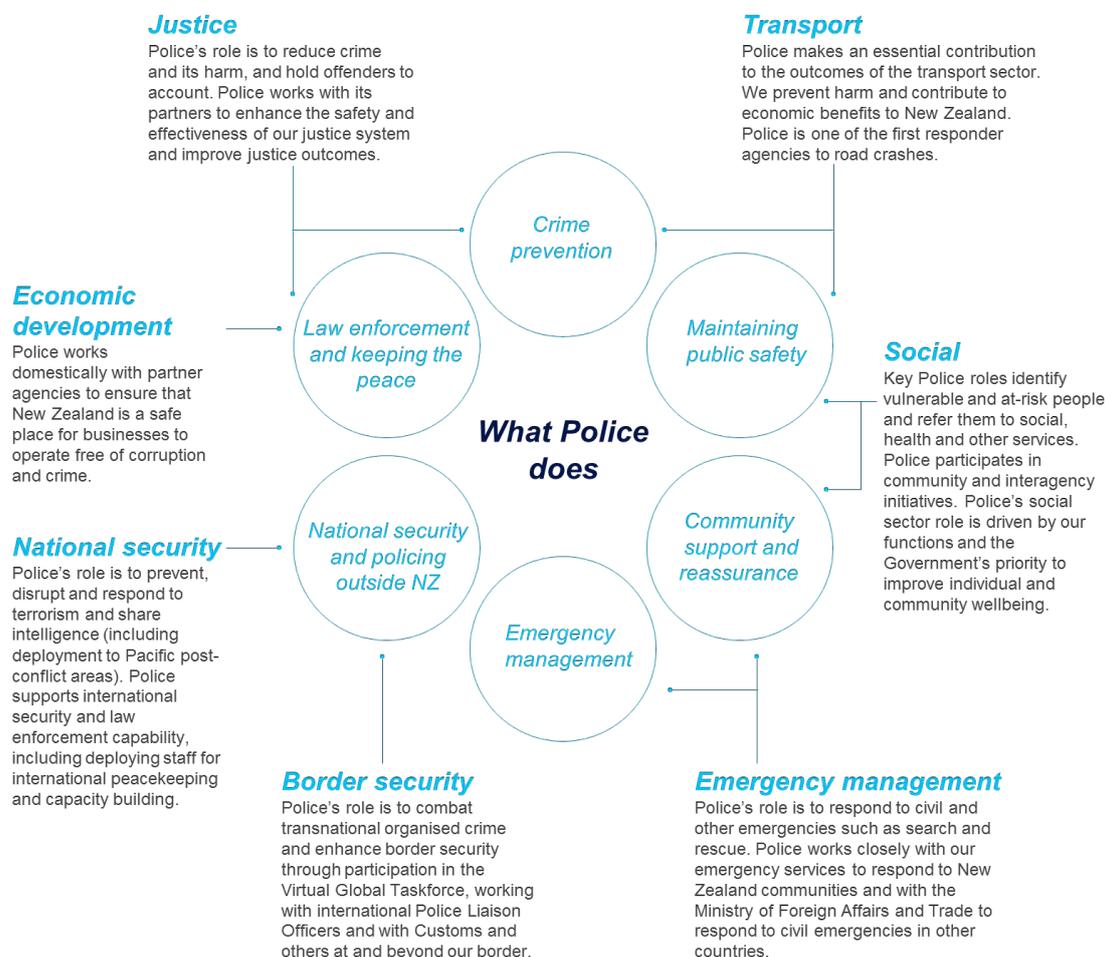
OUR VALUES » PROFESSIONALISM » RESPECT » INTEGRITY » COMMITMENT TO MĀORI & THE TREATY » EMPATHY » VALUING DIVERSITY

Our Functions

New Zealand Police receives its formal legislative mandate from the Policing Act 2008, which states that ‘principled, effective and efficient policing services are a cornerstone of a free and democratic society under the rule of law’. While our formal mandate is found in legislation, we are clear as an organisation that to be effective requires us to police with the consent of our communities. The trust and confidence of our communities is the most important enabler for us to achieve our safety outcomes.

This is underpinned by the Peelian Principles (named after Sir Robert Peel, who established the first full-time centrally organised police force in England) that the power of the police comes from the common consent of the public, as opposed to the power of the state.

Our focus on policing by consent has led us to adopt a style of policing that is quite different from many other countries. Our officers are taught that every interaction is an opportunity to prevent harm. This influences the way we engage with our communities – recognising that we need to adopt a range of approaches to prevent future harm, rather than relying solely on enforcement.



In order to achieve our vision, Police has three key goal areas:

Safe Homes: Safe homes means families free from violence, abuse, and neglect. Feeling safe and secure in your home is a key indicator of an individual's overall wellbeing. A home should be a place of sanctuary; when the sanctity of this space is broken there can be a significant impact on an individual or whānau across multiple aspects of their lives. Creating safe homes means preventing burglary and other threats in the places where people should always feel safe.

Safe Roads: The number of deaths and serious injuries on our roads is unacceptable. In 2021, 318 people died on our roads; almost one person for every day of the year. Our focus on ensuring safe roads will continue to prioritise road safety activity that directly addresses those factors known to contribute to the greatest harm, specifically: not wearing seatbelts or using child restraints; impaired driving from alcohol, drugs or fatigue; distracted driving; and speed.

Safe Communities: Feeling safe in the community is an important prerequisite for being able to participate in community life. It gives business owners confidence, enables groups to come together, and ensures individuals feel safe to move freely around their neighbourhoods. When building safety and resilience in our communities, a primary focus is on tackling organised crime and unlawful behaviour by gangs. We're committed to working with our partner agencies to build resilience to organised crime by identifying and addressing underlying wellbeing needs. The changing environment we are operating in will also see changes to the way in which we counter terrorism in New Zealand and provide community policing.

Our Priorities

Be First, then Do: strengthening how and who we are as an organisation

The changing criminal and social context we are operating within requires our people to bring greater empathy, cultural awareness and understanding, and unimpeachable integrity – both within their community and with each other. This requires us as an organisation to ensure our people have the skills, knowledge, and experience to be successful.

Police is committed to revitalising our culture and values in a way that ensures fairness for all, drives inclusiveness and diversity, and creates a psychologically safe and fair environment for every employee. Supporting these shifts will require strong focus on building the capability of our leaders to lead in a changing and more complex environment.

This will include strengthening our leadership development programmes with a focus on inclusion and diversity, fairness in decision making, and managing performance.

Deliver the services New Zealanders expect and deserve - understanding and providing what the public want from their Police

A dynamic and changing environment creates new challenges for Police in building and maintaining public trust and confidence. Our focus is on ensuring we truly understand the needs and expectations of our communities, recognising that every community is different. This includes doing the basics of policing exceptionally well. All New Zealanders want to know Police will respond quickly when called to an emergency, will investigate robustly, and support victims fairly.

We already have several mechanisms in place to capture the voices of our communities. We intend to expand the breadth and depth of these mechanisms – with a focus on capturing the voices of all those who receive our services: victims, offenders, and the general community – and doing so in a way that gains deeper insight into the motivations and aspirations of these communities. We are building our capabilities to enable us to work effectively with our communities to design new initiatives and services that are evidence based.

Focused prevention through partnerships: focused Police effort and working with others to achieve better outcomes

Police is unique within the public sector as an operational organisation that sits at the nexus of a number of different sectors – justice, social, health, child protection, transport, national security and others. This position both reinforces that many of our goals will not be able to be achieved if we work alone – and that we are particularly well placed to bring others together, across government, with iwi, the private sector, and within communities, to work in partnership to achieve collective wellbeing outcomes.

We are continuing to build our organisational capability to develop and maintain sustainable partnerships across all communities. There are a range of organisations that are well placed to address some of the underlying drivers of crime and harm, and that can provide support for the wellbeing of those affected by crime, harm, or trauma. As a first responder, our staff have a unique insight into these drivers and are often well placed to provide opportunities for support and help people in need to access that support. Our focus continues to be on helping our partners to be successful, building their capability, and ensuring there are appropriate service and referral mechanisms in place for those individuals we identify who require services or interventions to prevent future offending, harm, or trauma. This will require a stronger focus on how we use our data, information, and insights to support our partners to achieve positive outcomes for the people with whom they work and continuing to help our people to foster their passion for their communities and to bring this out in the context of partnerships.

Our Operating Model: Prevention First

Prevention First is the national operating model for Police. It asks our people to be problem-solvers and look for opportunities to prevent future crime and harm, rather than just respond to events – and to be proactive about these opportunities. It's about a mind-set at an individual level, but at its core is our deployment model, where we use evidence and insights to ensure we focus our resources on the key drivers of our demand. We need our sector partners to be able to support our work in these areas. As Minister, there is an opportunity for you to ensure this support is aligned at the ministerial level.

Te Huringa o Te Tai: To be a proactive Treaty partner

Māori continue to be overrepresented at all points in the criminal justice system due to the contemporary and historical colonial environment, intergenerational harm and systemic reasons. To effectively lift Māori waiora (wellbeing) and reduce the contact Māori whānau have with the criminal justice system requires us to openly acknowledge the complex and challenging whakapapa (history) between iwi Māori and Police as representatives of the Crown and to increasingly seek out an understanding of iwi Māori aspirations and how our business can support the achievement of these aspirations in a way that is mana enhancing and incorporates tikanga Māori.

Te Huringa o Te Tai, our Māori strategy for the organisation, is designed to help the realisation of the collective vision of all Māori living full and prosperous lives, free from crime, victimisation, and road trauma. *Te Huringa o Te Tai* focuses Police's effort around three Pou:

- **Pou Mataara** – our people and their mindset: building our people to deliver more effective outcomes for Māori, iwi, and our communities.
- **Pou Mataaho** - effective initiatives and improved practice: a whānau ora approach to co-design and joint delivery of initiatives with iwi/Māori.
- **Pou Hourua** – effective partnerships: building relationships, which lead to more effective partnerships, with iwi, Māori, and other organisations.

Police continue to identify new and different ways that we can deliver for iwi Māori to achieve their wellbeing aspirations for their communities. Our focus is shifting from developing strategic partnerships to delivering on these strategic intentions through practical, operational ways of working with iwi and Māori that can be embedded into all we do.



Cross Sector Partnerships

Working across the Justice Sector

Police is one of six Justice system agencies, alongside Ara Poutama Aotearoa - the Department of Corrections, Ministry of Justice, Serious Fraud Office, Crown Law, and Oranga Tamariki. We work together in an integrated manner to achieve good justice sector outcomes. The sector's leadership is aligned in its strategic direction and how it proposes to respond to the key strategic issues we face.

The Justice Sector Directorate, on behalf of the Justice Sector Leadership Board, is preparing a BIM for you and the Minister of Justice over the next fortnight.

Police is working closely with partners to support programmes that they are leading, including:

- **Te Ao Mārama:** This Ministry of Justice programme is working in partnership with iwi to design and embed best practice into District Courts, including those practices from solution-focused specialist courts. It aims to improve access to justice and enhance procedural and substantive fairness for all people who engage with the court. It is intended that victims will be treated fairly and respectfully and receive more information about processes and outcomes. Conviction and imprisonment rates will be reduced by presenting fuller information about a defendant's cultural and whānau background, mental and physical health, and educational history.
- **Justice Cluster Investment:** a four-year justice sector cluster investment approach aims to provide more effective pathways for people in the criminal justice system, through community-led prevention and resilience-building, timely and effective court responses, supported resolutions, victims' interests, rehabilitation, and partnerships with Māori.
- **Improving outcomes for victims** is one of the key priority areas for the cluster investment approach, which provides further opportunity for investments that better support for victims of crime. This builds on ongoing work to incrementally improve outcomes for victims, including the recently passed Sexual Violence Legislation Act 2021 which will provide greater protection for witnesses giving evidence in sexual violence cases.

Road Safety

Police are one of several agencies with responsibility for ensuring our roads are safe for all road users. Alongside Waka Kotahi and Ministry of Transport, we have committed to *Road to Zero* – a sector partnership strategy with the vision of a New Zealand where no one is killed or seriously injured in road crashes. Police is working with these agencies to design the next Road to Zero Action Plan for 2023 to 2025.

Police continues to partner with Waka Kotahi and Ministry of Transport to meet shared road safety commitments under the Road Safety Partnership Programme (RSPP), which supports the Government's Road to Zero strategy. We have made commitments to road safety through the RSPP 2021-2024 and continue to focus road policing activity on the high-risk behaviours of not wearing restraints, driving impaired or distracted, and speed.

Police is progressing a range of initiatives to improve prevention and enforcement activity and support the delivery of Road to Zero and the RSPP. We launched our Safe Roads Control Strategy in December 2021, which provides Police with an overarching framework to achieve our goal of Safe Roads by working closely with our partners to prevent deaths and injuries on New Zealand roads.

Joint Venture on Family and Sexual Violence

The Family Violence and Sexual Violence Joint Venture (JV) is a whole-of-government approach which creates a single point of collective accountability and leadership. Police is an active partner in the JV and in local responses to family harm across New Zealand. In response to a wide evidence base, agencies, through the Joint Venture are developing a new Integrated Community Response that spans prevention, early intervention, crisis response and restoration with an increasing focus on community leadership and integrated services.

At a system level we work alongside partners to deliver *Te Aorerekura*, the national strategy and action plan for the elimination of family and sexual violence, which was launched in December 2021. A key component of the infrastructure to deliver *Te Aorerekura* includes developing integrated community-led responses (ICR). This will form the community infrastructure to deliver a spectrum of support to people and whānau experiencing family harm or sexual violence. Existing crisis responses currently provided through Integrated Safety Response (ISR) and Whāngaia Ngā Pā Harakeke (WNPH) will provide the platform for the development of the broader ICR response which also includes prevention and healing alongside crisis-response.

Child and Youth Wellbeing

Our aim, wherever possible, is to keep tamariki and rangatahi out of the justice system and to support them to thrive and lead lives free from offending. This recognises that our tamariki and rangatahi may be particularly susceptible to the impacts of family harm, sexual harm, drug use, alcohol abuse, road trauma, and the temptations of gang life. To achieve our aim, we continue to work with agency and community partners.

The Child and Youth Wellbeing Strategy, launched in August 2019, sets out a shared understanding of what is important for child and youth wellbeing, and provides a framework to align the work of government and non-government contributors. Multiple Ministers and agencies have accountabilities under the Strategy and play important collective roles in driving its implementation. The first three-yearly statutory review of the Strategy is underway.

The Children's Act 2014 requires children's agencies (including Police) to develop an Oranga Tamariki Action Plan. This sets out how the chief executives will work collectively to improve the wellbeing of the core populations of interest to Oranga Tamariki, in line with the outcomes of the Child and Youth Wellbeing Strategy. Police has supported the development of the first Plan. Within the associated implementation plan, Police has committed to two short-term practical actions:

- delivering an enhanced pilot of Te Pae Oranga Rangatahi (a culturally responsive improved Alternative Action response to offending), and
- identifying information sharing solutions within Police systems to ensure rangatahi presenting with risky behaviours are connected to the right wellbeing supports, before behaviour develops into potential offending.

