

Statement of Intent
2008/09 – 2010/11

New Zealand Police

Presented to the House of Representatives
pursuant to section 39 of the
Public Finance Act 1989.

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Minister's Foreword

New Zealand Police is working strongly alongside other government and non-government agencies and the wider community in the shared responsibility of building safe and secure communities.

Over the past two years, a major initiative to modernise policing has been the rewrite of the 1958 Police Act, which is set to be passed into law during 2008. A key tenet of the new Policing Act is that the Police does not have a monopoly on policing. Building safe and secure communities is a matter for all of us.

Policing at a community level is most effective when it is done with the active involvement of citizens. New Zealand Police is placing increasing emphasis on this style of policing, which is being bolstered by 250 new community policing positions between 2006 and 2009. These positions are part of the Police's wider recruitment campaign, made possible by the Government's Confidence and Supply Agreement with New Zealand First, which will see the number of sworn police employees increase by almost 25 percent by 2011.

Another priority is that police staff must be equipped with the most modern and safe tools to do their job. There will be a number of developments to achieve this over coming years along with ongoing improvements to Police Stations.

Organisational and staff developments include ongoing work to implement the recommendations from the Commission of Inquiry. Recent progress includes the introduction of a new, single code of conduct, which applies equally to sworn and civilian police employees, as well as introducing modern employment relations practices. Developing staff through an enhanced management and leadership development programme is also well underway.

The Police already have great mana both in New Zealand and wherever Police staff serve overseas. This Statement of Intent sets out New Zealand Police's priorities over the next three years to ensure the organisation continues to be world class and meet our country's needs through the 21st century.



Hon Annette King
Minister of Police

Commissioner's Introduction

I am pleased to present our *2008/09-2010/11 Statement of Intent* - a document that outlines New Zealand Police's role in meeting the needs of a changing New Zealand society.

The public is as concerned about law and order as always and expectations of the services we deliver are increasing. We balance our resources between responding to calls for service and proactive initiatives aimed at reducing offending and road trauma. Our goal is to address the causes of crime and crashes, not just its incidence. To do this, we are putting significant effort into strategic initiatives such as our education in schools, iwi liaison and working more closely with communities on specific issues of concern.

Meanwhile, we are also answering more emergency calls more quickly than at any time since detailed records began. We have made significant improvements in many of our services, but important areas for improvement remain. We need to evolve into an organisation that can be fluid in its response to issues so that we can deal with potentially rapid changes in our society.

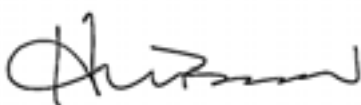
To improve our understanding of what's happening in our communities, we are investing in our intelligence systems and processes. We are also doing more to gauge public opinion through surveys which will help to measure and guide our services.

Some current priorities include improving our Case Management programme, investing in community policing and focussing on the quality of our everyday interactions with members of the public through the Service First programme. We are also improving our ability to address the increasing incidence and complexity of electronic crime, and we will continue to provide staff to international assistance missions because crime in other countries can easily traverse country boundaries and threaten the stability and security of our region of the world.

Better coordination of our work with that of other government and non-government agencies is an ongoing priority at all levels of the organisation. A new example of this whole-of-government approach to addressing issues is the recently announced Organised and Financial Crime Agency of New Zealand. This new agency will be hosted by Police and will begin operating over the coming year. It will bring the expertise of several government departments together into taskforces to tackle specific serious crime threats.

Within Police, we must continue to be an organisation that fosters cultural diversity, fairness, accountability and high ethical standards. To achieve this New Zealand Police needs leaders at every level and we are actively engaging a wide range of staff in our Leadership Development Framework.

As Commissioner, I look to the future with enthusiasm and I am confident that New Zealand Police is in an ideal position to achieve much in the next three years. I pay tribute to Police staff in this - to their expertise and commitment to work effectively for their communities and contribute to the Government's goals for our society.



