



New Zealand
POLICE
Nga Pirihimana O Aotearoa

Annual Report

2014/2015



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This Annual Report satisfies our statutory requirements under section 45 of the Public Finance Act 1989 and section 101 of the Policing Act 2008.

COMMISSIONER'S FOREWORD

Welcome to the Police Annual Report for the year ended 30 June 2015. I am proud to say that Police had another challenging and successful year. Our staff have made a significant contribution to ensuring that New Zealand is a safe place to live, work and conduct business. I would like to take this opportunity to thank our partners, and people in communities up and down the country, who work with us day in, day out, to ensure that New Zealanders can be safe and feel safe.

This year the world's eyes were on us as we delivered a number of major operations to protect New Zealanders, visitors and the country's reputation. We provided visible, accessible policing services to two major international sporting events: the Cricket World Cup and the FIFA Under-20 World Cup, ensured the commemorations of the 100th anniversary of the Gallipoli landings passed off safely and facilitated an official Royal visit.

With the end of *Policing Excellence* in June 2014, came a year of consolidation to June 2015. Throughout the year we have maintained the performance gains achieved through *Policing Excellence*. We have continued to deliver against the Government's Better Public Services targets, which have seen further reductions in the total crime rate and the youth crime rate, and excellent progress in reducing assaults on children. Our efforts to tackle violence in families have seen more people having the courage to come forward and report family violence, so that in conjunction with other government agencies and Non-Governmental Organisations (NGOs), we can reduce the harm caused by family violence.

Policing Excellence set a very high bar for whatever came after it. The results were hard won, and we have gained the maximum benefit from the initiatives it contained. Over the course of *Policing Excellence* we saw crime fall, but at the same time demand for our services increased significantly. We received more calls for service for non-crime issues, such as people suffering from acute mental health issues, attempted suicides and missing people. We spent more time responding to family violence which now accounts for 41% of our time spent on frontline response.

Advances in technology have helped us deliver better services to New Zealanders by spending more time in local communities and less in the station, where they can make the biggest difference in preventing crime.

We are sharing the results of our world-leading innovation globally, creating commercial partnerships to develop and find international markets for Police-developed applications that will return revenue and resources and enable us to further invest in our mobility capability.

However, technological advances are also being used by criminals, making our investigations more complex.

Policing Excellence

Our strategic change programme, *Policing Excellence*, ended on 30 June 2014, and resulted in a major transformation in the way that policing is delivered in New Zealand. At its outset we set ourselves the following targets:

- a 13% reduction in recorded crime (20.1% achieved)
- a 19% reduction in Police (non-traffic) apprehensions resolved by prosecution (41.3% achieved)
- a 4 percentage point increase in expenditure on preventative activities (5.8% achieved)
- increased public trust and confidence (now at 78%)
- increased satisfaction with Police services (now at 84%)
- an increase in feelings of safety
- an increase in the proportion of our staff that are actively engaged.

Over the course of *Policing Excellence* we delivered or exceeded each of these targets.

Cyber crime is increasing and forcing us to rethink how we conceptualise crime, and how we work with intelligence and law enforcement agencies at home and overseas.

At the same time, issues that caused us concern at the outset of *Policing Excellence* have not gone away. Māori remain over-represented at every stage of the criminal justice system. I am particularly concerned that last year almost two thirds of child offenders appearing in the family court were Māori. The Turning of the Tide strategy developed by our Māori Focus Forum has meant we have made an excellent start in addressing this problem, but there is still much more we need to do.

We asked our staff and partners to reflect on these challenges in designing the next phase of our transformation journey. The result of 39 workshops, involving over 600 people, generating more than 4,400 ideas was the blueprint for *Policing Excellence: the Future*. Through *Policing Excellence: the Future* we will focus on the following four key themes:

- Safer Families
- Iwi Partnerships
- Evidence Based Policing
- Service Delivery Model.

Police proposes to address the four key themes through a number of initiatives, which once delivered will make New Zealand safer and reverse trends in family harm and Māori over-representation, through frontline staff delivering interventions underpinned by evidence, and supported by streamlined and technology enabled support services.

Whilst *Policing Excellence* largely involved Police making changes to its processes and systems, *Policing Excellence: the Future* may require investment in Police. We are not alone in dealing with these challenges. We recognise that resources and interventions from other Justice and Social Sector agencies and NGOs need to be better aligned and coordinated to address deep-seated 'system' challenges. Police's commitment to the cross government Family Violence and Sexual Violence Work Programme is a good example of the collaborative approach required to make a difference.

I strongly believe that public trust and confidence in Police is vital in a functioning democracy underpinned by the rule of law. It is the basis of policing by consent. That is why I set a target of achieving 80% trust and confidence by 30 June 2017. In support of that target we added two new values (Valuing Diversity and Empathy) during 2015. Through all Police employees living our values every day we will engender the trust and confidence of everyone we come into contact with.

The full list of our values is:

- **P**rofessionalism
- **R**espect
- **I**ntegrity
- Commitment to **M**āori and Treaty
- **E**mpathy
- Valuing **D**iversity

In conclusion, I believe that we made further strides towards delivering 'safer communities together' in 2014/15, and the plans we developed ensure that we will continue to do so.



Mike Bush

Commissioner of Police

2014/2015 IN SUMMARY

1,840,078
calls answered
791,662
emergency calls



147,535
emergency events responded to
645,787
non-emergency events responded to

99,127
cases prosecuted



115,992
offenders brought to justice

105,285
victims supported
261,442
victimisations recorded



11,980
Police employees
9,048
constabulary staff and
2,932
support staff

139,987
foot patrols undertaken

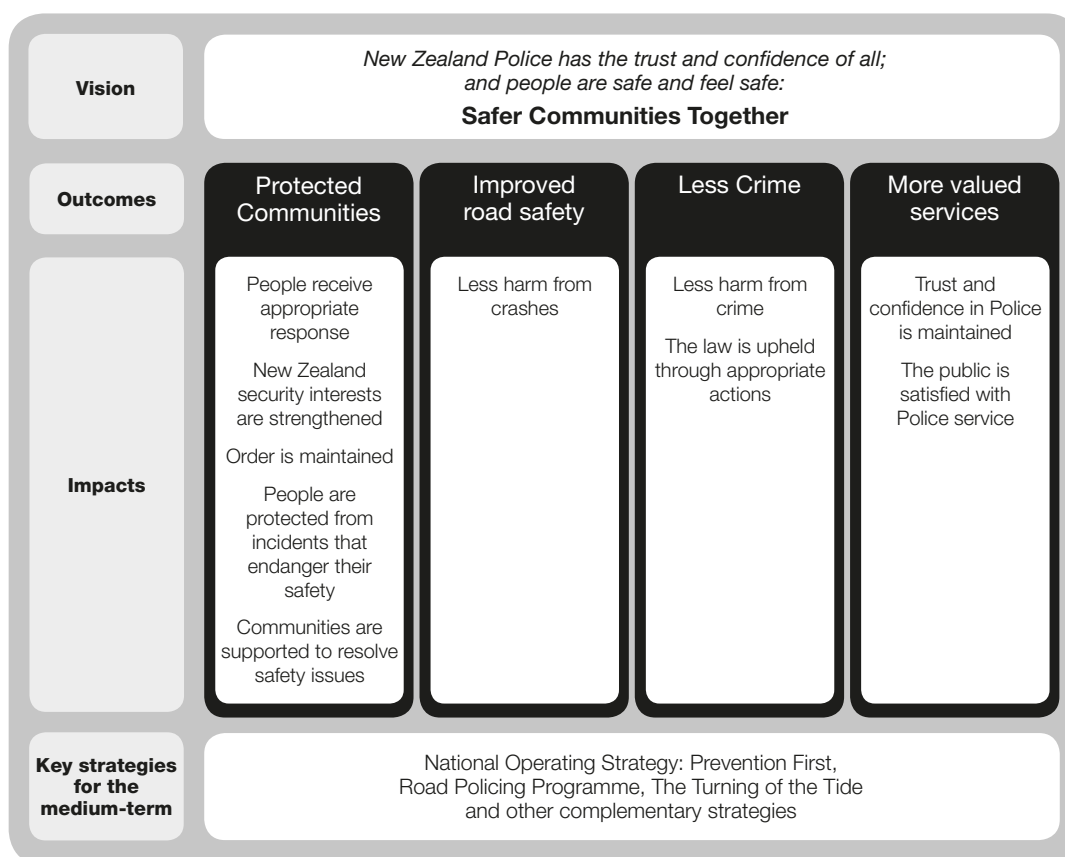


\$1.5 billion
Received from Government in 2014/15

1. WHAT WE SET OUT TO ACHIEVE

Police's Priorities

We outlined what we sought to achieve during the year in the 2014/15 Statement of Intent. The diagram below sets out the priorities we set ourselves, and that we will now use to assess our performance.



This section of the Annual Report outlines:

- why our outcomes and impacts are important
- what new initiatives or changes we introduced, or operations we carried out in 2014/15 to make a positive difference to our outcomes
- how we performed against the performance measures for each outcome and impact.

PRIORITY ONE: PROTECTED COMMUNITIES

People receive appropriate Police response

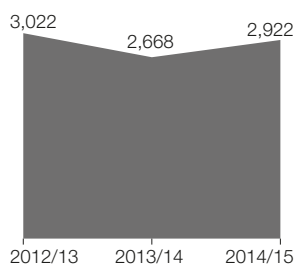
In 2014/15
for every
10,000
population,
there were...



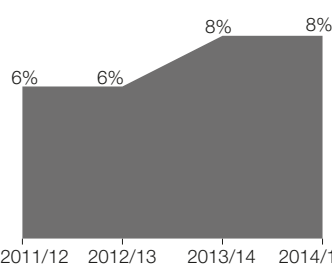
Police responded to...



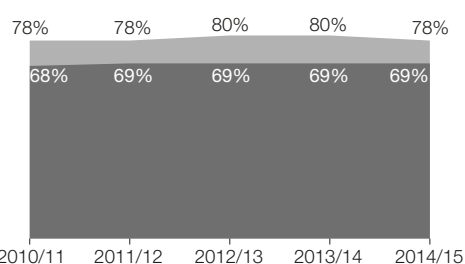
Maintain order and support communities



Prosecutions relating to
offences involving **firearms**



Breaches of **Police Safety
Orders**



Survey respondents who agree **'Police is
responsive to the needs of my community'**
and agree **'Police are involved in activities in
my community'**

Priority one: Protected Communities

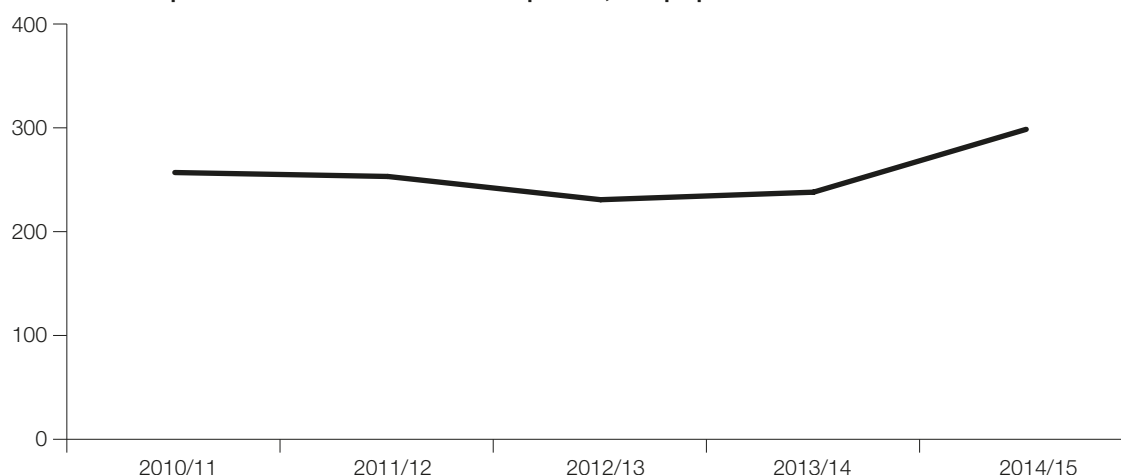
We know that most crime is carried out against a very small proportion of the population. The 2015 New Zealand Crime and Safety Survey estimates that 3% of the population experiences 53% of crime¹. By working with partner organisations Police sought to reduce the level of repeat victimisation. Many of those amongst this small group are victims of family violence, which is why Safer Families is one of the key themes of *Policing Excellence: the Future*.

Last year saw an increase in the number of repeat victimisations. The measure of repeat victimisation is very sensitive to reporting and recording levels.

The priority we have given to providing excellent services to victims has meant that victims are more likely to disclose what has happened to them. This increase in reporting is largely due to our national operating strategy, *Prevention First*, putting victims at the centre of everything we do, and our adoption of 'Empathy' as one of our core values.

From June 2014 we significantly improved the quality of our data, so that we have far more reliable information about victims. This change ensured we correctly captured victim information, and was introduced ahead of publishing monthly Recorded Crime Victimisation Statistics².

Number of repeat victimisations recorded per 10,000 population



We will track our progress in achieving the outcome of Protecting Communities through monitoring changes in results under the five impact areas of:

- people receive appropriate Police response
- New Zealand security interests are strengthened
- people are protected from incidents that endanger their safety
- order is maintained
- communities are supported to resolve safety issues.

¹ The New Zealand Crime and Safety Survey (NZCASS) 2014, Ministry of Justice.

² More information about the introduction of the new Recorded Crime Victimisation Statistics can be found under the impact 'Trust and confidence in Police is maintained'.

People receive appropriate Police response

If people are faced with an emergency situation we want to ensure that they can contact us quickly and easily, so that we can provide the right response. We prioritise people's safety over the other demands on our resources, particularly people who are most vulnerable (for example, children, the elderly and those experiencing acute mental health difficulties). When we attend emergency situations we will often make a referral to a partner agency to prevent a reoccurrence, for example when attending someone suffering from acute mental distress we will refer them through to an appropriate health provider.

What we did

OnDuty

Police added to the range of functions that can be carried out on the mobile devices issued to all frontline staff as part of Policing Excellence. At the beginning of the year an application which helps frontline officers keep on top of their RIOD (Real Time Intelligence for Operational Deployment) tasks while out in the community was rolled out. The new OnDuty application gives access to the MyTasks function, which allows RIOD tasks to be assigned to a specific officer via their mobility devices by District Command Centres, Sergeants and managers.

Staff can view and update their tasks on their iPhone, reducing paperwork and minimising time spent at Police stations – in line with the Police priority to enable visible, effective and efficient policing through mobility.

Mental Health

Since the mid-1990s the number of Police incidents involving someone suffering from acute mental distress has increased three and a half times and the number of incidents involving threatened or attempted suicide has increased eight times, even when growth in the population is taken into account.

71% of missing people reported to Police are current mental health patients (including dementia, which due to the aging population suggests this demand for Police services is only going to increase). This means that on an average day Police deal with over 100 people suffering from mental distress or who are suicidal.

Police has established a project to address this growth in demand for its services. The independent governance group for the project is chaired by Dame Margaret Bazley and the Ministry of Health's Director for Mental Health is a member. Good progress has been made on improving Police training so that people suffering mental distress receive an appropriate and sensitive response. Police is working with the Ministry of Health and the Independent Police Conduct Authority to develop a set of proposals to provide a better response to these issues.

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Number of repeat victimisations recorded per 10,000 population ^[1]	258.3	253.3	232.1	237.6	301.4
Number of repeat calls for service: • Emergency • Family incidents • Mental health issues	New measure for 2014/15				46,783 202,661 4,245
Percentage of people rescued as a result of search and rescue deployments	New measure for 2014/15				92%
Percentage of missing people cases resolved	New measure for 2014/15				99.8%

Notes

[1] Repeat victimisations are defined as an individual who has been victimised more than once in the previous 12 months.

New Zealand security interests are strengthened

Police undertakes a critical role in protecting New Zealand's national security interests. The greater ease of international travel, fast and affordable internet access, and a vast array of social media tools and applications means that the exchange of ideas and the promotion of violent extremism or terrorist ideologies has never been easier. New Zealand's geographic isolation is no longer an effective defence against threats to its national security.

While New Zealand's current national threat level assessment is low, Police does all it can to ensure New Zealand is not used as a safe haven from which to plan or facilitate terrorist acts.

Police's National Security Operating Strategy endeavours to reduce the threat to New Zealand's national interests from a very small percentage of people who support the use of violence to propagate their particular world view, attempt to recruit vulnerable individuals to their cause, and plan and/or attempt to commit terrorist-related criminal activity.

We seek to:

- **R**educe risk associated with threats to New Zealand's national security
- promote **R**eadiness to ensure that, in conjunction with our partners, we are ready to respond in the event of a threat manifesting
- **R**espond to national security threats if they arise
- support the **R**ecovery of incident sites and affected communities.

Overseas jurisdictions have indicated that support for violent extremism or terrorist ideologies is often associated with rejection of a cohesive, integrated, multi-faith society that exercises strong democratic civic values. Engaging communities is vital to ensure that New Zealand communities have the resilience to reject the values espoused by violent extremist narratives, and consolidate a sense of belonging to New Zealand and support for our core values.

Although it is difficult to quantify, international studies would support the supposition that much of the everyday work that Police delivers via the *Prevention First* operating model, and Police's long foundations in neighbourhood and community policing practices can help individuals, groups and communities in New Zealand become more confident and assured of their place in New Zealand society.

Police and partner agencies continue to monitor and investigate potential threats to national security.

In operational matters, Police was heavily involved in a national counter-terrorism exercise that helped prepare and test New Zealand's counter terrorism security arrangements and relationships ahead of New Zealand hosting the ICC Cricket World Cup and the FIFA U20 World Cup in 2015. The exercise involved a considerable investment of Police resources to ensure that Police and partners were adequately prepared for any potential national security incident.

What we did

Cyber Crime

Whilst overall crime rates have fallen, some categories of crime remain a concern. Cyber crime has continued to increase, and Police's response has increased accordingly. Last year Police published the Prevention First: National Cyber Crime Operating Strategy. The focus of the strategy is cyber crime – offences that can only be committed using or against a computer – and high-end cyber-enabled crime, where more traditional offending is facilitated by a computer. The role of overseeing the implementation of the strategy sits with the National Cyber Crime Centre.

To ensure all frontline responders can deal appropriately with situations involving cyber elements the National Cyber Crime Centre has developed national training. The Centre also launched an intranet page, so that staff can find answers to common questions and guidance on where to go to find out more.

The Centre takes a leading role in resolving hacking, phishing³ or denial of service attacks or unmasking offenders trying to electronically hide their identities. Staff work closely with the Electronic Crime Laboratory – the other arm of Police's Electronic Crime Group – where recovered electronic devices are examined.

The Centre is divided into investigative and prevention teams, supporting frontline staff and working with partner organisations to build New Zealand's resilience. Nationally around 25 Police officers are trained as digital first responders (DFRs), with forensic skills and expertise to recognise and preserve digital or electronic evidence.

The Centre provided support to initiatives of partner agencies, not least the Department of the Prime Minister and Cabinet's (DPMC) refresh of the National Cyber Security Strategy and development of a National Cyber Crime Plan. The Centre has also provided input into DPMC's project to improve the coherence of New Zealand's institutional framework addressing cyber security.

G20

November 2014 saw Police's largest overseas deployment to date with 212 Police employees deployed to help police the G20 summit in Brisbane. 100 were deployed on route security and 75 on venue security. Venues included hotels used by world leaders, including Russian President Vladimir Putin. Other members had motorcade duties, or supported intelligence or media liaison roles.

The summit also resulted in increased demand for Police's services in New Zealand with a number of world leaders, including German Chancellor Angela Merkel, Canadian Prime Minister Stephen Harper and Chinese President Xi Jinping, making official visits.

3 Phishing is the attempt to acquire sensitive information such as usernames, passwords, and credit card details (and sometimes, indirectly, money), often for malicious reasons, by masquerading as a trustworthy entity in an electronic communication.

Operation Concord

In March 2015 Police announced a significant investigation – Operation Concord – into blackmail threats received by Fonterra and Federated Farmers. Anonymous letters threatened to contaminate infant and other formula with 1080 poison unless New Zealand stopped using 1080 for pest control by the end of March 2015.

Police worked closely with the Ministry for Primary Industries and other government agencies to investigate this matter thoroughly. The economic implications of the threat had the potential to undermine national security given the importance of the dairy industry to the New Zealand economy.

In the build up to the announcement Police worked with partners to increase the security of the supply chain, increased information to consumers, and worked closely with supermarkets to reduce the level of risk associated with the threat.

Natural Disasters

New Zealand has adopted an ‘all hazards’ approach to national security, which includes the response to natural disasters. Whilst there were no incidents that triggered a national response during 2014/15, there were two storms that caused significant damage and disruption at a regional level.

- In July 2014 Northland was devastated by a storm, which saw trees and power lines felled, homes damaged, evacuations, floods, slips, potholes and widespread road closures. The District Command Centre (DCC) went into 24-hour operation as the storm approached to ensure staff could respond without compromising their normal duties. DCC staff held twice-daily phone conferences with local councils, Civil Defence, emergency service partners, power companies and Northland Health.
- In June 2015 floods swept Central District. States of emergency were declared as a month's rain fell in two days in Whanganui-Rangitikei, Manawatu and Taranaki, cutting off the city of Whanganui and other communities and swamping homes and businesses. With local councils leading, Police Liaison Officers were assigned to emergency operations centres and the DCC switched to 24-hour mode. There was extensive liaison with agencies including Ministry of Social Development, Fire and Defence, whose troops helped with cordons. Police employees were reassigned to help with evacuations and cordons, supported by 22 staff from other districts

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Percentage of respondents concerned about unauthorised access to or misuse of personal information (very and/or extremely concerned)	64%	66%	56%	62%	Unavailable ^[2]
Percentage of people who are very or extremely concerned about national security in relation to war or terror	32%	36%	30%	34%	Unavailable ^[2]

Notes

- [2] Unisys (the result source) has discontinued surveying people on this measure as they concluded there was little year-on-year variance in the data. This measure has been removed from the Police performance indicators for the 2015/16 financial year.

People are protected from incidents that could endanger their safety

Police has a duty to protect people from harm, which only increases when the people whose safety is endangered are the most vulnerable in our society. We carry out a number of functions to protect vulnerable people from harm, including vetting people in positions of responsibility (such as teachers and caregivers), and managing the licensing of firearms to ensure they are not used to endanger people's safety.

As the first responder to most family violence incidents we carry out a risk assessment to determine the best course of action and ensure that everyone in the household will be safe after we have left. At times that means we issue a Police Safety Order to provide a cooling down period, or make an arrest where an offence has been committed. Where children are present we will notify Child, Youth and Family, so that they can make an informed decision about how best to provide for the children's welfare.

What we did

Family Violence

In July 2014, the Prime Minister announced a suite of cross-Government initiatives aimed at addressing family violence. The implementation of those initiatives, and others relating to sexual violence, is overseen by a Ministerial Group – co-chaired by the Ministers of Justice and Social Development.

Police has a central role to play in this effort including:

- A leadership role through Police's contribution on the senior officials' sponsors and governance groups for the cross-government work programme, and through the Commissioner of Police chairing the Justice Sector Sub-Committee on Family Violence.
- An internal change programme to assess and improve Police's response, investigation and resolution of family violence to deliver better services and support for family violence victims and their families.
- Developing operational improvements regarding the disclosure of personal information to third parties where there is serious risk to a person's safety from family violence. These improvements will include updated operational policy, systems and training.
- Advancing a technology trial to look at capturing video evidence on mobility devices at the scene of family violence incidents, with the aim of providing better services for victims, increased efficiencies, and improved quality of information.
- Leading the development of an improved multi-agency response to reports of family violence to Police, in partnership with government and non-government agencies.
- Improved practice initiatives on the ground, including Waikato's Family Safe Network. This involves a daily safety assessment meeting of all family violence reports to Police and review of actions agreed at the meeting.
- Trialling updated safety alarms for high risk family violence victims.
- Jointly with the Ministry of Justice, developing and testing an intensive case management approach for high risk family violence victims.

Delivery of the Children's Action Plan through participation in Children's Teams and vetting of the children's workforce

Police upgraded its vetting application processes to take into account the increased range of employing entities required to have workforce checking as a result of Part 3 of the Vulnerable Children Act 2014, which came into effect on 1 July 2015, and the anticipated increased demand on its services.

Police also held several seminars in every District with representatives from other government agencies and NGOs to raise awareness of the workforce safety obligations required under the Vulnerable Children Act.

Cabinet approved the establishment of a child sex offender register and child sex offender risk management framework. In advance of the legislation taking effect, Police has developed a Centre for Impact on Sexual Offending, which trials data sharing between Police and the Department of Corrections.

When children are present at a family violence incident attended by Police, we assess the risk to those children. Last year Police, in partnership with Child, Youth and Family, examined our use of the Child Risk Factor tool to assess and improve on its predictability of children at risk.

Police Child Protection Teams have conducted enhanced prevention visits jointly with Child, Youth and Family since February 2015, in situations where a child abuse investigation has not identified a specific offence, but a number of risk indicators, such as previous family violence, gang involvement, alcohol and drug dependency, current Child, Youth and Family involvement with the child and/or siblings, were present.

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Number of offences against children per 10,000 population	New measure for 2014/15				12
Number of offences against vulnerable adults per 10,000 population	New measure for 2014/15				14.3
Percentage of breaches of Police Safety Orders	New measure for 2011/12	6%	6%	8%	8%
Percentage of respondents concerned about their overall personal safety over the next six months (very and/or extremely concerned)	25%	24%	25%	24%	Unavailable ^[3]
Number of prosecutions that relate to offences involving firearms (excluding administrative offences under the Arms Act)	New measure for 2012/13		3,022	2,668	2,922 ^[4]

Measure ^[5]	2010	2011	2012	2013	2014
Number of pedestrians killed or seriously injured per 10,000 population ^[6]	0.80	0.78	0.77	0.75	0.72
Number of cyclists killed or seriously injured per 10,000 population ^[6]	0.28	0.32	0.28	0.31	0.29

[3] Unisys (the result source) has discontinued surveying people on this measure as they concluded there was little year-on-year variance in the data. This measure has been removed from the Police performance indicators for the 2015/16 financial year.

[4] The results reported in this Annual Report differ from previous years due to a change in the way the data is calculated. The results reported in this Annual Report count the number of offenders proceeded against.

[5] Police has endeavoured to use financial year data wherever possible, but some measures are only collected on a calendar year basis. Where this is the case calendar year information is provided.

[6] Seriously injured is defined as requiring hospitalisation for longer than one day.

Order is maintained

People should be able to go about their business unaffected by the fear of crime. We seek to ensure that public spaces are safe and secure, people obey the law and do not create nuisances for others.

What we did

ANZAC Day – Centennial Commemorations

Hundreds of thousands of New Zealanders attended events to mark the 100th anniversary of the ANZAC landings at Gallipoli. The solemnity of the huge crowds at ceremonies throughout the day demonstrated just how important these commemorations are to our sense of nationhood.

Thousands of New Zealanders were at ANZAC Cove, and Police had staff on the Gallipoli Peninsular to assist in keeping everyone there safe.

Many Police staff, both on and off duty, attended services in New Zealand, and at deployments overseas, showing great respect not just for those we remember on ANZAC Day but also the communities they came from and the loved ones they left behind.

A further large contingent of Police employees took part in security operations related to ANZAC Day, ensuring the commemorations passed off peacefully and those attending were safe.

ICC Cricket World Cup

From the opening in Christchurch to the blistering semi-final in Auckland nearly six weeks later, Police presented a professional, friendly face to the cricketing world.

This was enabled by two years of planning in conjunction with specialist Police groups, districts and external partners.

Ensuring that everyone attending the tournament was able to enjoy the cricket in a safe environment required the input of a wide range of specialists from across Police. The National Intelligence Centre produced two reports a day before and during the tournament. The ICT group organised technical arrangements, such as CCTV feeds from grounds to the National and District Command Centres. Other groups involved included Diplomatic Protection Services, the National Prevention Centre, specialist search squads, the Armed Offender Squad, National Criminal Investigations Group, Māori, Pacific and Ethnic Services, Road Policing, Public Affairs, the Communications Centres, the Police Prosecutions Service and Legal Services.

There was no sign of match-fixing, or repeated pitch invasions. Spectator behaviour was generally good, with highly engaged Police employees helping the carnival atmosphere.

FIFA Under-20 World Cup

Policing of the FIFA Under-20 World Cup in New Zealand was a triumph of meticulous planning, expert execution and cooperation with partner agencies.

The operation involved 52 games, 24 teams, in seven Police Districts, and resulted in just three arrests and 38 evictions by Police and security staff.

Each team had a Police Team Liaison Officer appointed by Districts. If the team changed districts another Liaison Officer took over, ensuring they always had the benefit of strong local knowledge wherever they were based.

Bay Watch Festival

Police was at the forefront of the response to a riot at the Bay Watch Festival over the New Year period, which resulted in 83 injuries and 67 arrests.

In recent years disorder had increased at the festival and Police had prepared accordingly, through the development of Operation Redline. Police was particularly concerned about the approach to alcohol with the organisers adopting a BYO approach rather than a special liquor license.

Police worked alongside event management and security, managing low-level problems with yellow (warning) and red (ejection) cards. In total 197 yellows and 125 reds were issued.

Police teams were proactive during the afternoon of 31 December, supporting event security and arresting troublemakers and the intoxicated. From around 5pm incidents of disorder markedly increased – then at 6.05pm, the riot began. Fires were lit and explosions were heard, probably from burning aerosol cans.

There were 45 Police employees on site, and another eight were called in as the disorder increased. They formed a line, supported by security staff, and began a three-hour sweep of the campgrounds, moving the campers into a communal area where buses were waiting to take them to Rhythm and Vines.

Royal visit

In May 2015 Prince Harry arrived in New Zealand for a Royal Tour. The Prince's visit attracted even more interest than would normally be the case due to the birth of the Duchess and Duke of Cambridge's daughter the weekend before.

A large Police operation was carried out to ensure the safety of the Prince and the large crowds drawn to his various public engagements. The extensive planning that had gone into the visit ensured that it was a success with large numbers of New Zealanders having an opportunity to meet and see the Prince.

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Repeat calls for service, noise control: • Number • Percentage	New measure for 2014/15				916 19%

Measure	2010	2011	2012	2013	2014
Rating in Political stability and absence of violence index (where 1 is the highest possible score)	0.91	0.97	0.97	0.99	0.99

Communities are supported to resolve safety issues

Professional policing is founded on the notion that the public are the police and the police are the public. We recognise that the people who know the most about safety problems in their area are the people who live there, and we seek to support them in developing sustainable solutions to those problems through a community policing approach.

What we did

Māori Responsiveness Managers

In support of the Turning of the Tide strategy, a Māori Responsiveness Manager was appointed in each district to lead Police's work with iwi. The roles play a key part in Police's efforts to improve outcomes for Māori, which ultimately improve outcomes for the country as a whole, because Māori are significantly overrepresented in the criminal justice system.

The Māori Responsiveness Managers hold a senior management role at district leadership level, but also have a reporting responsibility to the Deputy Chief Executive: Māori. They provide line management of Iwi Liaison Officers, and in some cases Ethnic and Pacific Liaison Officers, and are responsible for ensuring district activity aligns with national priorities.

As well as the ability to influence internal practice, a key to the success of the role is an ability to build and sustain partnerships with Māori leaders, elders, service providers, Māori Wardens and members of Police's Māori Advisory Boards.

Smart Client

Police implemented a mapping application, called Smart Client, which enables us to provide community partners with consistent, good quality information. The programme allows Police employees to produce a map plotting incidents of certain types of crime in a given area over a given time. This can be used by community-based organisations such as Community Patrols, Neighbourhood Support or Māori Wardens to compare on a week-by-week basis and identify trends as they emerge.

The information provided by Smart Client is limited to certain categories of volume crime, for example burglary, thefts from shops and from or of vehicles, vehicle interference or damage to property. Individual properties are not identified and the exact locations of offences are not specified.

Operation Ping An

Operation Ping An – meaning 'safety' – reduced victimisation among Asian shopkeepers in Counties Manukau, boosted trust and confidence, increased mutual understanding and paved the way for further prevention work. The operation saw officers fluent in Mandarin, Cantonese and Korean engage with 257 businesses.