Police has also continued to utilise School Alerts and extended these into the Bay of Plenty (alongside Counties Manukau). This programme is aimed to better support and meet the educational needs of children and young people experiencing family harm, and to enable schools to better support students. We are working with the Ministry of Education to implement the School Alerts programme nationwide.

We continue to partner with schools on a range of other programmes to promote the wellbeing of students. Despite the constraints of COVID-19 during the 2021 school year, and with over 50 percent of School Community Officers redeployed from their substantive roles at some point, prevention focused partnerships with schools were maintained. Police hosted 20,415, 30-minute sessions of our *Travelling Safely* focused programmes, across 1,415 schools. Police also hosted 36,063, 30-minute sessions of prevention focused partnership programmes across topics such as successful relationships, responsible citizenship, healthy body and healthy minds, and living in a safe country, across 1,600 schools.

Social Wellbeing Board

Government has governance structures in place to support the implementation of an ‘investing for social wellbeing’ approach. Cross-sector leadership tasked with implementing priorities in the social sector is achieved through the Social Wellbeing Board (SWB) at the cross-departmental level. SWB membership is drawn from the social sector chief executives. It provides leadership and strategic oversight of social sector government agencies and was formed to work on the most challenging and cross-cutting projects requiring a high degree of integration across agencies and sectors, with collective ownership of outcomes.

The secretariat for the Social Wellbeing Board is provided by the Social Wellbeing Agency. Key priorities include governance of the Child and Youth Wellbeing Strategy, Family and Sexual Violence Joint Venture, oversight of the Oranga Tamariki Action Plan, and providing strategic advice to Ministers. SWB oversees Police’s Resilience to Organised Crime in Communities work Programme. The Commissioner of Police has been a permanent member of the Social Wellbeing Board since November 2019.

Emergency Management

An emergency can arise from a wide range of hazards (natural or otherwise) that endanger the safety of the public or property in New Zealand, and which cannot be dealt with by emergency services on their own. The Civil Defence and Emergency Management Act 2002 establishes a comprehensive, risk-based approach to the management of all hazards and emergencies, with the primary goal being to support communities to be resilient and self-reliant.

The impacts of most emergencies are localised to regions or districts. Therefore, Civil Defence and Emergency Management (CDEM) Groups, which are made up of local authorities within each region or each unitary authority, are responsible for delivering regional/local scale civil defence emergency management. CDEM Groups undertake planning and readiness activities, supported by the National Emergency Management Agency (NEMA), which coordinates central government support for locally led responses, and in states of national emergency. Police provides operational support to CDEM Groups during an emergency.

International Partnerships

Our work extends offshore to help prevent criminal activity before it impacts our shores and harms New Zealanders. We build relationships with international law enforcement agencies and partners, and we maintain strong relationships with important jurisdictional partners. Police’s International Service Group performs the Interpol function on behalf of New Zealand. We have 17 Police Liaison Officers (PLOs) positioned in Five Eyes and Asia-Pacific countries, who liaise with local law enforcement agencies on criminal cases, and 25 constabulary staff participating in Pacific policing programmes based in Vanuatu, Bougainville, Solomon Islands, Tonga, Pitcairn Islands and Fiji.

We work closely with Australia under the Australia New Zealand Policing Advisory Agency, which shares trans-Tasman strategic intelligence and emerging policing issues. This work informs and supports policing practice and delivers insights into new approaches to promoting public safety.

This year, Police has had some important involvement in New Zealand’s intelligence and policy response to the Russia war with Ukraine. We partnered to support New Zealand security in this time of conflict, and to address the domestic risks flowing from the conflict. Police in partnership with other government agencies has supported the development of the Russian Autonomous Sanctions Act. We have also supported the implementation of new enforcement and monitoring powers available under the Act to freeze the assets of designated persons. This work will enhance New Zealand’s domestic security settings and will support our international partnerships endeavours.

National Security

The National Security System focuses on both risk management and building national resilience, as well as responding to a national security event or emergency.

As the Minister of Police, you are a member of Cabinet's External Relations and Security Committee, which has oversight of the national intelligence and security sector, including legislative and policy proposals relating to the sector. The Committee can act where there is a need for urgent action, and/or operational or security considerations require action.

DPMC leads the overall National Security System and is supported by the Officials' Committee for Domestic and External Security Coordination (ODESC), of which the Commissioner is a member. ODESC includes both governance functions for national security architecture as well as providing strategic direction and coordination for an all-of-government response to an event. ODESC manifests through two governance boards: the Security and Intelligence Board, and the Hazard Risk Board. Police is a member of these governance boards.

Police works closely with its domestic and international partners in the National Security System. Our efforts in national security are crucial to achieving our vision to be the safest country. We have an important role in the detection and prevention of national security threats generally, and we are often the lead agency for the operational response to a range of events that often occur with little or no warning, and can be significant, including terrorist incidents and major transport accidents.

This includes ongoing efforts to respond to the recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (RCOI), and interagency workstreams that aim to protect and build social cohesion, address the spread of extremist messaging online, and improve our counter terrorism capability and capacity. These include implementing *He Aranga Ake*, which enhances our current approach to working preventatively with individuals vulnerable to extremism and *Te Raranga, The Weave* which focuses on frontline recording and response practice and is described further below. We are working on a number of national security policy issues which we can brief you on as they require your attention.

Police is the lead agency for Counter Terrorism. Police Intelligence, alongside National Security Investigations, work closely with National Security Partners to counter the threat posed by violent extremism in all its forms. A key capability in this work that aids in both the discovery and understanding of violent extremism threats is Police Intelligence's Open Source Intelligence (OSINT) capability. Using publicly available information, the OSINT team can gain insights into violent extremist ideologies and groups, supporting broader situational awareness and understanding. OSINT is a valuable and proportionate tool in our work to counter violent extremism, however, it is just one tool amongst many. A wide range of collection capability, both internal to Police as well as those offered by our domestic security partners, are required to work in collaboration to provide the most complete Intelligence picture possible.

Security and Intelligence Board

The Security and Intelligence Board (SIB) is chaired by the Chief Executive of the Department of the Prime Minister and Cabinet and is attended monthly by Chief Executives across the National Security System. It is a key partnership forum for Police on national security and intelligence matters. The Board's purpose is to build a high performing, cohesive and effective security and intelligence sector, including through prioritisation of investment, policy, and activity. Its focus on external threats and intelligence issues includes Police-led areas of counter-terrorism and transnational organised crime. Responsibility for actions and policies, however, remains with the Chief Executive of an agency, statutory officers, and the relevant Minister.

s.6(a) OIA



Hazard Risk Board

The Hazard Risk Board is part of the government's National Risk Approach that aims to ensure a proactive and coordinated approach to identifying and managing the most significant risks to national security. A foundation of the National Risk Approach is the Officials' Committee for Domestic and External Security Coordination, which meets both in response mode (ODESC) and in strategic risk management mode (through two chief executive level boards – the Hazard Risk Board, and the Security & Intelligence Board). The Commissioner of Police is a member of both Boards, reflecting Police's role in emergency management.

The aim of the National Risk Approach is to anticipate national risk events, reduce their likelihood and impact where possible, and be prepared to respond and recover from them if they occur. This work covers a diverse range of natural, biological, and technological hazards and malicious and economic threats.



Our Current Operating Environment

Police operates in a challenging and complex environment. We serve a growing and increasingly diverse population with an ever changing social and criminal context. Crime is becoming more sophisticated, organised, and internationally connected, while policing services are also increasingly being used to address social and community wellbeing issues, such as family harm, mental health, and homelessness.

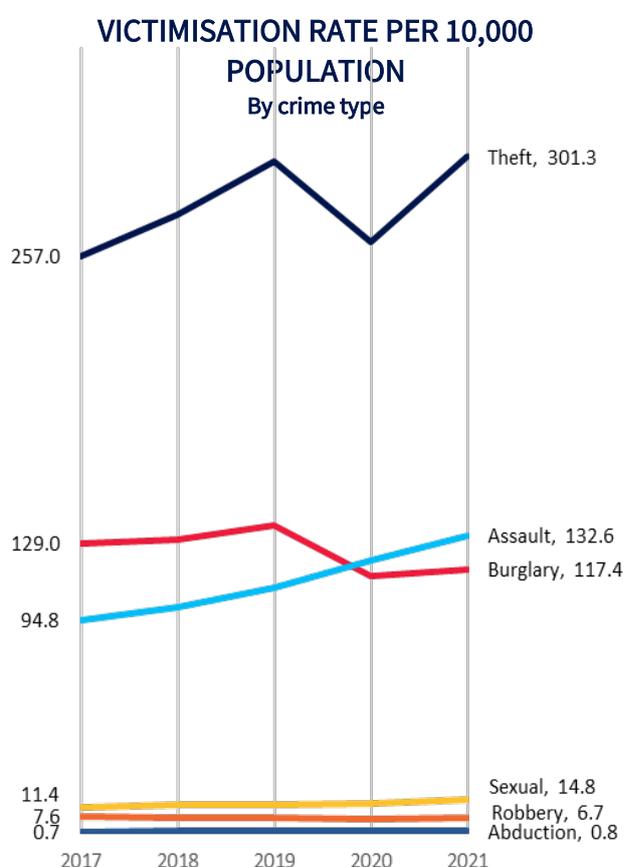
While the overall crime rate has remained static over recent years, the demand for Police services has been increasing in volume and complexity; a pattern reflected in numerous other policing jurisdictions. This increase is projected to continue. Demand is traditionally driven by population and public expectation of a response to crime or other incidents (calls for service). However, demand for Police services goes far beyond calls for service. It is also driven by government and communities' expectations that Police resolves a range of non-crime issues (such as people experiencing mental health crises) and works to produce better, more holistic outcomes for individuals and communities. The quality and depth of police response to address social issues is often considerably more demanding on Police resources than simply responding to, and resolving, traditional crime.

Over several years, a shift in role and function in Police's traditional service delivery has been occurring as a consequence of Police adapting to meet the needs and expectations of communities, partner agencies and government. The cumulative effect of the volume and type of demand Police is facing has meant the nature of policing and the services we offer are now quite different to those previously provided.

Much of this change recognises shifts in social, technological, and environmental patterns or is intended to lead to more effective longer-term outcomes – Police is fully committed to these outcomes. However, demand is increasing, our range of services has widened, incidents are taking longer to resolve, and many require follow up Police action and investigation.

There is an inherent tension in meeting competing expectations in this environment. Police is doing more in response to new challenges and priorities, while our communities rightly retain an expectation that core policing services are delivered well. We need to make deliberate choices to maintain the right balance. Police will continue to prioritise our response to events that cause the most harm in communities.

Alongside this, **COVID-19** has put considerable pressure on Police resources over the past two years and has significantly impacted our performance. Restrictions placed on the public meant that police officers that were usually deployed to the frontline were redeployed to enforce COVID-19 related health regulations and other restrictions. Specific examples included establishing and policing checkpoints, providing officers to guard Managed Isolation and Quarantine facilities, policing public protests, investigating COVID-19 Alert level breaches, supporting mask wearing, and monitoring non-complaint individuals who were, or needed to, self-isolate. This was additional to increased demand in policing activities such as family harm.



There has been, and will continue to be, long term impacts from the demands of policing during COVID-19 on our people. Communities looked to our staff in the very early days of the pandemic for reassurance and direction. There has been a shift in some public sentiment of how we police, particularly after the occupation of Parliament earlier this year. The impact on staff, alongside general mental fatigue is an on-going concern.

The ongoing nature of COVID-19 is particularly difficult with no immediate endpoint. Sustained impact on school attendance and the socialisation of children and young people may also have longer term effects on behaviour and offending patterns. It will take some time to heal the community divisions that have emerged throughout the pandemic. In addition, the financial and social suffering that individuals have experienced from COVID-19 continues to affect the nature of the environment that Police operate within. This creates an opportunity for Police to continue to build relationships, show empathy and help rebuild a sense of community.

Police receives just under one million 111 calls, and over 1.6 million 105 and Crime Reporting Line (CRL) calls each year – the public’s main entry points for reporting crime. Some forms of call for service, such as mental health and family harm are increasing at greater rates than others. Police introduced online reporting channels in 2019 and 2020 to divert calls from the 111-emergency number, and processes approximately 100,000 online reports of crime or other incidents each year.



These new reporting initiatives made visible latent demand, which already existed in communities but was not reported to Police. This demand also reflects in part community expectations that Police has a role in relatively minor social, community or wellbeing issues.

Over the next five years calls to Police are expected to increase by a further 14 percent. The increase is expected to continue to be driven by the public’s continued willingness to initiate reporting to Police supported by increased access to online reporting, and new or enhanced government expectations currently in the pipeline (i.e., counter terrorism, national security, hate crime, firearms compliance). Current under-reported crime types, such as cybercrime and fraud, are expected to push up demand as these types of crime continue to increase and some offending types move increasingly online.

Police around the world prioritise what they attend, as calls from the public exceed capacity to respond (particularly in a timely manner). Police is a people-based organisation. Our response is our people. Our people are highly motivated and action-oriented and every hour of every day they make choices about how to prioritise their time. When the demand, whether it is calls for service, or government expectations (such as drug driving checks, breath tests, or COVID-19 deployment) is greater than their capacity to respond, they make choices about what not to do. This is reflected at the Area, District and National Level with tactical and strategic deployment making trade-offs every day.

We prioritise more serious calls for response and around one in six calls for service, logged by a service centre for a response, are subsequently cancelled because a dispatcher is unable to provide Police resource to attend. This is not a new phenomenon, but the proportion of cancelled events is slowly rising and, as the number of calls rise, so the number of cancelled calls is expected to rise further.

The fact that Police is increasingly expected to provide a response to community and mental health issues where criminality is often not present, presents opportunities (in some cases) to prevent future harm, but can also limit Police’s capacity to respond to potentially more serious and immediate demands. Responding to calls that are non-criminal in their make-up and yet require further action have increased by 60 percent over the past five years and are predicted to increase by a further 38 percent by 2025.

Family Harm is a persistent, complex facet of New Zealand society, and is often a symptom of wider harm and dysfunction including issues such as poverty, drug use and intergenerational harm. Family harm-related calls for service have risen by 60 percent over the last five years and now make up a significant proportion of Police’s overall demand picture. The total officer time spent on family harm (the majority of which is without an offence)

is roughly four times what it was a decade ago. Based on insights from the NZ Crime and Victims survey, the level of reporting of family harm is increasing but remains low. Police is committed to collective efforts to reduce family harm in New Zealand through the Joint Venture for Family Violence and Sexual Violence and its operational responses. Police's response to family harm reflects our roles to investigate offences, and to prevent further harm to victims and whānau through early intervention. More than half of Police's family harm investigations do not involve an offence being recorded. This means that the criminal justice system is often not the right pathway for whānau experiencing family harm, however police is playing a critical role connecting victims, families and whānau to crisis, early intervention, and prevention supports.