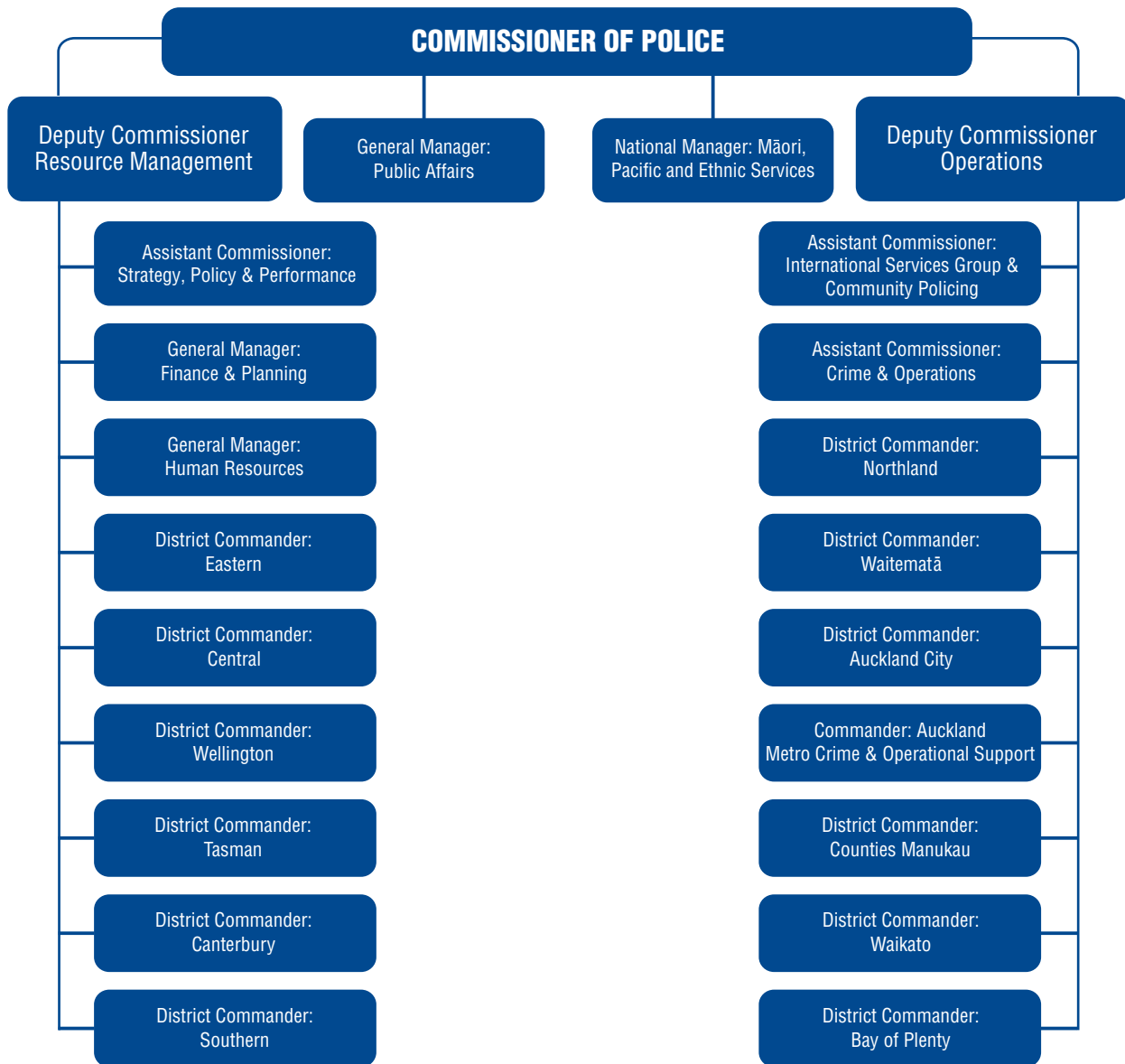
Howard Broad
Commissioner of Police

Police Organisation

Our organisational structure and governance arrangements support our overall work.