Safety assessments were completed, prevention information and advice was distributed, and representatives of 42 businesses attended seminars at Ormiston and Otahuhu Police stations on topics such as Crime Prevention Through Environmental Design (CPTED).

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Percentage of survey respondents who agree 'Police is responsive to the needs of my community'	78%	78%	80%	80%	78%
Percentage of survey respondents who agree 'Police are involved in activities in my community'	68%	69%	69%	69%	69%

PRIORITY TWO: IMPROVED ROAD SAFETY

Less harm from crashes

Last year
for every
10,000
population,
there were...



4 motorcycle-related
Graduated Driver Licensing (GDL)
systems offences

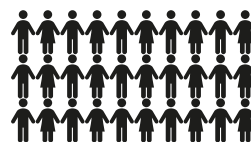
1,572
youth-related GDL
offences



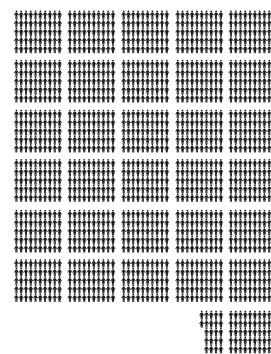
4.4 fatal and serious
injury crashes



5.9 hospitalisations > 1 day



54 alcohol and drug offences



Road and driving behaviour



8,851
repeat calls for
service, traffic
emergency



3%
of vehicles stopped
were in breach of
Road User Charges



93%
rate of child
restraint wearing



416m
kilometres travelled
– level of road use

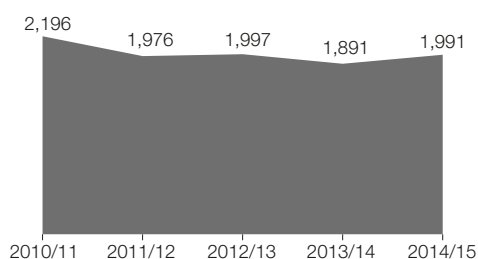


0.9
road deaths per
10,000 vehicles
(‘risk on road’)



63
young drivers
aged 15–24
involved in fatal
road crashes

Fatal and serious injury crashes reported to New Zealand Transport Agency



52%
of vehicles
travelling over
urban speed limit



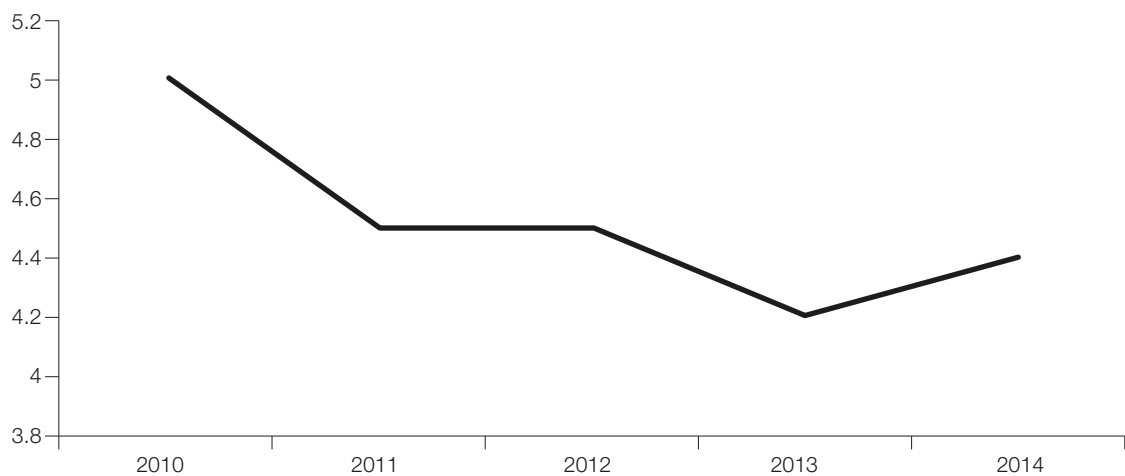
22%
of vehicles
travelling over
open road
speed limit

Priority two: Improved Road Safety

Police contributes to the safe and efficient movement of people and goods across New Zealand's transport networks. However, the level of road trauma remained unacceptably high. Speed, drink driving and distraction whilst driving remain key issues of concern, especially for young and inexperienced drivers.

The number of deaths on New Zealand roads reached an all time low in 2013/14 and increased slightly in 2014/15, but remains at a historically low level.

Number of fatal and serious injury road crashes recorded per 10,000 population



We will track our progress in achieving the outcome of Improved Road Safety through monitoring changes in results under the impact area of:

- less harm from crashes.

Less Harm from crashes

New Zealand lags behind comparable countries in terms of road safety, and the social harm from crashes affects families, the wider community and the health system. The harm from crashes also has an economic impact, which was estimated to be \$3.3 billion in 2012.

Police is committed to the direction set out in Safer Journeys, New Zealand's Road Safety Strategy 2010–2020, and to working in partnership across the road safety sector. Police has aligned its road policing activities with the strategy and will deliver Police-specific activities set out in the Safer Journeys Action Plan.

What we did

Police used a combination of prevention, deterrence and enforcement, along with education and information, to protect communities and reduce death and trauma on New Zealand roads. Police worked with neighbourhoods to deliver locally-led prevention programmes on road safety matters, road safety education. Police also worked with established partners to improve environmental design and the safety of the road network.

Lower Drink Drive Limit

On 1 December 2014 the limit for drivers over 20 was lowered from 400mcg of alcohol per litre of breath to 250mcg, and from 80mg of alcohol per 100ml of blood (0.08), to 50mg (0.05). For drivers under 20, the limit remained zero.

As a result of the changes adult drivers blowing 251–400mcg of alcohol per litre of breath receive an infringement notice (\$200) and 50 demerit points. Those over 400mcg face criminal charges.

Police supported an NZTA advertising campaign, which included bus shelter posters in main centres, radio ads and information on TV, and by giving drivers leaflets.

Booze Bus Biometrics

Police is now able to electronically scan fingerprints and take digital photographs of suspected drink-drivers at the roadside with a system known as Booze Bus Biometrics (BBB). This reduces time travelling to and from a Police station allowing Police to spend more time on productive duties.

BBB will let Police officers confirm within minutes the identities of people they intend to charge, comparing biometric data to existing Police records and storing new information for future reference. It uses existing legislation – all Police constabulary employees are empowered to obtain alleged offenders' fingerprints and photographs under section 33 of the Policing Act 2008. However, they cannot require drivers to go to a Police station for this unless there is good cause to suspect they have given false particulars.

The system was installed in all 21 Police booze buses. During the month-long trial in Wellington District 20 drivers were processed, 18 for impaired driving and two for driving while disqualified. None tried to provide false particulars.

Drivers wanted for other offences can also be identified and processed appropriately by the system.

How we did

Measure	2010	2011	2012	2013	2014
Number of fatal and serious injury road crashes recorded per 10,000 population (new measure for 2014/15) ^[7]	5.0	4.5	4.5	4.2	4.4
Number of hospitalisations (for more than one day) resulting from road crashes per 10,000 population	6.6	6.1	6.2	6.3	5.9
Number of fatal and serious injury crashes reported to New Zealand Transport Agency ^[7]	2,196	1,976	1,997	1,891	1,991
Percentage of 'risk on road' (number of road deaths per 10,000 vehicles)	New measure for 2014/15				0.9
Number of young drivers (15–24 years) involved in fatal crashes	New measure for 2014/15				63
Percentage of road users travelling over urban road speed limit ^[8]	New measure for 2014/15				52%
Percentage of road users travelling over open road speed limit ^[8]	New measure for 2014/15				22%
Rate of child restraint wearing ^[9]	New measure for 2014/15				93%
Maintain levels of road use (reported as 100 million kilometres travelled)	New measure for 2014/15				416

Notes

[7] Seriously injured is defined as requiring hospitalisation for longer than one day

[8] Speed survey data is available at <http://www.transport.govt.nz/research/roadsafety-surveys/speed-surveys/2013-speed-survey-results/carspeeds/>

[9] Child restraint data is available at <http://www.transport.govt.nz/research/roadsafety-surveys/safety-belt-statistics-and-child-restraint-surveys/>

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Percentage of all vehicles stopped in breach of Road User charge rules [by Commercial Vehicle Investigations Unit (CVIU) staff]	New measure for 2012/13		3%	3%	3%
Number of Motorcycle related Graduated Driver Licensing (GDL) systems offences detected per 10,000 population	New measure for 2013/14			4	4
Number of Youth-related GDL Systems offences detected per 10,000 population	New measure for 2013/14			1,449	1,572
Number of alcohol and drug driving offences detected per 10,000 population	New measure for 2013/14			52	54
Number of repeat calls for service, traffic emergency	New measure for 2014/15				8,851

PRIORITY THREE: LESS CRIME

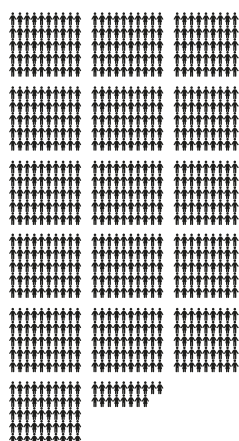
Less harm from crime

In 2014/15
for every
10,000
population,
there were...



818

total crimes



The law is upheld through appropriate actions



75%
adult first
time offenders



70%
youth first
time offenders



18%
youth offenders
managed by
Police through
non-court action
who reoffended



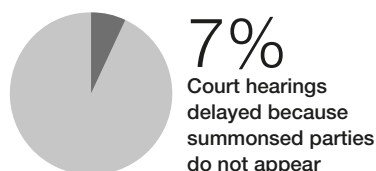
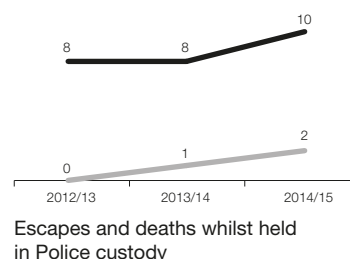
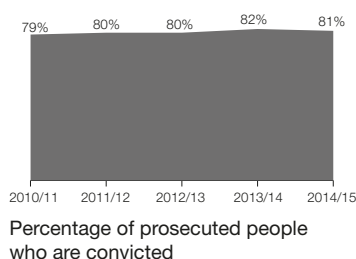
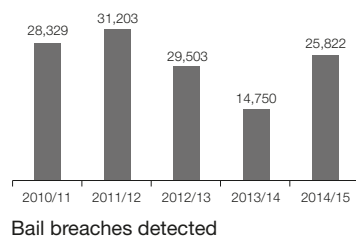
23%
proportion of locations
experiencing two or
more occurrences of
crime within last
12 months



644
alcohol related
offences



7,006
traffic offences
identified per
10,000 vehicle
stops (including
breath testing)

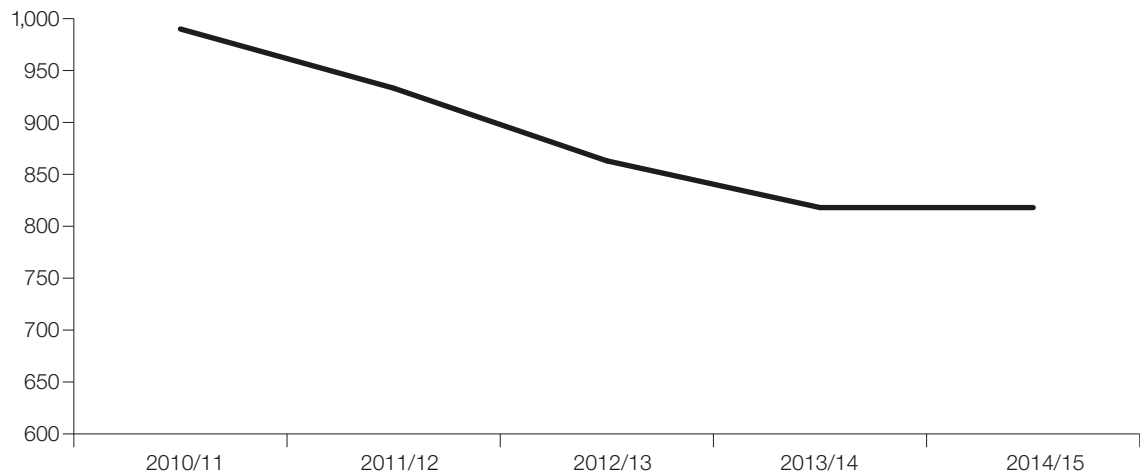


17,322
offenders who received a
non-prosecutorial resolution
(volume offences)

Priority three: Less Crime

A primary role of government is to provide for the security of its citizens. Modern policing was founded on the principle of preventing crime and disorder in contrast to what had gone before, which could at best be described as law enforcement. We have embraced this aspect of our tradition through the Prevention First operating strategy. The strategy is aimed at having the right person in the right place at the right time focusing on the issues of youth, alcohol and drugs, organised crime and gangs, dysfunctional families and high-risk driving behaviours.

New Zealand crime rate per 10,000 population



We will track our progress in achieving the outcome of Less Crime through monitoring changes in results under the impact areas of:

- less harm from crime
- the law is upheld through appropriate actions.

Less harm from crime

Crime has a corrosive effect on our society as well as causing profound harm and distress to victims and to the families of victims and offenders. As a result, crime and anti-social behaviour continues to present significant social and economic costs to society, including the associated costs of maintaining the justice system. Also when there is a perception that a particular location is unsafe people can alter the way they live their lives, undermining neighbourhoods and leading to businesses suffering financially. This is why Police has put prevention at the forefront of everything we do – and we are seeing the results from doing so. However, whilst the overall crime rate has been reducing, the seriousness and frequency of recorded crime is still of concern.

What we did

Youth Crime

Children and young people⁴ comprise approximately 10% of the population, yet offending by children and young people accounts for approximately 20% of Police apprehensions. Māori are significantly over-represented, particularly amongst those receiving more serious sanctions.

The Youth Crime Action Plan (YCAP) was launched in October 2013 to reduce crime by children and young people and help those who offend turn their lives around. Police plays a central role in ensuring the success of the YCAP. Together with the *Prevention First: Youth Policing Plan* that was launched in June 2012 the YCAP has contributed to significant reductions in youth crime. During 2014/15 Police implemented a short risk screening tool, so that decisions on how to respond to offending by every child and young person apprehended by Police are informed by their risk of reoffending. We also completed the nationwide roll-out of the Youth Resolution Model, implemented as part of the *Prevention First: Youth Policing Plan*, which has contributed to the Government's Better Public Services target for youth crime being consistently exceeded.

Police is a strong supporter of the Social Sector Trials, which bring together government agencies, NGOs and local communities to take a different approach to achieving better outcomes, particularly for youth, in a number of locations across New Zealand. The Trials have proven to be a successful model for collaborative working across agencies, bringing the innovation and dynamism of communities to bear in the delivery of public services.

Whole-of-Government Action Plan to Reduce the Harms Caused by New Zealand Adult Gangs and Transnational Crime Groups

Adult gangs and transnational crime groups create disproportionate harm in New Zealand. While overall crime is trending downwards, serious offending by adult gang members is increasing.

Almost half of the serious offences committed by gang members are family violence related. A high proportion of gang members' children experience multiple incidents of abuse or neglect

Historical responses to adult gangs and transnational crime groups have produced successful operations, but these groups have continued to expand and adapt. As a result, in December 2014 Cabinet directed Police to lead the implementation of the Whole-of-Government Action Plan to Reduce the Harms Caused by New Zealand Adult Gangs and Transnational Crime Groups.

The Action Plan consists of four initiatives, which are:

- the creation of a multi-agency Gang Intelligence Centre to provide a combined intelligence picture of gang activity, inform decision making on preventative, investigative and enforcement interventions, and identify vulnerable children, youth and gang family members for social service support
- Start at Home: a programme of social initiatives to support gang members and their families to turn away from the gang lifestyle, and reduce the likelihood of young people joining gangs
- establishment of two multi-agency Dedicated Enforcement Taskforces: one to strengthen border protection to target drug trafficking networks and restrict international gang travel, and one to strengthen asset recovery efforts and prevent and target financing of crime and profit received from crime

4 Children and young people are defined in the Children, Young Persons, and Their Families Act 1989 as being under the age of 17 for the purposes of youth justice. Section 21 of the Crimes Act 1961 states that no child under the age of 10 shall be convicted of any offence. Reading these two pieces of legislation together Police defines children and young people as being between the ages of 10 and 16 inclusive, for the purposes of youth justice.

- work to ensure that the Legislative Toolkit enables law enforcement agencies to appropriately target cash acquired illegally, better detect, investigate and prosecute organised crime, monitor gang offenders on release from prison, and manage risk to keep communities safe.

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
New Zealand crime rate (per 10,000 population): ^[10]					
• Violent crime	109	102	100	96	98
• Youth crime	323	296	254	210	198
• Total crime	990	933	863	818	818
Number of serious assaults resulting in injury per 10,000 of the population	25.4	23.4	21.7	20.5	22.2
Number of offenders re-offending within 12 months	New measure for 2014/15				30,524
Victimisations where serious violence occurs:	New measure for 2014/15				13,047 5%
• Number					
• Percentage					
Rate of first time offenders: ^[11]	New measure for 2014/15				75% 70%
• Adult					
• Youth					
Youth offenders managed by Police through non-court action who reoffend: ^[12]	New measure for 2014/15				2,666 18%
• Number					
• Percentage					
Number of alcohol-related offences ^[13]	New measure for 2014/15				644
Percentage of controlled purchase operations breaches detected that resulted in application for suspension of liquor license (within one month of detection)	New measure for 2012/13		62%	54%	Unavailable ^[14]
Number of traffic offences identified per 10,000 vehicle stops (including breath testing) ^[15]	not available	5,605	4,871	5,956	7,006
Proportion of locations experiencing two or more occurrences of crime within 12 months	24%	24%	23%	23%	23%

Notes

[10] Better Public Services (BPS) Result 7. Source: Ministry of Justice www.justice.govt.nz/justice-sector/better-public-services-reducing-crime/progress-updates.

[11] A first time offender is defined as an individual who has offended once in the last 12 months.

[12] Youth offenders who reoffend within 12 months.

[13] These are offences specific to alcohol-related legislation, not offending that may have occurred following the consumption of alcohol.

[14] Changes implemented by the Alcohol Regulatory and Licensing Authority (ARLA) to its database mean that this information is no longer readily available.

[15] New measure for 2014/15.

The law is upheld through appropriate actions

When a crime does occur it is vital that in a democratic society there is access to a fair justice system. Police's operational independence is enshrined in legislation, so that its response is based solely on the circumstances at hand.

Through *Prevention First* Police has placed a strong emphasis on meeting needs of victims, central to which is bringing offenders to justice. The resolution rate for serious crime remains very high, and Police is continuing to focus on improving the resolution rate for volume crime. As a result of the Alternative Resolutions workstream of *Policing Excellence*, Police resolves an increasing proportion of less serious crime through the use of warnings and restorative justice approaches.

What we did

Virtual Reality (VR) Photography

Police deployed a new investigative tool, developed by the Auckland Forensic Imaging Unit, which provides 360 degree VR Photography of crime scenes. The tool uses specialised equipment and software to piece together a series of images to provide an interactive image encompassing a 360 degree view of a location or scene. The finished movie allows investigative staff to visually lead others through an entire scene, from the exterior through to the interior.

The process is relatively quick, meaning a VR walk-through can be available to investigators within hours. While it does not replace scene photography, VR provides a useful tool when used in conjunction with still imagery, for example in briefings, as a visual walk-through for jury members and judges and in witness, suspect and victim interviews.

LiveScan

During 2014/15 Police started rolling out exciting new biometric technology. LiveScan is an extension of Police's existing finger and palm print system. The new functionality is able to capture fingerprints and palm prints, prisoner photos, and later scars, marks and tattoos at extremely high resolution increasing the chances of a match.

It will also result in time savings for frontline staff with both improved functionality and rationalisation of the photography process. At the moment, staff have to take photographs separately to the gathering of finger and palm prints. The photographs are then uploaded on to Police systems from the camera and then added to the database. The new LiveScan technology will mean that photographs are captured at the same time as finger and palm prints and automatically added to Police databases.

Operation Stamp

August 2014 saw the culmination of a four-year investigation of a methamphetamine distribution network. The investigation found evidence of inter-gang co-operation and the increased presence of the Rebels gang in New Zealand. The final phase of the investigation saw assets worth \$802,211 forfeited.

In the termination of Operation Stamp numerous search warrants coordinated by Central District were executed across five districts.

Of 31 people arrested, 13 were identified as key figures in the group. Most of the 13 were imprisoned for methamphetamine-related offending, with total sentences for the main offenders of around 65 years.

For four years the asset recovery investigation examined every possible detail to identify, restrain and seek forfeiture of as many assets as possible belonging to, or under the control of, offenders and family members.

Once the appeal process was exhausted, asset investigators around the country could examine the relevant targets under the Criminal Proceeds Recovery Act and obtain vital information.

Matters have now been resolved against the last of the targets, either by settlement or court-imposed forfeitures, resulting in the forfeiture of:

- 32 motor vehicles, including 12 motorcycles
- \$398,368 cash
- \$4,900 bonus bonds

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Number of bail breaches detected	28,329	31,203	23,503	14,750 ^[16]	25,822
Percentage of all victimisations investigated	New measure for 2014/15				32%
Number of offenders who received a non-prosecutorial resolution (volume offences)	New measure for 2014/15				17,322
Percentage of repeat offending following non-prosecutorial resolution ^[17]	New measure for 2014/15				30%
Percentage of court hearings that are delayed because summonsed parties do not appear	New measure for 2014/15				7%
Number of prisoner escapes whilst held in Police custody	New measure for 2012/13		8	8	10
Number of prisoner deaths whilst held in Police custody	Nil	Nil	Nil	1	2
Percentage of prosecuted people who are convicted ^[18]	79%	80%	80%	82%	81%

Notes

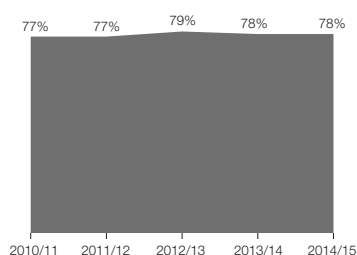
[16] Reported bail checks were lower than expected in 2013/14 due to a change in recording systems. The reported volume is based on information recorded through mobility devices. Any radio reported bail checks were omitted from this figure to avoid duplication.

[17] Reoffending within a 12 month period.

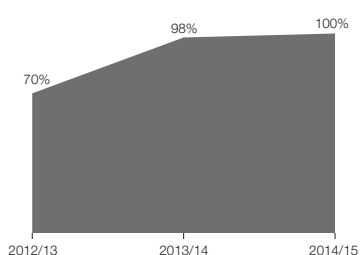
[18] Calendar year data. Source: Ministry of Justice.

PRIORITY FOUR: MORE VALUED SERVICES

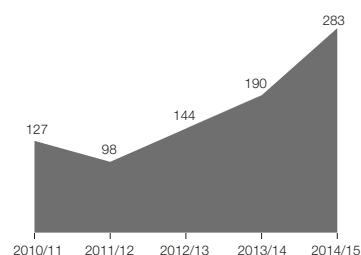
Trust and confidence in Police is maintained



Percentage of people who expressed full or quite a lot of trust and confidence in Police

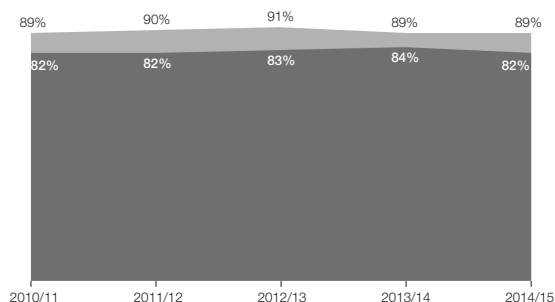


Conduct investigations that met Independent Police Conduct Authority (IPCA) standards, as independently audited by IPCA

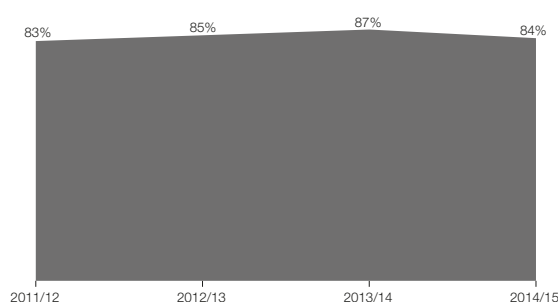


Number of complaints upheld against Police

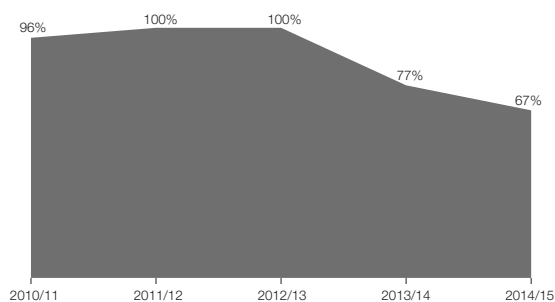
The public is satisfied with Police service



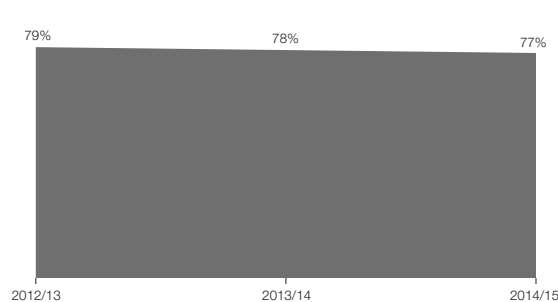
Contacts with Police where expectations of service delivery were met or exceeded, and overall service delivery satisfaction among members of the public who had contact with Police



Satisfaction with the Communications Centre response to calls



Victim Support offices' satisfaction with Police services, in relation to initial response and criminal investigation



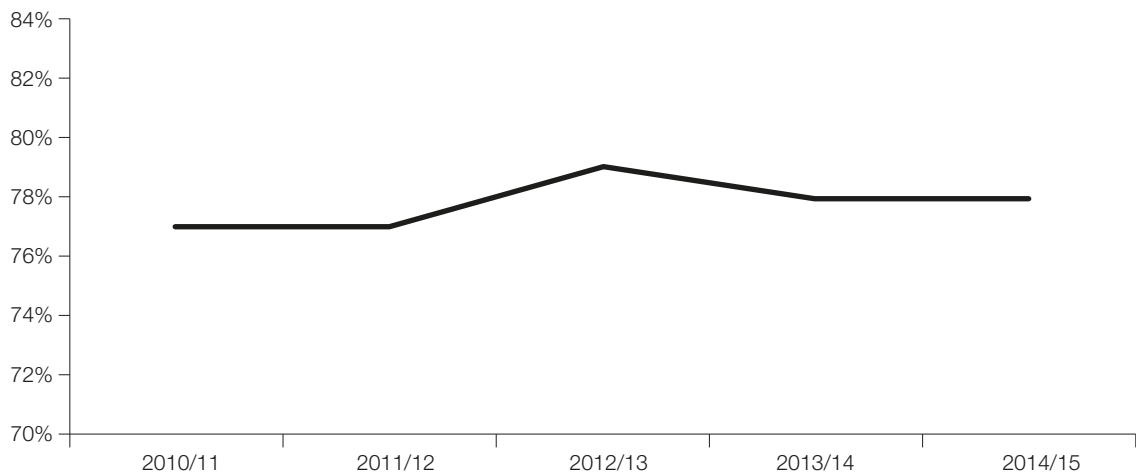
District Court Judges' satisfaction with the overall performance of Police prosecutors

Priority four: More Valued Services

Public trust and confidence in Police is vital in a functioning democracy underpinned by the rule of law. It is the basis of policing by consent. Without trust and confidence Police could not fulfil its functions – crime would not be reported, witnesses would not come forward, people would not pass on information, justice would be denied and enforcing the law would be more difficult. It is why the Commissioner of Police set a target of achieving 80% trust and confidence by 2017.

Public trust and confidence is a barometer of our organisational health and capability. Over 70% of Police's budget is spent on our people – if they are motivated, engaged and delivering services in accordance with our values we will see increases in public satisfaction with our services and levels of trust and confidence.

Percentage of people who expressed full or quite a lot of trust and confidence in Police



We will track our progress in achieving the outcome of More Valued Services through monitoring changes in results under the impact areas of:

- trust and confidence in Police is maintained
- the public is satisfied with Police service.

Trust and confidence in Police is maintained

Delivering our services in accordance with our values will be critical in making progress towards our target of 80% trust and confidence by 2017. In particular we will focus on improving the levels of trust and confidence amongst Māori and young people.

We are privileged to enjoy high levels of trust and confidence compared to other similar jurisdictions, which we do not take for granted. In 2014/15 we commissioned research into the drivers of trust and confidence in Police, so that we can further improve our approach.

In conjunction with other government agencies we will continue to work closely with communities, prioritising the issues that are important to them. We will ensure that feedback mechanisms exist so that if someone is not happy with Police services they can raise their concerns and have them investigated.

A key element in promoting trust and confidence is that Police reflects the communities we serve. In recent years we have made significant efforts to attract, appoint and promote people from groups traditionally under-represented in Police and we are starting to see progress. More information about the profile of Police can be found in Appendix 5: Profile of our people.

What we did

Review of Police's Values

Police's vision is to have the trust and confidence of all. To enable us to make progress towards it, we are guided by our core values.

These values inform the way we work, operate and make decisions. Our values reflect what is important to us and the communities we serve.

In 2014/15 we added the values Empathy and Valuing Diversity to the existing four. These new values will be central to increasing levels of trust and confidence. It is obvious that delivering high quality services to victims of crime and witnesses to distressing situations requires a high degree of empathy, and the increasing diversity in New Zealand means that we need to deliver our services in a manner appropriate to each individual.

The values we aspire to are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy and Valuing Diversity.

Use of Social Media

89% of New Zealanders are now online and more than half of our population has a Facebook account. No surprise then that interest in Police's social media pages has also increased significantly.

We now manage more than 40 Facebook pages; seven Twitter feeds; and YouTube, Linked In and Instagram accounts. In 2014, we saw a fourfold increase in incoming messages and interactions, jumping to a nearly 2.1 million a year.

This is a credit to staff nationwide who engage the public by sharing prevention advice, crime and traffic updates, posts seeking public help and otherwise communicate with locals daily. Our content reaches around 1.5 million people per week and is an important tool in helping maintain public trust and confidence.

Our posts can often go viral – think of the Dunedin Police puppy-naming competition that attracted 25,000 entries; the 22 million views of the NZTA 'Mistakes' advert on Otorohanga Police's Facebook page; the national headlines arising from a picture of a hedgehog with its head stuck in a chip container.

More recently, a Christchurch appeal for information gained significant media interest after the offender commented on his own mugshot. Thanks to fast thinking and a witty reply from Christchurch officers, images of the interaction were broadcast worldwide and the offender was caught within 48 hours.

However, the open and viral nature of social media isn't always a positive. We can quickly become the target for online trolls and negative commentary. We constantly need to be aware of what we say, how we say it and the response we may receive. Negative posts can be just as popular as the positive.

Introduction of Monthly Data on Victims and Offenders

Whereas previously the twice-yearly crime statistics provided information about the number of crimes committed and the number of people apprehended, the new monthly Recorded Crime Victims Statistics (RCVS) and Recorded Crime Offender Statistics (RCOS) focus on victims and offenders. The new statistics provide demographic information, including age, gender and ethnicity – and the relationship between victims and offenders. From 30 January 2015 these new statistics have been updated on the last working day of each month. These changes address recommendations of a 2009 Statistics NZ review, bringing Police into line with other jurisdictions, and increasing our transparency and accountability to New Zealanders.

How we did

Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Percentage of people who expressed full or quite a lot of trust and confidence in Police	77%	77%	79%	78%	78%
Number of complaints upheld against Police ^[19]	127	98	144	190 ^[20]	283
Percentage of conduct investigations that met Independent Police Conduct Authority (IPCA) standards, as independently audited by IPCA	–	–	70%	98%	100%

Notes

[19] The increase in complaints upheld was largely due to a large number of outstanding investigations being finalised in the 2013/14 and 2014/15 financial years. The percentage of upheld complaints rose from 6% to 8%.