Mental health related crisis and distress calls to Police are complex and vary in severity, often involve non-offenders, and require co-ordination of cross sector services to respond appropriately. Between April 2021 and March 2022, Police attended 57,995 events involving a person having a mental health crisis, in distress, or threatening suicide. Police attend approximately 90 percent of suicide calls and 45 percent of other mental health calls. We work closely with partner agencies and provide input to national, regional, and local strategies and service plans. We want to ensure increases in demand can be managed and that people in mental distress and crisis get the right help at the right time. We have successfully commenced a co-response service, alongside ambulance and DHB staff in Wellington District, which has produced significant results in its evaluation, and is a model Police is very interested in seeing pursued further.

s.9(2)(g)(i) OIA

Police currently contribute to significant work programmes to improve **child wellbeing and youth justice** processes. The causal factors of children and young peoples' offending behaviour are complex and multifaceted. By the time a young person is interacting with a Police Youth Aid officer and engaged in the youth justice system, there has often been many opportunities to provide support for the risk factors that make it more likely that a young person may commit crime, such as disengagement from school, reports of concern about their care and protection, substance use, family harm, or housing transience. Therefore, Police work collaboratively and foster relationships with our social, health and education partners to improve support where children and young people present early signs of need. Over 60 percent of all young people who offend experience the youth justice system informally, either through Police warnings or referral to Police Youth Aid.

Drugs and addiction are a major source of harm in our communities and the profits generated drive much of our organised crime. Wastewater testing nationwide has found sizeable traces of methamphetamine across urban and rural areas, in some of our most vulnerable communities. Addiction to methamphetamine and other drugs creates and exacerbates financial hardship, family violence, child welfare concerns and has a significant impact on offending behaviour. We focus enforcement on individuals and organised criminal groups who cause the most harm through the importation, production, and supply of high harm substances, while supporting individual users to access health and social services where needed. The best results are achieved when Police partners with other agencies to minimise drug harm. These partnerships include examples such as Te Ara Oranga in Northland (and currently expanding into Bay of Plenty), a programme to reduce methamphetamine demand and harm, as well as the drug early warning system *High Alert*.

The Evidence Based Policing Centre has been commissioned to undertake several tranches of work focussed on the impact of methamphetamine in our communities. This is timely as transnational crimes groups worldwide continue to ramp up the commercial manufacture of methamphetamine. The worldwide literature review was conducted in the Tranche 1 paper showing just how harmful methamphetamine is to users, their families, and the wider community. The Tranche 3 paper, completed in March 2022, focusses on methamphetamine as a driver of crime. This study identified a 'Meth Cohort' of 28,000 people (with at least one methamphetamine conviction) and a similar size 'Comparison Cohort' (with no methamphetamine convictions.) The research found that the 'Meth Cohort' committed 5.4 times more offending and were 1.7 times more likely to be a victim across all

offending categories. The 'Meth Cohort' was also observed to commit more crime for a longer period. Copies of these reports are available for you.

Organised crime is a corrupting influence worldwide, undermining community wellbeing, proper governance, economic development, and national security. The organised criminal landscape in New Zealand continues to evolve, influenced by global and domestic trends. Continued deportations from Australia and the expansion of Outlaw Motorcycle Gangs in New Zealand have increased the level of sophistication of organised crime in this country. Advances in technology not only bring efficiency and connectivity, but also create new pathways for criminals to do business.

While organised crime groups are involved in a range of profit motivated criminal activities, most organised crime in New Zealand relates to illicit drugs. New Zealand has some of the highest wholesale and retail drug prices in the world, which results in transnational organised criminal groups specifically targeting New Zealand. To maximise their profits, these groups are inserting their own people into New Zealand who establish importation pathways, distribute to local gangs, and move the proceeds out of New Zealand as quickly as they can. The impact of these illegal activities flows into our communities, damaging wellbeing and resilience and social cohesion. The supply of illicit drugs feeds addiction and mental health issues and drives increases in other crimes, such as burglary and theft to fund addiction. This harm, coupled with the use of violence and intimidation by these groups creates fear in our communities and poses risks to public safety.

Gangs are the visible face of organised crime. Tensions between gangs continue to rise. This, coupled with more violent gangs establishing themselves in New Zealand as a result of deportations from Australia, has led to an increase in visible anti-social behaviour and intimidation, a recent increase in serious incidents involving firearms, particularly in Auckland, and inter-gang violence in general. Police has a significant focus on Gangs that includes a new nationwide push to combat gang activity called Operational Cobalt as well as our longer-term prevention approach with partner organisations: Resilience to Organised Crime in Communities (ROCC).

Financial crimes are those committed for profit, such as drug crimes, fraud, corruption, tax evasion, foreign interference, and cybercrime. These types of crimes are predicate offences to money laundering. It is estimated that \$1.35b is generated annually in New Zealand for laundering. This figure excludes transnational laundering and overseas laundering of proceeds of domestic tax offending. Offenders use co-mingled businesses, proxy intermediaries, shell companies and other methods that promote anonymity.

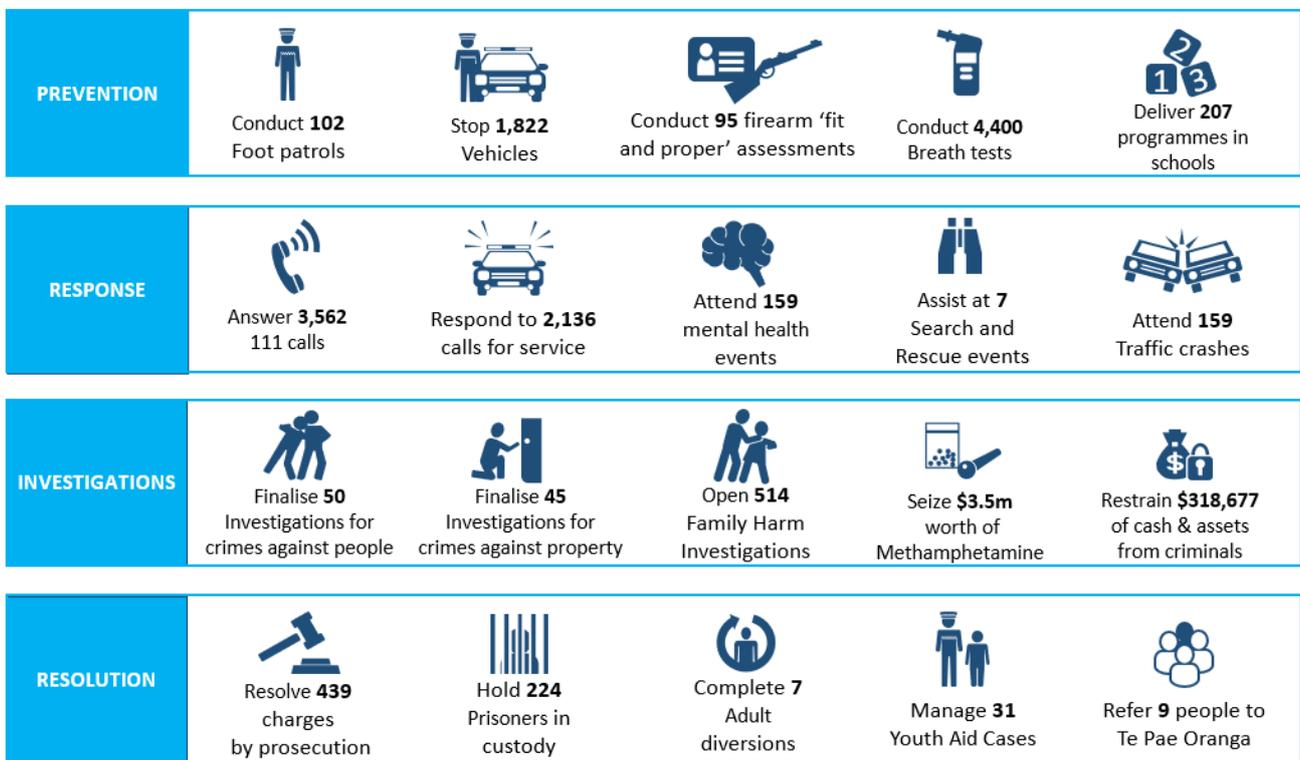
New Zealanders are significantly affected by all types of **cybercrime** – harassment, child sexual exploitation, computer and information crimes, and frauds. The Crime and Victim Survey 2019 showed that around 8 percent of New Zealanders every year are victims of cybercrime and fraud, though only a small but increasing percentage is currently reported to Police. Police has a role is to investigate and prosecute cybercrimes, but only has capacity to focus on the most serious. However, given the ease in which offending can be initiated from anywhere in the world and the overall volume, a focus on prevention is the most likely way to mitigate the impact of cybercrime, and Police acknowledge the importance of other agencies and stakeholders in this area.

Alcohol is a significant contributor to social harm in New Zealand: one in three family harm incidents involve alcohol, 80 percent of district court cases involve a defendant with a substance dependency connected with their offending, and alcohol or drugs continue to be a contributing factor in many fatal road crashes. There are approximately 10,000 licensed premises throughout New Zealand, and Police is a participant in the regulatory process for alcohol licensing in addition to enforcement. Our *Alcohol Action Plan* guides Police's response to reduce alcohol-related harm, offending, and victimisation. It focuses on finding opportunities to work effectively across government, and with iwi and communities to identify and address alcohol-related matters, alongside the effective enforcement of the Sale and Supply of Alcohol Act 2012.

Significant events, in addition to creating extra demand not planned for, can be so substantive they create a substantial change in community expectations and demand and in Police's approach. For example,

- The event of 15 March 2019 (and the New Lynn attack) significantly increased calls for service. It also increased the public’s recognition of risk and social disharmony including racism and hate crime, which will have longer term impacts on various aspects of policing, including increased reporting, and specialist Counter Terrorism (CT).
- The 2019 attack and the following Royal Commission of Inquiry (RCOI) and changes to firearms compliance means a shift in how Police deals with national security issues. Police is dealing with more national security leads, persons of interest, management of risk and community concerns. Police is also responding to greatly increased expectations about public engagement on these issues, partnership working, and prevention.
- Proposed new hate crime/speech legislation and response models would increase public expectations of Police, including in areas where the conduct does not meet the criminal threshold. It is expected there will be considerable victim impacts, scrutiny, and media attention from this type of offending. We have seen overseas that Police’s role in investigating this type of issue can be a polarising issue.

ON AVERAGE, EVERY DAY, NEW ZEALAND POLICE...





Key Organisational Priorities

This part outlines current work programmes, and policy, legislative and budget initiatives, that are underway that we will seek your direction on. It also details key operational and corporate focus areas and risks.

Police is managing a wide range of complex issues along with our partners and communities. In some cases, we are the lead agency, in others a partner. We are keen to appropriately brief you on these as, and when, is appropriate for you, and your priorities. Some of these issues are introduced below and we will work with you and your office to ensure we provide this further information in a form and priority order that meets your needs.

Key Initiatives

Policing, as a result of our changing operating environment, continues to evolve. We expect our officers to rapidly assess and understand each situation they encounter to provide the most appropriate response. Being successful in reducing harm requires us to operate in new and innovative ways, and needs our people to bring diverse skills, capabilities, and mindsets to their roles.

We continually assess whether our services remain fit for purpose for the environment in which we operate within, meet the expectations of the public, and enable our staff to do their jobs well. We have identified, and are in the process of implementing, several initiatives that will enhance the quality and impact of our services and increase community safety. Some of these initiatives are focused on lifting our performance and delivering better outcomes or creating an inclusive and supportive culture for our staff to thrive, while others will address efficiency and improve service experience. These key priorities include:

BE FIRST, THEN DO	DELIVERING THE SERVICES NEW ZEALANDERS EXPECT AND DESERVE	FOCUSED PREVENTION THROUGH PARTNERSHIPS
TACTICAL RESPONSE MODEL Equipping and enabling our frontline to manage critical incidents	FIREARMS OPERATING MODEL Improving our regulatory system to ensure the safe and legitimate use of firearms in our communities	MANAGING DEMAND Supporting our frontline response to changes in demand <ul style="list-style-type: none"> - Organised Crime & Gangs - Family Harm - Mental Health
UNDERSTANDING POLICING DELIVERY Delivering policing that is fair and equitable for all our communities	ROAD POLICING DELIVERY Lifting our Road Policing Performance to deliver on Road to Zero outcomes	TE PAE ORANGA Taking prevention approach to respond to crime and prevent reoffending
TALENT & PEOPLE DEVELOPMENT Identifying and developing leaders fairly and transparently	REFRAME Improving frontline practice for better resolution outcomes	TE RARANGA Making it easier for victims to recognise and report hate crimes
	COMMUNITY POLICING Refreshing our Prevention First Operating Model	
	CORPORATE OPERATIONS TRANSFORMATION Enabling Police through the delivery of effective Corporate Services	

Frontline Safety and the Tactical Response Model

Frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police, and others. Over the past year, there has been a significant amount of work completed by Police's Frontline Safety Improvement Programme to improve staff safety.

This Programme focuses on how to keep our frontline safe as they undertake the daily challenges of delivering policing services across New Zealand. The programme consists of six workstreams: equipment and capability; operational safety systems; tactical response model; training; valuing frontline responders (and their whānau); and a command and control framework.

In September 2021, Police announced a new Tactical Response Model (TRM). The TRM is a safety system that ensures Police are trained, equipped, and supported to keep ourselves and our communities safe. The TRM was developed alongside extensive public engagement with Māori, Pacific and Ethnic communities. Consultation included 570 community engagement sessions and 85 workshops with more than 1250 frontline staff.

The new TRM:

- more than doubles the current tactical training to frontline staff from 3.5 to 7.5 days per year,
- provides Tactical Prevention Teams with advanced tactical training (AOS-level) to undertake warrants and other work involving high risk offenders
- introduces Tactical Dog Teams where handlers are crewed with another staff member trained to AOS level – increasing safety for handlers while enabling an advanced tactical capability to support the frontline during critical incidents
- includes a new intelligence-led risk-based deployment framework to bring tactical capability together holistically and guide deployment through comprehensive risk assessments and proactive offender management.

Northland, Central and Waikato Districts are testing a full version (including all components) of the TRM. Counties Manukau is testing training, tactical prevention teams, and risk-based deployment. Budget 2022 includes an extra \$164.6 million operating and \$20.7 million capital funding over four years to expand TRM nationwide.

Complementing TRM, the Frontline Skills Enhancement Course was established following feedback from staff and is designed for frontline constables with at least two years' experience. This one-week course has a tactical and operational focus with a heavy emphasis on practical scenario-based learning. It covers operational decision-making and communications under pressure with a focus on de-escalation. It also involves advanced tactical scenarios – all with a view to enhance staff safety in high-risk situations and resolve incidents without anyone being harmed.