We aim to be a highly effective organisation that is both strategic in outlook and responsive to the current and future policing needs of New Zealanders. Our organisational structure helps us focus on sound strategic thinking and on planning and delivering effective services.

Police Executive



Nature and Scope of Functions

The Role of New Zealand Police

The role of New Zealand Police (the Police) is to enhance public safety and maintain law and order. We do this by working in partnership with citizens and the community to prevent crime and road trauma.

We have three key strategic goals:

- Community reassurance
- Policing with confidence
- Organisational development

Our strategic goals are linked to the following outcomes that we want for our society:

Outcome: Confident, safe and secure communities

Achieved through the following actions:

- Police in partnership with the community
- Prioritise activities in consultation with communities
- Provide opportunities for people to participate in policing their communities

Outcome: Less actual crime and road trauma, fewer victims

Achieved through the following actions:

- Ensure timely and effective response to calls for service
- Carry out thorough investigations
- Ensure effective resolutions

Outcome: A world class Police service

Achieved through the following actions:

- Develop the leadership and capability of the organisation
- Implement the Code of Conduct to ensure greater integrity
- Provide appropriate tools to support staff

Our activities are also focussed around four key offending themes:

- Drugs and alcohol
- Māori (victims and offending)
- Youth offending
- Family violence

New Zealand Police is a national organisation with over 11,000 staff in 12 geographical districts and a number of service centres supporting operational delivery. The forthcoming Policing Act 2008 is currently before Parliament, which if passed will bring the organisation's governance, employee relations and policing roles and powers in line with modern requirements.

Demand Drivers

The functions and role of New Zealand Police will continue to evolve with societal changes. The Police must balance our work between public demands for us to get tough on crime and expectations of more proactive activities aimed at reducing crime.

Police aim to balance the outputs delivered between the reactive and proactive parts of the business by:

- (a) Dealing with core demand, i.e. responding to calls for service in a timely fashion, effectively and efficiently investigating crimes and crashes, and supporting the justice process in applying the appropriate justice sanction to offenders.
- (b) Directing resources into proactive activities aimed at targeting the cause of offending and road trauma such as through education in schools, Iwi Liaison Officers and community staff.

Our seven key activity areas (outputs) that contribute to the achievement of our goals are:

- Providing advice to Government on policing matters.
- General crime prevention activities such as youth services, vetting services, firearms licensing and iwi liaison.
- Specific crime prevention activities such as policing demonstrations, court security, VIP protection and so on. This output also covers the deployment of police staff offshore.
- Responding to incidents (including 111 calls).
- Investigating crimes.
- Resolving crimes and supporting the judicial process (this includes prosecuting offenders and using alternative resolutions such as cautions, family group conferences and so on).
- Policing New Zealand's roads.

Further, we have increased our focus on a whole-of-government approach to policing issues and are continuing to develop solutions in conjunction with other government and non-government organisations.

The following provides a high-level overview of policing activity annually:

- Receive 660,000 111 calls
- Receive 1,088,000 non-emergency calls
- Respond to 440,000 incidents
- Investigate 420,000 crimes
- Prosecute 140,000 offenders

Currently we direct around 15% of our resources into general and specific crime prevention.

Strategic Direction

Operating Environment

Policing in the 21st century is becoming more complex. It is essential that we have a sound understanding of the environment in which we operate and the challenges we face. The wider operating context entails:

1. Changing New Zealand society

Demographic predictions help us prepare for future challenges and their policy implications.

Demographics - New Zealand's population is changing. Predictions include:

- A greying of the population.
- An ageing work force.
- A changing ethnic mix.
- Regional diversity in population growth and structure.

Auckland remains a pressure point for the Police. The 2006 Census predicts that the Auckland population will grow by approximately 600,000 people over the next 24 years and Auckland is projected to account for over 60 percent of New Zealand's population growth until 2026.