[20] An improvement in the method of calculating the annual result was made, as such, the 2013/14 result was adjusted from 83 to reflect the updated calculation.

The public is satisfied with Police service

Satisfaction with policing services contributes to trust and confidence in Police. Police relies on public and stakeholder feedback to improve its processes and service delivery. We take recommendations from external accountability bodies, such as the Independent Police Conduct Authority, seriously and seek to implement them expeditiously.

Public satisfaction with our services is also a key indicator of our organisational health. Motivated staff delivering services in accordance with our values, supported by modern technology and effective back office systems will meet the expectations of the overwhelming majority of New Zealanders. In the latest staff engagement survey results we have sustained high levels of engagement in comparison with other public sector agencies, with an engagement index of 72.1, compared with around 69 in other public sector agencies.

*More detail about our **organisational health and capability** can be found in Appendix 4: Commission of Inquiry change management progress report and Appendix 5: Profile of our people.*

What we did

Victim Focus

The Victim Reform Package received Royal Assent on 6 June 2014, and came into force on 6 December 2014. The package aims to:

- strengthen the accountability of agencies and extend the general rights of victims by requiring agencies to report on complaints annually, improving the information provided to victims, and increasing access to restorative justice
- improve provisions for victim impact statements by widening their purpose and scope, and giving victims of section 29 offences⁵ the right to read their statement in court
- enhance the Victim Notification System (VNS)⁶ by widening the scope and improving the functioning of the system
- increase the rights of victims of offending by children and young persons by carrying across victims' rights in the adult courts to youth courts.

The Act supports our aim under *Prevention First* to improve the quality of services we provide to victims. The changes mean that Police is required to give victims information about their case as soon as practicable. The responsibility for providing this information sits with the Police Prosecutions Service (PPS).

Investment in Technology

We are equipping our people with tools and technology that enable them to deal with issues on-the-spot rather than having to return to a Police station to complete the paperwork. This has direct benefits through Police staff spending more time out in their communities, where they can make the biggest difference in preventing crime. Over time it will also enable us to reduce our property footprint to meet the whole-of-government target of 16m² per employee.

5 Specified offences in section 29 include all sexual offences and serious assaults; offences resulting in serious injury to a person, death, or a person being incapable; or an offence that has led to the victim having ongoing fears for their, or their immediate family's, physical safety or security.

6 The Victim Notification System refers to the notification system established by agencies to discharge duties in Part 3 of the Victims' Rights Act. Each agency has set up its own database and processes for notifying victims.

Enterprise Services

Through the Enterprise Services programme Police is gaining access to a modern, portable, centrally supported computer platform that allows us to do our jobs without being tied to a particular location. Through a phased approach we are updating our 8,700 desktops, laptops and tablets to run the latest software, linked to secure print services, which will deliver a smarter, faster environment and provide staff with an improved day-to-day experience.

Mobility Innovation Lab and Experience Centre

In December 2014 the Mobility Innovation Lab and Experience Centre opened. This centre fosters innovation and encourages rapid deployment of ideas and tools that support our operational strategy and have direct frontline benefits. Police staff work alongside our technology partners and other government agencies on how best to use mobility to meet the real-world challenges of modern policing. To date the Centre has looked at initiatives such as GPS, proximity devices and electronic formal statements and signatures.

Human Resource Management Information System (HRMIS)

Police relies heavily on its HRMIS to deliver human resource (HR) and payroll services. The system also provides data on staff skills, training and certifications (for example use of firearms), which is used by Police's Communications Centres when deploying staff to particular incidents or tasks. Access to this information is vital for the safety of the public and Police employees.

In 2014/15 we procured a new HRMIS, which will provide us with better quality information around the rostering, training and deployment of Police employees, thereby increasing our ability to ensure that New Zealanders can be safe and feel safe.

How we did

Impact Measure	2010/11	2011/12	2012/13	2013/14	2014/15
Overall satisfaction with service delivery among members of the public who had contact with Police	82%	82%	83%	84%	82%
Percentage of contacts with Police where expectations of service delivery is met or exceeded	89%	90%	91%	89%	89%
Percentage of satisfaction with the communications centre response to calls	Not measured	83%	85%	87%	84%
District Court judges' satisfaction with the overall performance of Police prosecutors	New measure for 2012/13		79%	78%	77%
Victim Support offices satisfaction with Police services, in relation to initial response and criminal investigation	96%	100%	100%	77%	67% ^[21]

Notes

- [21] Improvements to the survey methodology in 2013/14, which were further improved upon in 2014/15, provide Police more accurate information and detail on how it could improve its performance in future.

2. STATEMENT OF RESPONSIBILITY

As the Commissioner of Police, I am responsible for the preparation of the New Zealand Police financial statements, statements of expenses and capital expenditure, and for the judgements expressed in them.

I have in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

I am responsible for the provision of accurate end-of-year performance information on each appropriation administered by New Zealand Police in accordance with sections 19A to 19C of the Public Finance Act 1989, and which is provided in this Annual Report.

In my opinion, the financial statements fairly reflect the financial position and operations of the New Zealand Police for the year ended 30 June 2015, and the forecast financial statements fairly reflect the forecast financial position and operations of the New Zealand Police for the year ending 30 June 2016.

Signed by:



Mike Bush MNZM
Commissioner of Police

30 September 2015



3. PERFORMANCE INFORMATION SUPPORTING THE APPROPRIATION

The Auditor-General has noted the need for public entities to generally improve performance reporting. In this regard, Police continues to test and refine its performance measures used in key accountability documents.

Output Expense One – Policy Advice and Ministerial Servicing

Output expense description

This output expense includes:

- the purchase of policy outputs that involve the identification of problems and definitions, researching and monitoring of current practices
- analysing options, writing, discussing and negotiating or issuing instructions about a policy issue
- contribution to the formal government policy process
- services to the Office of the Minister of Police such as responses to Ministerial correspondence, answers to written questions in the House, speech drafts and other Ministerial advice as well as advice or responses provided to other government agencies and departments.

Sector or departmental outcome links

This output expense covers the preparation, input and coordination of ministerial and policy advice on matters related to legislation and justice and transport sector outcomes.

Outputs purchased within this expense

Output 1.1 – Policy Advice

This output covers the provision of policy advice on policing, and advice on proposed legislation affecting the police and the criminal justice sector.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
1.1.1	Number of policy briefings for the Minister ^[1]	251	190 to 250	138
1.1.2	Number of additional policy advice items for the Minister	95	50 to 100	188
1.1.3	Number of second opinion advice and contributions to policy advice led by other agencies	1,170	1,100 to 1,500	978
1.1.4	Total cost per hour of producing outputs	\$96	\$90 to \$120	\$104
Quality				
1.1.5	The satisfaction of the Minister of Police with the policy advice service, as per the common satisfaction survey	90%	80%	62%
1.1.6	Technical quality of policy advice papers assessed by a survey with a methodological robustness of 90%	68%	Better than 2013/14	72%
Timeliness				
1.1.7	Policy advice is provided in a timely manner, in accordance with the work programme agreed with the Minister	90%	At least 95%	40%

Notes

[1] This is the quantity of formal numbered briefings provided.

Output 1.2 – Ministerial Servicing

This output covers the researching and drafting of Ministerial correspondence, and the provision of draft responses to written and oral Parliamentary questions.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
1.2.1	Number of briefings for the Minister ^[2]	380	250 to 350	259
Quality				
1.2.2	Percentage of items of Ministerial correspondence returned due to errors	1%	Less than 5%	0%
Timeliness				
1.2.3	Percentage of draft responses to Parliamentary questions that are provided within specified timeframes	93%	100%	93%

Notes

[2] Results are demand driven. Legislative timetables, election cycles, and changes in Minister can affect this result.

Contextual information	Outturn 2013/14	Estimated outturn 2014/15	Outturn 2014/15
Percentage of items of Ministerial correspondence provided within the timeframes specified	94%	90%	96%
Number of items of Ministerial correspondence referred to Police for draft reply	195	350 to 550	103 ^[3]
Number of Parliamentary questions referred to Police for draft response	510	350 to 550	332
Number of Official Information Act requests answered for the Minister	29	20 to 30	36

Notes

[3] Result is demand driven.

Output Expense Statement

Policy Advice and Ministerial Servicing
for the year ended 30 June 2015

	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	3,318	3,989	3,122	3,989
Revenue Department	6	2	1	1
Revenue Other	14	21	12	12
Total Revenue	3,338	4,012	3,135	4,002
Expenses				
Policy Advice	2,692	3,302	2,411	3,278
Ministerial Servicing	615	677	724	724
Total Expenses	3,307	3,979	3,135	4,002
Net Surplus (Deficit)	31	33	-	-

Output Expense Two – General Crime Prevention Services

Output expense description

This output expense includes the delivery of services within the community that help to prevent crime, including:

- advice that reduces the risk of personal harm and increases the security of property
- youth-focused crime prevention and community safety services
- vetting services for other agencies
- firearms licensing
- dealing with lost and found property.

Sector or departmental outcome links

This output expense covers general proactive interventions. The activities and programmes promote safety in conjunction with general crime prevention. Structured programmes are delivered in schools alongside general youth services, and the information provided aims to increase intolerance to crime as well as enhancing awareness about crime. The output expense also includes initiatives in partnership with local government and community groups that are focused on reducing crime.

Outputs purchased within this expense

Output 2.1 – Community Responsiveness

The output includes the establishment of programmes and the pursuit of strategies in partnership with government agencies, local authorities and other community groups to address crime-related problems in the community. It also covers the provision of advice and information to raise public awareness about safety and security issues. It includes general communication with communities, media articles to promote safety and security issues, and specific advice to victims on practical actions that help to reduce the likelihood of revictimisation. It also covers the provision of administrative and logistical support to community groups including Victim Support and neighbourhood, rural and business support groups.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
2.1.1	Number of foot patrols	125,710	100,000 to 120,000	139,987
2.1.2	Number of victim intervention plans actioned and gold response ^[4] initiated	New measure for 2014/15	2,300 to 2,500	2,628
2.1.3	Number of problem-solving plans implemented in high-risk communities to address safety and crime issues	New measure for 2014/15	33	33
2.1.4	Number of incidents where the risk of further harm is assessed (in instances where a family relationship exists)	New measure for 2014/15	102,000 to 112,000 ^[5]	106,248

Notes

[4] A Gold Response is the highest level of Police response to a victim, when there is the greatest risk of repeat victimisation. Key to a gold response is the development and implementation of a Victim Intervention Plan.

[5] Performance standards for 2014/15 have been corrected to reflect the annual total. This differs from the information reported in the Information Supporting the Estimates which included expected six-month totals in error (51,000 to 56,000).

Output 2.2 – Youth Services

This output covers formal school visits by Police Education Officers to educate children on proactive ways to keep themselves safe, prevent crime and resist drugs. It also includes the development of new school programmes to address emerging needs. It includes proactive Youth Development Programmes designed to prevent at-risk youth from becoming involved in crime or reoffending. The output also includes the provision of proactive Youth Aid services, although it does not include officers' time spent dealing with criminal cases involving young people (which is covered in Output Expense Five).

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
2.2.1	Number of young people (including children) managed through Police youth services	New measure for 2014/15	13,000 to 14,000	10,438
2.2.2	Percentage of primary schools receiving crime prevention advice and support	85%	70% to 90%	81%
2.2.3	Percentage of secondary schools receiving crime prevention advice and support	86%	70% to 90%	82%

Output 2.3 – Vetting Services

This output covers the vetting of applications for passports and for licences issued by other agencies (e.g. liquor, private investigator, security guard, and motor vehicle licences). It also includes the vetting of people who wish to provide home-stay student care and other services to vulnerable members of society to determine whether they are fit and proper persons to provide these services.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
2.3.1	Number of vetting requests processed	468,249	440,000 to 480,000	504,506
Timeliness				
2.3.2	Percentage of vetting requests processed within agreed timeframes: Priority	100%	100%	95%
2.3.3	Percentage of vetting requests processed within agreed timeframes: General	100%	90%	74%

Output 2.4 – Firearms Licensing

This output covers the processing of applications for firearms licences, the issuing of licences, the verification of compliance with endorsed licences, enforcement, and the revocation of firearms licences. It also covers the work to ensure people whose licences have expired have lawfully disposed of any firearms they have possessed.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
2.4.1	Number of applications for firearms licences processed	21,684	15,000 to 25,000	34,310 ^[6]
2.4.2	Number of firearms licences revoked ^[7]	565	400 to 600	556
Timeliness				
2.4.3	Average number of days to follow-up with expired firearms licence holders to ensure appropriate disposal or removal of firearms	166 days	60 days	75 days ^[8]

Notes

[6] The increase in applications for firearms licences processed is due to the continuation of the 10-year relicensing cycle.

[7] This measure is a response by Police preventing a person who is no longer deemed fit-and-proper from holding a firearms licence.

[8] This reports the *mean* number of days taken to follow-up with expired firearms licence holders. The improvement from 2013/14 can largely be attributed to a focus on reducing outstanding, long-term expired licenses.

Output Expense Statement

General Crime Prevention Services
for the year ended 30 June 2015

	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	152,877	154,068	149,341	154,068
Revenue Department	378	110	161	161
Revenue Other	3,759	5,058	3,688	5,471
Total Revenue	157,014	159,236	153,190	159,700
Expenses				
Community Responsiveness	87,529	94,823	86,196	94,076
Youth Services	50,654	48,692	50,347	47,493
Vetting Services	4,595	3,240	4,614	3,186
Firearms Licensing	8,609	10,283	8,325	11,676
Lost and Found Property	3,625	3,309	3,708	3,269
Total Expenses	155,012	160,347	153,190	159,700
Net Surplus (Deficit)	2,002	(1,111)	-	-

Output Expense Three – Specific Crime Prevention Services and Maintenance of Public Order

Output expense description

This output expense identifies the specific crime prevention activities undertaken by Police that target risk areas, including:

- proactive patrolling
- strategies that focus on reducing repeat victimisation for violence, burglary and vehicle offences
- maintaining order at demonstrations and public events, providing security in court environs and support to aviation security, and providing other general security at international and domestic airports
- the deployment of staff to Cabinet-approved overseas policing operations and providing secretariat support to the Pacific Island Chiefs of Police.

Sector or departmental outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through specific interventions. The interventions are proactive and are customised to the outcome. The activities and programmes are directed at ‘at-risk’ people or groups and are specific to particular contexts. Structured programmes include risk-targeted patrolling where patrols are directed to locations of repeat offending, recidivist offenders and repeat victims.

Outputs purchased within this expense

Output 3.1 – Directed Patrols

This output covers the proactive strategies that seek to reduce specific crime issues targeted in the Government Crime Reduction Strategy and includes the delivery of foot and mobile patrol activities. Services provided under this output will be managed through Risk Targeted Patrol Plans, which include an information-gathering and intelligence-based risk assessment process focused on delivering a visible police presence to people and areas considered to be at greatest risk from criminal offending. Police patrols undertake such activities as interacting with the public, monitoring property, making routine hotel patrols, visiting places where people congregate, and speaking to people behaving suspiciously or other people of interest.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
3.1.1	Number of bail checks	303,482	350,000 to 400,000	326,297
3.1.2	Number of vehicle stops	588,547	550,000 to 600,000	618,026
3.1.3	Number of licensed premises checks	55,299	40,000 to 60,000	58,891
Quality				
3.1.4	Percentage of licensed premises checks at 'risk' times and locations ^[9]	23%	20% to 25%	22%
3.1.5	Number of Controlled Purchase Operations (CPO) at off-licence premises and at-risk on-licence premises	2,956	3,000 to 5,000	890 ^[10]

Notes

[9] Risk times have been defined as Saturday and Sunday 00:00hrs to 06:00hrs; risk locations are identified where crime occurs regularly (more than twice).

[10] Several factors have contributed to the CPO numbers being reduced. The most significant being the absence of "Operation UNITE" during the 2014/15 year. This was where Police (in conjunction with our Australian Police counterparts) conducted two national operations (one at Christmas and one at Easter) with a focus on reducing alcohol-related harm. CPOs were a significant feature of "Operation UNITE".

Output 3.2 – Maintenance of Order

The output covers operational duties focused on maintaining public order and preventing breaches of the peace at demonstrations. It includes the delivery of services such as crowd control, dealing with lost children, and public relations at events. It covers security services provided for VIPs, diplomat protection security, witness protection services, support to aviation security, and other general security at international and domestic airports.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quality				
3.2.1	Number of public events attended for crowd control	841 ^[11]	New measure for 2014/15	930
3.2.2	Number of noise control incidents attended	2,432 ^[11]	New measure for 2014/15	2,192

Notes:

[11] New measure for 2014/15.

Output 3.3 – Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police

This output covers the requirements of training and deployment of staff overseas. It includes overseas liaison, joint Ministry of Foreign Affairs and Trade operations, and permanent secretariat support to the Pacific Islands Chiefs of Police.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
3.3.1	Number of police staff deployed offshore annually	68	90 to 100	480 ^[12]
3.3.2	Number of overseas liaison posts maintained	8	9	10
Quality				
3.3.3	Percentage of capacity building programmes delivered to standards	100%	100%	100%

Notes:

[12] This increase is due to a number of short term deployments including: the contingent to the Solomon Islands; the G20 contingent to Brisbane, Australia; and the contingent to the Small Island Developing States (SIDS) conference in Apia, Samoa. This number does not include the 10 Police Liaison Officers. The programmed deployments for the 2014/15 year were 65 (comparable to the 68 deployed staff in 2013/14).

Output Expense Statement

Specific Crime Prevention Services and Maintenance of Public Order for the year ended 30 June 2015	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	139,921	143,279	136,756	143,279
Revenue Department	10,982	12,531	3,261	12,561
Revenue Other	816	987	576	576
Total Revenue	151,719	156,797	140,593	156,416
Expenses				
Directed Patrols	112,394	117,539	108,134	111,334
Maintenance of Order	17,036	17,152	15,976	16,280
Staff Deployment Overseas and Support to the Pacific Islands Chiefs of Police	17,532	21,412	16,483	28,802
Total Expenses	146,962	156,103	140,593	156,416
Net Surplus (Deficit)	4,757	694	–	–

Output Expense Four – Police Primary Response Management

Output expense description

This output expense includes:

- Communication Centres providing advice and information to callers
- Communications Centres dispatching response vehicles to calls for assistance
- Initial attendance at incidents and emergencies.

Sector or departmental outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through operational responses to emergencies, incidents and tasks. The interventions are reactive and customised to the outcome. The deployment of appropriate resources to deal with incidents, offences and tasks in a timely and complete way is vital for the success of many operational situations police face. Police rely on public trust and confidence, and providing responsive policing that is effective and efficient is fundamental to securing that support.

Outputs purchased within this expense

Output 4.1 – Communication Centres

This output covers the three Police Communication Centres, which receive and deal with telephone calls from the public, through to the dispatch of patrols, specialist groups or other emergency services and the conclusion of enquiries where callers are seeking advice and information.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
4.1.1	Number of calls answered: 111	New measure for 2014/15	770,000 to 790,000	791,662
4.1.2	Number of calls answered: General	New measure for 2014/15	550,000 to 570,000	685,101
4.1.3	Number of calls answered: Crime Reporting Line	New measure for 2014/15	440,000 to 460,000	363,315
Timeliness				
	Percentage of calls answered (by the Communications Centres):			
4.1.4	111 (within 10 seconds of being presented)	88%	90%	82%
4.1.5	General (within 30 seconds of being presented)	81%	80%	71%
4.1.6	Crime Reporting Line (within 30 seconds of being presented)	New measure for 2014/15	70%	61%

Output 4.2 – Police Response to Incidents and Emergencies

This output covers those events that require an immediate response where there is a real threat to life or property. It also covers the initial attendance of police to an incident that is not an emergency response and to events where attendance is sufficient to resolve issues.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
4.2.1	Number of (non-traffic) emergency events responded to	183,612 ^[13]	150,000 to 170,000	147,535 ^[13]
4.2.2	Number of (non-traffic) non-emergency events responded to	New measure for 2014/15	2,100,000 to 2,500,000	645,787 ^[14]
4.2.3	Number of Search and Rescue events: Land	759	700 to 900	1,033
4.2.4	Number of Search and Rescue events: Water	1,256	1,300 to 1,500	1,688
4.2.5	Number of Police Safety Orders issued	12,864	10,000 to 12,000	13,721
4.2.6	Number of hours spent on diplomatic protection	New measure for 2014/15	New measure for 2014/15	102,024
4.2.7	Number of Armed Offender Squad deployments	New measure for 2014/15	800 to 1,000	845
Timeliness				
4.2.8	Median response time to emergency events in urban policing areas	7 minutes 26 seconds	8 to 9 minutes	7 minutes 33 seconds
4.2.9	Median response time to emergency events in rural policing areas ^[15]	11 minutes 56 seconds	12 to 14 minutes	12 minutes 36 seconds

[13] The 2013/14 reported outturn included emergency traffic events; the outturn excluding emergency traffic events was 143,703. The 2014/15 outturn excludes emergency traffic events; for comparison, the outturn including emergency traffic events is 192,392. Response to traffic events are accounted for by measures 7.3.1 and 7.3.2.

[14] The variance between the performance standard and the outturn is primarily due to a change in recording practice by frontline staff, following the roll-out of the Police mobility devices. Previously, officers logged all events attended through the Police Communications Centres, including those events where the officer was already in attendance. These events were included as a measure of the Communications Centres' workload. However, as frontline staff now create many events themselves via mobility devices (i.e. not via the Communications Centres), and as the officer is already in attendance, no 'response' is possible. This 'disqualifies' these officer generated events from this measure. Police has therefore reported what appears to be a significant 'reduction' in events responded to. A smaller but important factor in the reduction in apparent volumes can be attributed to the exclusion of traffic events from the result. Response to traffic events are accounted for by measures 7.3.1 and 7.3.2.

For comparison, if the officer generated events were included, the result for the 2014/15 year would be approximately 3 million (2013/14 2.66 million and 2012/13 2.25 million). The 2013/14 outturn (excluding emergency traffic events) was 649,521.

[15] Rural areas include the Greater Auckland Motorway system.

Output Expense Statement

Police Primary Response Management
for the year ended 30 June 2015

	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	387,820	376,651	382,052	376,651
Revenue Department	948	261	707	707
Revenue Other	1,635	1,978	2,683	2,683
Total Revenue	390,403	378,890	385,442	380,041
Expenses				
Communications Centres	37,976	40,868	37,130	40,002
Police Response to Incidents and Emergencies	347,060	341,445	348,312	340,039
Total Expenses	385,036	382,313	385,442	380,041
Net Surplus (Deficit)	5,367	(3,423)	-	-

Output Expense Five – Investigations

Output expense description

This output expense includes:

- criminal investigations
- non-criminal investigations.

Sector or departmental outcome links

This output expense provides services aimed at reducing violence, burglary, vehicle offences, organised criminal offending and threats to national security through investigations of crime, offences and certain other events. The interventions are reactive and customised to the outcome. The deployment of appropriate investigative resources to deal with criminal offending and certain incidents in a timely and competent way is vital for the success of many operational situations that Police face. Police rely on public trust and confidence, and providing a robust, effective and efficient investigative response is fundamental to securing that support.

Outputs purchased within this expense

Output 5.1 – Criminal Investigations

This output covers a variety of investigative services that follow from Police initial attendance and early investigation of reported crimes. It also includes activity resulting from Police-initiated investigations. It further covers arrests resulting from these investigations through to the preparation of files for final case resolution whether by prosecution or by Police diversion. The output includes the execution of search warrants and the interviewing of suspects and offenders. It includes the collection, examination and analysis of forensic crime scene samples, such as fingerprints and DNA, to match crime scene samples with samples held on record.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
5.1.1	Number of hours spent on active investigation	New measure for 2014/15	New measure for 2014/15	3,193,991
	Number of victimisations where investigation is finalised because Police determine 'no crime has occurred' or the 'offender is proceeded against': ^[16]			
5.1.2	Against the person crime	New measure for 2014/15	New measure for 2014/15	18,948
5.1.3	Property crime	New measure for 2014/15	New measure for 2014/15	18,069
5.1.4	Number of multi-agency taskforce operations commenced by the Organised and Financial Crime Agency New Zealand (OFCANZ)	12	10 to 12	8
Timeliness				
	Proportion of victimisations where investigation is finalised within 30 days because Police determine 'no crime has occurred' or the 'offender is proceeded against':			
5.1.5	Against the person crime	New measure for 2014/15	New measure for 2014/15	45%
5.1.6	Property crime	New measure for 2014/15	New measure for 2014/15	15%
5.1.7	Percentage of people who have reported offences that are advised of results or updated on the investigation within 21 days of reporting that offence	81%	90%	87%

Note

[16] This is the number of files finalised as at seven-days after the date the offence was reported to Police.

Output 5.2 – Other Investigations

This output covers case investigation of those matters that do not fall within a crime category or those matters dealt with by early case closure. Examples include enquiries into missing people, investigating sudden deaths and services provided to assist people who are mentally ill.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quality				
Number of other (non-criminal) investigations relating to:				
5.2.1	incidents where a family relationship exists	New measure for 2014/15	85,000 to 100,000	68,575
5.2.2	reports of missing persons	16,602	17,000 to 19,000	17,976
5.2.3	persons with mental illness	13,102	14,000 to 20,000	14,921
5.2.4	reports of sudden deaths	4,959	6,000 to 8,000	6,024

Output Expense Statement

Investigations for the year ended 30 June 2015	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	369,722	377,065	365,423	377,065
Revenue Department	899	261	546	546
Revenue Other	1,557	1,977	2,090	2,090
Total Revenue	372,178	379,303	368,059	379,701
Expenses				
Criminal Investigations	341,654	357,404	342,281	355,205
Other Investigations	25,555	24,341	25,778	24,496
Total Expenses	367,209	381,745	368,059	379,701
Net Surplus (Deficit)	4,969	(2,442)	–	–

Output Expense Six – Case Resolution and Support to Judicial Process

Output expense description

This output expense includes:

- prosecuting criminal cases
- resolving non-criminal cases
- executing court orders, fines warrants and arrest warrants
- escorting and holding people in Police cells following arrest
- the custody and escort of arrested, remand and sentenced prisoners as directed by the court
- the care, and when necessary, the temporary custody and escort of people with mental health problems.

Sector or departmental outcome links

This output expense supports the judicial process through prosecutions, the custody of arrested people and remand prisoners, and the execution of court documents.

Outputs purchased within this expense

Output 6.1 – Criminal Case Resolution

This output covers the Police prosecutor's time preparing, consulting and completing cases with the case manager, preparing cases for court and attending at District Court. It includes work within the Police Adult Diversion Scheme and attendance at Family Group Conferences to resolve youth offending. It also covers support to the Coroners Court to resolve Coronial Inquests.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
6.1.1	Number of cases prosecuted	104,974	105,000 to 115,000	99,127
6.1.2	Number of diversions successfully completed	5,182	3,000 to 5,000	4,906
Quality				
6.1.3	Percentage of cases resolved by prosecution that are withdrawn/dismissed at defended hearing (judge alone trial) due to Police providing insufficient evidence	5%	6%	8% ^[17]
Timeliness				
6.1.4	Percentage of judge alone trials that do not proceed on the date agreed between Police and the Courts, for reasons that are the responsibility of Police	3%	Less than 3%	3%

[17] The three percentage point increase was caused by a change in recording practice to include withdrawals by Police on the day of the trial.

Output 6.2 – Execution of Court Summonses, Warrants and Orders

This output covers the delivery of services that have been authorised by the issue of a notice, an instruction, an order or a warrant from a legislated authority. It includes the execution of warrants to arrest and fines warrants and breaches of home detention conditions as required, the serving of summonses and other minor offence notices (not including those generated under the Transport Act 1962).

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
6.2.1	Number of court documents executed (i.e. delivered) ^[18]	58,878	60,000 to 70,000	74,034

Notes

[18] Results are demand driven.

Output 6.3 – Custody and Escort Services

This output covers the escort and holding of prisoners in Police cells following arrest, and includes the holding of remand or some sentenced prisoners in approved locations. It also covers the custody and escort of people requiring assessment under the Mental Health (Compulsory Assessment and Treatment) Act 1989.

Performance Measures		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
6.3.1	Number of prisoners escorted and/or held in custody	New measure for 2014/15	140,000 to 170,000	151,146

Output Expense Statement

Case Resolution and Support to Judicial Process for the year ended 30 June 2015	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	125,857	127,258	116,559	127,258
Revenue Department	979	351	404	404
Revenue Other	531	668	654	654
Total Revenue	127,367	128,277	117,617	128,316
Expenses				
Criminal Case Resolution	51,645	53,523	47,921	53,570
Execution of Court Summonses, Warrants and Orders	16,856	14,591	16,316	14,841
Custody and Escort Services	56,912	59,702	53,380	59,905
Total Expenses	125,413	127,816	117,617	128,316
Net Surplus (Deficit)	1,954	461	-	-

Output Expense Seven – Road Safety Programme

Output expense description

This output expense covers:

- the delivery of services outlined in the Road Policing Programme directed towards the achievement of road safety outcomes, and the delivery of key strategic services such as: highway patrol, speed and traffic camera operations, restraint device control, drink or drugged driver control operations, commercial vehicle investigation activity, and visible road safety enforcement
- court prosecution and infringement management
- road safety education activities and community services
- services associated with traffic management such as peak flow, event traffic control and crash attendance.

Sector or departmental outcome links

Evaluation at the programme level establishes the clearest linkage between the interventions identified under this output and overall road safety outcomes. As a member of the transport sector, Police contributes towards the achievement of the Safer Journeys outcomes and Road Policing Strategy actions.

Outputs purchased within this expense:

7.1 *Reduce the Impact of High Risk Behaviours:*

- reduce the impact of high risk drivers
- increase safety of young drivers
- increase safety of motorcycling
- reduce impact of alcohol/drug impaired driving
- reduce the impact of speed
- increase the use of restraints
- improve safety of heavy motor vehicle fleet
- enforcement of road and roadside rules
- improve safety of light vehicle fleet
- improve safe walking and cycling
- reduce impact of fatigue and distraction
- improve safety of older road users

7.2 *Crash Attendance and Reporting*

7.3 *Traffic Management*

Performance Measures – Reduce the Impact of High Risk Behaviours		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
Quantity				
7.1.1	Number of enforcement actions taken against high risk drivers per 10,000 population ^{[19] [20]}	774	680 to 720	836
7.1.2	Number of enforcement actions taken against motorcyclists relating to bike not to standard (warrant of fitness) per 10,000 population ^[20]	4.4	3.5 to 4.5	4
7.1.3	Number of (officer issued) enforcement actions taken for speed per 10,000 population ^[20]	648	590 to 635	641
7.1.4	Number of enforcement actions taken for vehicle occupants for not wearing restraints per 10,000 population ^[20]	140	120 to 135	120
7.1.5	Number of enforcement actions taken for intersection behaviour and lane compliance per 10,000 population ^[20]	152	125 to 145	167
7.1.6	Number of enforcement actions taken for mobile-phone non-compliance per 10,000 population ^[20]	41	30 to 35	53 ^[21]
7.1.7	Number of enforcement actions taken for breaches of work-time and log-book rules ^[20]	2,743 ^[22]	2,000 to 3,000	3,659
7.1.8	Number of (officer issued) enforcement actions taken for heavy motor vehicles exceeding the speed limit per 10,000 population ^[20]	18	20 to 30	16.5
7.1.9	Number of enforcement actions taken for cycle helmet non-compliance per 10,000 population ^[20]	25	20 to 30	18
7.1.10	Number of enforcement actions taken for light vehicle fleet standard requirements (warrant/certificate of fitness) per 10,000 population ^[20]	319	270 to 295	323
7.1.11	Number of secondary school road safety sessions delivered	9,554	7,000	8,640
7.1.12	Number of primary school road safety sessions delivered	48,862	43,000	44,590
7.1.13	Number of breath tests conducted ^[23]	3,029,072	2,700,000 to 2,900,000	2,555,957
Quality				
7.1.14	Percentage of all commercial vehicle combinations stopped by Commercial Vehicle Investigation Unit (CVIU) staff, and for which vehicle inspection reports are completed	100%	100%	100%
Timeliness				
7.1.15	Percentage of roadside inspection reports for all heavy motor vehicle roadside inspections (levels 3, 5 and 6) that are entered into the New Zealand Transport Agency (NZTA) Road Inspection database within 20 working days	81%	100%	99%

[19] This measure reports the total high risk driver and dangerous and careless driving offences per 10,000 population.