Managing Demand

Organised Crime and Gangs

There is growing public concern about visible anti-social activities and gang-related violence, particularly perceptions of an increase in shootings. This is coupled with the role of gangs in organised criminal activity, particularly the supply and distribution of methamphetamine and other illicit drugs. Escalating tensions between gangs has resulted in an increase in overt public displays of unlawful behaviour, including violence and the use of firearms. This violence poses a significant risk to our staff and members of the public and causes harm and concern in our communities.

Our goal, under Police's five-year organised crime strategy – *Organised Crime and Our Operational Response* – is for communities to be resilient, strong, and thriving in the absence of harm caused by organised crime.

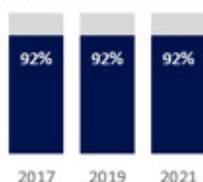
This strategy provides a framework for the delivery of the Police-specific elements of the cross-government Transnational Organised Crime (TNOC) Strategy and the Resilience to Organised Crime in Communities (ROCC)

work programme, together with our broader prevention and enforcement efforts. Over the past year, Police has worked to embed and implement this strategy at the national, district, and local levels, including through Operation Tauwhiro.

GANGS AND METHAMPHETAMINE

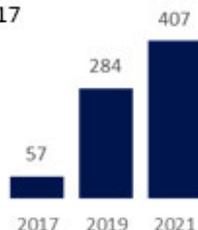
GANG PROSECUTION RATE GANG OFFENDING INSIGHTS

With evidential sufficiency



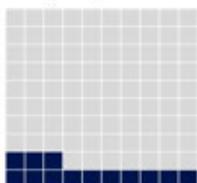
WARRANTED & WARRANTLESS SEARCHES

Gang-related searches have increased more than **600%** since 2017



IMPRISONMENT

Around **13%** of the NGL is currently in prison

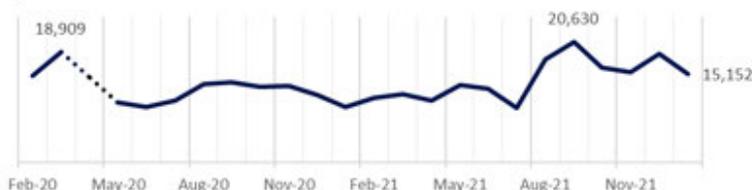


- **123** incidents by gangs involving serious violence, firearms or other weapons in Q1 of 2022, up from **88** in Q4 of 2021
- Emerging gangs, gang leaders and culture – partly a result of 501s – has changed the gang landscape
- Gang tensions are high and there is an increase in the use of firearms in gang conflict
- Gang members are **200x** more likely to be involved in a shooting.
- Police has restrained more than \$200m of cash and assets directly from gangs since 2010
- Reported family harm is up. Half of all recorded gang offences are against their own families

METHAMPHETAMINE

Meth use – wastewater testing analysis

Methamphetamine use since August 2021 has come back to pre-COVID levels:



Enforcement

10,000 meth seizures totalling more than **750kg** since 2017

Enforcement Activity

Previous experience has shown that in times of escalating gang violence and tension, a concerted enforcement effort and the targeted policing of gangs is a necessity to prevent, suppress and disrupt gang violence. Police has commenced Operation Cobalt which is a national operation focused on reducing the prevalence of unlawful behaviour and intimidation by gangs, both in our communities and on the roads.

All Police districts will be dedicating resources to the operation. Police has begun planning for the operational phases. The public can expect to see enforcement and disruption activity begin in late June 2022, and the operation will run for a minimum of six months.

Operation Cobalt will leverage the gains from Operation Tauwhiro (which focused on disrupting the illegal possession and use of firearms by organised crime groups and gangs) to minimise the community impacts of unlawful gang behaviour through targeted disruption and enforcement activity.

During Operation Tauwhiro, Police established a Firearms Investigation Team within the National Organised Crime Group (NOCG). This team, comprising investigators and an intelligence capability, focuses on the top end of illicit firearms supply and manufacture in New Zealand and internationally. Police has also been focusing on:

- The diversion of legal firearms to the illegal market, otherwise known as ‘straw purchasing’, which typically involves a person with no criminal history purchasing firearms and then on-selling them, often to unlicensed individuals.
- Implementing source tracing of firearms with access to the US Bureau of Alcohol, Tobacco, Firearms and Explosives e-Trace database. e-Trace is an internet-based firearms trace submission and analysis system that enables the submission, retrieval, storage and querying of firearms information. Firearms recovered by Police can be searched through this system (by serial number) to identify firearms trafficking patterns, geographic profiling of criminal hotspots and sources of licit/illicit firearms to support proactive response or investigations.
- Continued collection of firearm sales registry Information through until June 2023 when the electronic register commences.
- Establishing an Armourer position within Customs at the Auckland Mail Centre as part of an ongoing project to make the border more resilient to the importation of firearms and parts.

Operation Tauwhiro – Enforcement Activity (as of 30 May 2022)	
Searches Conducted (Under warrant and warrantless)	1,743
Arrests made	1,388
Firearms seized	1,724
Methamphetamine seized	54.82 kg

In response to the current gang conflict in Auckland between the Killer Beez and Tribesman gangs, Police is undertaking Operation Dairyland, which combines investigation and enforcement of firearms and arson offences, with targeted disruption and reassurance activity. To date, 23 drive-by shootings and nine arsons (including Molotov incidents) across Counties Manukau District are being investigated by the Operation Dairyland team. There has been one reported injury stemming from a shooting, where the victim was an unrelated member of the public.

Operation Dairyland – Enforcement Activity (as of 17 June 2022)	
Searches Conducted (Under warrant and warrantless)	27
Arrests made	30
Charges filed	44
Firearms seized	11
Ammunition seized (rounds)	666

Gang Harm Reduction

A key activity under Police’s internal Organised Crime Strategy is to refresh the Gang Liaison Officer role by establishing a new Gang Harm Reduction Officer role and associated operating model. To deliver on this priority, a proof of concept has been operating in the Bay of Plenty for almost three years. This has delivered tangible outcomes such as creating a safer operating environment for our staff and reducing the demand on Police resources. Following the proof of concept, a Gang Harm Reduction pilot was approved by Police in November 2021. The scope of the pilot is to expand the work in the Bay of Plenty, implement the new Gang Harm Reduction model in Counties Manukau District, and conduct an independent assessment of the model to inform a national rollout. Police is currently exploring opportunities to expand the model early to a further four districts. Funding for a complete national rollout was secured in Budget 2022 and this will commence in 2024.

Budget 2022 Bid – Preventing Community Harm from Organised Crime: Cross-Agency Approach

Through the Justice Cluster Budget 2022 process, the government has invested \$94.5 million to support the Government’s cross-agency response to organised crime, including through the Transnational Organised Crime (TNO) Strategy and Resilience to Organised Crime in Communities (ROCC) work programme. This includes \$34 million which will go directly to communities to allow them to design and implement targeted responses to the

harms of organised crime and methamphetamine with allocation decisions made at the regional level led by the Regional Public Service Commissioners and their groups.

The initiative will also fund complementary programmes focused on preventing the harm to New Zealand communities caused and exacerbated by drugs, firearms violence, and serious criminal offences. This includes the rollout of Police’s Gang Harm Reduction model, additional resources to identify and disrupt firearms trafficking, improving the management of returning deportees, and enhancing our wastewater and gang intelligence capabilities.

s.9(2)(f)(iv) OIA [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Gangs Legislative Package

s.9(2)(f)(iv) OIA [Redacted]

[Redacted]

The legislative programme was discussed at the Cabinet Priorities Committee on 8 June 2022 and further advice was sought on some of the options, while other options were rejected. A briefing to you and the Minister of Justice will be provided on 17 June 2022, with an expectation that a Cabinet paper will be considered at Social Wellbeing Committee on 22 June 2022 and announcements on an agreed legislative package will be made prior to the July recess.

s.9(2)(f)(iv) OIA [Redacted]

They need to be considered alongside other work currently underway as part of the TNOG Strategy, such as the joint work between the Ministry of Justice and Police to optimise legislative tools to target leaders and facilitators of TNOG offending. Police would like to brief you on the full set of policy options.

Transnational Organised Crime

New Zealand is a signatory to the United Nations Convention against Transnational Crime and has obligations to our international partners to address TNO. s.6(a) OIA

TNO is much wider than illicit drugs and money laundering - it involves a range of valuable or illicit commodities, such as trafficking of protected flora and fauna; migrant exploitation; illegal, unreported, and unregulated fishing; food fraud; and cybercrime. TNO groups work as agile business systems across multiple crime types and jurisdictions, however, individual government and private sector entities often only see and respond to particular risks rather than responding in a systematic way. The TNO landscape is evolving quickly and becoming more challenging for enforcement agencies around the world, so combatting TNO requires a national-level strategic response and significant international liaison.

The TNO Strategy, agreed by Cabinet in November 2019 and publicly launched in September 2020, primarily focuses on the supply-side and international context of organised crime. The Strategy provides a framework for a whole-of-system prevention-oriented approach to TNO with the vision of making New Zealand the hardest place in the world for organised criminal groups and networks to do business. Delivery of the Strategy is led by Police in partnership with 18 agencies.

The Strategy is implemented through annual action plans containing a suite of high priority activities that will have clear benefits to the widest range of agencies involved in preventing and combatting TNO. The Year Three Action Plan was recently approved by the Security and Intelligence Board and will commence on 1 July 2022. You, in consultation with other portfolio Ministers, are required to report back to Cabinet on implementation progress during the second year of the TNO Strategy by August 2022.

Resilience to Organised Crime in Communities

The ROCC work programme, agreed by Cabinet in September 2019 and led by Police, combines enforcement action with tailored social intervention to simultaneously address the harms and drivers of organised crime.

Central to the ROCC approach is engaging with partners, iwi, and communities to build resilience to the harms caused by organised crime within four, Cabinet-mandated locations. This is achieved through locally developed responses, supported by increased services prior to, and in parallel with, enforcement action.

ROCC has been launched in Eastern (Hawkes Bay, Wairoa and Tairāwhiti) and Bay of Plenty (Opotiki, Kawerau and Whakatane) Districts. Initial development work is underway to roll out ROCC in Southern District (Invercargill, Gore, Maitāuru, Oamaru), and Cabinet has directed that the next site for expansion should be Counties Manukau. The Gang Harm Intervention Plan proposes ROCC be extended and enhanced.

Deportees

Police leads the cross-agency response to deportees and the operational relationship with the Australian Border Force. On average, 30-40 New Zealanders are removed from Australia every month, alongside a small number from other overseas jurisdictions.

Deportees require ongoing management by Police and partner agencies (Ara Poutama Aotearoa (Corrections), Ministry of Health, and Ministry of Social Development) to reduce risk to the public and to assist with reintegration. Some deportees arrive in New Zealand highly vulnerable to gang recruitment, severed from their former life and lacking pro-social supports. The New Zealand gang environment has also significantly changed because of a small cohort of high-risk deportees.

Investment through Budget 22 will improve the management of returning deportees by strengthening cross-agency coordination, enhancing information management and intelligence, and improving access to essential housing and reintegration services. This is a priority activity under the cross-agency TNO Strategy Three Year Action Plan. Beyond this, there are opportunities to further enhance reintegration and cultural support for vulnerable deportees (including beginning this work prior to deportees leaving Australia), as well as individual

risk management for deportees that are resistant to reintegration support and who present an increased organised crime risk. This work is being considered as part of the Gang Harm Intervention Plan.

Gang Numbers

Gang membership is a topical issue for communities throughout New Zealand. Gang membership data is frequently requested resulting in a polarising narrative, rather than a focus on the harm being caused by, to, and within gangs. Gang membership recorded in the National Gang List (NGL) continues to be used as a measure of success or otherwise. Although the NGL was not designed for these purposes, it remains the most accurate count of gang membership as it utilises a rigorous validation process to add and remove individuals from the list. We have worked over recent years to try and improve the accuracy of the data but there are inevitably limitations. The current NGL (April 2022) shows 7,722 individuals listed – a 43.5 percent increase from February 2016 when 4,361 were listed. Recent growth in the NGL can be attributed to improved data collection and validation as well as actual recruitment practices.

Police regularly receive requests under the OIA for gang membership information and rely on the NGL. Police's National Intelligence Application (NIA) includes a range of intelligence about gangs, with significant variation in the quality of that information and the extent to which it has been checked and validated. It is retained purely as intelligence and is used to inform operational policing and for staff safety purposes.

Family Harm

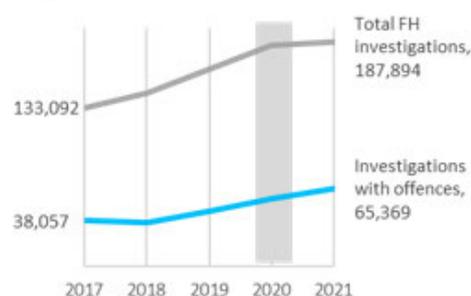
Family and Sexual Violence is experienced in many different and intersecting ways, with harms impacting throughout generations. Those affected by family and sexual violence face navigating a complex and often fragmented system with a focus on crisis response that includes many different agencies, providers, and services. As a result, responses may not provide those affected by family and sexual violence with what they need, or the appropriate opportunities to intervene early and prevent future violence. Our Prevention First operating model sees every engagement with those experiencing harm as an opportunity to prevent future harm. Family harm crisis response provides opportunities in the short term to prevent ongoing harm and in the long-term opportunities to prevent inter-generational patterns of harm and offending. Our response to family harm is primarily about reducing both the occurrence and impact of family violence and preventing future harm.

Police supports the response to family harm through hosting initiatives including Integrated Safety Response (ISR) and developing Whāngaia Ngā Pā Harakeke (WNPH). ISR (in Waikato and Canterbury) involves a mandated multi-agency risk assessment and triage of high-risk prison releases and 111 calls related to family harm. Eighty percent of funding for ISR goes to service responses to ensure that victims, perpetrators, families and whānau receive the right services for their risk level.

WNPH sees Police working in close partnership with local iwi and Māori and with government and Non-Government Organisations at the governance, management, and operational levels. WNPH works to achieve sustainable change with, and for, whānau affected by family harm, through providing culturally appropriate support and interventions to prevent further victimisation and offending. A critical aspect of the success of WNPH has been the working with local iwi and the community to co-design a model that best meets the needs of that community.

FAMILY HARM

Family harm demand and offences are increasing



Youth

We understand that you, as Minister of Police, and the Minister for Social Development and Employment will lead work responding to spikes in youth offending. The Social Wellbeing Board (SWB) is leading the coordination of advice on responding to Ministerial concerns about the current spike in ram-raid offences which are predominantly being committed by young people. To support an understanding of the current responses, the Ministry of Social Development is coordinating cross-agency work on a stocktake of existing services that respond to offending by children and young people. SWB will shortly receive advice on next steps.