[20] "Enforcement actions" include traffic infringements (i.e. those offences with a prescribed fee – commonly known as a ticket) and traffic offence proceedings (i.e. those offences that may result in prosecution, referral to Youth Aid, warnings, and other resolutions).

[21] The increase in enforcement actions taken for mobile-phone non-compliance can be attributed to a number of factors including a strategic focus on reducing harm caused by distractions while driving.

[22] The query used to calculate this result omitted some offence codes in error. The previously reported (2013/14 financial year) outturn of 2,445 was therefore incorrect and the correct result of 2,743 has been provided.

[23] Breath Alcohol Test counts are electronically recorded on the 'Sniffer' testing devices when a breath test is conducted. Test volumes are downloaded and reported to Police every six months by the manufacturer of the units.

Performance Measures – Crash Attendance and Reporting		Outturn 2013/14	Performance Standard 2014/15	Outturn 2014/15
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Timeliness

7.2.1	Percentage of all Traffic Crash Reports correctly completed and received by the NZTA within 10 weeks of the crash or within seven days of completion of file (whichever happens first)	93%	95%	93%
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Quantity

Number of traffic events responded to:

7.3.1	'emergency'	30,228	20,000 to 30,000	44,857 ^[24]
7.3.2	'total'	195,169	150,000 to 190,000	249,372 ^[24]

Timeliness

7.3.4	Median response time to emergency traffic events in urban policing areas	7 minutes 37 seconds	8 to 9 minutes	8 minutes 34 seconds
7.3.5	Median response time to emergency traffic events in rural policing areas ^[25]	11 minutes 27 seconds	12 to 14 minutes	13 minutes 20 seconds

Notes

[24] These measures are similar to measures 4.2.1 and 4.2.2, but relate to traffic events only.

[25] Rural areas include the Greater Auckland Motorway system.

Output Expense Statement

Road Safety Programme for the year
ended 30 June 2015

	2013/14 Actual \$000	2014/15 Actual \$000	2014/15 Main Estimates \$000	2014/15 Supplementary Estimates Adjusted for 26A Changes \$000
Revenue				
Revenue Crown	308,667	320,294	296,667	320,294
Revenue Department	–	–	–	–
Revenue Other	–	–	–	–
Total Revenue	308,667	320,294	296,667	320,294
Expenses				
High Risk Behaviours:				
<i>High Risk Drivers</i>	93,149	93,127	87,539	94,758
<i>Young Drivers</i>	–	–	–	–
<i>Motorcycling</i>	–	–	–	–
<i>Alcohol / Drug Impaired</i>	49,246	51,271	48,961	52,644
<i>Speed</i>	74,278	74,270	72,077	78,024
<i>Restraint</i>	13,220	14,494	13,270	14,903
<i>Heavy Vehicle Fleet</i>	9,502	9,833	8,877	9,778
<i>Roads and Roadsides</i>	1,208	1,183	1,225	1,288
<i>Light Vehicle Fleet</i>	–	–	–	–
<i>Walking and Cycling</i>	1,440	1,474	1,383	1,562
<i>Fatigue and Distraction</i>	2,369	2,432	2,386	2,571
<i>Older Road Users</i>	–	–	–	–
Crash Attendance and Reporting	56,480	56,314	54,414	57,606
Traffic Management	7,346	7,397	6,535	7,160
Total Expenses	308,238	311,795	296,667	320,294
Net Surplus (Deficit)	429	8,499	–	–

4. FINANCIAL STATEMENTS

Financial Statements for the Year Ended 30 June 2015

Statement of Accounting Policies

Reporting Entity

Police is a government department as defined by section 2 of the Public Finance Act 1989, and is domiciled and operates in New Zealand. The relevant legislation governing Police's operations includes the Public Finance Act 1989 and the Policing Act 2008. Police's ultimate controlling entity is the New Zealand Crown.

Police's primary objective is to provide services to the New Zealand public, including keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participating in policing activities outside New Zealand, and emergency management. Police does not operate to make a financial return.

The financial statements for Police have been prepared in accordance with the requirements of the Public Finance Act 1989. Accordingly, Police has designated itself as a Public Benefit Entity (PBE) for financial reporting purposes.

The reporting period for these financial statements is the year ended 30 June 2015.

Basis of Preparation

The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently throughout the period.

Statement of Compliance

These financial statements have been prepared in accordance with New Zealand generally accepted accounting practice (NZ GAAP) and tier 1 PBE accounting standards. These financial statements are the first financial statements presented in accordance with the new PBE accounting standards.

Other than changes in terminology and presentation to the financial statements, there have been no material adjustments arising on transition to the new PBE accounting standards.

Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Standards Issued and Not Yet Effective and Not Early Adopted

In May 2013, the External Reporting Board issued a new suite of PBE accounting standards for application by public sector entities for reporting periods beginning on or after 1 July 2014. Police has applied these standards in preparing the 30 June 2015 financial statements.

In October 2014, the PBE suite of accounting standards was updated to incorporate requirements and guidance for the not-for-profit sector. These updated standards apply to PBEs with reporting periods beginning on or after 1 April 2015. Police will apply these updated standards in preparing 30 June 2016 financial statements. Police expects minimal or no change in applying these updated accounting standards.

Statement of Significant Accounting Policies

Revenue

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Crown Revenue

Police is primarily funded from the Crown. This revenue is restricted in its use for the purpose of Police meeting the objectives specified in its founding legislation and the scope of the relevant appropriations each year. Police consider that there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

Other Revenue

Revenue earned through the provision of services to third parties on commercial terms are considered exchange transactions. Revenue from these services is recognised when earned and is reported in the financial period to which it relates.

The Police Revenue is considered to be non-exchange.

Leases

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of the asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Leasehold improvements are capitalised and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter.

Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term highly liquid investments with original maturities of three months or less.

Receivables

Accounts receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate, less impairment changes.

A receivable is considered impaired when there is objective evidence that Police will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amount expected to be collected.

The Police receivables are considered to be non-exchange.

Non-Current Assets Held for Sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

Non-current assets held for sale are recorded at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets held for sale are not depreciated or amortised while they are classified as held for sale.

Property, Plant and Equipment

Property, plant and equipment consists of the following asset classes: land, buildings, furniture and fittings, plant, equipment and communication assets, motor vehicles and vessels.

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and accumulated impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations

Land and buildings are revalued at least every five years or whenever the carrying amount differs materially to fair value.

Land and buildings revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expenses and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenses but recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised in other comprehensive revenue and expenses.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Police and the cost of the item can be measured reliably.

Capital work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

Depreciation

Depreciation is charged on a straight-line basis on all property, plant and equipment other than land, at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its estimated useful life. The useful lives and associated depreciation rates for classes of property, plant and equipment are as follows:

Class of Asset	Depreciation rate
Land	Not depreciated
Buildings	1–10%
Plant and Equipment, Computer Equipment and Communication Assets	8–25%
Vessels	6–25%
Furniture / Fittings	10%
Motor Vehicles	8–17%

The useful life and estimated residual value of motor vehicles are classified into three separate classes, sedans and station wagons, light commercial and heavy vehicles. The weighted average depreciation rate across these classes is 13.2% (2014: 13.2%).

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives, whichever is the shorter.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Intangible Assets

Software Acquisition and Development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development employee costs and an appropriate portion of relevant overheads.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in surplus or deficit.

The useful life and associated amortisation rate of a major class of intangible assets being “Acquired and developed computer software” has been estimated at 5 years (20%).

Impairment of Property, Plant and Equipment and Intangible Assets

Police does not hold any cash generating assets. Assets are considered cash-generating where their primary objective is to generate a separately identifiable commercial return.

Non-Cash Generating Assets

Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying

amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

Any reversal of an impairment loss is recognised in the surplus or deficit.

Employee Entitlements

Short-Term Employee Entitlements

Employee benefits that are due to be settled within 12 months are reported at the amount expected to be paid.

These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-Term Employee Entitlements

Employee benefits that are due to be settled beyond 12 months after the end of period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on the:

- likely future entitlements accruing to staff, based on years of services, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- present value of the estimated future cash flows.

Termination Benefits

Termination benefits are recognised in surplus or deficit only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Presentation of Employee Entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an increase in the appropriate item of expenditure in profit or loss.

Commitments

A provision for future expenses and liabilities to be incurred on contracts that have been entered into at balance date are reported as commitments to the extent that they represent unperformed obligations.

Contingencies

Contingent liabilities and contingent assets are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements (unquantifiable liability). Contingent liabilities, including unquantifiable liabilities, are disclosed if the possibility that they will crystallise is not remote. Contingent liabilities are recorded in the Statement of Contingent Liabilities at the point at which the contingency is evident.

Contingent assets are disclosed if it is probable that the benefits will be realised.

Accident Compensation Corporation (ACC) Partnership Programme

Police belongs to the ACC Partnership Programme whereby Police accepts the management and financial responsibility of work related illnesses and accidents of employees. Under the Programme, Police is liable for all its claims costs for a period of four years. At the end of the four year period, Police pays a premium to ACC for the value of residual claims, and the liability for ongoing claims from that point passes to ACC.

The liability for the ACC Partnership Programme is measured at the present value of expected future payments to be made in respect of the employee injuries and claims up to the reporting date using actuarial techniques. Consideration is given to expected future wage and salary levels and experience of employee claims and injuries. Expected future payments are discounted using market yields at the reporting date on government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Equity

Equity is the Crown's net investment in Police and is measured as the difference between total assets and total liabilities and is classified as taxpayers' funds.

Revaluation reserves relate to land and buildings being revalued to fair value.

Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST except for accounts receivable and accounts payable, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The amount of GST owing to or by the Inland Revenue Department (IRD) at balance date, being the difference between Output GST and Input GST, is included in accounts payable or accounts receivable as appropriate. The net amount of GST paid to, or received from the IRD including GST relating to investing and financing activities is classified as an operating cash flow in the cash flow statement.

Income tax

Police is exempt from the payment of income tax in terms of the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

Budget figures

The budget figures are those included in the Estimates of Appropriation for and the Supporting Information (Budget) for the year ending 30 June 2015 and the Supplementary Estimates of Appropriation (Revised Budget) and the Supporting Information for the year ending 30 June 2015.

The budget figures have been prepared in accordance with NZ GAAP using accounting policies that are consistent with those adopted in preparing these financial statements and are based on PBE accounting standards. Forecast information has been included for the following financial year for the first time. The Public Finance Amendment Act 2013 requires this. The aim is to increase transparency by providing the reader with further context of this year's results by showing next year's forecast for comparison.

The forecast figures are those included in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2016 (the Forecast is 2015 Budget and Economic and Fiscal Update (BEFU 2015) out-year 1 figures).

The budget and forecast figures are unaudited and have been prepared in accordance with the requirements of the Public Finance Act 1989, and comply with PBE accounting standards. They are to be used in the future for reporting historical general purpose financial statements. The forecast figures contained in these financial statements reflect Police's purpose and activities and are based on a number of assumptions on what may occur during the year 2015/16. Forecast events and circumstances may not occur as expected. Factors that could lead to material differences between the forecast financial statements and the 2015/16 actual financial statements include changes to the baseline forecast through new initiatives, Cabinet decisions and technical adjustments.

Cost Allocation

Costs are allocated to output expenses based upon activity profiles assigned to staff positions. For support services which do not directly deliver outputs, the allocation of cost is based on an assessed consumption of that service.

Critical Accounting Estimates and Assumptions

In preparing these financial statements, Police has made estimates and assumptions that concern the future. These estimates and assumptions may differ to the subsequent actual results. The estimates and assumptions are based on historical experience and various other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The estimates and assumptions are reviewed on an ongoing basis. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Fair Value of Land and Buildings

Note 9 provides the significant assumptions that have been applied in determining the fair value of land and buildings.

Useful Lives and Residual Values of Property, Plant and Equipment

The useful lives and residual values of property, plant and equipment are reviewed at each balance date.

Long Service Leave and Sick Leave

Note 14 provides an analysis of the exposure and assumptions in relation to estimates and uncertainties surrounding long service leave and sick leave.

STATEMENT OF APPROPRIATIONS

for the Year Ended 30 June 2015

	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Changes during the year 2014/15 \$000	Supp. Estimates 2014/15 \$000	Sec. 26A Changes 2014/15 \$000	Appro. Voted 2014/15 \$000
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Appropriations for Departmental Output Expenses

Policy Advice and Ministerial Servicing	3,307	3,979	3,135	867	4,002	–	4,002
General Crime Prevention Services	155,012	160,347	153,190	6,510	159,700	–	159,700
Specific Crime Prevention Services and Maintenance of Public Order	146,962	156,103	140,593	15,823	156,416	–	156,416
Police Primary Response Management	385,036	382,313	385,442	(5,401)	380,041	–	380,041
Investigations	367,209	381,745	368,059	11,242	379,301	400	379,701
Case Resolution and Support to Judicial Process	125,413	127,816	117,617	9,499	127,116	1,200	128,316
Road Safety Programme	308,238	311,795	296,667	25,227	321,894	(1,600)	320,294
Total Appropriations for Departmental Output Expenses	1,491,177	1,524,098	1,464,703	63,767	1,528,470	–	1,528,470

Appropriation for Departmental Other Expenses

Compensation for Confiscated Firearms	–	–	10	(10)	–	–	–
Total Departmental Appropriation for Other Expenses	–	–	10	(10)	–	–	–
Appropriation for Capital Contribution from the Crown	–	–	–	–	–	–	–
Appropriation for Capital Withdrawal by the Crown	(22,989)	(13,198)	–	–	–	–	–

The accompanying notes form part of the financial statements.

	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Changes during the year 2014/15 \$000	Supp. Estimates 2014/15 \$000	Sec. 26A Changes 2014/15 \$000	Appro. Voted 2014/15 \$000
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Appropriation for Non-Departmental Other Expense Flows

United Nations Drug Control Programme	100	100	100	–	100	–	100
Total Non-Departmental Appropriations for Other Expenses	100	100	100	–	100	–	100

Appropriations for Non-Departmental Revenue Flows

Non-Tax Revenue:

Infringement Fees	86,608	86,396	70,900	15,000	85,900	–	85,900
Sale of Unclaimed Property	153	178	400	–	400	–	400
Crown Revenue	100	100	100	–	100	–	100
Forfeit to Crown	105	28	–	–	–	–	–
Investment Income	18	–	–	–	–	–	–
Total Appropriations for Non-Departmental Revenue	86,984	86,702	71,400	15,000	86,400	–	86,400

The accompanying notes form part of the financial statements.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

for the Year Ending 30 June 2015

	Note	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Supp. Estimates 2014/15 \$000
Revenue					
Crown		1,488,182	1,502,604	1,448,920	1,502,604
Other Revenue	2	22,504	24,205	15,783	25,866
Interest		–	–	–	–
Total Revenue		1,510,686	1,526,809	1,464,703	1,528,470
Expenditure					
Personnel	3	1,061,432	1,107,000	1,073,889	1,095,079
Operating	4	282,950	276,821	251,851	292,190
Depreciation and Amortisation Expenses	6	82,473	77,361	82,210	77,976
Capital Charge	7	64,322	62,916	56,753	63,225
Total Operating Expenses		1,491,177	1,524,098	1,464,703	1,528,470
Surplus (Deficit) from Outputs		19,509	2,711	–	–
Revaluation of Land and Buildings		–	49,225	–	(141)
Other Comprehensive Income		–	49,225	–	(141)
Total Comprehensive income		19,509	51,936	–	(141)

The accompanying notes form part of the financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2015

	Notional Capital \$000	Reval. Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 1 July 2014	524,160	268,962	793,122	802,482	793,122
Net Surplus (Deficit) for the Year	2,711	–	2,711	–	–
Other Comprehensive Income	–	49,225	49,225	–	(141)
Transfer of Revaluation Reserve to Taxpayers' Funds on Disposal of Assets	1,959	(1,959)	–	–	–
Total Comprehensive Income for the Year	4,670	47,266	51,936	–	(141)
Transactions with owners in their capacity as owners					
Provision for Repayment of Surplus to Crown	(2,711)	–	(2,711)	–	–
Capital Contribution	–	–	–	–	1,326
Capital Withdrawal	(13,198)	–	(13,198)	–	(13,198)
Total Transactions with Owners in Their Capacity as Owners	(15,909)	–	(15,909)	–	(11,872)
Total Taxpayers' Funds as at 30 June 2015	512,921	316,228	829,149	802,482	781,109

The accompanying notes form part of the financial statements.

STATEMENT OF MOVEMENTS IN TAXPAYERS' FUNDS

for the Year Ended 30 June 2014

	Notional Capital \$000	Reval. Reserves \$000	Total Actual \$000	Main Estimates \$000	Supp. Estimates \$000
Taxpayers' Funds as at 01 July 2013	534,924	281,187	816,111	815,449	816,111
Net Surplus (Deficit) for the Year	19,509	–	19,509	178	–
Other Comprehensive Income	–	–	–	–	746
Transfer of Revaluation Reserve to Taxpayers' Funds on Disposal of Assets	12,225	(12,225)	–	–	–
Total Comprehensive Income for the Year	31,734	(12,225)	19,509	178	746

Transactions with Owners in Their Capacity as Owners

Provision for Repayment of Surplus to Crown	(19,509)	–	(19,509)	(178)	–
Capital Contribution	–	–	–	–	–
Capital Withdrawal	(22,989)	–	(22,989)	–	(14,375)
Total Transactions with Owners in Their Capacity as Owners	(42,498)	–	(42,498)	(178)	(14,375)
Total Taxpayers' Funds as at 30 June 2014	524,160	268,962	793,122	815,449	802,482

The accompanying notes form part of the financial statements.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2015

	Note	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Supp. Estimates 2014/15 \$000
Assets					
<i>Current Assets</i>					
Cash		64,827	23,313	30,000	30,000
Accounts Receivable	8	267,146	290,728	228,113	301,915
Prepayments		5,952	8,937	7,076	6,199
Inventories		48	59	54	48
Assets Held for Sale	11	–	1,630	–	–
Total Current Assets		337,973	324,667	265,243	338,162
<i>Non-Current Assets</i>					
Property, Plant and Equipment	9	820,201	855,170	899,048	834,326
Intangibles	10	39,962	38,274	26,532	37,769
Total Non-Current Assets		860,163	893,444	925,580	872,095
Total Assets		1,198,136	1,218,111	1,190,823	1,210,257
Liabilities					
<i>Current Liabilities</i>					
Creditors and Payables	12	19,769	24,035	43,022	41,951
Accrued Expenses	13	64,716	36,182	55,730	39,489
Employee Entitlements	14	147,227	174,289	149,362	204,308
Provision for Repayment of Surplus to the Crown		19,509	2,711	–	–
Total Current Liabilities		251,221	237,217	248,114	285,748
Non-Current Liabilities					
Employee Entitlements	14	153,793	151,745	140,227	143,400
Total Non-Current Liabilities		153,793	151,745	140,227	143,400
Total Liabilities		405,014	388,962	388,341	429,148
Net Assets		793,122	829,149	802,482	781,109
Taxpayers' Funds					
General Funds		524,160	512,921	522,457	514,247
Property, Plant and Equipment Revaluation Reserves		268,962	316,228	280,025	266,862
Total Taxpayers' Funds		793,122	829,149	802,482	781,109

The accompanying notes form part of the financial statements.

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2015

	Note	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Supp. Estimates 2014/15 \$000
Cash Flows from Operating Activities					
Cash provided from:					
<i>Supply of Outputs to:</i>					
- Crown		1,526,473	1,456,627	1,472,104	1,444,106
- Others		21,107	22,923	15,126	22,782
		1,547,580	1,479,550	1,487,230	1,466,888
Cash was applied to:					
<i>Produce Outputs:</i>					
- Personnel		(1,048,798)	(1,106,762)	(1,079,762)	(1,056,515)
- Operating		(307,163)	(275,799)	(260,120)	(280,654)
- Capital Charge		(64,322)	(62,916)	(56,753)	(63,225)
		(1,420,283)	(1,445,477)	(1,396,635)	(1,400,394)
Net Cash Flows from Operating Activities	15	127,297	34,073	90,595	66,494
Cash Flows from Investing Activities					
Cash provided from:					
Sale of Non-Current Assets		12,758	5,338	5,233	2,860
Cash was applied to:					
Purchase of Property, Plant and Equipment		(48,908)	(57,411)	(82,286)	(81,965)
Purchase of Intangible Assets		(25,569)	(13,514)	(13,542)	(13,542)
Net Cash Flows from Investing Activities		(61,719)	(65,587)	(90,595)	(92,647)
Cash Flows from Financing Activities					
Cash provided from:					
Capital Contribution		–	–	–	1,326
Cash was Applied to:					
Capital Withdrawal		(8,370)	(10,000)	–	(10,000)
Net Cash Flows from Financing Activities		(8,370)	(10,000)	–	(8,674)
Net Increase (Decrease) in Cash Held		57,208	(41,514)	–	(34,827)
Add Opening Cash		7,619	64,827	30,000	64,827
Closing Cash as at 30 June		64,827	23,313	30,000	30,000
Cash Balance Consists of					
Cash at Bank		63,793	22,312	28,830	28,830
Petty Cash		821	773	820	820
Overseas Posts		213	228	350	350
Total Cash		64,827	23,313	30,000	30,000

During the period, Police did not acquire any property, plant and equipment by means of finance lease (2014: nil).

The accompanying notes form part of the financial statements.

STATEMENT OF UNAPPROPRIATED EXPENDITURE

for the Year Ended 30 June 2015

Output Expenses	Actual \$000	Authorised at time of Breach \$000	Unappropriated Expenditure \$000
2015			
General Crime Prevention Services	160,347	159,700	(647)
Police Primary Response Management	382,313	380,041	(2,272)
Investigations	381,745	379,701	(2,044)
TOTAL	924,405	919,442	(4,963)

2014

No Unappropriated Expenses

Police sought fiscally neutral transfers between outputs expense appropriations for 2014/15 within Vote: Police under Section 26A of the Public Finance Act. These transfers were effected by way of an Order in Council made in May 2015. Expenses and Capital Expenditure Interim Authority under Imprest Supply approved under the Act.

Net Assets

Section 22 of the Public Finance Act requires that the net asset holding of a department must not exceed the most recent projected balance of net assets for that department as set out in an Appropriation Act, except where Ministers agree a surplus may be retained or where assets or liabilities have been remeasured. Police have not breached this requirement during the year (2014: \$nil).

The accompanying notes form part of the financial statements.

STATEMENT OF TRUST MONIES

for the Year Ended 30 June 2015

	Opening Balance \$000	Receipts \$000	Payments \$000	Closing Balance \$000
Bequests, Donations, Appeals	70	12	(82)	–
Reparation	8	15	(18)	5
Money in Custody	13,933	21,190	(22,414)	12,709
Found Money	137	189	(255)	71
Forfeited Money Payable to Crown	502	7,424	(7,948)	(22)
Total	14,650	28,830	(30,717)	12,763

The trust account holds funds retained by Police on behalf of other parties.

Bequests, Donations and Appeals are monies contributed by third parties for projects managed by Police.

Reparation money is money received from offenders to be paid to victims.

Money in Custody is money seized during operations and money held for suspects in custody.

Found Money is money that has been handed in by members of the public, that Police holds pending the rightful owner coming forward to claim it.

Forfeited Money Payable to Crown is money that is payable to the Crown following Court decisions.

The accompanying notes form part of the financial statements.

STATEMENT OF CONTINGENT LIABILITIES AND CONTINGENT ASSETS

as at 30 June 2015

	Actual 2013/14 \$000	Actual 2014/15 \$000
Legal Proceedings and Disputes	2,669	2,834
Personal Grievances	72	56
Total	2,741	2,890

Legal Proceedings

Legal proceedings represent claims lodged with the Crown Law office, but which have not been settled. Previous experience with such claims is that the majority are unsuccessful in total and those that are resolved in favour of the claimant are for amounts substantially less than the amount claimed.

Personal Grievances

Personal Grievances represent amounts claimed by employees of Police for Personal Grievance cases, for various reasons.

Contingent Assets

Police has no contingent assets at 30 June 2015 (2014: \$nil).

The accompanying notes form part of the financial statements.

STATEMENT OF COMMITMENTS

as at 30 June 2015

Capital Commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets that have not been paid for nor recognised as a liability at the balance sheet date.

Non-Cancellable Operating Lease Commitments

Police leases property, plant and equipment in the normal course of its business. The majority of these leases are for premises, computer equipment and photocopiers, which have a non-cancellable leasing period ranging from 1 to 19 years.

	Actual 2013/14 \$000	Actual 2014/15 \$000
Capital Commitments		
Works		
Less Than One Year	2,776	9
Total Works	2,776	9
Plant, Equipment and Intangible assets		
Less Than One Year	125	16,931
Plant, Equipment and Intangible assets	125	16,931
Motor Vehicles		
Less Than One Year	–	3,772
Total Motor Vehicles	–	3,772
Total Capital Commitments	2,901	20,712
Operating		
Accommodation Leases		
Less Than One Year	13,505	13,387
One to Two Years	12,173	11,063
Two to Five Years	20,342	9,721
Greater Than Five Years	52,561	11,703
Other Non-Cancellable Leases		
Less Than One Year	33,440	39,170
One to Two Years	19,094	27,920
Two to Five Years	43,869	64,551
Greater Than Five Years	42,905	44,537
Total Leases	237,889	222,052
Total Commitments	240,790	242,764

The accompanying notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the Year Ended 30 June 2015

1. Budget Composition

	Main Estimates \$000	Supplementary Estimates Changes \$000	Budget Total \$000
Revenue			
Crown	1,448,920	53,684	1,502,604
Other	15,783	10,083	25,866
Total Revenue	1,464,703	63,767	1,528,470
Expenditure			
Personnel	1,073,889	21,190	1,095,079
Operating	251,851	40,339	292,190
Depreciation and Amortisation Expenses	82,210	(4,234)	77,976
Capital Charge	56,753	6,472	63,225
Total Output Operating Expenses	1,464,703	63,767	1,528,470
Net Surplus (Deficit)	-	-	-

Explanations for major variances from the Main Estimates were outlined in the Supplementary Estimates. These were:

Crown Revenue

- one-off funding from the Justice Sector Fund of \$40.752 million to meet the forecast shortfall as a consequence of the Current Collective Employment Agreements
- funding from the Ministry of Transport of \$10 million for Speed Camera Expansion as part of the approved 2012/15 Road Policing Programme
- new funding of \$2.506 million for four Drug Proceeds of Crime Funding initiatives, namely, Expanding Asset Recovery Capability, Recovery of Legal Costs for Civil Actions Taken Under Criminal Proceeds (Recovery) Act 2009, Expansion of National Cannabis and Crime Operation, and Digital and Communication Infiltration and Detection
- new funding of \$1.075 million to establish a Child Protection Offender Register and a Risk Management Framework, and
- decrease in revenue for an expense transfer of \$1.333 million to 2016/17 relating to the HRMIS following receipt of better information from suppliers.

Other Revenue

- \$9.300 million of additional funding from the Ministry of Foreign Affairs and Trade for deployments to Bougainville, Solomon Islands, Tonga and for the Partnership Policing Programme, and
- \$1.783 million increase in revenue from firearms licences resulting from an increasing trend of the 10-year cycle for re-licensing along with an increase in volume of first time applications.

2. Other Revenue

	Actual 2013/14 \$000	Actual 2014/15 \$000
Arms Licences	3,104	4,227
Chargeable Police Services	4,074	3,789
Department of Corrections Remand Prisoners	673	263
Overseas Deployments	8,855	10,806
Pacific Island Chiefs of Police Secretariat Support	690	796
Pacific Peoples Domestic Violence Programme	1,281	995
Property Rentals	1,696	1,559
The Royal NZ Police College: Catering Facility Hire and Non-Police Training	347	128
Other	1,784	1,642
Total Other Revenue	22,504	24,205

3. Personnel

	Actual 2013/14 \$000	Actual 2014/15 \$000
Accident Compensation Costs	4,502	4,762
Fringe Benefit Tax	1,888	1,967
Salaries/Wages	925,677	942,193
Staff Insurance	1,868	1,932
Staff Recruitment	559	485
Staff Transport Assistance	1,534	540
Superannuation	108,579	109,657
Training	2,045	2,511
Transfer/Removal Expenses	1,974	2,431
Increase/(Decrease) in Employee Entitlements	12,392	40,067
Other	414	455
Total Personnel	1,061,432	1,107,000

4. Operating

	Actual 2013/14 \$000	Actual 2014/15 \$000
Audit Fees	314	315
Other Fees Paid to Auditor*	–	2
Bad Debts Expense	33	1,371
Changes in Doubtful Debts Provision	627	(708)
Clothing, Equipment and Consumables	19,756	23,761
Communications	24,628	24,092
Computer Charges	36,144	40,511
Computer Leasing Expenses	3,617	2,760
Equipment Rental	1,851	2,219
ESR Forensic Science Services	21,424	21,879
Foreign Exchange Rate (Gain)/Loss	29	24
(Gain)/Loss on Sale of Non-Current Assets (Note 5)	1,899	(786)
Other Operating Expenses	6,207	8,705
Physical Asset Write-Offs	3,681	714
Printing	8,003	7,002
Professional Services	43,190	33,219
Professional Services – Non Government Organisations	2,644	2,807
Legal Expenses	4,423	4,192
Property Rentals	19,250	18,372
Property Utilities, Rates and Maintenance	30,370	33,147
Third Party Expenses	3,036	3,383
Travel	15,391	14,803
Vehicle/Aircraft/Launch Rentals	5,036	5,690
Vehicle Expenses	31,397	29,347
Total Operating	282,950	276,821

* Other Fees Paid to Auditors relates to work undertaken by EY on remuneration benchmarking survey.

5. (Gain)/Loss on Sale of Non-Current Assets

	Actual 2013/14 \$000	Actual 2014/15 \$000
Disposal of Land and Buildings	2,162	(263)
Sale of Motor Vehicles and Launches	(263)	(513)
Sale of Plant and Equipment	–	(10)
(Gain)/Loss on Sale of Non-Current Assets	1,899	(786)

6. Depreciation and Amortisation of Intangibles

	Actual 2013/14 \$000	Actual 2014/15 \$000
Buildings	29,968	28,493
Plant and Equipment, Computer Equipment and Communication Assets	19,532	16,903
Vessels	546	537
Furniture and Fittings	1,057	997
Motor Vehicles	16,539	15,229
Amortisation of Intangibles	14,831	15,202
Total Depreciation	82,473	77,361

7. Capital Charge

Police pays a capital charge to the Crown on its taxpayers' funds as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2015 was 8.0% (2014: 8.0%).

8. Accounts Receivable

	Actual 2013/14 \$000	Actual 2014/15 \$000
Trade Debtors	2,337	2,875
Sundry Debtors	8,933	4,796
Less: Provision for Doubtful Debts	(1,355)	(647)
Net Debtors	9,915	7,024
Debtor Crown	257,231	283,704
Total Accounts Receivable	267,146	290,728

The Carrying value of debtors and other receivables approximate their fair value.

Movements in the provision for doubtful debts are as follows:

	Actual 2013/14 \$000	Actual 2014/15 \$000
Balance at 1 July	728	1,355
Additional Provisions Made During the Year	660	663
Debts Written Off During the Period	(33)	(1,371)
Total provision for doubtful debts	1,355	647

9. Property, Plant and Equipment

As at 30 June 2015

Cost: \$000	Land	Buildings	Furniture and Fittings	Plant, Equipment and Comm. Assets	Motor Vehicles	Vessels	Capital Work in Progress	TOTAL
Opening Balance	149,626	574,067	21,734	303,472	141,292	7,761	27,596	1,225,548
Additions	–	4,803	250	7,616	27,743	46	24,913	65,371
Revaluation	15,213	34,012	–	–	–	–	–	49,225
Reversal of Depreciation Relating to Revaluation	–	(79,606)	–	–	–	–	–	(79,606)
Disposal and Transfers	(4,315)	1,276	(37)	11,859	(24,924)	(81)	(24,008)	(40,230)
Closing Balance	160,524	534,552	21,947	322,947	144,111	7,726	28,501	1,220,308

Accumulated Depreciation

Opening Balance	–	55,354	16,228	251,639	78,670	3,456	–	405,347
Depreciation for the Year	–	28,493	997	16,903	15,229	537	–	62,159
Reversal of Depreciation Relating to Revaluation	–	(79,606)	–	–	–	–	–	(79,606)
Disposals and Transfers	–	(316)	(72)	(1,040)	(21,265)	(69)	–	(22,762)
Closing Balance	–	3,925	17,153	267,502	72,634	3,924	–	365,138
Closing Book Value	160,524	530,627	4,794	55,445	71,477	3,802	28,501	855,170

As at 30 June 2014

Cost \$000	Land	Buildings	Furniture and Fittings	Plant, Equip., Computer and Comm. assets	Motor Vehicles	Vessels	Capital Work in Progress	TOTAL
Opening Balance	167,538	581,199	22,939	295,854	136,015	7,725	72,782	1,284,052
Additions	16	24,288	59	2,631	19,996	36	20,811	67,837
Disposal and Transfers	(17,928)	(31,420)	(1,264)	4,987	(14,719)	–	(65,997)	(126,341)
Closing Balance	149,626	574,067	21,734	303,472	141,292	7,761	27,596	1,225,548

Accumulated Depreciation

Opening Balance	–	85,357	16,454	232,873	74,229	2,910	–	411,823
Depreciation for the year	–	29,968	1,057	19,532	16,539	546	–	67,642
Disposals and Transfers	–	(59,971)	(1,283)	(766)	(12,098)	–	–	(74,118)
Closing Balance	–	55,354	16,228	251,639	78,670	3,456	–	405,347
Closing Book Value	149,626	518,713	5,506	51,833	62,622	4,305	27,596	820,201

Valuation

Land and buildings were revalued at fair value as at 30 June 2015 by Police and this valuation was independently certified by Paul Butchers, a registered valuer on behalf of Bayleys Valuations Ltd.

Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the “unencumbered” land value for land where there is a designation against land, or the use of land is restricted because of reserve or endowments status. These adjustments are intended to reflect the negative effect on the value of the land because Police has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

Buildings

Buildings (e.g. residential houses) are also valued at fair value using market-based evidence.

Specialised buildings (e.g. stations) are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings.

The revaluation process resulted in a net increase in the value of land and buildings by \$49.225 million and has been credited to revaluation reserves accounts. Any impairment losses on the assets were offset against the balances for the assets in the revaluation reserves account. These reserves are not available for distribution to the shareholders.

The aggregate of all such revaluations at 30 June 2015 stand at \$51.412 million for Land and \$264.816 million for Buildings. This is after the transfer of \$1.959 million to the Taxpayers' Funds relating to the assets disposed.

The total amount of Property, Plant and Equipment, including Intangibles, in the course of construction is \$28.501 million (2014: \$27.596 million).

The net carrying amount of Office Equipment held under finance lease is \$nil (2014: \$nil).

No impairment losses have been recognised in 2015 (2014: \$nil).

\$1.630 million of the 'disposals and transfers' represents the value of land at 194 Queen Street, Richmond which is classified as asset held for sale (see Note 11).

Restrictions to Titles of Non-Current Assets

As at 30 June 2015 land that Police has in possession and use, but for which legal title is not completely established, amounted to \$6.248 million (2014: \$5.558 million).

In most cases titles will be established by Gazette Notice, which will formally vest the titles in Police.

All surplus Land and Buildings are subject to the Crown land disposal process as specified by the Public Works Act 1981.

10. Intangible Assets – Acquired Software

	Actual 2013/14 \$000	Actual 2014/15 \$000
Cost		
Opening Balance	126,887	150,636
Additions	5,528	6,141
Disposals and Transfers	18,221	7,373
Balance at 30 June	150,636	164,150
Accumulated Amortisation and Impairment Losses		
Opening Balance	97,350	110,674
Amortisation During the Year	14,831	15,202
Disposals and Transfers	(1,507)	–
Balance at 30 June	110,674	125,876
Book Value	39,962	38,274

New Zealand Police develops and maintains internally generated software which are classified as assets under construction and capitalised at the in-service date. Acquired software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

There are no restrictions over the title of the intangible assets, nor are the assets pledged as security for liabilities.

11. Asset Held For Sale

The asset held for sale at 30 June 2015 represents the land at 194 Queen Street, Richmond valued at \$1.630 million that is due to be transferred on 31 July 2015 as part of a settlement to Ngai Toa.

12. Creditors and Payables

	Actual 2013/14 \$000	Actual 2014/15 \$000
Trade Creditors and Payables	9,746	11,959
PAYE Payable	1	–
GST Payable	9,883	11,934
Unclaimed Salaries and Wages	139	142
Total Accounts Payable	19,769	24,035

Payables are non-interest bearing and are normally settled on 30 days terms; therefore the carrying value approximates their fair value.

13. Other Accrued Expenses

	Actual 2013/14 \$000	Actual 2014/15 \$000
Sponsorship Reserve	112	441
Accident Compensation and Accredited Employer Programme Provisions*	10,704	10,436
Other Accrued Expenses	22,630	25,305
Payroll Accruals	31,270	–
Total Other Accrued Expenses	64,716	36,182

* Police self-insures for ACC purposes. An assessment of ongoing costs relating to outstanding claims has been made by New Zealand Police as at 30 June 2015, resulting in a provision for work-related accidents of \$2.816 million (2014: \$2.977 million). These costs are included in the provisions above.

14. Employee Entitlements

	Actual 2013/14 \$000	Actual 2014/15 \$000
Current Liabilities		
Annual Leave	115,427	139,998
Long Service Leave	14,601	14,352
Sick Leave	588	483
Shift Leave	14,736	15,783
Other Employee Entitlements*	1,875	3,673
Total Current Portion	147,227	174,289
Non-Current Liabilities		
Long Service Leave	150,559	149,410
Sick Leave	3,234	2,335
Total Non-Current Portion	153,793	151,745
Total Employee Entitlements	301,020	326,034

* Personnel disputes that have arisen with a likelihood of settlement have been provided for, along with personnel settlements payable under collective contract provisions that are unable to be paid until the financial year is complete. Provision for personnel contract settlements as at 30 June 2015 is \$3.673 million (2014 \$1.875 million).

An independent actuarial valuation was undertaken by Aon Consulting New Zealand Ltd, as at 30 June 2015 to estimate the present value of long service leave liabilities.

The present value of long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating these liabilities are the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability. The interest rates on New Zealand Government bonds with terms of maturity that match closely to the estimated future cash outflows have been considered in determining the discount rate. Historical salary patterns have been considered in determining the salary inflation factor after obtaining advice from an independent actuary.

If the salary inflation factor were to increase by 1% from the estimate, with all other factors held constant, the carrying amount of the liability would increase by \$8.683 million. If the salary inflation factor were to decrease by 1%, the liability would decrease by \$7.878 million.

If the discount rates were to increase by 1% from the estimate with all other factors held constant the carrying amount of the liability would decrease by \$8.080 million. If the discount rate were to decrease by 1%, the liability would increase by \$9.100 million.

15. Reconciliation of Net Surplus to Net Cash Flow from Operating Activities

	Actual 2013/14 \$000	Actual 2014/15 \$000
Net Surplus (Deficit)	19,509	2,711
<i>Add (less) Non-Cash items</i>		
Depreciation and Amortisation Expense	82,473	77,361
Fixed Asset Write-Offs	3,681	714
Total Non-Cash Items	86,154	78,075
<i>Add (Less) Items classified as Investing Activities</i>		
(Gain)/Loss on Disposal of Property, Plant and Equipment	1,899	(786)
Net Investing Activities	1,899	(786)
<i>Add (Less) Movements in Working Capital Items:</i>		
Inc/(Dec) in Accounts Payable	(17,884)	(15,829)
(Inc)/Dec in Accounts Receivable	(6,488)	2,891
Inc/(Dec) in Employee Entitlements	9,361	25,014
(Inc)/Dec in Debtor Crown	38,291	(26,473)
(Inc)/Dec in Inventories	13	(11)
(Inc)/Dec in Prepayments	544	(2,985)
Inc/(Dec) in Other Accrued Expenses	(4,102)	(28,534)
Net Working Capital Movements	19,735	(45,927)
Net Cash Flows from Operating Activities	127,297	34,073

16. Related Party Transactions

Police is a wholly owned entity of the Crown. The Government is the major source of revenue.

Police entered into numerous transactions with other government departments, Crown agencies and State-Owned Enterprises on an arm's length basis. Where these parties are acting in the course of their normal dealings with Police, related party disclosures have not been made.

17. Key Management Personnel Compensation

	Actual 2013/14 \$000	Actual 2014/15 \$000
Salaries and Other Short Term Employee Benefits	3,607	2,994
Other Long-Term Benefits	802	727
Termination Benefits	335	282
Total Compensation	4,744	4,003
Number of Full Time Equivalents	9	9

Key Management personnel comprises the Commissioner, Deputy Commissioners and Deputy Chief Executives.

18. Financial Risks

Police's activities expose it to a variety of financial risks, including market risk, credit risk and liquidity risk. Police has a series of policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market Risk

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Police's foreign exchange management policy requires management of currency risk arising from future transactions and recognised liabilities by entering into foreign exchange forward contracts to hedge the entire foreign currency risk exposure. This policy has been approved by the Treasury and is in accordance with the requirements of the Treasury guidelines for the Management of Crown and Departmental Foreign-Exchange Exposure.

Credit Risk

Credit risk is the risk that a third party will default on its obligation to the Police, causing Police to incur a loss.

Police is only permitted to deposit funds with Westpac, a registered bank, and enter into foreign exchange forward contracts with Westpac or the New Zealand Debt Management Office. These entities have high credit ratings. For its other financial instruments Police does not have significant concentrations of credit risk.

Police's maximum exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net debtors. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity Risk

Liquidity risk is the risk that Police will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements Police closely monitors its forecast cash requirements with expected cash draw downs from the New Zealand Debt Management Office. Police maintains a target level of available cash to meet its liquidity requirements.

The following table reflects all contractual payments resulting from recognised financial liabilities as of 30 June 2015. For the other obligations the respective undiscounted cash flows for the respective upcoming fiscal years are presented. The timing of cash flows for liabilities is based on the contractual terms of the underlying contract. However, where the counterparty has a choice of when the amount is paid, the liability is allocated to the earliest period in which Police can be required to pay. When Police is committed to make amounts available in instalments, each instalment is allocated to the earliest period in which Police is required to pay.

	Less than 6 Months \$000	Between 6 Months to 1 Year \$000	Between 1 year and 5 Years \$000	Over 5 Years \$000	Total \$000
2015					
Creditors and Payables	10,702	19	1,238	–	11,959
2014					
Creditors and Payables	8,926	27	793	–	9,746

19. Categories of Financial Instruments

The carrying amounts of financial assets and financial liabilities in each of the PBE IPSAS 29 categories are as follows:

	Actual 2014 \$000	Actual 2015 \$000
Loans and Receivables		
Cash and Cash Equivalents	64,827	23,313
Accounts Receivable (Note 8)	267,146	290,728
Total Loans and Receivables	331,973	314,041
Financial Liabilities Measured at Amortised Cost		
Creditors and Payables	9,746	11,959
Total Financial Liabilities	9,746	11,959

20. Post Balance Date Events

There were no significant events subsequent to balance date that had a material impact on the financial statements (2014: \$nil).

NON-DEPARTMENTAL STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with New Zealand generally accepted accounting practice (NZ GAAP).

These financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

These financial statements are the first financial statements presented in accordance with the new PBE accounting standards.

These financial statements comply with PBE accountings standards.

Other than changes in terminology and presentation to the financial statements, there have been no material adjustments arising on transition to the new PBE accounting standards.

These non-departmental balances are consolidated into the Crown Financial Statements.

For a full understanding of the Crown's financial position and the results of its operations for the period, reference should be made to the consolidated Financial Statements for the Government for the year ended 30 June 2015.

Non-departmental accounting policies are consistent with departmental accounting policies.

SCHEDULE OF REVENUE AND EXPENSES *for the Year Ended 30 June 2015*

	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Supplementary Estimates 2014/15 \$000
Revenue				
<i>Non-Tax Revenue:</i>				
Infringement Fees	86,608	86,396	70,900	85,900
Sale of Unclaimed Property	153	178	400	400
Crown Revenue	100	100	100	100
Forfeit to Crown	105	28	–	–
Investment Income	18	–	–	–
Total Non-Departmental Revenue	86,984	86,702	71,400	86,400
Expenses				
United Nations Drug Control Programme	100	100	100	100
Total Non-Departmental Expenses	100	100	100	100
Net Surplus	86,884	86,602	71,300	86,300

SCHEDULE OF ASSETS AND LIABILITIES

as at 30 June 2015

	Actual 2013/14 \$000	Actual 2014/15 \$000	Main Estimates 2014/15 \$000	Supplementary Estimates 2014/15 \$000
Current Assets				
Cash	3,579	9,072	1,921	3,479
Accounts Receivable	15,741	15,645	14,878	15,661
Total Non-Departmental Assets	19,320	24,717	16,799	19,140
Accounts Payable	184	86	–	4
Funds Held on Behalf of Crown	19,136	24,631	16,799	19,136
Total Non-Departmental Liabilities	19,320	24,717	16,799	19,140

TO THE READERS OF NEW ZEALAND POLICE'S ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2015

The Auditor-General is the auditor of New Zealand Police (the Department). The Auditor-General has appointed me, Marcus Henry, using the staff and resources of Ernst & Young, to carry out the audit on her behalf of:

- the financial statements of the Department on pages 59 to 89, that comprise the statement of financial position, statement of contingent liabilities and contingent assets and statement of commitments as at 30 June 2015, the statement of appropriations, statement of comprehensive revenue and expenses, statement of movements in taxpayers' funds, statement of cash flows and statement of unappropriated expenditure for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by the Department for the year ended 30 June 2015 on pages 5 to 33 and 35 to 58; and
- the schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 75 and 90 to 91 that comprise:
 - schedule of assets and liabilities as at 30 June 2015;
 - the schedule of revenue and expenses for the year ended on that date;
 - the statement of trust monies for the year ended 30 June 2015; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of the Department:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2015; and
 - its financial performance and cash flows for the year ended on that date;
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Reporting Standards¹.
- the performance information of the Department:
 - presents fairly, in all material respects, for the year ended 30 June 2015:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure;
 - complies with generally accepted accounting practice in New Zealand.
- the schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 75 and 90 to 91 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the assets; liabilities; expenses; and revenue for the year ended 30 June 2015; and
 - the statement of trust monies for the year ended 30 June 2015.

Our audit was completed on 30 September 2015. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Commissioner and our responsibilities, and we explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the information we audited is free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the information we audited. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the information we audited. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the information we audited, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Department's preparation of the information we audited in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Commissioner;
- the appropriateness of the reported performance information within the Department's framework for reporting performance;
- the adequacy of the disclosures in the information we audited; and
- the overall presentation of the information we audited.

We did not examine every transaction, nor do we guarantee complete accuracy of the information we audited. Also, we did not evaluate the security and controls over the electronic publication of the information we audited.

We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Commissioner

The Commissioner is responsible for preparing:

- financial statements that present fairly the Department's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of the Department, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Department on behalf of the Crown.

The Commissioner's responsibilities arise from the Public Finance Act 1989.

The Commissioner is responsible for such internal control as is determined is necessary to ensure that the annual report is free from material misstatement, whether due to fraud or error. The Commissioner is also responsible for the publication of the annual report, whether in printed or electronic form.

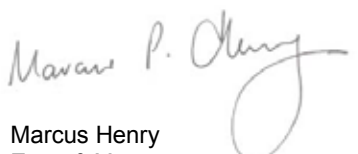
Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the information we are required to audit, and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001.

Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

In addition to the audit we have carried out assignments in the areas of remuneration benchmarking, which are compatible with those independence requirements. Other than the audit and these assignments, we have no relationship with or interests in Police.



Marcus Henry
Ernst & Young
On behalf of the Auditor-General
Wellington, New Zealand

6 FORECAST FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2016

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

for the Year Ending 30 June 2016

	Note	Forecast 2015/16 \$000
Revenue		
Crown		1,497,237
Other Revenue		25,226
Interest		–
Total Revenue	1	1,522,463
Expenditure		
Personnel		1,146,845
Operating		230,867
Depreciation and Amortisation Expenses		81,821
Capital Charge		62,930
Total Operating Expenses		1,522,463
Surplus (Deficit) from Outputs		–
Revaluation of Land and Buildings		–
Other Comprehensive Income		–
Total Comprehensive Income		–

STATEMENT OF FINANCIAL POSITION

as at 30 June 2016

	Forecast 2015/16 \$000
Assets	
Current Assets	
Cash	30,000
Accounts Receivable	290,495
Prepayments	6,201
Inventories	48
Assets Held for Sale	–
Total Current Assets	326,744
Non-Current Assets	
Property, Plant and Equipment	874,114
Intangibles	–
Total Non-Current Assets	874,114
Total Assets	1,200,858
Liabilities	
Current Liabilities	
Creditors and Payables	41,821
Accrued Expenses	59,231
Employee Entitlements	164,904
Provision for Repayment of Surplus to the Crown	–
Total Current Liabilities	265,956
Non-Current Liabilities	
Employee Entitlements	153,793
Total Non-Current Liabilities	153,793
Total Liabilities	419,749
Net Assets	781,109
Taxpayers' Funds	
General Funds	514,247
Property, Plant and Equipment Revaluation Reserves	266,862
Total Taxpayers' Funds	781,109

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2016

	Forecast 2015/16 \$000
Cash Flows from Operating Activities	
<i>Cash provided from:</i>	
Supply of Outputs to:	
- Crown	1,511,167
- Others	23,347
	1,534,514
<i>Cash was applied to:</i>	
Produce Outputs:	
- Personnel	(1,156,325)
- Operating	(231,611)
- Capital Charge	(62,930)
	(1,450,866)
Net Cash Flows from Operating Activities	83,648
Cash Flows from Investing Activities	
<i>Cash provided from:</i>	
Sale of Non-Current Assets	2,780
<i>Cash was applied to:</i>	
Purchase of Property, Plant and Equipment	(72,886)
Purchase of Intangible Assets	(13,542)
Net Cash Flows from Investing Activities	(83,648)
Net Cash Flows from Financing Activities	-
Net Increase (Decrease) in Cash Held	-
Add Opening Cash	30,000
Closing Cash as at 30 June	30,000
Cash Balance Consists of	
Cash at Bank	28,830
Petty Cash	820
Overseas Posts	350
Total Cash	30,000

NOTE 1 TO FORECAST FINANCIAL STATEMENTS

Total Revenue

The table below summarises the key changes in revenue between the financial years 2014/15 and 2015/16:

	\$000
2014/15 Appropriation (BEFU)	1,528,470
Increase/(Decrease) in Funding:	
Justice Sector Funding in 2014/15 – reversed	(40,752)
Speed Camera Funding from Ministry of Transport – reversed	(10,000)
New funding for Personnel Costs	41,000
Criminal Procedure Act 2011 Implementation Plan Funding	2,038
Child Protection Offender Register and Risk Management Framework Funding	1,325
Minor Adjustments Across Several Initiatives	382
2015/16 Appropriation (BEFU) – Total Revenue	1,522,463

The appropriation by output class is included in the table below:

Output Class	\$000
General Crime Prevention Services	161,157
Specific Crime Prevention Services and Maintenance of Public Order	154,682
Police Primary Response Management	396,674
Investigations	378,195
Case Resolution and Support to Judicial Process	123,456
Road Safety Programme	305,067
Policy Advice and Ministerial Services MCOA	3,232
2015/16 Appropriation (BEFU) – Total Revenue	1,522,463

APPENDIX 1: POLICING EXCELLENCE: THE FUTURE

As well as marking the end of 2013/14, 30 June 2014 marked the closure of *Policing Excellence*, our strategic change programme that we started in 2009.

Policing Excellence set a very high bar for whatever came after it. The results were hard won, and we have gained the maximum benefit from the initiatives it contained. As a result we put a great deal of effort into planning the next phase of *Policing Excellence*, *Policing Excellence: the Future*.

Work Undertaken to Identify and Develop Policing Excellence: the Future Options

Police initiated a formal programme to develop *Policing Excellence: the Future*, which comprised five components:

- the Police ‘Know Your Business Model’
- understanding demand pressures and opportunities to interrupt or prevent demand
- understanding cost pressures and opportunities to mitigate those pressures
- engaging partners at the governance and investment level
- engaging the frontline and partners to harness innovative ideas

Police ‘Know Your Business’ Model

The ‘Know Your Business’ model provides Police with an in-depth understanding of its cost and value drivers. To provide clarity on the key functions and activities undertaken by Police it uses 40 core activities spread across the four pillars of the Police operating model:

- Prevention
- Response
- Investigation
- Resolution

The 40 core activities within the ‘Know Your Business’ model were assigned attributes of cost, performance, and value using Multi Criteria Decision Analysis. The results enabled Police to have a clear understanding of where it spends its money; the performance and outcomes this generates and the relative value of each activity. They also enabled Police to categorise the activities and focus on opportunities for efficiency gains, service improvements and more customer focused activities.

Understanding Demand Pressures and Opportunities to Interrupt and Prevent Demand

While crime has fallen, demand for many policing services has increased, and some types of incident take more time to resolve than others. For example, domestic disputes have increased 67% during the last four years, and while they represent 15% of 111 calls they consume over 40% of frontline officers’ time. Through research and evaluation Police is now in a better position to reduce that demand through preventing re-offending and re-victimisation.

A major impact on Police demand is the continued over-representation of Māori in the justice system, as both victims and offenders. Māori remain the most victimised social group in New Zealand, represented in 46% of Police apprehensions; more than 50% of Police prosecutions;

60% of Youth Court appearances⁷; and more than 50% of the prison population. Māori are also over-represented in road fatalities, suicide and self-harm incidents.⁸ Disparities in criminal justice outcomes between Māori and non-Māori are growing. Police has forged effective partnerships with a number of iwi and has had success with a number of joint initiatives. There is a significant opportunity to work with iwi to progressively scale up this approach across the country, and grow the evidence base of 'what works'.

We have also seen significant growth in demand for Police attendance in response to people suffering from acute mental health issues, attempted suicides and missing persons. Police is working with the Ministry of Health and the Independent Police Conduct Authority to ensure this demand is better managed and channelled.

Police has seen rising demand from emerging crime types such as cybercrime, human and drug trafficking, child grooming, online radicalisation, organised crime, identity theft and other fraud offences. Much of this growing demand is not fully captured in existing crime statistics and is often relatively 'invisible' to communities. Such cases are often difficult to detect and complex to resolve—for example cyber and other online offences can span multiple jurisdictions and crime may be committed in New Zealand without offenders ever setting foot here. To stay ahead of this demand Police is developing new intelligence and investigative capabilities, reallocating resources and building effective international partnerships.

Understanding Cost Pressures and Opportunities to Mitigate Those Pressures

Police is already lean and efficient. Police is one of the most cost-efficient government agencies⁹ and has absorbed more than \$300m in cost pressures in the last five years. The Police employee to population ratio in New Zealand is low in comparison to most similar overseas jurisdictions.¹⁰ But, with upfront investment, Police believes there are opportunities to do even better by dealing with rising and changing demand, while reducing the impact of cost pressures.

Through *Policing Excellence: the Future* we have identified potential savings stemming from a new service delivery model, which includes centralisation of some core 'back office' functions, rationalising common functions across the Greater Auckland region and making better use of outsourcing. All these changes are designed to improve operational effectiveness as well as reduce costs.

Police is also exploring options to mitigate cost pressures by funding specific activities from external sources in situations where Police undertakes or manages activities on behalf of others, or where the benefits are primarily to the customer, e.g. vetting.

Engaging Partners at the Governance and Investment Level

Partner organisations from the public sector and non-governmental sector were fully engaged in the development of *Policing Excellence: the Future* and its governance. Senior representatives from Treasury, the State Services Commission, the Department of the Prime Minister and Cabinet, the New Zealand Transport Agency, the Commissioner's Māori Focus Forum, Victim Support, the Ministry of Justice, the Department of Corrections, Child, Youth and Family, the Ministry of Health, and Inland Revenue (IRD) all contributed.

7 <http://nzdotstat.stats.govt.nz/wbos/Index.aspx>

8 http://www.stats.govt.nz/browse_for_stats/people_and_communities/crime_and_justice.aspx

9 BASS Master Data Repository for 2013/14 Financial Year based on cost per FTE of administrative and support services (includes HR, Finance, ICT, Procurement and Corporate & Executive Services).

10 HMIC Crime and Policing Comparator, <https://www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator/>

Engaging the Frontline and Partners to Harness Innovative Ideas

Reflecting the views of frontline staff from Police and partner agencies was critical to developing ideas for the future of policing. Frontline input was provided through 39 'idea generation' workshops across the country. The workshops involved 600 Police employees; and government and non-government representatives (including workshops run jointly with the Ministry of Justice and Department of Corrections). Some 4,400 ideas were generated, which were distilled into the four themes of *Policing Excellence: the Future* should be:

- Safer Families – reducing harm in families
- Iwi Partnerships – reducing the over-representation of Māori in the criminal justice system
- Evidence Based Policing – equipping frontline staff with the information they need to make the right decision at the right time
- Service Delivery Model – freeing up resources from back and middle office functions to redeploy to the frontline to target harm in families and the over-representation of Māori.

Focus Area 1: Safer Families

Dysfunctional conditions within a family, such as conflict, criminality, violence, neglect, substance abuse and mental illness cause harm in our communities and cost New Zealand an estimated \$9 billion per year. In 2013:

- 50% of victims experienced two or more violent interpersonal offences by a family member
- 1% of adults experienced 62% of violent interpersonal offences by family members
- 76% of violent interpersonal offences committed by a family member went unreported to Police with 'too trivial/no loss/not worth reporting/unsuccessful attempt' and 'private/dealt with matter on own' given as the most common reasons for not reporting.¹¹

It can take many occurrences before victims seek help. Police is one part of a multi-agency response to this problem, traditionally focusing on the first response.

Multi-agency effort has been constrained by disparate strategies, processes, and interventions; and the challenge of dealing with issues across generations. The Safer Families theme will require Police to work closely with its partners to consider the family as a whole, recognising that focus on specific issues in isolation may only produce temporary results.

What Police want to achieve	How Police will achieve this	In conjunction with partners
Police – in conjunction with local partners – will: • use better information to reduce harm in families and prioritise so that our resources are focused on the most vulnerable families • focus on intergenerational crime and intervene to break the cycle	Redeploy sworn staff into Safer Families frontline roles. Share information and intelligence with partner agencies to support early identification, early intervention and harm prevention. It will also allow us to improve the allocation of our resources directed to reducing harm in vulnerable families. Scale up the Gang Intelligence Centre. Deepen local partnership structures: e.g. co-location, joint tasking and coordination, targeted deployment. Extra investigative capability to hold perpetrators to account.	Link to existing strategies e.g. Cross-Government Family Violence and Sexual Violence Work Programme; Whole of Government Gang Action Plan, Children's Action Plan, Youth Crime Action Plan, E Tu Whānau, and Whānau Ora. Use 'big data' to more effectively target interventions. Multi-agency approach—build on successes of current initiatives e.g. Social Sector Trials, Children's Teams, Neighbourhood Policing Teams. Encourage community participation and partnership.

11 The New Zealand Crime and Safety Survey (NZCASS) 2014, Ministry of Justice

Focus Area 2: Iwi Partnerships

Police apprehensions and prosecutions of Māori are not declining as fast as they are for non-Māori. As a result, disparities in criminal justice outcomes between Māori, and non-Māori are growing.

The Police and Māori partnerships theme is based on He waka eke noa – “A canoe which we are all in with no exception”.

Ninety percent of people who identify as Māori know their iwi and value cultural connectedness of some kind in their day-to-day lives (2013 census). Purposeful partnerships with iwi/Māori have the potential to create opportunities for Māori to stay out of the criminal justice system. Together we will build on our joint strategy *The Turning of the Tide* to jointly develop new initiatives that will positively impact the over-representation of Māori in the criminal justice system both now and in the long term.

What Police want to achieve	How Police will achieve this	In conjunction with partners
Increase Māori trust and confidence. Prevent Māori reoffending. Prevent Māori re-victimisation. Prevent Māori being in fatal and serious crashes. Reduce disparity between Māori and non-Māori in offering of alternative resolutions.	Redeploy sworn staff into Iwi Partnership frontline roles. Increase the range of options for alternative action as a means to keeping Māori Youth (Rangatahi) out of court. At a District level analyse, share and act on iwi-specific intelligence. Raise Police's Māori cultural capacity and capability through mindset shift, training, recruitment.	With iwi, develop a Police-iwi Partnership Model that incorporates the expectations and needs of iwi. With iwi and other partners, establish innovation hubs to target and prevent reoffending and re-victimisation. Increase use of alternative resolutions (e.g. iwi Alternative Resolution panels). Link to existing strategies.

Focus Area 3: Evidence Based Policing

Every minute, every hour Police face decisions about what tactics to use and how best to deploy staff and resources. We know from *Prevention First* when we understand the crime problem and know what tactics work, then we make sound decisions that lead to good outcomes. However, there are gaps in both our understanding of crime problems and our knowledge of what tactics yield positive, negative or no benefits.

The evidence based policing theme is about informing decision makers about proven approaches and tactics in a given situation. Evidence based policing requires testing how effective our actions and approaches are, and making modifications when the evidence shows there is a better way, including leveraging partner contributions, data, and implementing cross-agency solutions where needed.

What Police want to achieve	How Police will achieve this	In conjunction with partners
Transforming and aligning deployment at strategic, operational and tactical levels through: • use of advanced analytics and big data to support decision-making • knowledge and research informing deployment • leveraging technology advancements • ensuring organisational alignment and validity of tactics through command assessments and tactical plans.	Empower commanders and decision-makers through the deployment profile and decision support tools. Embed the Centre for Police Research. Build up Police's Good Practice Index. Establish systematic links between the Police College, Continuous Improvement, and Lessons Learned to ensure transfer of knowledge. "Power few" leaders/analysts to complete advanced studies.	Link to domestic partners e.g. universities. Link to international peers.

Focus Area 4: Service Delivery Model

Policing Excellence demonstrated that changes to components of the service delivery model can have a significant impact on crime. While crime reduction has been achieved, these gains are at risk if we do not continue to improve our service delivery model.

Policing Excellence provided a strong platform on which to build through its Crime Reporting Line and Mobility workstreams. By migrating core processes to mobile devices we will increase the productivity of our staff enabling them to spend more time with people that really need our assistance. We intend to make more services available through digital channels and others easily accessible to ensure we meet New Zealanders' demand for our services.

What Police want to achieve	How Police will achieve this	In conjunction with partners
A Service Delivery Model that fully reflects: • our goal of meeting the complex needs of victims, witnesses and users of our services • the Police deployment model • increased demand for digital transactions and integration across government • effective and efficient delivery of primary responsibilities and functions.	Expand the use of mobile technology to enable frontline staff to be "more street than station." Supporting investigators with improved technology to reduce paperwork and enabling them to spend more time supporting victims and witnesses. Review high volume processing functions to ensure they are set up to provide effective and efficient support to the frontline. Consistent and customer oriented services.	Leverage capability in strategically important areas such as the Auckland 'Super City' – growing in size, scale and complexity. Provide a more effective and efficient response to mental health emergencies with the Ministry of Health. Work with partners in the Security and Intelligence Sector to address emerging threats.

APPENDIX 2: HOW WE MEET GOVERNMENT PRIORITIES

Over the course of 2014/15 Police is focused on the things that matter to New Zealanders. Our strategic direction supports the Government's aims, in particular the Better Public Services targets of:

- Reducing the number of children experiencing physical abuse by 5%
- Reducing the total crime rate by 20%
- Reducing the violent crime rate by 20%
- Reducing the youth crime rate by 25%
- Reducing reoffending by 25%.¹²

Assaults on children

Since 2011 levels of child physical abuse findings have stabilised and even slightly declined. During 2014/15 3,118 children experienced substantiated physical abuse. This was a 1.9% decrease on 2013/14 (3,178 findings). It is also equivalent to an age-adjusted population rate of 2.81 children out of 1000 compared to 2.87 in 2013/14, a decrease of 2.3 percent.