Agencies are also proposing more systemic responses to youth offending. The Youth Justice system is highly successful with significant reductions in youth offending apparent or some years. However, two priorities identified by agencies are children who offend and serious and persistent offending by young people. The number of young people in these cohorts is small, but they represent the most visible gap in our current model. These two priorities could fit within a new Youth Crime Action Plan, with the existing 10-year plan due to wind up in 2023.

YOUTH

Youth prosecutions have halved since 2017 as referrals and other non-court actions have increased. In 2021 youth offending was primarily resolved through non-court action (including referrals):



In 2021, more **15-19 year olds** were apprehended for burglary than any other age group. The second highest offenders were **10-14 year olds**

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

A significant opportunity to enhance Police’s response to offending by young people will be through Te Pae Oranga Rangatahi. Police received Budget 21 funding to roll out twelve Te Pae Oranga Rangatahi panels by 2025 and we are currently working on an enhanced pilot to test and learn from the model, in partnership with iwi Māori providers. We will provide a further detailed briefing on youth offending reflecting it being one of your key Ministerial priorities.

Burglaries using vehicles: “Ram Raids”¹

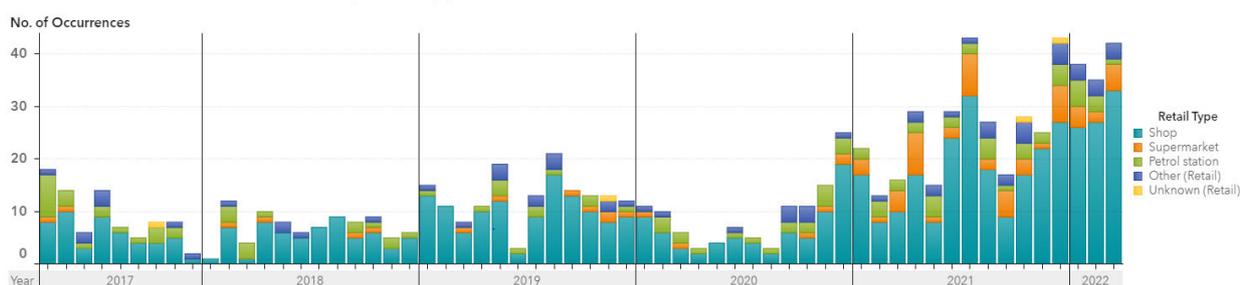
In the past five years there has been a significant increase in ram raids across the country (increasing from 10 per month nationally in 2018 to 40 per month in the first three months of 2022). There is significant public concern in a recent spike in ram-raids in Tāmaki Makaurau, Waikato and Bay of Plenty, which has also driven an increase in unlawful taking of motor vehicles. Many offenders are under 17-years-old, including children as young as seven.

The recent offending is likely driven by a combination of young people exposed to a negative home environment, disengaged from school and their communities, the monetary gain from stealing certain goods, and the use of social media, particularly TikTok, to promote their criminal offending and gain notoriety. There is no current evidence that the offending is being driven by youth gang affiliation or membership, although some offenders do have gang associations.

¹ “Ram raids” refer to burglaries in which the offenders have used a vehicle to access the property. The offence is recorded as a burglary but our staff will often record information on how the burglary was committed. We can with some ‘text mining’ build a picture of this type of burglary but the data is less reliable from a statistical point of view. Given the recent increase in ram raids we have drawn on operation intelligence to better understand and identify factors to inform our operational response and government decisions on prevention support for the potential victims.

Retail stores (31%) and dairies/superettes (30%) were the two most common scene types for ram raids in the twelve months between November 2020 and October 2021. In the current spate of ram raids dairies/superettes have continued to be targeted along with larger retailers based within shopping malls and complexes.

Number of Ram-Raids each Month by Retail Type



Police are actively investigating every ram-raid offence and working with retailers to investigate methods to improve the security of their premises, such as the installation of bollards and additional security features. In Counties Manukau this offending is dealt with by the Major Crime Team and investigated by Detectives. Since October last year when this current spike began, over 60 offenders have been dealt with by Counties Manukau Police, either through prosecution or referrals through Youth Aid.

This is a complex matter requiring coordinated cross-agency partnership with communities, iwi, and social service providers. Police cannot solve this alone and need the support of other agencies and community partners to prevent this offending. A number of work programmes are underway across Government which recognise that reducing harm and preventing offending behaviour requires addressing the underlying factors leading to offending.

There has been considerable interest in the number of ram raids and we have received a number of Official Information requests seeking data. Before we release the data, you will receive advice about the nature and the proposed responses to these requests. We also intend to publish information on our website.

The South Auckland Social Wellbeing Board is currently trialling a model similar to the effective Counties Manukau Multi-Disciplinary Cross Agency Team (MDCAT) approach. The team are co-located in Manukau and representatives from agencies including Oranga Tamariki (both youth justice and care and protection social workers), Police Youth Services, Kāinga Ora, the Ministries of Social Development and Education, the Bail Support Service, and Kaimahi from two NGOs are also taking part. Co-ordination of the daily activities of these staff will sit jointly with Police and the regional youth justice practice lead from Oranga Tamariki. This initiative will be tested over the next three months, focusing initially on South Auckland tamariki before looking to scale the approach across Tāmaki Makaurau once the resourcing requirements are clarified, and other potential barriers are fully understood.

In Waikato, Police has Operation Pryor running to suppress youth offending, through a coordinated, whole of policing approach. Since the operation commenced, Police has arrested more than 80 offenders, and seen a corresponding decrease in unlawful taking of motor vehicles. District Youth Engagement Staff are working with specific families to address offending and having ongoing communication with relevant members in the business community, council, and iwi.

In addition, the Government has agreed to establish a Small Retailer Crime Prevention Fund to protect small businesses which will include solutions such as installing bollards, alarms, fog cannons, or other protection. This will be funded through the allocation of \$6 million from the Proceeds of Crime Fund. Police are managing the programme and the process for retail businesses to apply for funding. Initial 'concept' stores in Auckland have been visited and installation of responses will follow shortly. The programme will begin in Auckland at full scale following procurement of a provider to supply and fit the protection measures.

Firearms Operating Model and Reform Programme

Establishment of s.9(2)(f)(iv) OIA – Our new Firearms Business Branded Unit

Cabinet has agreed to establishment of a Branded Business Unit (BBU) within Police by December 2022 to carry out our regulatory functions under the Act. Establishment of this Unit is underway with firearms regulatory work having already begun under its transitional status.

The new Unit will be a fully functional firearms regulatory entity hosted by New Zealand Police and responsible for overseeing lawful firearms ownership in New Zealand, to ensure firearms ownership is limited to those who are fit and proper to possess firearms, and who comply with their legal obligations. This will increase public safety by preventing the flow of firearms and ammunition from legal to unlawful ownership.

The Unit will have responsibility for implementing the significant Arms Act legislative changes which began in 2019 and delivering operational improvements in response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

The combination of this new firearms regulatory regime and Police operations will increase tracing of illegally held firearms, reduce their circulation and, over time, improve community safety from firearms harm. s.9(2)(f)(iv) OIA

Firearms system governance and performance

As part of the establishment of the dedicated Unit, a cross-agency governance board will be established to oversee the full firearms environment and direct potential interventions that can improve firearms safety.

To support the role of this governance board, the firearms regulator is in the processes of building a holistic firearms system and performance framework to assess how firearms safety is created and the impact of interventions across the whole ecosystem. This is a long-term approach which will involve cross-agencies, stakeholders, and ongoing trend analysis to look at what is working and what more can be done to improve firearms safety.

Funding of the Firearms Regulator

Administration of the Arms Act 1983 (the Act) has been funded from Vote Police. Some of that investment has been offset by fees set in 1999. The regulatory activity to date has been heavily subsidised by the Crown and the contribution from those who exercise the privilege of using firearms for business, recreational, sporting and hunting purposes have paid little or nothing for the provision of regulatory services they have been receiving.

Evidence of this underinvestment was recognised in Budget 2022 which granted funding of \$208 million over four years. This investment will support the establishment of the BBU, deliver the Firearms Registry, improve the firearms licencing system and enable safer lawful firearms use in New Zealand. This was the investment requested in the detailed business case to Cabinet in March 2022.

Of this, a further drawdown of \$7.1 million from the current tagged contingency has been approved to support the development of the information solution required for the Registry. s.9(2)(f)(iv) OIA

Legislative reform timeline

Following the 2019 terrorist attack on the Christchurch masjidain, a comprehensive legislative reform process was commenced. The first phase: prohibiting high calibre semi-automatic firearms, achieved strong cross-party support and took effect in April 2019.

In 2020, the second phase of changes were made to the Act. These amendments expanded the purpose statement to include the principle that owning a firearm is a privilege, and people with that privilege have a responsibility to act in the interests of personal and public safety. The amendments strengthened the control and regulatory oversight of firearms possession and use in New Zealand. Not all the changes have come into

force at the same time. The next amendments, provisions extending regulatory oversight to all shooting clubs and shooting ranges, will take effect in June 2022.

Key next steps: Legislative and Ministerial engagement

We will provide you with detailed briefings on the following matters:

The creation of the Arms Registry

A key part of the firearms system governance work undertaken by the new Unit will be the establishment and oversight of an Arms Registry from June 2023, which will give a clear picture for the first time of all legal firearms transactions in New Zealand.

The objective of the Registry is to minimise the risk of lawfully possessed firearms, specified parts and ammunition being transferred to unlicensed users, particularly those seeking to obtain them for criminal purposes. The Registry will also help licence holders meet their legislative obligations by enabling them to ensure they buy, sell, and supply regulated arms items from and to firearms licence holders. Data held by the Registry will inform future government consideration of arms control and enable greater visibility of the firearms environment in the interests of public safety.

The purpose of the Registry is to store information on, and transactions involving, all firearms (and other arms items, including ammunition) and link this information to licence holders. That purpose, which will be achieved over time, is to accomplish greater and more centralised oversight of the number and location of lawfully held firearms and other arms items. It will take five years for the Registry to hold a record of all specified arms items held by licence holders.

As part of the firearms regime modernisation process, significant developments are being made to ensure security and privacy of personal data and information, and this work has already begun with new Police online licence application forms.

The new Registry, like all new Police computer systems, will follow a stringent certification and accreditation process to ensure privacy protections and security meet or exceed Government security controls. The development of the Registry will see a digital transformation of our service delivery to electronic forms, and digital application management and over time will see a move to a full digital environment.

Registry technology provider

A technology provider, Objective Corporation Limited, has been procured and development of the Registry is now well underway. We are working closely with them on the design and development of the Registry.

It has come to our attention that Objective are under investigation. The Commerce Commission has filed proceedings in the High Court against software company Objective Corporation Limited for contravening section 47 of the Commerce Act, which prohibits mergers which are likely to substantially lessen competition. The Commission alleges Objective's acquisition of Master Business Systems Limited in 2019 substantially lessened competition in the New Zealand market for the supply of software to building consent authorities for the digitisation of building consent processes.

s.9(2)(b)(ii) OIA

Registry Consultation

New regulations are needed to prescribe what information licence holders will be required to provide for the Registry. This will include information about the firearms they possess and other activities relating to the use, manufacture, sale and supply of firearms and ammunition.

Police will provide you with a draft Cabinet paper in July, which will seek agreement to release a public discussion document on proposals for regulations in late August 2022.

Operational challenges

Police acknowledges a delay in processing times for firearms licence applications. Several factors have contributed to delays, including strengthened licensing processes to mitigate risk, COVID-19, and the historic demand curve for licences.

A dedicated Historic File Support Team, established to reduce the firearms licensing pipeline, is expanding to substantially reduce outstanding applications in the long-standing pipeline over the next year. This is in addition to the increase already made to our permanent Arms staff workforce.

This support team will enable existing Arms staff to focus on reducing the new and renewal application processing time for 80 percent of applications to under 90 days from the time a fully completed application has been sent through. Police is prioritising firearms renewals and applications for those who need their licence for work. Police continues to advise applicants to apply for their licences early to avoid processing delays.

Police is continuing to look at other opportunities to improve the effectiveness of the service delivered to licence holders whilst ensuring communities are kept safe. There will be challenges with maintaining performance on licensing as we bed in new processes and implement the change programme, with greater scrutiny on suitability of applicants.

s.9(2)(f)(iv) OIA [Redacted]

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[Redacted]

Extending regulatory oversight to shooting clubs and shooting ranges

On 24 June 2022, legislation comes into force that will require shooting clubs to be approved and shooting ranges to be certified by Police. Regulations are being developed to implement this legislation and are expected to come into force by the end of 2022.

Shooting clubs will be required to formalise their management and governance, to better achieve safety and responsibility in the use of firearms. Firearms users and the public will have greater assurance of the safe use of shooting ranges.

s.9(2)(f)(iv) OIA [Redacted]

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Future proofing- International Trends

The 2019 and 2020 amendments to the Act sought to address the gaps in the Arms Regulatory system. There is an ongoing challenge to future proof against international manufacturing trends designed to circumvent individual nations’ arms regulatory environments.

The 2020 amendments to the Arms Act introduced import controls over all blank-firing pistols as these in semi-automatic and fully automatic pistols format were being converted to firearms and used in support of criminal activity in New Zealand. At that time no buyback of these items was provided but concern remains about the availability and unlawful use of these items.

Further regulatory challenges arise from the use of 3D software to print guns which use firearms parts and ghost gun kits which can be obtained online. These contain separate firearm parts without serial numbers making their criminal use untraceable. As more effective controls are introduced the possession of firearms in New Zealand systems will be needed to monitor and respond to criminal firearm innovation.

Minister's Arms Advisory Group

The Act established a statutory Ministerial advisory body, the Minister's Arms Advisory Group (MAAG). MAAG members comprise a balance of people from both the firearm-owning and the non-firearm-owning community. There are currently eight members including the Chair, with one vacancy. Police will be providing you with potential replacement candidates.

The purpose of the MAAG is to advise you on matters that contribute to achieving the objectives of the Act, in particular the safe use and control of firearms. The MAAG may provide advice on any matter relating to firearms in New Zealand, including legislative proposals, policies for regulating New Zealand’s firearms regime, and the promotion of firearms safety.

Resources and administrative support for the MAAG are provided by Police in accordance with section 89(4) of the Act. The MAAG currently meet monthly. The Chair of the MAAG, Don Hammond, has written to you to welcome you to your new role and has invited you to attend their next meeting on 20 July. He has also provided you with details and advice on a number of issues. Police will provide advice to assist your response, for your consideration.

s.9(2)(f)(iv) OIA
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Road Policing Delivery

In the 2021 calendar year there were 318 road deaths, equal to the number of deaths the previous year. Police delivery towards the Road Safety Partnership Programme and Road to Zero measures has continued to be impacted by COVID-19 related absences and the significant operational redeployment necessitated by recent Protest activity, both at Parliament and nationwide. However, Police is committed to delivering road safety prevention and enforcement activity as our contribution to road safety and to the *Road to Zero* outcomes.