However, there are still far too many children being abused and neglected each year, and we need to continue to make progress. Police is working with other government agencies to prevent maltreatment, including work to:

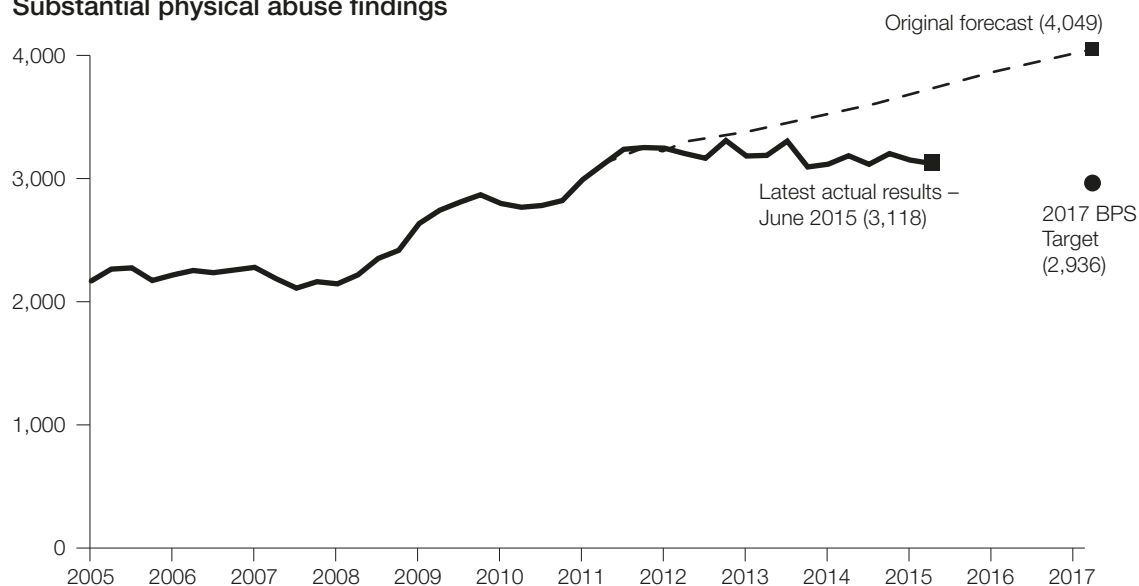
- address the factors that place children at risk of abuse, through a improving support to families and whānau, and making referrals to agencies and non-governmental organisations that can provide assistance to address broader risk factors such as material hardship, benefit dependency, housing-related stress and family violence
- support children identified as at risk of abuse, through key actions in the Children's Action Plan and Ministerial Work Programme on Family and Sexual Violence and Gangs Action Plan
- better respond to children who have been abused, through the Commissioner's role on the Child, Youth and Family (CYF) Expert Panel, which is considering options for a new operating model for CYF.

Alongside the Chief Executives of the Ministries of Social Development, Health, Education, Justice and Business, Innovation and Employment and Te Puni Kōkiri the Commissioner is a member of the cross-government Vulnerable Children's Board, which oversees the delivery of the Children's Action Plan. Police is key to the successful delivery of the Action Plan, notably we are vetting large numbers of adults that work directly with children. We saw a 7.7% increase in the number of applications for vetting in 2014/15 and expect to see further increases in 2015/16.

During 2014/15 Police revised its child protection policy to comply with the new requirements of the Vulnerable Children's Act 2014. We are continuing to work closely with CYF and Children's Teams to provide support to children whose care and protection has been compromised, often through being present at family violence incidents.

¹² For achievement by June 2017 compared to 2011 figures with the exception of the target for total crime which is to be achieved by June 2018 compared to 2011 figures.

Substantial physical abuse findings

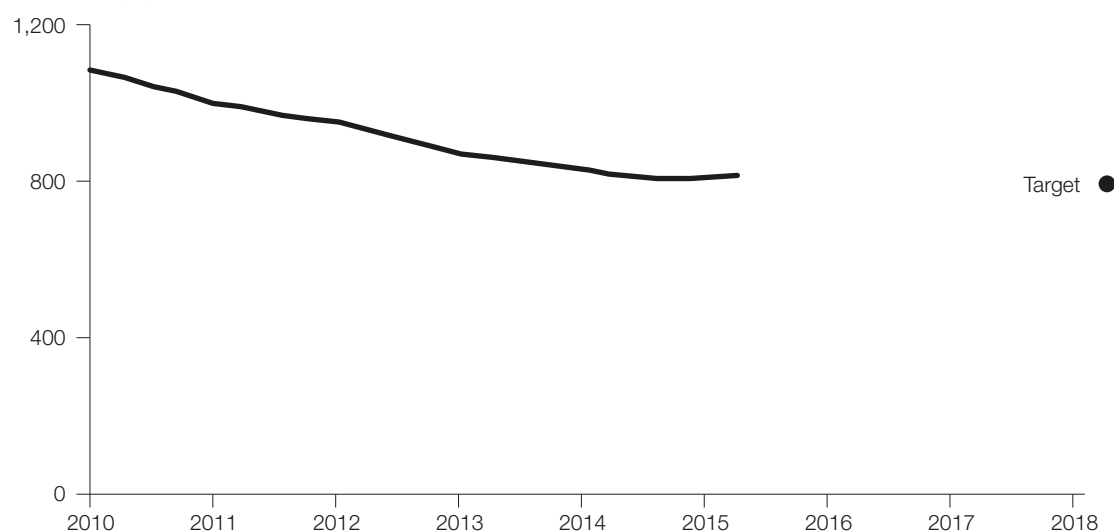


Total crime

Police has continued to focus on reducing the crime rate through its operating strategy, *Prevention First*, which puts prevention at the front of everything we do. Police has adopted the Better Public Services measure of the total crime rate as its headline measure for the outcome 'Less Crime', which is reported on in section 1 above.

Total crime rate

Per 10,000 population



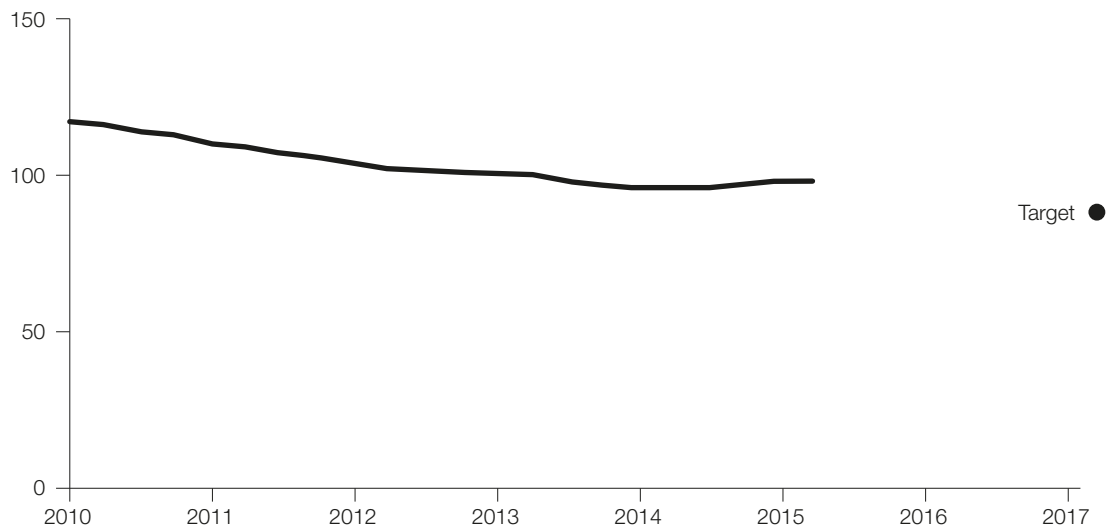
Violent crime

Violent crime is a scourge on our communities and causes emotional, physical, economic and social harm. It is estimated that alcohol has a part to play in approximately half of all violent crimes. In *Prevention First* Police identified alcohol as one of its drivers of crime. We have continued to work with partners and the entertainment and hospitality industries to reduce alcohol related harm. Notably we have sought to reduce public place violence through visible patrolling at high risk times and locations, and conducting targeted licensed premises compliance checks, including operations to ensure alcohol does not fall into the hands of minors.

A further half of violent crime, which overlaps with that where alcohol is a contributing factor, is accounted for by family violence. Police is often the first responder to a report of family violence, and our focus when attending is to ensure the immediate safety of the victims and prevent revictimisation. We are working closely with other government agencies and non-governmental organisations to improve the multi agency response, and have made this a key theme of *Policing Excellence: the Future*.

Violent crime rate

Per 10,000 population

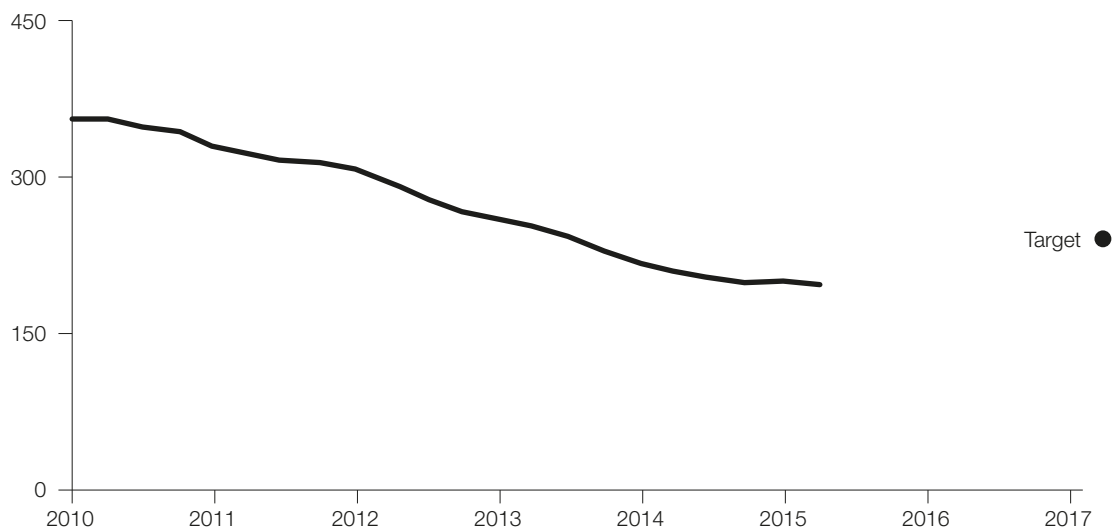


Youth crime

Police plays a central role in reducing the youth crime rate. Our approach was set out in the *Prevention First: Youth Policing Plan* that was launched in June 2012. In 2014/15 we implemented the Child and Young Person Offending Risk Indicator, which provides frontline staff with an assessment of an apprehended child or young person's risk of reoffending. That assessment feeds into the Youth Resolution Model, which was rolled-out nationwide in 2014/15. The Model ensures consistent decision making across the country, and has contributed to the target for reducing youth crime being consistently exceeded.

Youth crime rate

Per 10,000 population

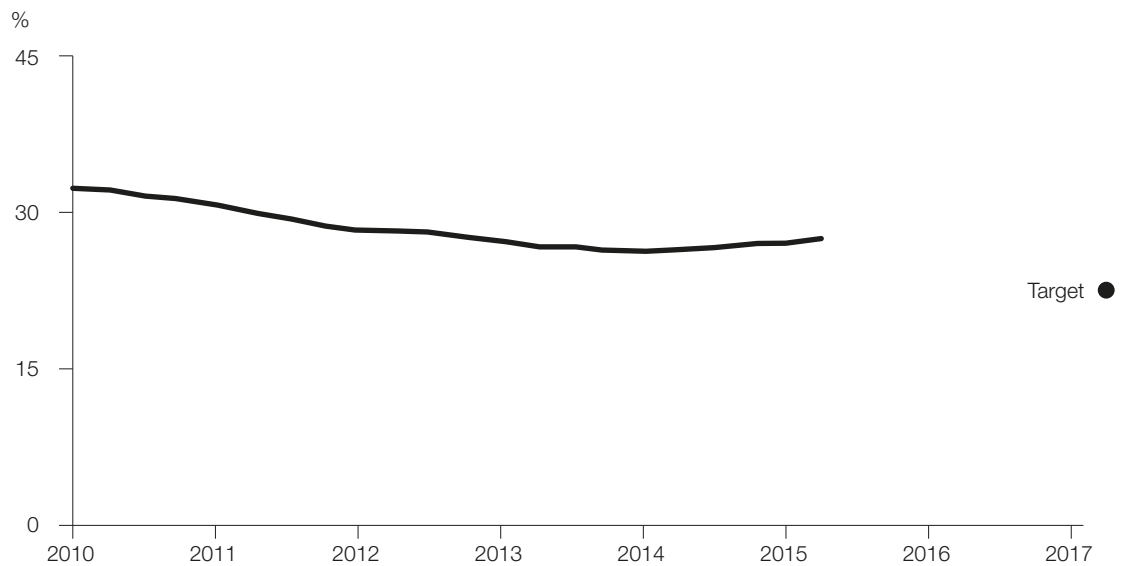


[note: the Better Public Services Youth Crime target is focused on reducing the number of first appearances in the Youth Court]

Reoffending

As part of *Policing Excellence* we sharpened our focus on preventing reoffending through the Alternative Resolutions workstream, which provided frontline staff with an increased range of options for resolving low level offending. These options included iwi and community justice panels, which not only avoid contact with the formal justice system, but also address the underlying causes of offending. Police is seeking to increase the number of these panels through the Iwi Partnerships theme of *Policing Excellence: the Future*.

Re-offending rate



N.B. the measure of re-offending for Better Public Services is calculated differently to re-offending measures reported under the priority 'Less Crime'. The definition used for Better Public Services is:

- The rate of re-imprisonment among prisoners within 12 months of their release and the rate of reconviction among community-sentenced offenders within 12 months of the start of their sentence.

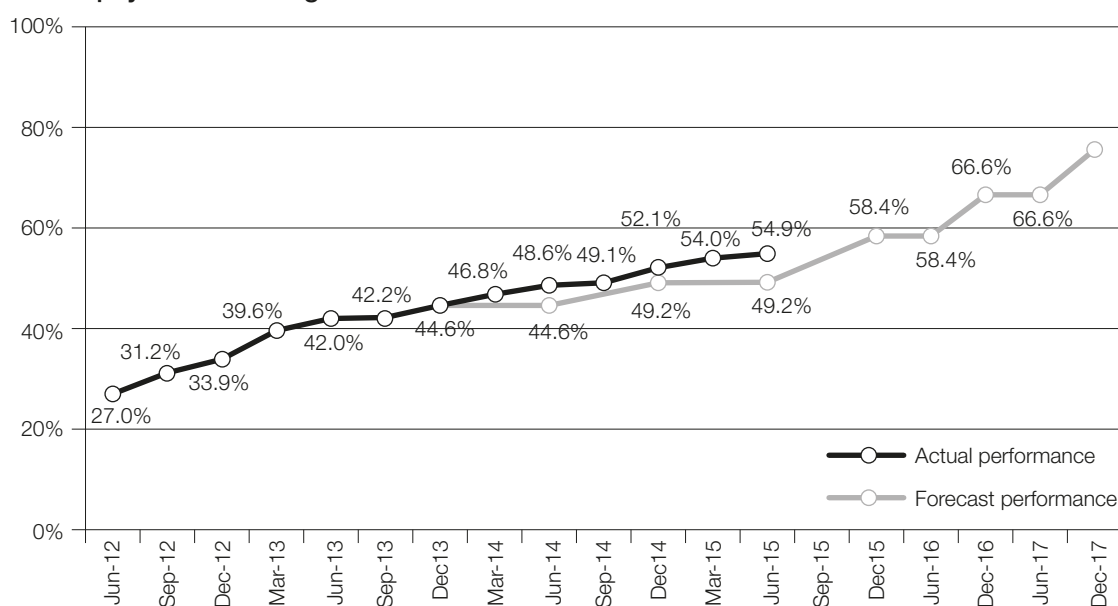
Access to services online

Police is contributing to the target of 70% of transactions with government agencies being completed online by 2017. The first transaction that Police has moved online is the payment of infringements, which is on track to meet the target, with performance in the last quarter of 2014/15 standing at 55% of fines being paid online. Performance to date is represented by the black line on the graph below with the projection for future years represented by the grey line.

Police is committed to moving more services online. The initial model of paying infringements online will be further automated, so that frontline staff can use their mobile devices to issue infringement notices, and in the near future we hope to have infringements sent out electronically rather than having to send them out through the post.

Police received support to progress its ideas on moving services online through our successful bid for seed funding to develop a business case for moving vetting services online, with identities verified by RealMe®.

Online payment of infringements



APPENDIX 3: HOW WE WORKED WITH OTHERS

To ensure that we deliver on our purpose of ensuring New Zealanders can 'be safe and feel safe' we are increasingly co-operating more closely with other agencies. In particular, we sought to align resources and interventions with other justice and social sector agencies to address deep-seated 'system' challenges. Strong Police involvement in the Cross-Government Family Violence and Sexual Violence Work Programme is a good example of the collaborative approach.



Transport: Road Safety

Police is committed to the direction set out in *Safer Journeys: New Zealand's Road Safety Strategy 2010–2020*, and to working in partnership across the road safety sector. Police aligned its road policing activities with the strategy and continued to deliver Police-specific activities set out in the *Safer Journeys Action Plan*. The results of these activities were reported in section 1 under 'Priority Two: Improved Road Safety'. The activities delivered are reported in section 5 under the 'Road Policing' output class.

Social: Reduce family violence, identify and support at-risk people (especially children and young people and people suffering from acute mental health episodes)

Police worked alongside other social sector agencies to target family violence, protect children from abuse and neglect, respond to people suffering acute mental health episodes, reduce child and youth offending, and keep vulnerable people safe.

As the first responder in emergency situations, Police contributed to the outcomes of the social sector by identifying vulnerable people (particularly children) and ensuring that appropriate referrals are made to support services.

The Commissioner of Police and the Chief Executives of the Ministries of Social Development, Health, Education, Justice and Business, Innovation and Employment and Te Puni Kōkiri, are jointly accountable for achieving better results across a number of social sector outcomes through the Social Sector Board, Joint Venture Board and Vulnerable Children's Board.

The results of these activities can be seen under the outcomes 'Priority One: Protected Communities' and 'Priority Three: Less Crime' reported in section 1. The activities delivered during 2014/15 are reported under the 'General Crime Prevention', 'Police Primary Response Management' and 'Investigations' output classes in section 3.

Emergency Management: Civil and other emergencies, search and rescue

Police worked with the Ministry of Civil Defence and Emergency Management and other emergency services to respond to New Zealand communities in times of need, and the Ministry of Foreign Affairs and Trade to respond to civil emergencies in other countries.

Police makes important contributions to search and rescue efforts, and works closely with fire and ambulance services on a daily basis to ensure immediate responses to emergency events is made and coordinated.

The results of these activities is reported under the outcome 'Priority One: Protected Communities' in section 1, and the activities delivered are reported in section 3 under the output classes 'Specific Crime Prevention and Maintenance of Public Order' and 'Police Primary Response Management'.

Border Security: Reduce domestic crime and combat transnational organised crime

Police's domestic enforcement of the law, prevention of crime and community support and reassurance relies on a range of domestic and international relationships (particularly with Australian law enforcement agencies). Police also works with domestic agencies such as the Ministry of Primary Industries, New Zealand Customs Service and Immigration New Zealand to enhance border security.

During 2014/15 Police coordinated its cross-border activities through its network of international Police Liaison Officers. These officers also acted as the principal point of contact for overseas policing services when they required Police's support to achieve their objectives. Police worked closely with other countries to reduce the impact of transnational organised crime (including the trafficking of drugs) and on disarmament. Police is also involved in the Interpol community in order to target international crime and is a member of the Virtual Global Taskforce to combat online child exploitation.

The results of this coordinated activity are reported in section 1 under the outcome 'Priority One: Protected Communities' and 'Priority Three: Less Crime'. The activities delivered are reported in section 3 under the output classes 'Specific Crime Prevention and Maintenance of Public Order' and 'Investigations'.

Security and Intelligence Sector: Fighting terrorism and sharing intelligence

Police plays a critical role in protecting New Zealand's national security, which it discharges in partnership with a wide array of government agencies. Police contributes intelligence analysis and receives intelligence from partner agencies, and has a vital role in taking preventative, protective, investigation and enforcement action where necessary. Police is a lead operational agency in many areas of national security and plays a key support role in others, including terrorism (including the risk posed by returning foreign fighters), and cyber threats.

Police maintains specialist capabilities in intelligence, investigation, and operational functions, including surveillance, tactical operations, covert, and technical units. Those specialist capabilities are supplemented by Police employees across the country, who provide surge capacity in the event of an emergency arising.

Police Liaison Officers also support international law enforcement, crime prevention and security in strategic locations, as well as supporting Police contributions to the security of international events, including those hosted in New Zealand.

The results of Police's work to protect New Zealand's national security are reported in section 1 under the outcome 'Priority One: Protected Communities', and the activities delivered are reported in section 3 under the output classes 'Specific Crime Prevention and Maintenance of Public Order', 'Police Primary Response Management' and 'Investigations'.

Foreign Affairs: international development

New Zealand's international objectives support international security and upholding the rule of law. Police contributes to these objectives by deploying staff for international peace-keeping and capacity-building. Police deployment improves security and stability in developing countries, and supports wider international efforts to encourage sustainable economic growth and development in poorer countries.

The results of these activities are reported in section 1 under the outcome 'Priority One: Protected Communities', and the activities delivered are reported in section 3 under the output class 'Specific Crime Prevention and the Maintenance of Public Order'.

Economic Development: New Zealand free of corruption, ease of doing business

Police works with the Serious Fraud Office, Ministry of Business, Innovation and Employment, and others to ensure that New Zealand is a safe place for businesses to operate free of corruption and crime. By sharing information quickly Police minimises risks, limiting possible losses for individuals and business.

The results of this activity are reported in section 1 under the outcome 'Priority 3: Less Crime', and the activities delivered are reported in section 3 under the output class 'Investigations'.

Justice: Reduce crime and its harm, hold offenders to account

Police takes a leading role in delivering the Government's goals of reducing total crime by 20%, violent crime by 20%, youth crime by 25% and reoffending by 25%¹³. Police efforts to achieve these goals will focus on reducing the social and economic costs of crime, and the impact of crime on its victims.

The Commissioner of Police is a member of the Justice Sector Leadership Board along with the chief executives of the Ministry of Justice, Department of Corrections, Serious Fraud Office and Crown Law. The Board is responsible for providing governance to manage volumes and costs across the justice system.

The impact of these activities is reported in section 1 under the outcomes 'Priority One: Protected Communities' and 'Priority Three: Less Crime'. The outputs resulting from these activities are reported in section 5 under the output classes 'General Crime Prevention', 'Investigations', and 'Case Resolution and Support to the Judicial Process'.

¹³ For achievement by June 2017 compared to 2011 figures with the exception of the target for total crime which is to be achieved by June 2018 compared to 2011 figures.

APPENDIX 4: COMMISSION OF INQUIRY CHANGE MANAGEMENT PROGRESS REPORT, 2014/15

Police Commissioner's comment

As in previous years, I am pleased to offer this review of New Zealand Police's progress in managing the changes called for in the 2007 Commission of Inquiry into Police Conduct (COI).

This is the seventh annual progress review. As well as offering a point-in-time view of how far we have come, this report also offers a sense of how we are tracking to the end of the Office of the Auditor-General's mandated 10-year monitoring period through to March 2017.

The forward projection continues to be encouraging, but by no means do I underestimate the need for vigilance and sustained commitment.

For those keen to check in on our progress between *Annual Reports*, a collection of COI-related material can be accessed on our website (at <http://www.police.govt.nz/about-us/nz-police/commission-inquiry>). Here you will find quarterly updates on implementation the 47 Police-specific COI recommendations. Given the Office of the Auditor-General has an overall monitoring role in relation to Police's COI-related change progress, we also provide links through to the four COI monitoring reports which the Office has released to date.

New Zealand Police will continue to carry through on the spirit and intent of the COI in the way we conduct day-to-day policing. Although we are nearing the end of the 10-year formal monitoring period, I'm confident the lessons learned, and improvements initiated, will endure. Certainly, our work doesn't stop in March 2017.

Looking ahead, I expect we will have significant further progress to report in 2016, especially as benefits start to flow from a new high performance programme that we will soon introduce across New Zealand Police. This will help all our staff be absolutely clear about our purpose – what we do, why we do it and how we police. The new high performance programme will help us be the best we can be.



Mike Bush MNZM
Commissioner
New Zealand Police

State Services Commission comment

The State Services Commission (SSC) has reviewed this report and the underlying evidence Police has provided to support its self-assessment. We consider that the report is consistent with that underlying evidence and focuses on the priorities we agreed in the 2011/12 report.

Police are achieving some excellent results across all four focus areas, overall workforce engagement continues to exceed state sector benchmarks and its 2015 Workplace Survey reports a number of strengths.

Police is making good progress in addressing the issues we identified in previous reports, particularly in relation to lifting trust and confidence in complaint investigations. It appears likely that all four targets related to the complaints process will be met by 2017.

However, the report shows that challenges remain, particularly in relation to lifting engagement across the workforce and improving the advancement and treatment of women and ethnic minorities in the workplace. Police is implementing significant initiatives such as district-level engagement plans and a new performance management framework which aim to lift performance in these areas.

However, these initiatives are still in development or in the early stages of implementation. Police will need to ensure that it sustains its focus on these initiatives to get the shifts it wants to achieve by 2017 and beyond.

Areas of particular interest for SSC in the coming year will be:

- what Police is doing to lift engagement and vision and purpose across the workforce, including in the poorer performing districts and at Sergeant and Constable level (focus areas 1.1.4, 1.2.4 and 1.2.5)
- how Police intends to embed actions underway to support merit-based progression, in order to ensure that selection processes do not discriminate against women and ethnic minorities (focus area 2.2).

SSC looks forward to seeing Police continue to make good progress towards embedding the key elements of its response to the COI into its operating model.

We also look forward to seeing Police continue to improve processes around the investigation of adult sexual assaults, which were a specific focus of the Office of the Auditor-General's fourth COI monitoring report (February 2015).



Mary Slater
Assistant Commissioner
State Services Commission

Background and overview

In 2004, a Commission of Inquiry was established to investigate serious allegations involving a small number of Police staff and their associates. The Commission's final report was published in April 2007 (<http://www.parliament.nz/resource/0000055162>). Of the Commission's 60 recommendations, 47 required action by New Zealand Police.

Police is a much different organisation in 2015. Significant progress has been made in identifying and embedding solutions to the COI's recommendations, and Police is well on track to deliver the required cultural and other changes identified by Dame Margaret Bazley. The operational context in which such changes are being managed is covered in detail in Sections 1, 2 and 5 of this Annual Report.

This report is the seventh annual review of progress in managing the change process associated with the COI, and the third to be carried out as a self-assessment by Police against a set of measures and targets baselined in 2011/12. Last year, for the first time, the self-assessment report was published as an appendix to Police's Annual Report as a way of promoting greater visibility and enhanced transparency.

Once again, this snapshot is part of a series of ongoing reviews, surveys and reports that point to the changes made since 2007; and Police's commitment to continue to evolve. As in previous years, it draws extensively on the findings of Police's Workplace Survey. The results of the 2015 survey can be accessed online at: <http://www.police.govt.nz/about-us/publication/new-zealand-police-workplace-survey-results-2015>. Encouragingly, progress is being made across all key areas, with some significant results being achieved in the treatment of women and ethnic minorities in the workplace – although this remains an area that needs continuing attention and focus to fully embed the relevant COI recommendations.

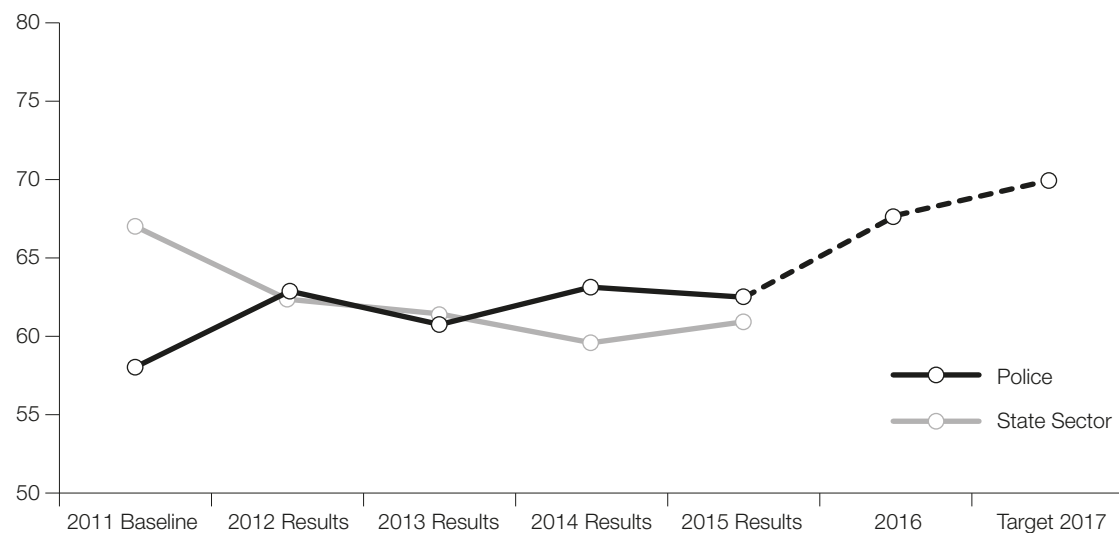
Summary dashboards

The fourth SSC review in 2011/12 (<http://www.police.govt.nz/sites/default/files/publications/state-services-commission-coi-report-into-police-conduct-2011-12.pdf>) identified priority areas for the COI, and set performance baselines for future reporting. The measures review progress in the following areas, based on Workplace Survey scores:

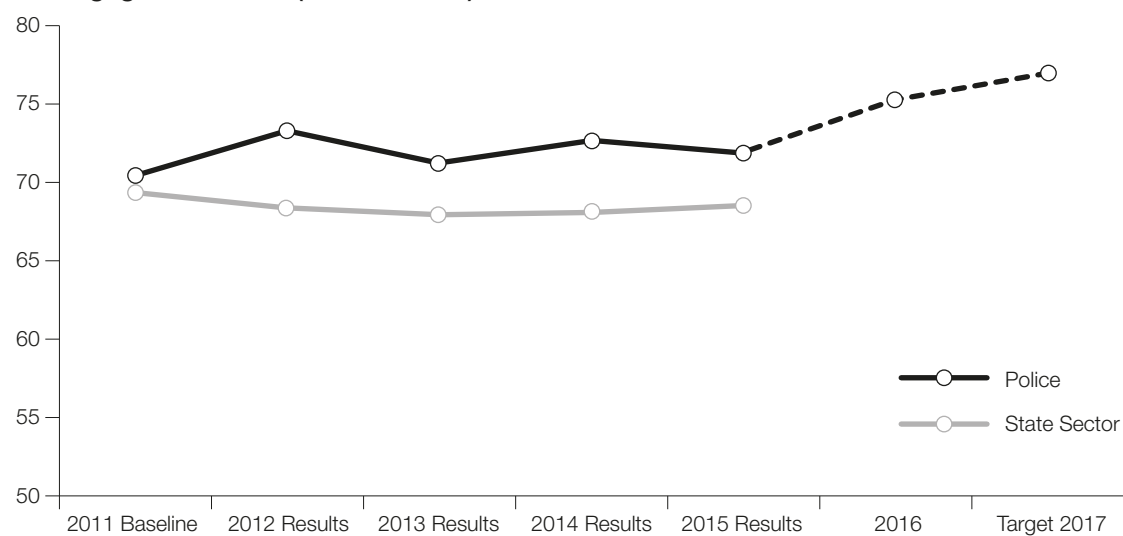
- Leadership and change
- Human resources (HR) strategy and capability to support integrated change
- Performance management
- Lifting trust and confidence in complaints investigation.