Having gained Royal assent in March 2022, the Land Transport (Drug Driving) Amendment Act seeks to reduce road deaths through the introduction of general deterrence based, random roadside drug testing. The legislation looks to align drug driving with alcohol and impaired driving enforcement outcomes. Police has established an implementation programme and are currently completing the device procurement process. We will shortly commence community-based consultation on the deployment approach that will see a phased rollout of devices from March 2023. The Programme is also engaged with a range of other agencies to ensure alignment with health-based outcomes.

There are some challenges with implementing this legislation which we are working through, including that:

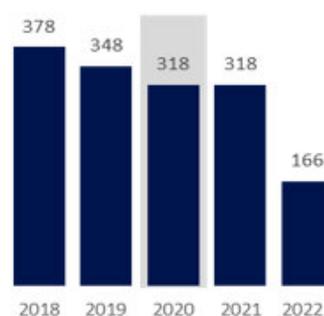
- The result of a roadside test is to be used as evidence of an offence, which requires the device to be fit for evidentiary purposes. To the best of our knowledge, no other jurisdiction uses the device for this purpose; rather the device is used for presence detection followed by laboratory-based testing that establishes the evidentiary basis of any following charge.
- We are not aware of another jurisdiction that uses the device to test for prescription drugs at the roadside, normally only illicit drugs are tested for. An expansion of the medical defence has been incorporated, which is complex, but becomes more so as identification of the specific drug can only be derived from a laboratory analysed sample, which will not be undertaken for a roadside test.
- It is estimated, and the testing of devices during the procurement process has confirmed, that the quickest time for testing a sample at the roadside is around 5 minutes. With the test and the associated procedure, this is likely to take up to ten minutes, and potentially longer if the driver has recently consumed food or drink. In comparison a passive breath test for alcohol takes about 10 seconds.

Police has established the Infringements Transformation Programme and continue to work closely with Waka Kotahi to support the transition of the traffic safety camera network from Police to Waka Kotahi. Most recently this has included the development of a detailed business case, seeking approval for a new Police Infringement Management System for infringement notices issued by Police officers to replace the existing 'end of life' processing system and support more effective delivery against key Police strategies, such as ReFrame.

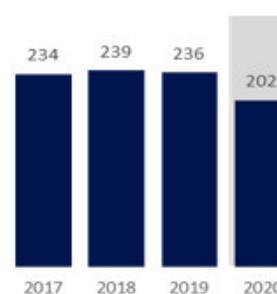
Supporting ongoing speed camera operations, the Mobile Speed Camera replacement programme will replace the entire stock of mobile speed cameras with a more reliable model. The first units have been fully tested and rolled out as a prototype. The remaining cameras continue to be rolled out and will all be deployed by late 2022.

ROAD POLICING

Road deaths; showing year to date (midnight 7 June) for 2022



Fatal and injury crashes per 100,000 population



To understand how evidence can better inform deployment a pilot of the Road Safety Deployment Dashboard commenced on 1 February 2022. The aim is to better understand road safety deployment across Tāmaki Makaurau. An evaluation will be undertaken before a decision is made on a potential wider rollout.

In early 2022, the Road Safety Investment and Delivery review completed by Martin Jenkins, was released, with a joint partners media response delivered. Police, Waka Kotahi, and the Ministry of Transport are committed to implementing the recommendations and will work together on shared recommendations.

As part of a wider set of initiatives that address the Road Safety Investment and Delivery review, Police has been working with KPMG to develop a Safe Roads Operating Model. The Operating Model will work alongside Our Business and the Safe Roads Control Strategy, launched in December 2021, linking to the Road to Zero and the RSPP, and will be principles-based.

Police also commenced an Activity Based Costing (ABC) review in response to a recommendation from the Road Safety Investment and Delivery review. This will support a review of the funding appropriation model via an Activity Based Costing approach that will model what it takes to deliver road policing activity. This will help provide financial reassurance relating to our funding appropriation. Delivery of the first phase of this is expected in June 2022.

Reframe - Te Tārai Hou

ReFrame - Te Tārai Hou (ReFrame) is a three-year foundational initiative underpinning the Justice Cluster's strategic narrative and approach for changing the criminal justice system to get better outcomes over time. The ReFrame Programme will enable Police (by creating the policies, processes, tools, and systems) to modernise our end-to-end resolutions framework to lift performance in evidence collection, resolution decision-making and case management and improve the service we provide to victims, whānau and our communities.

Working with the justice sector, iwi, and community partners, ReFrame will transform the current resolutions framework through the introduction of a resolutions and victim operating model that will ensure we have the right capabilities and interventions to:

- treat victims and offenders with humanity and fairness
- collect quality information and evidence to inform decision making and achieve effective and timely case resolutions
- continue to develop a range of resolution options, to be delivered with Iwi Māori and community partners, that hold people to account and address the underlying causes of offending
- strengthen our partnerships to ensure victims, and those who have offended or caused harm, receive the services and support they need.

Through ReFrame, we are a key partner in the Ministry of Justice-led Criminal Process Improvement Programme. This work is focused on enhancing process and practice within New Zealand's District Courts, to streamline the pathway through the criminal justice system. In parallel, we are partnering with the Ministry of Justice, and others, to operationalise the Te Ao Marama vision of the Chief District Court Judge. In part, this involves mainstreaming the therapeutic, restorative, rehabilitative, and supported resolution approaches that have grown within New Zealand's District Courts in recent decades. Presently, Police is working with the Ministry of Justice to institute these practices through a number of Young Adult Court pilots (including in Eastern and Waikato districts).

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

[Redacted]

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

Te Pae Oranga

Te Pae Oranga is a Māori-led, Police supported initiative that uses tikanga Māori and restorative justice practices to prevent re-offending, restore mana, and improve social wellbeing for all New Zealanders. Te Pae Oranga seeks to reverse the intergenerational effects from offending and reoffending on whānau and communities by supporting those who cause harm to address issues with unresolved trauma, mental health, drug and alcohol abuse, anti-social attitudes, or issues such as poverty and educational underachievement. Te Pae Oranga is available to people of all ethnicities and all walks of life who need support to make positive changes in their lives. Wherever possible, victims are encouraged to take part.

Police staff refer participants to local Te Pae Oranga panels, made up of members from local communities who have been vetted and trained. Te Pae Oranga supports participants to ‘put things right’ and address the underlying issues that cause their offending. The outcome may include restorative actions, such as hearing directly from victims on how they were affected by the participant and apologising to them, while also importantly addressing issues such as addiction as well as assistance to obtain a driver licence, employment, undertaking education or training opportunities, and reparation.

There are currently 20 adult panels and four rangatahi (youth) panels operating across New Zealand. Budget 2021 included \$70.1 million in new operating funding to increase the number of panels to 30 adult panels and 12 rangatahi panels over the following three years.

In 2021/22 a pilot scheme commenced that sees probation officers referring people who are having trouble meeting requirements of their community sentence to Te Pae Oranga, where underlying issues may be resolved. The scheme was designed by Police, Ara Poutama Aotearoa/Department of Corrections, and our Te Pae Oranga service provider partners. The Ara Poutama-led pilot is running in Te Tai Tokerau, Wellington, Christchurch, and Southland until August 2022 and will involve up to 80 case referrals. The results will help inform potential next steps for Ara Poutama to seek funding to incorporate Te Pae Oranga as an enduring pathway.

Police is also exploring other new pathways to Te Pae Oranga, with projects under way to scope the design for pilots for court referrals, rangatahi referrals, and family harm cases where appropriate.

Te Raranga

In July 2021, funding was received from Cabinet to formally establish Te Raranga - The Weave, a four-year partnering programme to improve our response to, and reduce the harm caused by, hate crime and hate incidents. The establishment of Te Raranga responds to Recommendation 42 from the Royal Commission of Inquiry report into the terrorist attack on Christchurch masjidain on 15 March 2019.

Te Raranga will develop a range of tools and system improvements that will make it easier for victims to recognise and report hate crimes, and easier for Police to record and respond, including:

- Engaging with local community leaders and members to identify key issues.
- Creating education resources available for communities and agencies to download, and training resources for frontline police.
- Raising public awareness of the importance of recognising, reporting, and reducing hate crime.
- Bringing together and publish data from partner agencies about reported hate crime and hate incidents.
- Developing effective restorative justice pathways for hate crime offenders

Community Policing

Police is refreshing our Prevention First Operating Model to ensure it meets the needs of the organisation and communities into the future given current and emerging demand. This work will ensure the model is effectively focused and aligned with well-established criminal methodology and ensures effective implementation of our response and prevention of further harm, alongside our key agency and community partners.

Understanding Policing Delivery

The Understanding Policing Delivery (UPD) programme is being undertaken to identify whether, where, and to what extent, bias exists at a system level in Police's operating environment so that Police can ensure it delivers policing that is fair and equitable for all communities. UPD will look at all aspects of bias affecting communities and will inform a range of key work across the organisation.

The research will involve working alongside communities and frontline police officers to explore who Police stop and speak to and how the Police engage with them, decisions around when and why the use of force is justified, as well as decisions around filing charges.

An external Panel has been established to provide independent academic and cultural oversight to the programme. This is chaired by Tā Kim Workman. An internal advisory group has been stood up to provide frontline insight, observations, and advice from Police's operating environment.

The first tranche of work involved an international literature review, completed by the University of Waikato, and a grey literature review, completed by Te Atawhai o Te Ao. In June 2022, Police started the process of commissioning a research team to progress the active research, the next phase of the programme. Researchers will be producing interim reports and recommendations as they go. We expect the first of these by mid next year (2023). We are taking care to make sure that the research will give us actionable insight that will enable us to make incremental changes to our operational settings if any biases are identified – without needing to wait years for the results.

Talent and People Development

Leadership Development

The Be First, Then Do programme is a broad and long-term programme of work designed to provide our people with the skills, tools, and support to enable them to thrive in the workplace and meet Police's changing context. While this change will be incremental, and not always highly visible to our people, it will be transformative over time.

We place a strong focus on building the capability of our leaders to lead in this environment. This includes strengthening our leadership development programmes with a particular focus on inclusion and diversity, fairness in decision making, and managing performance. To enhance leadership capability, we have introduced a leadership development framework. The framework provides fundamental changes to how our people engage in leadership development and how we build our leadership capability as an organisation.

The framework ensures a nationally consistent approach to developing leaders in Police delivering best practice, including understanding what has worked for our partner organisations. Work has begun on a new coaching framework for the organisation, developed by our Clinical Psychologist.

Career Pathways

The Career Pathways project is designed to deliver a co-ordinated, automated, and transparent competency-based system able to define, measure and develop talent in a nationally consistent way.

An end-to-end career pathways process will ensure we are placing the right people in the right roles at the right time, that all of our people are enabled to succeed and that the process is fair and transparent – an issue that has been identified over the years as needing to be addressed.

Corporate Operations Transformation

Following the refresh of our strategic direction and organisational redesign, Police has identified opportunities to build capability and capacity in its corporate services to better enable the delivery of policing services.

The Corporate Operations Transformation programme is working to strengthen Police's corporate functions (HR, Finance, ICT, Property and Supply Chain Management) so they are well positioned to ensure enhanced tools and systems are available to support policing, improve the organisation's corporate compliance and embed good practice, and leverage the benefits Police's new structure presents.

The programme of work will continue over the next two years and will see Police move to a more sustainable, effective, and efficient model for corporate services. We intend to continue our focus on reducing the complexity in our ICT environment. This will include modernising critical platforms and the way we develop and deliver software, as well as a focus on growing and developing our workforce to support the technology requirements we are expecting to see when looking forward.

Decarbonisation

Police has an intent to implement a deliberate and strategic approach to sustainability and is a participant in the Government's Carbon Neutral Government Programme. As such, we are mandated to comply with the requirements to report on emissions and to publish an emissions reduction plan by 1 December 2022. The plan will include our gross emissions reduction targets, and outline how we intend to reduce our vehicle and building emissions and implement more sustainable procurement practices. We are currently piloting the use of electric vehicles in our non-operational fleet and have commenced a review of all fossil fuel-fired boilers in our property portfolio, with the goal of staging their replacement with lower emission alternatives.



Other Operational and Policy Priorities

Fleeing Drivers

Reported fleeing driver events are increasing and Police are encountering challenges with effectively identifying and apprehending the drivers and holding them to account.

There are public perceptions that changes to the Police fleeing driver policy have directly led to an increase in fleeing driver events and related crime and road safety risks. There is also a view amongst offenders that there is little consequence for fleeing from Police and that being pursued and caught is more of a deterrent than follow-up penalties.

The revised fleeing driver policy, implemented in December 2020, emphasises the use of post-event investigations to identify and apprehend fleeing drivers rather than commencing or continuing a pursuit. These changes were in response to an ongoing increase in reported fleeing driver events and resulting harm. In the 10 years prior to the 2020 policy changes, there were 63 deaths.

Since the revised policy came into effect, there have been very positive road safety outcomes with fewer deaths (three people have died although none have been the result of being actively pursued) and serious injuries relating to fleeing driver events. However, since December 2020, there has been a 28 percent increase in reported fleeing driver events. There has also been a significant increase in unidentified drivers (by 64 percent) and unresolved fleeing driver events (from around 35 to 60 percent of all reported events). Police is encountering barriers with current legislative levers where a vehicle owner fails or refuses to identify the driver.

The inability to effectively hold fleeing drivers to account presents reputational risks for Police and undermines public trust and confidence.

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

Firearms Prohibition Orders Legislation Bill

Firearms-related crime represents a real risk to community safety. While the firearms licensing and regulatory regime has recently been strengthened, there is scope to further reduce the opportunity for high-risk individuals to have access to firearms.

A Firearms Prohibition Orders Legislation Bill (the Bill) is currently before the Justice Select Committee (the Committee). The Bill amends the Arms Act 1983 to prohibit people convicted of serious criminal offences from lawfully accessing firearms. It will improve public safety by preventing people aged 18 and older whose behaviour and actions represent a high risk of violence or reflect an underlying risk of violence from being able to:

- access firearms or restricted weapons
- associate with people in possession of firearms, and
- reside at or visit locations where firearms are held.

A decision on whether or not to issue FPOs would be made by the court. This would be made as part of sentencing for the qualifying offence.

The Bill currently proposes that Police will enforce and monitor breaches using the current search and surveillance powers under the Search and Surveillance Act 2012. The approach to search powers has been a particular focus during the Select Committee process, with questions raised as to the adequacy of existing powers and the operational benefit of additional warrantless search powers.

Police has advised the Committee that the Bill has been carefully designed to achieve a balance between public safety objectives and human rights, and that additional search powers are unlikely to be consistent with the New Zealand Bill of Rights Act 1990. We will provide you with further advice on this issue in the material that you will receive along with the draft departmental report.