The dashboards provide the current state of Police against the baseline measures and anticipated target states for each of the key indicators for the four focus areas.

1.1 Vision and Purpose and Communication and Cooperation (Section Score)



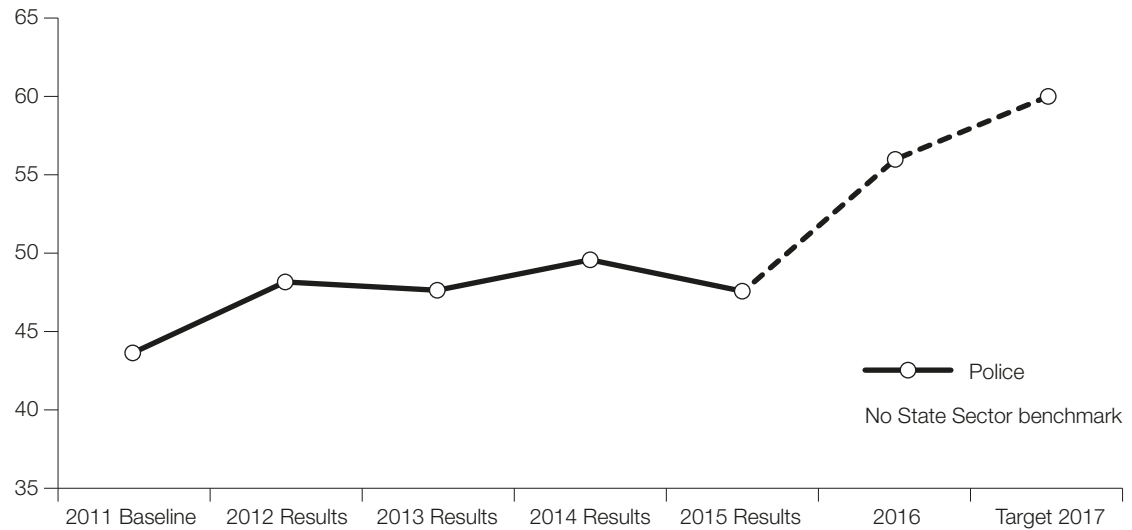
1.2 Engagement Index (Overall Score)



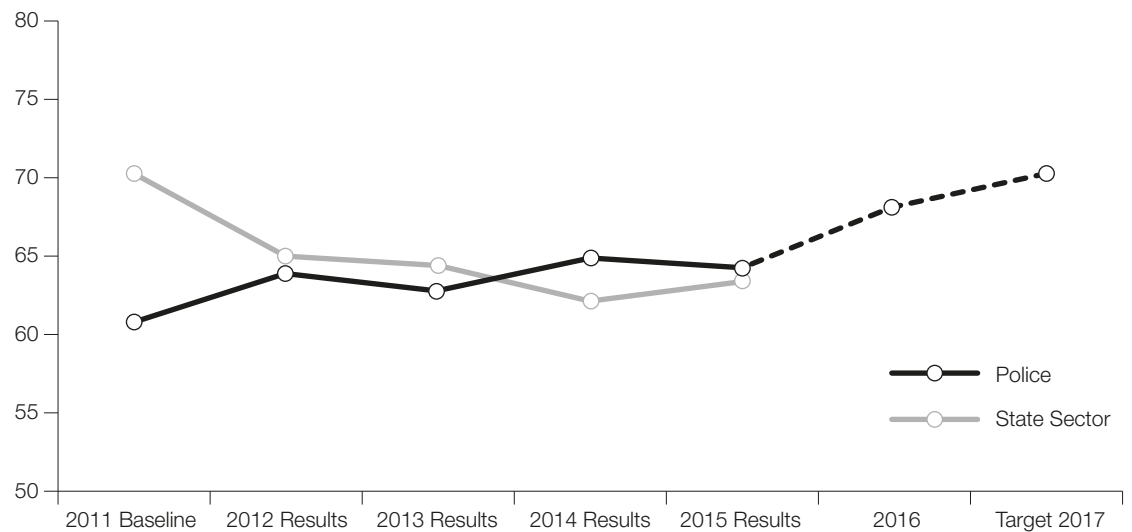
2 Women's Composition

Percentage of women by rank	2011	2013	2014	2015	2017 target
Commissioned Officer	8.1%	9.3%	10.7%	11.4%	10%
Senior Sergeant	10.7%	9.2%	10.8%	11.2%	12%
Sergeant	10.7%	11.9%	11.4%	11.2%	15%
Constable	20.1%	20.4%	21.7%	21.3%	23%

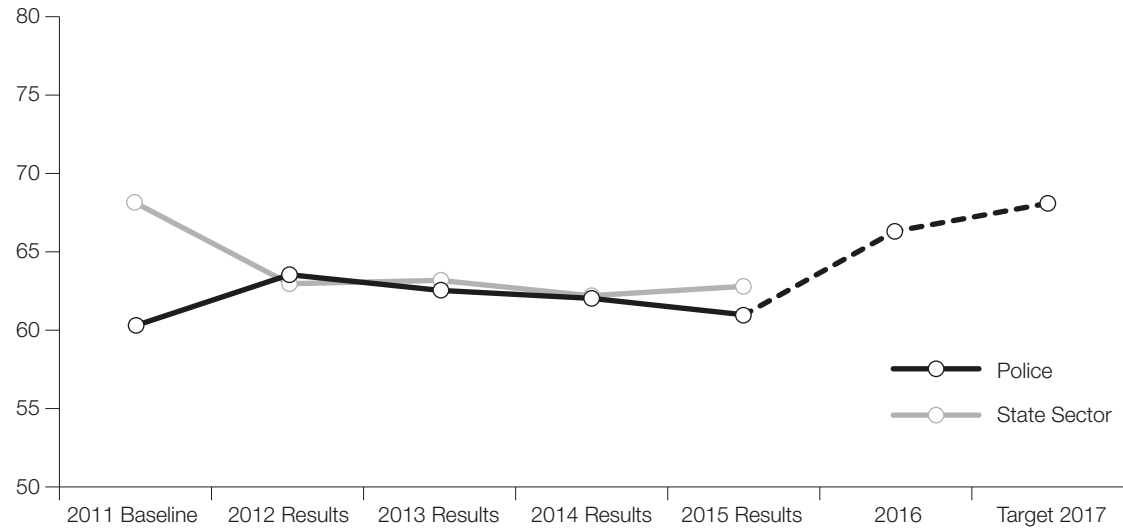
2.1 People Here Are Appointed to Positions Based on Merit



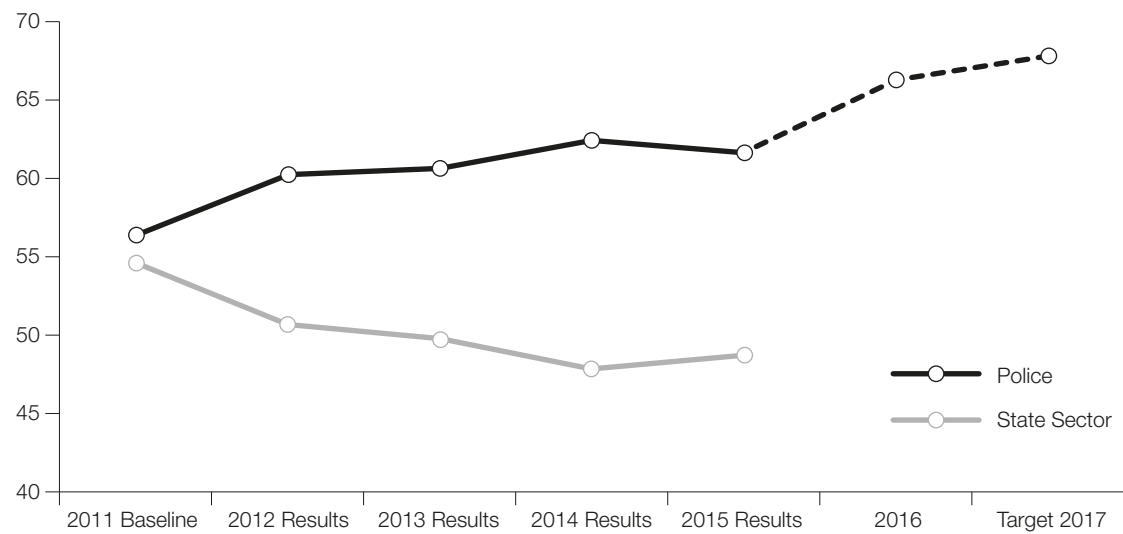
2.2 I Understand How My Performance is Measured



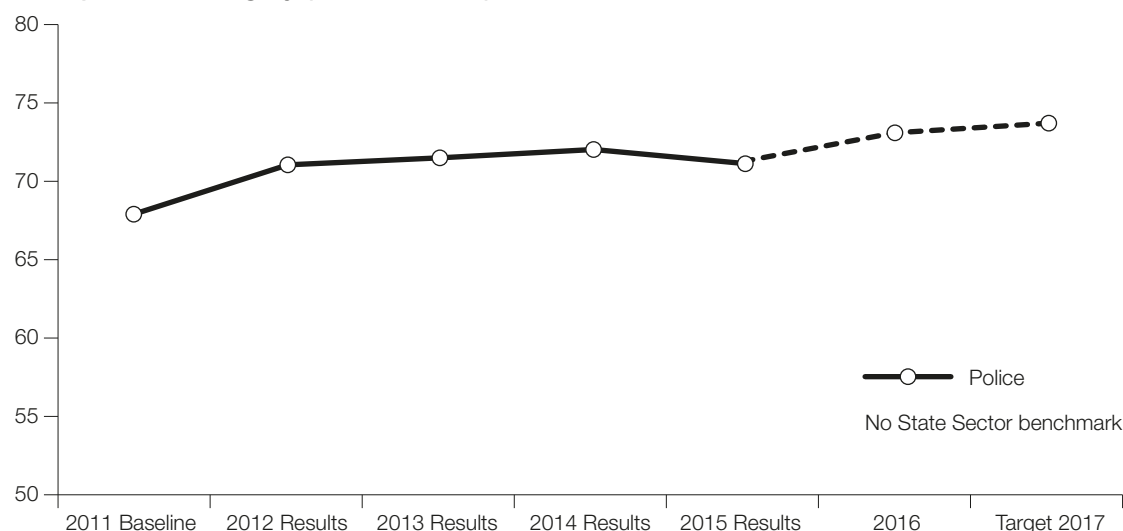
2.3 My Performance is Fairly Assessed



3 Poor Performance is Dealt with Effectively in My Work Group



4 Respect and Integrity (Section Score)



Focus area 1: Leadership and change

This focus area looks at how Police uses Workplace Survey results as the vehicle to re-present COI findings in the present-day context, drive improvements in staff engagement, and increase the visibility of the Police Executive team with the frontline.

Some indicators for this focus area have dropped for this year. More positively, in most instances, Police remains ahead of the state sector benchmark.

Police's Engagement Index has slipped 0.8% to 72.0% since 2014. However, the current Engagement Index remains well above where it was four years ago (+1.5%) and significantly higher than the 2015 state sector benchmark (+3.4%).

Notable points last year include:

- a score significantly above the 2015 state sector benchmark in the Workplace Survey Vision and Purpose and Communication categories (1.1.3)
- maintaining an overall 2015 Engagement Index that is significantly higher than the state sector benchmark (1.2.3).

The main elements where Police is at risk of not achieving the 2017 goals are:

- to achieve the 70% target for Vision and Purpose and Communication, Police will need to improve by 3.7% annually for each of the next two years
- narrowing the difference between Districts for Vision and Purpose category scores, as well as overall Engagement (1.1.4 and 1.2.4) – noting that the range between the highest and lowest scoring Districts in 2015 did not decrease
- continuing issues with Police as a workplace in relation to a relatively small number of engagement drivers, notably access to training opportunities, on-the-job stress, and feeling a sense of belonging to the District or Service Centre (1.2.1).

Consistency across districts

While the gap between the highest scoring district and the lowest scoring district for Vision and Purpose was not narrowed this year, both the lowest and highest scoring districts had scores 1.4% higher than the (different) districts in those positions last year. District-level action plans are in place for those the lowest scores in this category, setting a platform for expected improvements in 2016 and beyond.

Police's overall 2015 Workplace Survey engagement score has continued to be higher than the state sector benchmark. In addition, the gap between the highest (82.0%) and lowest (60.3%) scoring districts narrowed to an 11.7% difference this year, down marginally from 11.9% in 2014. Lifting engagement scores in less-well-performing districts remains a priority, and work to boost staff engagement across the board also continues.

Training opportunities

Each year Police assesses the demand for training, and provides training opportunities to meet operational needs. In 2014/15, there were approximately 2,200 more training opportunities provided for tactical options training than in the previous year. This equates to roughly 25,000 extra training hours.

Stress

In addition to the workplace stress solutions outlined in the 2014 update, Police have a Wellcheck programme, which requires regular psychological check-ups for staff in high risk roles. Police is also introducing a Speak Up programme to better enable staff to confidently address any bullying, harassment and discrimination in the workplace. The programme includes an anonymous telephone helpline and a range of mechanisms to ensure employees are supported when they Speak Up. That said, two questions pertaining to employee well-being recorded significantly lower scores this year:

- acceptability of work-related stress (question 3.2); and
- care for employee well-being (question 8.8, which is the key driver showing the biggest negative variance to the state sector benchmark).

Inclusiveness

Police continues to score below the benchmark on three Workplace Survey questions related to inclusiveness:

- being encouraged to try new ways of doing things (question 2.2);
- interest in employee views and opinions (question 8.5); and
- being adequately involved in decisions affecting the way individuals do their job (question 9.4).

More positively, following the 2015 introduction of a new organisational value of “Valuing Diversity”, work continues to address shortfalls from the state sector benchmark on three of the 13 engagement driver questions which relate to diversity and inclusiveness. Development of a formal diversity and inclusion strategy to help guide such efforts also remains an option. Finally of note, Police is a funding partner of Diverse NZ Inc, which gives the organisation access to industry best practice knowledge and resources in the area of diversity and inclusiveness.

Focus area 2: HR strategy and capability to support integrated change

This focus area is aimed at enhancing the career progression of women within Police, and more generally building and developing talent within the organisation.

Most indicators for this focus area are on track to meet the 2017 goals. Highlights last year include:

- the number of female Superintendents has doubled to six, including three in highly visible District Commander roles
- women made up 34.4% of recruits in 2014/15, with one wing being 50% women. The percentage of women applying to become police officers is mirrored in the recruitment pipeline and in the recruit wings
- continuing significant investment in women across all Police leadership development programmes.

On a less positive note, Police is at risk of not achieving its 2017 goals with respect to women's perceptions in relation to the following Workplace Survey themes: My team; Learning and development; My supervisor; and Performance and Feedback.

Career progression of women

Police continues to pursue initiatives designed to boost the gender balance of the organisation. The minimum recruiting target was refined to 35–40% women for 2014/15, which Police considers sustainable.

Retention rates for women increased significantly last year, albeit still remaining slightly lower than that of males. However, in the last six months the rates have been higher for females. Therefore, the rolling 12-month number is expected to be higher for females than males within the next quarter.

Development programmes

Police continues to deliver initiatives to support women to develop and progress within the organisation. This year Police will deliver two women's development programmes: Connect and Aspire.

Administration of women's development programmes has been assigned to a Strategic Advisor who supports the work of the national Women's Advisory Network (WAN). Police intends to broaden the scope of the Advisory Network's role in women's development programmes with opportunity to establish coaching and mentoring relationships between participants and WAN members.

Investment in women across all leadership development programmes also remains significant. Over the past year, 58% of employees attending leadership courses were women.

To further inform the process of developing its women, Police engaged IBM to conduct an independent review of Police's current state around women's advancement. The findings of this work are forming the basis for Police's diversity and inclusion strategy. The recommendations from this work have also been considered by the WAN Governance Group in developing priorities for District and Service Centre WAN work plans around women's development for the coming year.

Talent management

While general understanding of how performance is measured continues to surpass that of the wider state sector, Police employees were less positive about their performance being subject to a fair assessment last year. Perceptions of fair performance assessment are also significantly below the state sector norm. However, such perceptions are expected to improve once the new performance management framework is fully implemented.

Perceptions related to merit-based promotions have also declined since 2014 (-2.0%). However, this score is comparable to the 2013 result and is 3.9% higher than the score obtained in 2011.

Police needs to work harder to change these perceptions. An important enabler of such change is the successful completion of an appointments review project, which amongst other things has heralded a shift in the focus of selection criteria to leadership capability, particularly for supervisory positions. A review of the senior selection process will also be undertaken to ensure Police processes reflect organisational priorities and goals.

Police continues to operate Development Boards at District level and provide forums for discussion of talent development at a national level. The boards provide governance and direction regarding the investment in individuals. They are comprised of senior leaders from within the organisation as well as external representation, to ensure diversity of perspectives and input into this process.

Police has also worked with SSC to identify appropriate senior talent to contribute to the State Sector Career Board programme. During 2014/15, there were a number of examples of senior Police leaders taking up external secondment opportunities, as a way of further building their leadership skills (for example, one Assistant Police Commissioner was seconded to an Auckland-based role with the State Services Commission, while another was seconded to a Christchurch-based role with the Canterbury Earthquake Recovery Authority).

Focus area 3: Performance management

This focus area concentrates on the active management of poor performance at all levels within Police.

While several elements remain under action, the 2017 goals remain achievable. Highlights from last year include:

- introduction of a new performance development process for roles at Inspector level and above
- Police significantly outperforming the state sector benchmark with respect to poor performance being dealt with effectively.

Building managerial capability

As part of the new performance development process implemented for role holders at Inspector level and above, the Police competencies have been refreshed to:

- incorporate behaviours linked to Police's Values
- provide a clear picture of what is expected at different levels of leadership in Police.

Coaching

Embedding coaching as a managerial skill remains a challenge, but an essential component of the career progression framework (CPF) that governs promotion to rank. The CPF applies an organisational filter on prospective candidates for promotion – particularly Sergeant to Senior Sergeant – and will complement and improve the level of individual performance management in frontline Police managers.

Performance appraisals

Performance appraisal and management systems are to be fully aligned by 2016, with the introduction of an electronic performance appraisal system incorporated in a new HR Management Information System. The focus is to improve the effectiveness of the appraisal system overall; remedying the 'form heavy' nature of the present system, and creating a culture in which supervisors and staff exchange feedback on performance much more routinely.

Focus area 4: Lifting trust and confidence in complaint investigations

This focus area looks at the outcomes of the Police disciplinary process, particularly as they relate to key aspects of integrity, such as managing risks associated with the formation of inappropriate relationships.

Assuming the same rate of progress since 2011, Police is likely to achieve the 2017 objectives for three of the four elements of this focal area. Moreover, Police expects scores for all four questions to increase markedly with the 2015 introduction of a suite of new ethics reporting solutions, which are currently being finalised. On this basis, there is reason to be confident all four key targets will be met by 2017.

Highlights from this focus area last year include:

- significant reductions in the amount of time taken for employment-based disciplinary proceedings to run their course (4.1.3)
- continuing increases in positive responses to Workplace Survey Respect and Integrity questions, which almost without exception score significantly higher than State Sector comparators (4.1.5).

Some of the elements of this focus area where concerns remain are:

- data collection challenges, which have prevented the generation of meaningful statistics on the volumes of internal misconduct reporting (4.1.4)
- lower levels of awareness by Police staff about the Protected Disclosures Act than State Sector peers (4.1.6).

Raising the profile of the Police Professional Conduct function

Efforts continue to be made to communicate the role of Police Professional Conduct (PPC) in keeping employees safe. PPC staff speak at Sergeant, Senior Sergeant and Inspector qualifying courses at the Royal New Zealand Police College. PPC managers continue to be part of each District's visibility roster, which brings them onto the frontline at peak times to engage with and advise staff.

PPC staff have been instrumental in implementing Tactical Communications 'train the trainer' courses in three Districts (Waitematā, Counties Manukau and Central), with Counties Manukau trainers since delivering training to remaining District staff (with 500+ staff already benefitting from such training).

District PPC Managers are rotated from other management positions in District to ensure the role is experienced by a variety of senior leaders, and senior staff are exposed to the PPC work and understand its value. When positions are advertised in PPC both at PNHQ and within Districts, there are a number of quality suitable applicants applying for the roles. This represents a change in the level of interest, and as a result the skill-set of PPC staff has broadened.

Consistency of outcomes

A working party comprising representatives from Employment Relations, Human Resources and PPC is considering a wide range of issues that will impact on the consistency of processes and clarity of roles.

In addition, Police and the IPCA are commencing joint work with the Government Centre for Dispute Resolution on developing an early resolution process for suitable complaint matters. This is in the early days of planning and may lead to pilots being considered. The aim of the pilots

will be better outcomes for complainants and a reduction in the amount of resource required to resolve matters.

Since January 2015, all Policy, Practice and Procedure reviews in relation to significant events and deaths have been provided to Police's Operational Advisory Committee, which considers the recommendations and endorses them where appropriate. These decisions are recorded in Police's Lessons Learnt Database, so actions taken can be tracked. Moreover, learnings from appropriate IPCA investigations are now added to the Lessons Learnt Database, so that the lessons can be shared with the wider organisation.

Disciplinary speed and outcomes

In the year to 30 December 2014, Police had 21 non-criminal matters that were viewed as possible serious misconduct. These matters took 176 days on average to be completed, which represents a 56% reduction in the average duration of a disciplinary hearing process.

Training has been delivered to Human Resources employees and investigators. Further refinement to the disciplinary process is being considered, together with a refresh of the Police Supervisors Guide, which provides step-by-step detail on the disciplinary process.

Respect and integrity in the workplace

There has been a general decrease in scores since 2014 on the four questions in the Respect and Integrity section of Police's Workplace Survey. Of most concern are the declines on two questions – confidence in raising concerns about workplace harassment, bullying or discrimination without fear of reprisal, and belief that concerns that have been raised will be dealt with appropriately.

Understanding barriers to reporting on integrity matters

Developments to allow for robust measurement of internal misconduct reporting are still underway. An evidence-based programme, Speak Up, is scheduled for roll out in 2015. Speak Up is designed to foster a culture of 'report and be protected'. The package includes:

- a Speak Up intranet information portal
- an anonymous telephone helpline
- anonymous online reporting functionality
- support for employees who Speak Up
- mandatory annual training in Speak Up provisions.

Focus area 1: Leadership and change

Key:

* = baseline measure

■ **On track:** If score trend continues at current rate Police will meet or exceed 2017 COI target.

■ **Under Action:** Actions in place to achieve 2017 target.

■ **At risk:** if current trends continue Police may not achieve 2017 COI target.

Vision and purpose Indicators	2017 objective	Status/Result
1.1.1 Change management momentum and coherence	A unified and dynamic communications and change management plan will have been implemented, connecting all COI-related change, Policing Excellence initiatives and key strategic initiatives.	■ On track
1.1.2 Relating the Vision and Purpose to the frontline	Frontline staff will report that they understand the operational implications of the Vision and Purpose and how it relates to them day to day.	■ On track
1.1.3 Vision and Purpose engagement compared with the State Sector*	Police will score at least 70% and be above state sector benchmark in the Vision and Purpose and Communication and Cooperation category.	■ At risk 62.6%
1.1.4 Consistency across districts*	There will be higher average and narrower range of scores in the distribution of staff engaged with the Vision and Purpose across districts and workgroups.	■ On track Average 61.3% ■ At risk Range 19%
Staff engagement Indicators		
1.2.1 Police as a workplace	Targets achieved in nine agreed Engagement Driver targets as well as seven additional drivers added in 2013/13.	■ On track ■ Under action for 6/16 engagement drivers
1.2.2 Rewarding the right behaviours	Regular mechanisms will be in place and regularly used to celebrate Police successes, reward appropriate behaviours and to communicate these externally and internally.	■ Under action
1.2.3 Workplace engagement compared with the State Sector*	The Engagement Index target for Police will be at least 77% and will be above the state sector benchmark.	■ Under action 72%
1.2.4 Workplace engagement district wide comparison*	All districts will have an engagement index above 70%.	■ Under action for relevant districts 6 x districts >70%; 2 x districts <70% and ↑; 4 x districts <70% and ↓

1.2.5 Workplace engagement Sergeant and Constable comparison	There will be a greater positive shift in engagement for Sergeants and Constables. The engagement index targets will be 80% for Sergeants and 75% for Constables.	■ At risk Sergeants – 72.5% Constables – 69.6%
Leadership (visibility at the frontline) Indicators		
1.3.1 Police leadership as role models	Police leaders will be excellent role models and will inspire their staff.	■ On track
1.3.2 Engagement of Police leadership with the frontline	Senior leaders will be visible for staff and people will feel more connected to Police as an organisation.	■ On track 64.1%
1.3.3 Police leadership as models of the right behaviours	Senior leaders and frontline managers will consistently model the right behaviours and will be perceived to be doing so by their staff.	■ On track 83%

Focus area 2: Human resources strategy and capability to support integrated change

Career progression of women indicators	2017 objective	Status/Result
2.1.1 Gender composition of Police's ranks*	The proportion of women at senior ranks in Police will more closely reflect the proportion of women across the entire organisation.	■ On track 11.4% vs 32.2%
	Annual recruitment for Constabulary women will be above 30% of total Constabulary recruitment.	■ Achieved 34.4%
	Women's attrition rates will remain similar to or lower than those of men.	■ On track
	Women's promotion rates will match those of men.	Inspector and above: ■ On track Senior/sergeant: ■ Under action
	Women will make up at least 10% of total Commissioned Officers.	■ Achieved 11.4%
	Much higher representation of women in senior operational positions.	■ On track
2.1.2 Engagement profile of men and women	Women's engagement profile will be equal or higher than that of men, reflecting women feeling more positive about their career and development opportunities within Police.	■ Achieved 2.2% higher than men's (73.6% and 71.4% respectively).
	Scores for women are on par or higher than those for men regarding their career and development opportunities within Police.	■ At risk 56.9% (F) vs 61% (M)

Career progression of women indicators	2017 objective	Status/Result
2.1.3 The drivers of women's advancement	100% of women leaving Police at non-Commissioned Officer level and above will be offered and actively encouraged to have formal exit interviews. The incentives to advance women in Police will be understood and strategies will be in place to mitigate or remove barriers to the advancement of women. Women at Sergeant or Senior Sergeant levels will have clear career paths towards senior operational roles, including the use of short-term secondments to round out experiential shortfalls.	■ On track ■ Under action
2.1.4 Development of women staff	100% of women at Senior Sergeant level and above will be offered and actively encouraged to have an Individual Development Plan (IDP) and an individual mentor (internal or external) relevant to their career aspirations.	■ On track
	Development interventions and IDPs for the advancement of women into senior positions will be in place and regularly reviewed.	■ Under action
2.1.5 Communication of women's career pathways	Women will be supported through IDPs and mentors to gain the right exposure to the right operational experience in order to progress. Support programmes for women will be based on best practice talent management approaches and will be informed by leadership development programmes for women and other minority groups from other jurisdictions.	■ Under action

Talent management Indicators		Status/Result
2.2.1 The merit of promotions and advancements*	Police will score at least 70.3% and be above the state sector benchmark on understanding how performance is measured.	■ At risk 64.2%
	Police will score at least 68.2% and be above the state sector benchmark for the question that assesses perception of performance being fairly assessed.	■ At risk 61%
	Police will score at least 60% and will show continuous improvement relative to the 2011 score for the question that people are appointed to positions based on merit.	■ At risk 47.6%
2.2.2 Composition of Police's skill base – Constabulary and non-Constabulary staff	There will be a wide range of career pathways and programmes for the development of Constabulary staff. The diversity of the workforce's skill base will be better captured and utilised.	■ Under action
2.2.3 The identification and management of talent	Integrated career structures will enable movement between different roles. There will be a base rate of skills defined for staff at different levels, and this will be reflected in a competency framework.	■ Under action

Talent management Indicators		Status/Result
2.2.4 Alignment of talent management and HR strategies	A dynamic workforce management plan will be agreed and continually refreshed with senior Police leaders. The workforce management plan will be regarded as best practice in State Sector terms.	■ Under action

Focus area 3: Performance management

Performance Management Indicators	2017 objective	Status/Result
3.1.1 Consistency of performance management practices	There will be consistent performance management practices across the districts and workgroups.	■ Under action
3.1.2 Role of performance management in career development	Performance management will be seen in a positive developmental context. Staff at all levels will view performance management as constructive and necessary for their career path and development. Managers will see performance management as a core part of their role. There will be a focus on relationships and constructive and regular performance conversations between managers and their staff at all levels. Poor performance in the districts will be identified and dealt with as it happens. Police will score at least 70% for the question 'I get regular feedback on my performance from my supervisor (formal/informal) in the Workplace Survey. The CLC survey will show Police performing on par with the benchmarks.	■ On track 70.9% agree The next longitudinal survey and CLC survey data will be available in 2016
3.1.3 Effective coaching	Coaching will be established as a 'critical leadership behaviour'. Leader's demonstration of this behaviour will be measured through the performance development process.	■ Under action
3.1.4 Dealing with poor performance*	Police will at least score consistently better year-on-year than the state sector benchmark measure 'that poor performance is dealt with effectively in work groups'.	■ On track 61.8%
3.1.5 The disciplinary process and early warnings data	The desired future state is for Early Intervention (EI) to be an accepted and understood system in Police and that interventions change behaviour effectively.	■ On track

Focus area 4: Lifting trust and confidence in complaint investigations

Disciplinary speed and outcomes Indicators	2017 objective	Status/Result
4.1.1 Reputation of and respect for the Professional Standards/Conduct functions	The reputation of the Police Professional Standards functions (now Police Professional Conduct) within and outside Police will be positive, and the group will be viewed as a guardian and guide on integrity and appropriate conduct. A period of work in the Professional Standards workgroup will be seen as desirable and a stepping stone to senior positions.	■ On track
4.1.2 Consistency across management of employment based criminal or disciplinary processes	Reviews of the complaints process will show greater consistency between districts. Improved trends in technical and procedural correctness of employment based disciplinary or criminal processes. Consistent use of decision frameworks for complaints and their escalation.	■ Under action
4.1.3 Time taken for employment based disciplinary processes	The average elapsed time for all employment-based disciplinary processes will be reduced.	■ On track 56% improvement to average time taken (compared to the disciplinary hearing process average of 313 days).
4.1.4 Respect and Integrity in the Workplace*	There will be an increase in reports of sexual misconduct in the short-term followed by a downward trend in the long term.	■ Under action
4.1.5 Understanding of the barriers to reporting on matters of integrity*	There will be greater understanding of what the barriers are to the reporting on matters of integrity, such as inappropriate relationships, and explicit actions to resolve these will be in place.	■ On track
	Exceed the state sector benchmark for the question on the mechanisms for reporting breaches of integrity and conduct anonymously or confidentially; and	The next SSC Integrity and Conduct Survey is in 2016
	In the SSC Integrity and Conduct Survey Police will achieve 75% and/or remain the leading agency in the state sector for the question, 'are you confident that you know where to get good advice about integrity and conduct'	The next SSC Integrity and Conduct Survey is in 2016
4.1.6 Effectiveness of protected disclosures policy	The Protected Disclosures Policy and Challenging Police Misconduct (Integrity Reporting) Policy will be operating effectively and this will result in an increase in reports of misconduct in the short- term which will reduce over time. For the awareness of the Protected Disclosures Act in the SSC Integrity and Conduct Survey Police's score will be above its 2011 score and will exceed the state sector benchmark.	■ Under action Project due to be implemented Sept 15. The next SSC Integrity and Conduct Survey is in 2016

The 16 Engagement Drivers

8.9: NZ Police is an enjoyable place to work

1.7: My job gives me a sense of personal achievement

8.7: I feel a sense of belonging to my District or my Service Centre

8.10: I feel I am working for an effective organisation

1.6: The work I do makes good use of my knowledge and skills

2.2: I am encouraged to try new ways of doing things

3.2: The level of work-related stress I experience in my job is acceptable

2.4: There are career development opportunities for me in NZ Police

1.5: NZ Police provides adequate training for the work I do

7.5: I feel my contribution is valued in NZ Police**

8.5: NZ Police is interested in the views and opinions of its staff**

8.8: NZ Police cares about the well-being of its staff**

8.4: There is a sense of 'common purpose' in NZ Police**

8.2: Communication in my District or my Service Centre is open and honest**

9.4: I am sufficiently involved in decisions that affect the way I do my job**

9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police***

Performance

1.3: I understand how my performance is measured

1.4: My performance is fairly assessed

4.7: People are held accountable for their performance in my team

4.8: Poor performance is dealt with effectively in my team

6.5: I get regular feedback on my performance from my supervisor (formal/informal)