Police officials are currently preparing a departmental report on the Bill. We plan to forward this to your Office by 7 July. Officials are due to present the departmental report to the Committee on 19 July. The Committee is scheduled to report back to the House on 9 August.

The Government is then proposing to progress the passage of the Bill through Second Reading, Committee of the Whole House and Third Reading with some urgency.

The Government's response to the Royal Commission of Inquiry (RCOI) into the terrorist attack on Christchurch masjidain on 15 March 2019

Ten days after the terror attacks on two Christchurch mosques the Government initiated a Royal Commission of Inquiry to assess New Zealand's counter-terrorism effort. The Royal Commission reported its findings in December 2020 and made 44 Recommendations for improving the national security system. The Government agreed to all 44 of them, in principle.

The Royal Commission's report has initiated cross-agency work programmes in which Police is a participant and some of which Police is leading. Minister Little is the lead co-ordination Minister for the Government's response, and the Minister for Police is one of the Responsible Ministers. This group of Ministers meets with the next meeting on 29 June. We would recommend that you attend if your calendar allows, and we will provide you with more detailed advice to support your attendance.

We propose to brief you on the wider RCOI work programme in a follow up briefing. There are two more immediate pieces of work underway that require your attention:

- work underway to give effect to developing a business case for an 'accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government' (Recommendation 12)
- work underway to give effect to the introduction of mandatory reporting of firearm injuries to New Zealand Police by health professionals (Recommendation 24).

Upcoming briefing and Cabinet paper to progress Recommendation 12

Recommendation 12 of *Ko tō tātou kāinga tēnei*: the report of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain (Royal Commission) is to:

'Develop and promote an accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government'.

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

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

Upcoming Advice on the results of targeted consultation

The Royal Commission also recommended that the Government introduce mandatory reporting of firearm injuries to New Zealand Police by health professionals (Recommendation 24). In December 2020, the Government agreed in principle to this recommendation, noting more work was required to establish how best to achieve this recommendation.

Currently, it is not mandatory for health professionals to report to Police if an individual presents with an injury caused by a firearm. This means that Police is not always able to assess the level of risk to that individual and to the public, and to act accordingly.

Police is the lead agency for responding to this recommendation and you are responsible Minister. However, in recognition of the impact that any reporting requirement would have on the health sector, Police has been working closely with officials at the Ministry of Health.

Police and the Ministry of Health have undertaken targeted engagement on a discussion paper outlining initial options for implementing reporting of firearm injuries. Those engaged were key stakeholders from the health sector and Police's key stakeholder groups. Introducing mandatory reporting would require legislative change. Accordingly, the Arms (Reporting by Health Professionals) Amendment Bill is on the 2022 Legislation Programme and has a priority of category 4: to be referred to Select Committee in 2022.

We are currently analysing feedback received from targeted engagement, which will inform the further advice we provide you on the preferred option(s) for implementing the intent of recommendation 24. Police will provide this advice over coming weeks.

Upcoming Advice on other recommendations

Police is also contributing to response policy work streams led by other agencies, including strengthening the machinery of government arrangements for national security (functions, powers, and form), the review of national security strategic policy settings, the review of all legislation relating to the counter-terrorism effort, creation of hate-motivated offences and amendment to incitement to hatred legislative settings. You will receive advice on the machinery of government and national security strategic policy review settings in July 2022.

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

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Next Generation Critical Communications

The Next Generation Critical Communications (NGCC) Programme is responsible for replacing current end-of-life communications infrastructure for Police, Fire and Emergency New Zealand, St John, and Wellington Free Ambulance. NGCC will deliver a more resilient and reliable communications capability, alongside improved cellular coverage across the country, and new opportunities for frontline service improvement.

The NGCC Programme is overseen by an Executive Governance Board which comprises five independent members (including Rob Fyfe as Chair) and the Chief Executives of the four emergency service agencies and the National Emergency Management Agency. As Minister of Police, you are the Lead Minister for oversight of the Programme, and the Chair reports to you.

In February 2020, Cabinet endorsed the NGCC Detailed Business Case, and the programme received funding in Budget 2020 to begin procurement. s 9(2)(j) OIA

[REDACTED]

[REDACTED]

[REDACTED]

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

[REDACTED] The Chair (Rob Fyfe) and the programme Senior Responsible Owner (Steve Ferguson) will seek a meeting with you as soon as practicable to brief you to prepare for an NGCC Oversight Ministers meeting prior to GOV.

New Zealand / Europol Agreement

New Zealand Police and the European Union (EU) have finalised an international agreement that will enable prescribed New Zealand law enforcement agencies and Europol (the EU agency responsible for law enforcement) to share personal information they hold for the purposes of mitigating and responding to serious crimes and terrorism (the Europol Agreement).

The Europol Agreement will improve New Zealand's ability to respond to significant harmful crimes such as transnational organised crime, child sexual exploitation, drug trafficking, money laundering, cybercrime, violent extremism, and terrorism by improving timely access to information held by Europol that will contribute to investigations.

Cabinet approval for signing of the Europol Agreement and referring it the House for Parliamentary Treaty Examination (as per Standing Order 405) was confirmed on 10 May 2022.

Planning is underway through the Ministry of Foreign Affairs and Trade, for the Agreement to be signed at a ceremony on 29 June 2022 when the Prime Minister is planning to be visiting Europe. Police will then submit the Europol Agreement for Parliamentary Treaty Examination. This is expected to occur in July 2022.

Striving Towards 1800 New Police (P21 Programme)

Budget 2017 and Budget 2018 provided investment in Police allowing an additional 1,800 Constabulary and 485 Employee positions to be added to the Police baseline by June 2023. The starting point for this growth was Police's funded strength of 8,907 Constabulary FTEs and 3,028 Police Employee FTEs on 30 June 2017.

The two investments in Police represent a 20 percent increase in constabulary staff and total \$762 million of investment in the 2017/18-2020/21 period and an annual ongoing investment of \$300 million in 2021/22 and outyears. The Constabulary allocation is split into two parts:

- 1100 FTE allocated to Policing in Communities to increase the capacity of frontline Public Safety Teams (PST), Rural Response, Precision Targeting, Regional, Prevention, Ethnic, Family Harm, Alternative Resolution, Adult Sexual Assault and Child Protection, and Youth Specialists
- 700 FTE allocated to Serious and Organised Crime to increase capacity of district and national organised crime and drug teams, covert and specialist teams, and financial crime groups. This allocation was back ended into the final years of the programme to allow for recruitment and training of investigators to fill these positions. Within this allocation there is provision for 250 specialists to be employed as Authorised Officers.

Police has already added 485 Employee positions to our organisation and is on track to fulfil our commitment to add 1,800 Constabulary staff by 30 June 2023, with allocations for the final year of the P21 Programme being confirmed within Police shortly. The table below shows the current growth since 30 June 2017:

	Achieved	Total	Percent Achieved
Policing in Communities	1,102	1,100	100.2%
Serious & Organised Crime	351	700	50.1%
Total	1,453	1,800	80.7%

WorkSafe Prosecution for Death in Custody

Last week, Police were advised that criminal charges have been filed by WorkSafe against Police in relation to the death in custody of a 43-year-old male, Taranaki Fuimaono, on 13 June 2021. s.9(2)(a) OIA

Several inquiries were undertaken which did not identify any major departure in Mr Fuimaono's care. Police are awaiting additional information from WorkSafe and considering our position in relation to the charge.

Personal Grievance relating to Vaccination Order

On 13 May 2022, Police received a personal grievance claim from Frontline Law Limited on behalf of 91 Police employees, relating to the COVID-19 Public Health Response (Specified Work Vaccinations) Order 2021. The Order came into effect on 15 December 2021. The lawfulness of the Order was challenged in the High Court, which found it to be unlawful on 25 February 2022. The personal grievance claim is significant, and sets out high-level complaints focused on actions Police has taken since the High Court overturned the Order, in particular:

- Delays in the return to work
- Treatment of affected employees by their colleagues and supervisors
- The roles affected employees have been returned to, and
- The development and implementation of Police's refreshed Vaccination Policy.

s.9(2)(h) OIA

Collective Employment Negotiations

Constabulary and Employee Band A-J Implementation

Police's two main collective agreements expired on 30 June 2021, covering approximately 14,000 constabulary employees at the level of constable, sergeant and senior sergeant and other employees, at a similar level, but not holding the office of constable.

Final Offer Arbitration was entered on 16 December 2021 and the Arbitrator issued his determination on 27 January 2022, finding in favour of the service organisations position.

s.9(2)(i)(iv) OIA

s.9(2)(i)(iv) and 9(2)(j) OIA

s.9(2)(f)(iv) and 9(2)(j) OIA

Policing in Tāmaki Makaurau

The Tāmaki Makaurau Policing for the Future Programme was established in April 2020 to explore opportunities to optimise policing across the Tāmaki Makaurau (TM) region, comprising the three Police districts of Waitemātā, Auckland City and Counties Manukau. TM has the youngest, most diverse, and fastest growing population in New Zealand and is the economic powerhouse of New Zealand. These characteristics mean it faces many unique social and criminal challenges – and is impacted by societal mega-trends at a faster rate than the rest of New Zealand.

The Police Executive has agreed to change the structural model for TM to establish two new leadership roles. Alongside this, minor structural realignments should enable a more effective TM-wide approach to challenges and partnerships.

The proposed structure will provide clearer accountabilities to enable more effective policing and contribute to more evenly distributed management spans across the leadership team. In both the short term and on an ongoing basis, it is expected to result in reduced duplication of effort across Districts, faster decision making and improved operating efficiency.

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

Occupation of Parliament grounds and surrounding streets

On 8 February 2022 the ‘Freedom Convoy’ arrived on Parliament grounds, with vehicles blocking nearby streets and tents structures being set up on the Parliament lawn. Over a three-week period, occupiers grew in numbers and their behaviour moved from being predominantly peaceful to riotous and violent in many cases.

The Wellington occupation and protests spread over a large area of Thorndon and Pipitea, with around 3,000 protestors at peak times. Protestors blockaded areas around Parliament grounds with their vehicles and occupied the lawn and surrounding areas in tents. Due to their large numbers, the protestors also camped on private property, such as the driveways and gardens of homes nearby. There were many incidents of harassment of bystanders, including children walking to and from school, and several local businesses in the area were disrupted, or were forced to close.

Police response

Protest activity has increased significantly across the country in recent years, enabling Police to become well-practiced at managing large protests, however, the scale and nature of Operation Convoy was unprecedented and extraordinary. The 23-day occupation of Parliament grounds in February and March 2022 was one of the biggest logistical challenges that Police has seen in many years. s.9(2)(ba) OIA

1,802 Police staff were intermittently deployed to Wellington from outside of the Wellington District, to assist the 392 staff already in Wellington. These numbers are reflective of the significant operational effort which brought a conclusion to the occupation of Parliament grounds on 2 March.

Ongoing Police investigation

There were 252 arrests and summons relating to the protest between 9 February and 4 March 2022. The most common charges filed against individuals were Wilful Trespass (198 charges) and Obstruction (90 charges), with some charges for Disorderly Behaviour and Assaults Police.

Police is now undertaking the largest digital investigation we have ever attempted into criminal activity that occurred during the occupation at Parliament grounds. The focus of that investigation relates to property damage and violence against others. We have a team based in Wellington, with support from staff and specialist teams across the country. They are responsible for the collection and analysis of 15 terabytes (to date) of Police footage and footage received from businesses, other government agencies, the public, media outlets, social media feeds and from our own staff.

While the exact number of people identified or sought by Police is part of the ongoing investigation, there have been three people arrested, all in Tasman, as part of that investigation. As the investigation continues further arrests are likely.

IPCA investigation and review

The Independent Police Conduct Authority (IPCA) has commenced an independent investigation and review (Review) of the policing of the occupation on and around Parliament grounds in Wellington during February and March 2022.

The Review is intended to provide the public, Police, and other key stakeholders with an independent assessment of the information Police had, the decisions Police took, the tactics used, and whether the approach taken to policing the Protest as it evolved was lawful, proportionate, and appropriate. The IPCA anticipates the Review will be completed and reported on by 31 March 2023.

Police is supporting the IPCA to complete its Review, and has already responded to a large information request, and informal/preliminary discussions have commenced. Police is also in the process of completing a formal debriefing exercise of the policing response in order to understand and address (where possible and appropriate) opportunities for future enhancement of policy and practice.

External communications during IPCA review

Whilst this Review is underway, information relating to the issues under investigation and review is expected to be the subject of examination by the IPCA under its powers of investigation under the IPCA Act 1988. With this Review commenced, there is a strong public interest in allowing these matters to be considered in the round by the IPCA.

On receiving requests for information, Police considers the public interest in releasing that information immediately against the public interest in allowing the IPCA Review to be completed without earlier predetermination of the matters it is considering. As part of its commitment to openness and transparency, Police is also proactively publishing on its website responses where it considers this is in the public interest.

Police recognises the importance of transparency in these matters and look forward to the release of the IPCA's report, at which time more detailed information regarding the Police response to the Protest will be available.

Current key inquiries and reviews which involve Police

Police is providing input to a number of current inquiries and reviews and will also be expected to respond to soon-to-be-concluded inquiries, investigations, and reviews. A key number of these include:

- A joint review by the Independent Police Conduct Authority (IPCA) and Office of the Privacy Commissioner (OPC) into photographing and fingerprinting practices
- A thematic review by the IPCA which examines Police's handling of fraud cases
- Performance audits by the Office of the Auditor-General (OAG) on mental health and addiction services for young people, and public entities' responses to family and sexual violence
- WorkSafe New Zealand investigations and follow-up action on Police's handling of significant workplace incidents
- The Waitangi Tribunal's Mana Wāhine kaupapa Inquiry (WAI 2700) and Justice kaupapa inquiry (WAI 3060)
- Investigations led by the Royal Commission into Abuse in Care, including hearings into abuse in disability and mental health settings, and institutional responses as part of the scheduled Crown Accountability hearing.

You will already be familiar with some of these inquiries and reviews through your other portfolios, such as your role as the Minister responsible for the Crown's response to the Royal Commission into Abuse in Care.

At your request, we can provide more detailed briefings on any of these in-flight inquiries and reviews. Regular updates will also be provided separately, as part of future weekly reporting and briefing protocols established with your Office.

Performance

The past year has seen further material changes in our operating environment. These changes, combined with an overall increase in demand for policing services, have impacted our ability to meet some of our performance standards. This risks the trust and confidence from Government, public and our partners and our ability to deliver the service New Zealanders expect and deserve. Police intends to discuss our performance and the related demand for our services with you, as well as opportunities to improve performance and manage demand into the future prior to the upcoming Estimates hearing.

We are delivering a number of Budget initiatives

As part of a suite of reform proposals developed to modernise the public finance system, one priority is to organise government spending around several clusters. The Justice Cluster is one of the first two pilot clusters for Government. One of the key intended outcomes of the Justice Cluster pilot, in addition to three-yearly cluster baseline spending reviews and shared cluster priorities, is to set a three-year funding track for the Justice Sector through the Budget 2022 bid process.

The initiatives funded through Budget 2022 for which funding will commence on 1 July 2022 are listed below. They include initiatives that were included in the Justice Cluster pilot, Family Violence / Sexual Violence Joint Venture and funding that related to initiatives led by other Agencies.

Initiative	Description	Total Operating and Capital Funding \$million
Police Constabulary and Employee Collective Bargaining 2021/22	This initiative funds remuneration increases resulting from the 2021 and 2022 collective bargaining negotiations and provide funding for future bargaining negotiations over the next three financial years.	348.320
Arms, Safety and Control	This initiative provides additional funding to deliver legislated responsibilities under the updated Arms Act 1989 to enable safer firearms use in New Zealand. This includes implementation of a new Branded Business Unit and operating model, firearms registry, and licensing regime.	208.399
Tactical Response Model – Increasing Frontline Safety	This initiative funds improvements to the safety of frontline police and communities through the national roll out of the Tactical Response Model, following completion of its current trial. The model is intended to raise the New Zealand Police's ability to understand, prevent and respond to high-risk and critical incidents.	185.246
Preventing Community Harm from Organised Crime: Cross-Agency Approach	This initiative will support cross-agency implementation of the Government's end-to-end response to organised crime through the Resilience to Organised Crime in Communities work programme and Transnational Organised Crime Strategy. It also funds programmes focused on preventing the harm to New Zealand communities caused and exacerbated by drugs, firearms violence, and serious criminal offences.	87.306
Asset Revaluation Depreciation Impacts	This initiative addresses asset revaluation depreciation impacts and enables sustainable depreciation funding for New Zealand Police's property asset base.	31.240
Cyber Security and Resilience Programme	This initiative provides funding to enhance the security of the New Zealand Police against threats of cybercrime.	24.730
Preventing Family Violence and Sexual Violence: Support	This initiative provides additional funding across four Votes to strengthen the existing Integrated Community-led Response approach (Te Aorerekura Action 2), including stronger evaluation	11.700

Initiative	Description	Total Operating and Capital Funding \$million
and expand integrated community-led responses [Family Violence / Sexual Violence Initiative]	of the existing pilot and future expansion across New Zealand. Funding will enable the five existing community response localities to test, evaluate and share learnings (Vote Justice) and address cost pressures (Vote Police). Resourcing regional infrastructure includes continuing Family Violence Response Coordination networks (Vote Social Development) and providing senior probation officers for the 5 existing localities (Vote Corrections). Future expansion includes stabilising responses in more community localities (Vote Police) and leading relational commissioning for the FVSV sector (Vote Justice).	
Justice Sector Resourcing – Addressing the impacts of the Delta COVID-19 Restrictions [Ministry of Justice led initiative]	This initiative will provide time-limited funding for one additional acting Court of Appeal Judge and an extension of time-limited funding for five District Court Judges and four acting High Court judges and associated staff across the justice sector. This funding will ensure that the jurisdictions that have seen an increase in active cases due to Delta COVID-19 restrictions can gradually reduce their caseloads to pre COVID-19 levels.	3.102
Continuing the Alcohol and Drug Treatment Courts: Waikato, Auckland, and Waitakere [Ministry of Justice led initiative]	This initiative provides funding to continue the existing Alcohol and Other Drugs Treatment Courts initiative in Auckland, Waitakere, and Waikato on a permanent basis. This funding will allow the Ministry of Justice, New Zealand Police, Department of Corrections and Ministry of Health to retain the necessary resources and services that support offenders to participate in the court process and treatment programmes.	2.052
Crown Response to Abuse in Care Inquiry [Oranga Tamariki led initiative]	This initiative will provide funding to ensure the Crown can continue to engage with the Royal Commission of Inquiry into Historical Abuse in State Care and Faith-Based Institutions in a timely, collaborative and coordinated manner. The funding will ensure the Crown's response is proportionate to the Inquiry's scale ahead of its rescheduled completion by June 2023.	0.450
Total Operating and Capital to be Published – Appropriated and Tagged Contingency		902.545

The initiatives funded for Vote Police in Budget 2022 that will commence 1 July 2023 (all of which are held in tagged contingency) are:

Initiative	Description	Further Comments	Total Operating and Capital Funding \$million
<p>s.9(2)(f) (iv) OIA</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>s.9(2)(f)(iv) OIA</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>Te Pae Oranga Iwi Community Panels: increased capacity</p>	<p>This initiative provides additional funding to increase capacity for the Te Pae Oranga programme. The funding enables providers for rangatahi and family violence victims to take on additional referrals and maintain a safe, accessible, and integrated response.</p>	<p>Justice Cluster initiative. Funding for this initiative commences 1 July 2023. In recognition of the three-year funding envelope required for the Justice Cluster, this was put forward as a “Budget 2023 bid” noting that more work would be required for this over the coming year to determine the referral volumes and associated costs.</p>	<p>8.000</p>
<p>Total</p>			<p>72.250</p>



Our Structure

Our Structure

As Minister, you will work closely with members of the Executive Leadership Team (ELT). The Commissioner and members of the ELT have typically met with the Minister on a weekly basis.

New Zealand Police Executive Leadership Team



Andrew Coster
Commissioner of Police

s.9(2)(a) OIA



Ruth Currie
Deputy Chief Executive
Corporate Operations

s.9(2)(a) OIA

- ▶ Finance
- ▶ ICT
- ▶ Legal
- ▶ People Operations
- ▶ Property
- ▶ Supply Chain Management



Glenn Dunbier
Deputy Commissioner
Operations

s.9(2)(a) OIA

- ▶ Districts
- ▶ National Organised Crime Group
- ▶ Investigations
- ▶ National Security
- ▶ International



Mark Evans
Deputy Chief Executive
Insights & Deployment

s.9(2)(a) OIA

- ▶ Policy & Partnerships
- ▶ Deployment
- ▶ Evidence Based Policing Centre
- ▶ National Intelligence Centre
- ▶ National Road Policing Centre
- ▶ Emergent Technology



Wallace Haumaha
Deputy Commissioner
Iwi & Communities

s.9(2)(a) OIA

- ▶ Maori & Community Prevention Partnerships
- ▶ Prevention: Innovation & Change
- ▶ Pacific Partnerships
- ▶ Ethnic Partnerships



Tania Kura
Deputy Commissioner
Leadership & Capability

s.9(2)(a) OIA

- ▶ Integrity & Conduct
- ▶ Safer People
- ▶ People Capability
- ▶ Frontline Capability



Jevon McSkimming
Deputy Commissioner
Strategy & Service

s.9(2)(a) OIA

- ▶ Media & Communications
- ▶ Strategy & Transformation
- ▶ Assurance
- ▶ Service & Resolutions
- ▶ Firearms Business Unit
- ▶ Next Generation Critical Communications



Maria Rawiri
Director
Office of the Commissioner

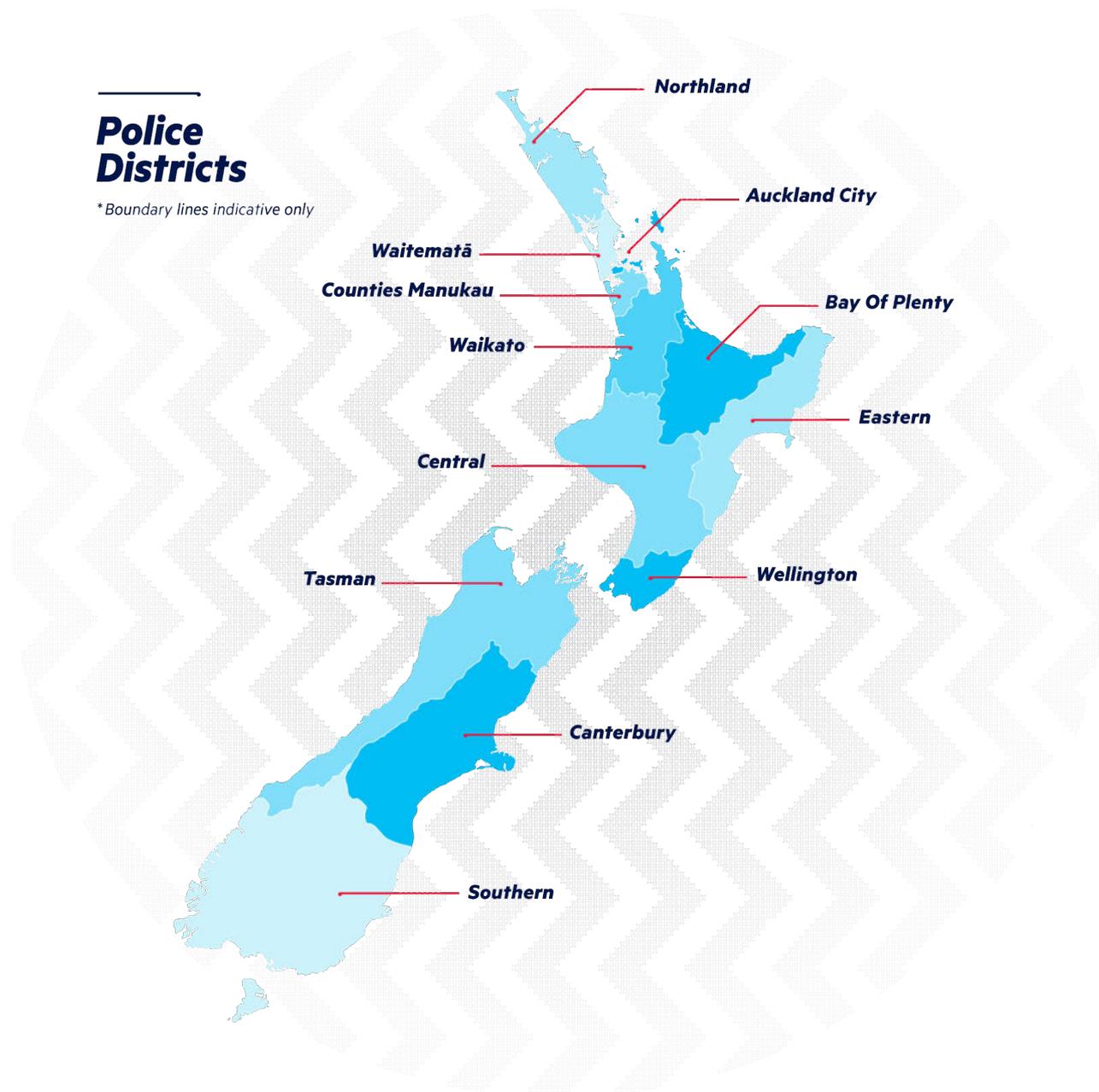
s.9(2)(a) OIA

Police is structured into 12 districts covering the country. District boundaries roughly correspond to regional authority boundaries. Each district is headed by a District Commander at the rank of Superintendent. Each district is further divided into areas under the operational command of Area Commanders.

The 12 Districts are supported by Service Centres, including Police National Headquarters, the Royal New Zealand Police College (RNZPC), and our emergency and non-emergency communications centres.

Police Districts

* Boundary lines indicative only



Staff Numbers and Diversity

We strive to have the same diversity profile as the communities we serve. Increasing diversity has benefits for Police and the community, and so we have set ambitious recruitment targets to meet our desired workforce profile, and we are making significant progress. As of 13 June 2022, we have over 14,500 Full Time Equivalent (FTE) employees. Of these 35 percent are women. Women currently make up 25 percent of constabulary staff.

One of the challenges to quickly updating our demographics is that our workforce tends to stay with Police for a significant number of years. However, over recent years we have been able to recruit at record levels, which has enabled Police to improve its diversity at faster rates than ever before.

In recent years the State Sector Gender Pay Gap Action Plan has outlined plans for the reduction in pay gaps. As a non-public service department, Police isn't included within the state sector action plan, but we are choosing to behave as if we are covered and have produced our own action plan.

District FTE (as of 13 June 2022)

	Constabulary	Employee	Total
Northland	408	43	451
Waitematā	823	85	908
Auckland City	858	110	967
Counties Manukau	1,233	177	1,410
Waikato	696	71	767
Bay of Plenty	762	76	839
Eastern	514	50	564
Central	734	82	816
Wellington	820	101	921
Tasman	368	46	413
Canterbury	984	79	1,063
Southern	604	71	675
PNHQ/Service Centres	1,488	3,288	4,776
Total	10,292	4,278	14,571

Constabulary Demographics (as of 13 June 2022)

	FTE	Percent Of Workforce	Percent Of Graduates since 2017
Female	2,573	25.0%	37.4%
Male	7,720	75.0%	62.6%
Māori	1,294	13.5%	16.0%
Pasifika	687	7.1%	9.5%
Asian	555	5.8%	11.1%

Service and Resolutions

Service Channels

New Zealanders engage and interact with Police services for a variety of reasons, and for many New Zealanders their interactions with Police do not require an urgent Police response. The primary way the public contacts us is over the phone – over the course of a year, over one million emergency, and 1.6 million non-emergency, calls are made to Police.

105 is Police’s single non-emergency number, launched in May 2019. 105 offers New Zealanders an option for reporting non-emergency incidents and preserves the 111 service for situations requiring urgent Police response to ensure their immediate safety; and draws demand away from local stations.

Police has also established online reporting (105.police.govt.nz) and this has seen a rapid uptake. Online reporting provides a cohesive, one-stop shop for online victimisation and incident reporting. Currently one in three lost property reports, and one in five burglaries are reported online. A key principle of our online reporting strategy (and non-emergency reporting service expansion) is to increase reporting, and to increase access to reporting channels for vulnerable communities (e.g., Māori and Pasifika, Youth, and Immigrants).



Police Prosecution Service

The Police Prosecution Service (PPS) is an autonomous, nationwide prosecution service within Police and we have 41 offices from Kaitaia to Invercargill, servicing 58 District Courts. Our PPS staff, often described as administratively separate from the criminal investigation and uniform branches of Police, have responsibility for all post-charge prosecution decisions. The Criminal Procedure Act 2011 reinforced the importance of the role of the PPS to review charges and make decisions in line with the Solicitor-General’s Prosecution Guidelines about whether to continue the prosecution action. The implementation of this legislation was a significant cross-sector focus project and the Criminal Procedure Improvement Project (CPIP) is ongoing work to implement and improve the system.

Vetting

The Police Vetting Service provides Conviction History reports and other relevant non-convicted information on potential and current employees, volunteers, and vocational trainees. Vetting services are also provided for Approved Agencies who are responsible for the care, protection, or education of children, elderly or disabled; Government agencies; and agencies involved in Law Enforcement, National Security, or have a legislative obligation to obtain a Police vet. We currently complete 600,000 a year and have legislation in the final stage of drafting to finalise the vetting legislative framework.