7.2: People here are appointed to positions based on merit

	Weighted Mean Scores					Level of Agreement Scores		
	Target 2017	Tracking against 2011 baseline	Police 2014	Police 2015	State Sector Benchmark 2015	Police 2014	Police 2015	State Sector Benchmark 2015
Engagement Index	77	↑	72.8	72.0	68.6	73.3	72.1	69.7
	70	↑	71.3	70.7	NA	72.4	71.2	NA
	> State sector benchmark	↓	75.5	75.4	72.6	78.3	77.9	75.6
	70	↑	64.7	64.0	64.1	60.3	59.8	64.9
	65	↑	66.5	65.7	NA	64.2	62.8	NA
	70	↑	71.8	71.4	65.0	75.0	74.4	59.6
	60	↑	60.1	59.4	61.9	51.2	49.7	60.9
	65	↑	60.1	58.8	60.2	54.9	52.2	59.4
	60	NA	59.6	59.7	54.6	53.4	53.5	38.2
	60	↓	54.5	52.2	NA	44.8	40.0	NA
	NA	↑	60.0	58.9	59.3	51.0	49.2	59.4
	NA	↑	52.5	51.8	55.4	39.9	38.9	57.0
	NA	↑	58.1	57.0	61.9	50.9	48.7	65.9
	NA	↑	63.1	62.6	60.0	58.2	57.2	57.8
	NA	↑	57.3	56.9	54.3	46.3	45.1	49.3
	NA	↓	58.6	57.6	60.9	51.3	49.2	63.4
	NA	NA	61.8	60.4	60.9	55.1	52.9	55.1
	NA	↑	64.9	64.2	63.4	61.1	59.4	59.2
	NA	↓	62.1	61.0	62.8	54.6	52.7	60.4
	NA	↓	68.4	67.7	NA	66.9	65.7	NA
	NA	↑	62.5	61.8	48.8	54.4	53.3	29.8
	NA	↑	70.9	70.9	67.1	68.8	68.5	61.0
	NA	↑	49.6	47.6	NA	34.5	31.3	NA

Respect and Integrity

5.1: Staff in my team respect employee diversity

5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination

5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal

5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)

5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately

Respect and Integrity (Section Score)

Rewarding the Right Behaviours at NZ Police

4.1: People in my team conduct themselves in accordance with the values expected by NZ Police

6.1: My supervisor behaves in a way that is consistent with the values of NZ Police

7.1: NZ Police has appropriate ways of recognising outstanding achievement

7.3: We celebrate success in NZ Police

Vision and Purpose + Communication and Cooperation

8.1: NZ Police has a clear vision of where it's going and how it's going to get there

8.3: I feel informed about NZ Police and its activities

8.6: Teams within NZ Police work well together

8.11: I intend to continue working at NZ Police for at least the next 12 months

Vision and Purpose + Communication and Cooperation section score

	Weighted Mean Scores					Level of Agreement Scores		
	Target 2017	Tracking against 2011 baseline	Police 2014	Police 2015	State Sector Benchmark 2015	Police 2014	Police 2015	State Sector Benchmark 2015
Engagement Index	77	↑	72.8	72.0	68.6	73.3	72.1	69.7
	NA	↑	78.4	78.3	NA	83.4	83.6	NA
	NA	↑	75.6	74.9	NA	79.7	79.1	NA
	NA	↑	70.1	69.2	NA	70.4	69.2	NA
	NA	↑	69.4	68.6	NA	69.1	68.4	NA
	NA	↑	67.3	66	NA	64.4	63.0	NA
	NA	↑	72.2	71.4	NA	73.4	72.7	NA
	NA	↑	79.8	79.4	NA	86.2	86.0	NA
	NA	↑	83.2	83.0	77.4	87.4	87.5	80.3
	NA	↑	57.8	56.8	NA	46.3	44.9	NA
	NA	↑	58.4	58.6	58.3	47.0	47.5	57.7
	NA	↑	65.9	64.9	66.3	62.3	60.0	64.5
	NA	↑	62.8	62.7	62.4	56.5	56.0	61.7
	NA	↑	61.1	60.8	57.1	54.3	54.1	46.9
	NA	↓	83.5	82.9	83.5	85.2	84.6	85.2
	NA	↑	63.2	62.6	61.0	57.1	58.0	58.6

APPENDIX 5: PROFILE OF OUR PEOPLE

All employees: by gender

Employees by gender, as at June 2010–2015

Gender	As at 30 June 2010			As at 30 June 2011		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,562	1,959	3,484	1,562	1,983	3,545
Male	7,294	1,143	8,408	7,294	1,145	8,439
Total	8,856	3,102	11,892	8,856	3,128	11,984
Percentage female (%)	17.6%	63.2%	29.3%	17.6%	63.4%	29.6%

Gender	As at 30 June 2012			As at 30 June 2013		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,584	1,937	3,521	1,586	1,890	3,475
Male	7,356	1,102	8,458	7,197	1,001	8,198
Total	8,940	3,039	11,979	8,782	2,891	11,673
Percentage female (%)	17.7%	63.7%	29.4%	18.1%	65.4%	29.8%

Gender	As at 30 June 2014			As at 30 June 2015		
	Constabulary	Other Employees	Total	Constabulary	Other Employees	Total
Female	1,676	1,930	3,606	1,721	1,950	3,671
Male	7,387	1,038	8,426	7,327	982	8,309
Total	9,063	2,969	12,032	9,048	2,932	11,980
Percentage female (%)	18.5%	65.0%	30.0%	19.0%	66.5%	30.6%

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

Employees by Age Group, as at June 2013–2014

As at 30 June 2013

Age	Constabulary	Other Employees	Total
0 to 24	266	128	394
25 to 34	1,749	419	2,168
35 to 44	3,350	693	4,044
45 to 54	2,687	914	3,601
55 to 64	689	602	1,291
65+	39	133	173
Total	8,782	2,891	11,673

As at 30 June 2014

Age	Constabulary	Other Employees	Total
0 to 24	383	160	543
25 to 34	1,873	422	2,295
35 to 44	3,150	658	3,808
45 to 54	2,816	926	3,742
55 to 64	799	625	1,424
65+	43	177	220
Total	9,063	2,969	12,032

As at 30 June 2015

Age	Constabulary	Other Employees	Total
0 to 24	388	177	565
25 to 34	1,894	457	2,351
35 to 44	2,972	594	3,566
45 to 54	2,839	905	3,744
55 to 64	910	613	1,523
65+	46	185	231
Total	9,048	2,932	11,980

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time employee.
- Numbers do not include employees on leave without pay.
- Recruits are included in the Constabulary number.
- Due to the consolidation of numbers, some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.

Employees – constabulary staff only: by rank and gender

Constabulary employees by rank and gender as at June 2010–2015

	As at 30 June 2010				As at 30 June 2011			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	4	–	4	–	3	–	3	–
Superintendent	39	3	42	7.1%	40	2	42	4.8%
Inspector	240	18	258	7.0%	247	23	270	8.6%
Senior sergeant	385	41	426	9.6%	372	42	414	10.2%
Sergeant	1,238	135	1,373	9.8%	1,259	146	1,405	10.4%
Constable	5,287	1,312	6,599	19.9%	5,211	1,289	6,500	19.8%
Matron	–	–	–	–	–	1	1	100.0%
Recruits	69	16	85	18.8%	159	59	218	27.1%
Total	7,265	1,525	8,790	17.3%	7,294	1,562	8,856	17.6%

	As at 30 June 2012				As at 30 June 2013			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	–	1	–
Deputy commissioner	2	–	2	–	2	–	2	–
Assistant commissioner	5	–	5	–	5	–	5	–
Superintendent	43	1	44	2.3%	38	2	40	5.0%
Inspector	229	21	250	8.4%	231	26	257	10.3%
Senior sergeant	395	47	442	10.6%	411	41	452	9.2%
Sergeant	1,276	162	1,438	11.3%	1,256	173	1,429	12.1%
Constable	5,337	1,335	6,672	20.0%	5,194	1,322	6,516	20.3%
Matron	–	–	–	–	–	–	–	–
Recruits	68	18	86	20.9%	59	21	80	26.3%
Total	7,356	1,584	8,940	17.7%	7,197	1,585	8,782	18.1%

	As at 30 June 2014				As at 30 June 2015			
	Male	Female	Total	% female	Male	Female	Total	% female
Commissioner	1	–	1	–	1	0	1	–
Deputy commissioner	1	–	1	–	3	0	3	–
Assistant commissioner	5	–	5	–	5	0	5	–
Superintendent	39	3	42	7.1%	36	6	42	14.3%
Inspector	228	29	257	11.5%	235	30	265	11.3%
Senior sergeant	414	50	464	10.7%	412	52	464	11.1%
Sergeant	1,302	164	1,466	11.2%	1,290	163	1,453	11.2%
Constable	5,228	1,354	6,582	20.6%	5,258	1,431	6,690	21.4%
Matron	–	–						
Recruits	169	76	245	31.0%	86	39	125	31.2%
Total	7,387	1,676	9,063	18.5%	7,327	1,721	9,048	19.0%

Notes

- Figures are given on a full-time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time member.
- Numbers do not include employees on leave without pay.
- Due to the consolidation of numbers some minor rounding variations can occur between employees' numbers in the report. This rounding does not affect the overall position or integrity of the numbers reported.
- Authorised Officers and Temporary Sworn staff are included in the "Constable" line of data.

All employees: by ethnicity

Ethnicity profile of New Zealand Police as at June 2010–2015

Ethnicity	2013 Census population base (%)	Police profile, as at 30 June					
		2009/10 (%)	2010/11 (%)	2011/12 (%)	2012/13 (%)	2013/14 (%)	2014/15 (%)
New Zealand European/ Pākehā	69.6	72.6	72.3	72.4	71.8	70.9	70.4
Māori	14.9	11.0	11.0	10.9	11.0	11.2	11.3
Pacific peoples	7.4	4.8	4.9	4.9	5.0	5.1	5.4
Asian peoples	11.8	2.1	2.3	2.3	2.5	2.7	2.8
European	6.0	16.4	16.2	15.9	15.6	17.6	15.1
Other ethnic groups	1.2	0.5	0.5	0.5	0.7	0.5	0.6

Notes

- Employees are given the option of recording multiple ethnic groups. If an employee has chosen to do this they are counted in each group selected, so the percentages in this table will add to more than 100 percent.
- Figures are given on a full time equivalent basis; that is, employees working on a part-time basis are summed to an equivalent of a full-time member.
- Numbers do not include employees on leave without pay.
- Population statistics are from 2013 Census and include all people who stated each ethnic group, whether as their only ethnic group or as one of several ethnic groups. Where a person reported more than one ethnic group, they have been counted in each applicable group.

All employees: turnover and terminations

Numbers of turnover and terminations as at June 2010–2015

	As at 30 June					
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Constabulary turnover rate	2.6%	3.4%	3.6%	5.3%	4.5%	4.1%
Constabulary terminations	225	303	319	474	398	364
Other Employees turnover rate	8.3%	9.4%	9.9%	9.8%	8.4%	9.9%
Other Employees terminations	260	299	309	291	254	303

* This excluded planned terminations

Numbers of turnover and terminations by gender as at June 2010–2015

	As at 30 June					
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Constabulary – Female turnover rate	2.1%	4.0%	4.3%	5.5%	5.4%	4.4%
Constabulary – Female terminations	33	64	70	92	91	76
Constabulary – Male turnover rate	2.7%	3.3%	3.5%	5.3%	4.3%	4.0%
Constabulary – Male terminations	192	239	250	382	307	288
Other Employees – Female turnover rate	8.0%	9.2%	9.6%	9.3%	9.5%	10.0%
Other Employees – Female terminations	161	187	191	180	185	199
Other Employees – Male turnover rate	8.9%	9.7%	10.4%	10.6%	6.3%	9.3%
Other Employees – Male terminations	99	112	117	111	69	104

* This excluded planned terminations

Total employee numbers

Staff numbers (headcount, including provision for leave without pay), 2012–2015

District or other location	30 June 2010*				30 June 2011*			
	Constabulary		Other Employee		Constabulary		Other Employee	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Northland	321	14	49	9	306	16	48	7
Waitematā	706	32	121	19	693	30	126	23
Auckland	693	24	151	18	670	25	157	14
Counties Manukau	985	30	180	16	1,045	28	173	15
Waikato	584	20	90	10	566	29	97	14
Bay of Plenty	606	24	102	11	589	23	106	12
Central	654	29	95	19	646	31	97	17
Eastern	395	12	58	10	403	15	62	9
Wellington	788	24	142	25	762	25	146	28
Tasman	300	15	49	14	306	13	51	15
Canterbury	841	48	106	25	849	55	110	22
Southern	559	23	70	24	537	16	75	22
Police National Headquarters	1,144**	26**	1,474**	208**	1,018**	25**	1,471**	195**
Financial Crime Group								
Licensing and Vetting								
National Prosecutions								
National Communications								
National Intelligence Centre								
Police Infringement Bureau								
Commercial Vehicle Invest Unit								
Crime								
ICT Service Centre								
Training Service Centre								
Legal								
Tactical Groups								
International Service Group								
Org Financial Crime Agency NZ								
Total	8,576	321	2,687	408	8,390	331	2,719	393

Notes

- The Auckland Metropolitan Crime and Operations Support Unit was disestablished in 2011/12. Its functions and employees were transferred to Auckland City and the crime team.
- Due to the consolidation of numbers some minor rounding variations can occur between employee numbers in the report. This rounding does not affect the overall position or the integrity of the numbers reported.

30 June 2012				30 June 2013				30 June 2014				30 June 2015			
Constabulary		Other Employee		Constabulary		Other Employee		Constabulary		Other Employee		Constabulary		Other Employee	
Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
319	14	50	4	317	11	46	5	322	14	47	8	326	16	52	3
734	31	123	18	693	33	97	17	723	32	111	15	717	33	109	11
775	33	163	12	820	35	141	14	794	35	145	15	776	35	145	13
1,088	29	191	7	989	44	164	9	1012	55	176	11	1017	58	167	12
601	20	98	12	583	21	83	10	606	23	89	12	606	24	76	13
637	25	112	10	662	21	87	2	662	24	98	2	658	28	91	5
673	34	99	17	663	30	93	16	672	26	95	19	678	25	90	17
426	14	71	6	424	19	61	7	411	20	63	9	412	23	54	4
786	24	148	21	767	25	118	24	787	27	126	21	775	34	116	15
320	14	47	13	323	14	38	8	320	17	38	13	316	20	39	8
914	47	122	19	839	71	97	19	851	68	102	18	846	62	96	17
565	13	84	16	547	17	66	16	551	16	70	15	559	17	71	14
82	2	249	16	108	4	367	26	99	1	402	31	116	1	406	33
21	2	26	–	25	1	27	2	27	1	27	1	33	1	31	1
2	–	15	1	1	0	17	1	1		3		–	–	–	–
167	8	140	24	182	2	138	26	186	3	102	17	182	4	96	19
82	–	395	80	89	3	449	75	81	1	461	97	81	–	488	108
17	–	46	–	10	1	39	2	15	1	48	1	10	–	47	3
11	–	76	5	4	0	86	5	5		90	5	4	–	95	4
81	–	21	2	89	0	12	1	100		6	2	106	–	6	3
207	7	139	9	127	2	126	7	132		114	9	132	1	137	16
4	–	234	15	2	0	233	14	1		226	17	2	–	211	17
127	4	103	13	133	2	174	8	139	2	343	7	204	2	215	8
4	–	16	1	3	0	17	2	3	1	15		3	1	15	2
71	1	3	2	108	1	1	2	108		1	2	105	–	2	2
50	–	8	1	34	0	12	0	47		13	2	57	–	20	1
32	–	17		62	2	26	1	65	3	24		73	3	21	–
8,796	322	2,796	324	8,604	359	2,815	319	8720	370	3,035	349	8,794	388	2,896	349

* Numbers do not include employees on leave without pay. Corporate Service Centre reflects employees on final retirement leave; changes to Police policy mean this will no longer be used.

** Includes all staff working in Police National Headquarters and service centres

Remuneration

Remuneration of Staff by salary band 2014/15

Total remuneration band	Total personnel	Overseas ^[a]	Left New Zealand Police ^[b]	Started during year ^[c]	Remuneration authority ^[d]
\$0–\$9,999	293		104	184	
\$10,000–\$19,999	286		86	178	
\$20,000–\$29,999	269		102	82	
\$30,000–\$39,999	351		103	95	
\$40,000–\$49,999	602		81	95	
\$50,000–\$59,999	1100		63	39	
\$60,000–\$69,999	1884		55	12	
\$70,000–\$79,999	1884	12	49	6	
\$80,000–\$89,999	1504	10	40	3	
\$90,000–\$99,999	1652	4	31	3	
\$100,000–\$109,999	1122	7	19		
\$110,000–\$119,999	914	8	24		
\$120,000–\$129,999	564	16	15		
\$130,000–\$139,999	309	4	22	1	
\$140,000–\$149,999	172	6	17		
\$150,000–\$159,999	84	8	9	1	
\$160,000–\$169,999	44	6	7		
\$170,000–\$179,999	22	7			
\$180,000–\$189,999	14	3	2		
\$190,000–\$199,999	4	2			
\$200,000–\$209,999	8	3	1		
\$210,000–\$219,999	7	2	1		
\$220,000–\$229,999	5		1		
\$230,000–\$239,999	8	3	3		
\$240,000–\$249,999	3	1			
\$250,000–\$259,999	6	1		1	
\$260,000–\$269,999	4	1			
\$270,000–\$279,999	3		1		
\$280,000–\$289,999	3				
\$290,000–\$299,999	1		1		
\$300,000–\$309,999	1		1		
\$310,000–\$319,999	3		1		
\$320,000–\$329,999	3		1		

Total remuneration band	Total personnel	Overseas ^[a]	Left New Zealand Police ^[b]	Started during year ^[c]	Remuneration authority ^[d]
\$360,000–\$369,999	1	1			
\$500,000–\$509,999	1				1
\$690,000–\$699,999	1				1
Total	13,132	105	840	700	2

Notes

The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2014/15 not the full-time remuneration at any point of the year.

[a] Employees who received additional allowances relating to their overseas postings.

[b] Employees who left New Zealand Police during 2014/15 and many have been paid contractual entitlements.

[c] Employees who began working for New Zealand Police during 2014/15 and have not yet received a full year's remuneration.

[d] Employees whose remuneration was determined by the Independent Remuneration Authority for at least part of the year.

Remuneration of Staff by salary band and age group 2014/15

Total remuneration band	0–24	25–34	35–44	45–54	55–64	65+
\$0–\$9,999	75	85	78	37	12	6
\$10,000–\$19,999	107	85	45	28	15	6
\$20,000–\$29,999	44	75	79	40	13	18
\$30,000–\$39,999	48	109	94	56	29	15
\$40,000–\$49,999	85	135	151	128	73	30
\$50,000–\$59,999	153	260	278	221	147	41
\$60,000–\$69,999	265	730	443	257	152	37
\$70,000–\$79,999	42	681	711	335	98	17
\$80,000–\$89,999	2	301	712	388	88	13
\$90,000–\$99,999	2	93	615	668	253	21
\$100,000–\$109,999		38	423	517	140	4
\$110,000–\$119,999		15	249	466	170	14
\$120,000–\$129,999		3	123	328	107	3
\$130,000–\$139,999		3	56	184	62	4
\$140,000–\$149,999			25	106	37	4
\$150,000–\$159,999			15	46	21	2
\$160,000–\$169,999			6	28	8	2
\$170,000–\$179,999			1	9	12	
\$180,000–\$189,999			1	8	5	
\$190,000–\$199,999				1	2	1
\$200,000–\$209,999				4	4	

Total remuneration band	0–24	25–34	35–44	45–54	55–64	65+
\$210,000–\$219,999			1	4	2	
\$220,000–\$229,999			1	2	2	
\$230,000–\$239,999				3	5	
\$240,000–\$249,999				1	2	
\$250,000–\$259,999				3	3	
\$260,000–\$269,999			1	2	1	
\$270,000–\$279,999				1	2	
\$280,000–\$289,999				3		
\$290,000–\$299,999					1	
\$300,000–\$309,999				1		
\$310,000–\$319,999				1	2	
\$320,000–\$329,999				2	1	
\$360,000–\$369,999					1	
\$500,000–\$509,999				1		
\$690,000–\$699,999				1		
Total	823	2,613	4,108	3,880	1,470	238

Notes

The table includes all employees including part-time employees, employees who had a period of leave without pay, employees who started during the year and employees who received pay increases during the year by the remuneration band that they actually received during 2014/15 not the full-time remuneration at any point of the year.

Average length of service 2009/10 to 2014/15

Role	30/06/2010	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015
Constabulary	12.4	12.8	13.0	13.4	13.39	13.71
Other Employees	8.4	8.9	9.4	9.4	9.53	9.67

The average length of service (in years) for Police employees as at the end of each financial year.

Average length of service 2012/13 to 2014/15 by Gender

Gender	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015	
	Constabulary	Constabulary	Constabulary	Other Employees	Constabulary	Other Employees
Female	10.42	9.78	10.32	9.89	10.63	9.75
Male	14.19	8.78	14.13	8.85	14.47	9.50

The average length of service (in years) for Police employees by gender as at the end of each financial year.

Average length of service 2012/13 to 2014/15 by Age

Age Range	As at 30 June 2013		As at 30 June 2014		As at 30 June 2015	
	Constabulary	Other Employees	Constabulary	Other Employees	Constabulary	Other Employees
0–24	2.13	1.42	1.37	1.29	1.54	1.13
25–34	5.11	3.96	4.83	3.86	4.91	3.48
35–44	10.95	7.52	10.95	7.37	11.23	7.72
45–54	18.97	10.34	18.76	10.55	18.76	10.63
55–64	29.58	14.81	29.06	14.67	28.67	15.33
65+	32.50	15.54	34.68	15.34	35.57	16.13

The average length of service (in years) for Police employees by age as at the end of each financial year.

APPENDIX 6: INFORMATION REQUIRED BY STATUTE

Surveillance Device Warrants

In accordance with the provisions of section 172 of the Search and Surveillance Act 2012, the information in the table below is provided. The table provides information on Surveillance Device Warrants.

Section 172 (Surveillance Device Warrants)		2013/14	2014/15
Number of applications made		117	122
Number of applications granted		117	122
Number of applications refused		Nil	Nil
Number of warrants granted for use of interception device		107	102
Number of warrants granted for use of visual surveillance device		71	69
Number of warrants granted for use of tracking device		95	95
Number of warrants that authorised entry onto private premises		62	62
Number of interception devices used	No more than 24 hours	7	3
	1–3 days	32	16
	3–7 days	53	31
	7–21 days	134	117
	21–60 days	312	346
Number of visual surveillance devices used	No more than 24 hours	1	3
	1–3 days	11	15
	3–7 days	7	10
	7–21 days	11	18
	21–60 days	48	66
Number of tracking devices used	No more than 24 hours	4	6
	1–3 days	18	11
	3–7 days	22	11
	7–21 days	62	68
	21–60 days	115	194
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities under the authority of the surveillance device warrant		300	204
Number of reported breaches of any of the conditions of the issue of the surveillance device warrant (provide details of breaches if any)		Nil	Nil

Warrantless Surveillance Device Powers Exercised

In accordance with the provisions of section 170 of the Search and Surveillance Act 2012, the information in table below is provided. The table provides information on the use of Warrantless Surveillance Device Powers

Section 170(1) Warrantless Powers		2013/14	2014/15
Number of occasions warrantless surveillance powers were exercised involving the use of a surveillance device		37	36
Number of interception devices used	No more than 24 hours	22	42
	24–48 hours	54	36
Number of visual surveillance devices used	No more than 24 hours	2	5
	24–48 hours	1	Nil
Number of tracking devices used	No more than 24 hours	4	20
	24–48 hours	8	9
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless surveillance power		22	29
Number of reported breaches where a surveillance device used was not authorised under the warrantless emergency and urgency powers (provide details of breaches if any)		Nil	Nil

Warrantless Search Powers Exercised

In accordance with section 170 of the Search and Surveillance Act 2012, the information in table below is provided. This is requirement for reporting on warrantless entry or search powers exercised under Part 2 or 3 of the Act became effective 1 October 2012.

Section 170(1) Warrantless Powers		2013/14	2014/15
Number of occasions warrantless search powers were exercised		6,674	7,048
Number of people charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by the exercise of a warrantless search power		3,770	3,866

Declaratory Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in the table below is provided.

Section 172 Declaratory Orders		2013/14	2014/15
Number of applications for declaratory orders		Nil	Nil
Number of declaratory orders made		Nil	Nil
Number of declaratory orders refused		Nil	Nil
Number of declaratory orders related to use of:	a device	Nil	Nil
	a technique	Nil	Nil
	a procedure	Nil	Nil
	an activity	Nil	Nil
General description of the nature of the:	device	n/a	n/a
	technique	n/a	n/a
	procedure	n/a	n/a
	activity	n/a	n/a
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by carrying out activities covered by a declaratory order		Nil	Nil

Examination Orders

In accordance with section 172 of the Search and Surveillance Act 2012, the information in the table below is provided. This data is provided in accordance with the requirement for reporting on examination orders that became effective 1 October 2012.

Table 5: Examination Orders (under the Search and Surveillance Act 2012)

Section 170 Examination Orders		2013/14	2014/15
Number of applications made		Nil	Nil
Number of applications granted		Nil	Nil
Number of applications refused		Nil	Nil
Number of persons charged in criminal proceedings where the collection of evidential material relevant to those proceedings was significantly assisted by an examination conducted under an examination order		Nil	Nil

Bodily Samples

In accordance with section 76 of the Criminal Investigations (Bodily Samples) Act 1995, the information in the table below is provided.

Bodily Samples		2013/14	2014/15
(a)	The number of occasions on which a blood sample has been taken with the consent of a person given in response to a databank request	0	0
(ab)	The number of occasions on which a buccal sample has been taken with the consent of a person given in response to a databank request	623	1,186
(b)	The number of applications for compulsion orders by type:		
	suspect compulsion orders	50	76
	juvenile compulsion orders	2	6
(c)	The number of applications referred to in paragraph (b) that were:		
	suspect compulsion orders – granted	43	52
	suspect compulsion orders – refused	1*	1
	juvenile compulsion orders – granted	2	5
	juvenile compulsion orders – refused	0	0
	(*) 6 discontinued/withdrawn		
(ca)	The number of occasions on which a blood sample has been taken pursuant to a compulsion order	0	1
(cb)	The number of occasions on which a buccal sample has been taken pursuant to a compulsion order	62	59
(cc)	The number of occasions on which a blood sample has been taken pursuant to a databank compulsion notice	3	0
(cd)	The number of occasions on which a buccal sample has been taken pursuant to a databank compulsion notice	841	677
(ce)	The number of:		
	(i) databank compulsion notice hearings requested and	(i) 56	(i) 13
	(ii) Part 3 orders made	(ii) 48	(ii) 10
	(iii) and the number of orders made that the databank compulsion notice is of no effect in respect to those hearings	(iii) 1*	(iii) 0
	(*) 7 discontinued/withdrawn		
(d)	The number of:		
	(i) occasions on which a DNA profile obtained under Part 2 procedure has been used as evidence against a person in trial; and	Information not captured nationally	Information not captured nationally
	(ii) persons referred to in subparagraph (i) in respect of whom a conviction has been entered as a result of the trial		
(da)	The number of:		
	(i) occasions on which a DNA profile obtained under a Part 3 procedure has been used in support of an application for a suspect compulsion order under Part 2	(i) 49	(i) 61
	(ii) suspect compulsion orders granted in respect of those applications	(ii) 49	(ii) 59

Bodily Samples		2013/14	2014/15
(e)	The number of occasions on which any constable has used or caused to be used force to assist a suitably qualified person to take a fingerprick or buccal sample pursuant to a compulsion order or databank compulsion notice:	1	0
(ea)	The number of occasions on which a buccal sample has been taken as a result of a Part 2A request	3	2
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	9,648	11,209
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	8,834	10,333
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1) (a)	1,087	1,417
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken.	62	69
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	3	10
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review	1,508	1,912
(f)	The total number of DNA profiles stored on a DNA profile databank at the end of the period under review; and number of bodily samples obtained by consent number of bodily samples obtained pursuant to a compulsion order number of bodily samples obtained pursuant to a databank compulsion notice number of Part 2B bodily samples obtained Police found that the information provided by ESR, the custodian's of the National DNA Database, for the 2012/13 and 2013/14 financial years was incorrect. The 2013/14 figures have been corrected in this table, and the figures for 2012/13 should have read: number of bodily samples obtained by consent 95,467 number of bodily samples obtained pursuant to a compulsion order 152 number of bodily samples obtained pursuant to a databank compulsion notice 23,183	152,044 95,969* 181* 24,038* 26,618	160,296 96,552 203 24,753 34,392
(g)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile obtained under a Part 2 procedure	379	289
(h)	The number of occasions on which a DNA profile obtained from evidence at the scene of an offence or in connection with an offence is matched with a DNA profile on the DNA profile databank obtained under a Part 3 procedure	1,952	951

(2) The information required by subsection (1) (eb) to (eg) must be provided together with a breakdown of those totals according to the ethnicity of the persons from whom the samples were taken, and the number of young persons from whom samples were taken, so far as that information is known by the Police.

		Ethnicity	2012/13	2013/14	2014/15	Young persons 2012/13	Young persons 2013/14	Young persons 2014/15
(eb)	The number of occasions on which a bodily sample has been taken under Part 2B	Asian	245	226	217			
		European	5,078	3,975	4,543			
		Indian	351	302	355			
		Latin American	19	20	12			
		Māori	4,767	3,805	4,584			
		Middle Eastern	62	54	84			
		Native African	60	48	60			
		Pacific Islander	1,368	1,125	1,224			
		Other	57	63	58			
		Unknown	43	30	72			
		Total				558	332	366
(ec)	The number of occasions on which a DNA profile was derived from a bodily sample taken under Part 2B	Asian	269	212	214			
		European	4,672	3,655	4,208			
		Indian	330	282	339			
		Latin American	18	19	12			
		Maori	4,737	3,460	4,171			
		Middle Eastern	57	52	79			
		Native African	54	44	55			
		Pacific Islander	1,247	1,023	1,128			
		Other	54	59	57			
		Unknown	39	28	70			
		Total				558	293	340
(ed)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched with DNA information referred to in section 24R(1)(a)	Asian	3	8	8			
		European	257	276	306		13	
		Indian	5	11	16			
		Latin American	0	0	0			
		Maori	581	608	962		110	
		Middle Eastern	4	3	2			
		Native African	0	3	5			
		Pacific Islander	153	176	208		49	
		Other	0	2	8		2	
		Unknown	0	0	0			
		Total				125	174	195

		Ethnicity	2012/13	2013/14	2014/15	Young persons 2012/13	Young persons 2013/14	Young persons 2014/15
(ee)	The number of occasions on which a DNA profile derived from a bodily sample taken under Part 2B matched DNA information collected from the scene of the offence in respect of which the bodily sample was taken	Asian	0	3	3			
		European	14	21	22		1	
		Indian	0	2	2			
		Latin American	0	0	0			
		Maori	26	29	36		5	
		Middle Eastern	0	1	0			
		Native African	0	1	0			
		Pacific Islander	9	4	4		2	
		Other	0	1	0		1	
		Unknown	0	0	0			
		Total				8	9	6
(ef)	The number of occasions on which a constable used reasonable force under section 54A(2)	European	2	3	5			
		Maori	4	0	5			
		Native African	0	0	0			
		Pacific Islander	0	0	0			
		Total				0	0	0
(eg)	The total number of DNA profiles stored on a Part 2B temporary databank at the end of the period under review (*) ESR systems no longer allow for this information to be identified	Ethnicity information not captured	4,829	1,508	1,912	n/a*	n/a*	n/a*