Diversity - The 2006 Census also predicts that all regions will have greater diversity in the future. As our population becomes more ethnically diverse, there will be a greater mix of beliefs and cultural practices. The Police need to recruit staff to reflect the communities we serve; we need to understand the communities in which we operate, and for communities to understand us. Policing also needs to take account of the different service needs and expectations of rural and urban populations.

2. Changes in offending

Trends in our recorded crime in 2007/08 continue to highlight:

- An increase in recorded violent crime, largely driven by growth in recorded family violence. The growth in recorded violence over the last decade has also been characterised by an increase in recorded threats and intimidation. Some of the growth in all types of recorded violence may be due to a reduced tolerance by society and the Police for this type of behaviour.
- Māori continue to be over-represented in our crime statistics and in prisons.
- The increase in local bodies employing liquor bans to control disorderly behaviour appears to have driven an increase in recorded antisocial offences.
- The emergence and proliferation of new technologies such as computers, mobile phones and the internet, have given rise to new ways of committing offences.
- Recorded dishonesty offences such as burglary and vehicle break-ins have steadily reduced.
- Property damage has increased with graffiti likely to be a significant factor.
- Apprehensions for youth violence over the past decade have remained stable.

Police continue to examine what information we record and how we record it so that we capture the information we need. We take offending trends and technological developments into account.

3. Increasing service demands and expectations

On an average day New Zealand Police answer more than 1800 emergency calls (111) for help. This compares with about 1,300 calls per day in 2002/03. For a variety of reasons, calls to the Police are expected to continue rising despite stable crime rates.

Moreover, globalisation and tourism require a larger Police resource at our borders and there is an increase in demand for international policing operations. Locally there are growing expectations that the Police will be involved in joint community outcomes.

Police will work in partnerships (with government, non-government organisations, iwi and other community groups) to develop strategies and interventions to meet these demands appropriately.

Illicit Drugs and alcohol - Drugs and alcohol continue to contribute significantly to criminal offending, and there are increasing expectations that Police continue to play a part in the whole-of-government approach to reduce the harms from illicit drugs and alcohol. International research has shown that alcohol is associated with between 50 and 70 percent of all Police work. Research has also confirmed the strong links between the use of illicit drugs and offending in New Zealand. Over 50 percent of detainees in Police Stations who use drugs other than cannabis, indicate that their drug use had contributed to their involvement in criminal activity. Police will continue to focus on illicit drugs and alcohol through enforcement activities, prevention and education initiatives and working with key partners at both the national and local level.

Community policing - New Zealand Police is investing in community policing. We aim to provide a more visible, accessible community policing service - one that listens to the community and keeps them informed. We want to provide more opportunities for community participation in their local policing and community involvement in setting local priorities. Partnerships will include working with other government departments, non-government agencies and community groups. Our community policing efforts will particularly focus on vulnerable families and communities. Police will use an intelligence-led, problem solving approach with partners to identify and develop solutions to local issues.

Integrity - Public trust and confidence in the Police is critical. Our behaviours, attitudes and actions must meet public expectations.

Following the Commission of Inquiry, which was initiated in February 2004, we continue to develop and implement a range of initiatives to respond to the recommendations. These changes are helping us meet current and future expectations of our service.

We have recently introduced a new Code of Conduct, which applies to all staff and helps to bring modern, mainstream employment relations practice into the Police. The forthcoming Policing Act 2008 is currently before Parliament and recent changes to the Police Regulations are also modernising policing in New Zealand.

Road safety - The Government's Road Safety to 2010 Strategy includes reducing annual road deaths to no more than 300 and hospitalisations to no more than 4,500 by the end of 2010. With a rising and ageing population, increases in vehicle kilometres travelled, and an increase in the number of motorcycles on our roads, we must continue to work on road policing strategies that will maintain the downward trend in road deaths and crash hospitalisations. Our aim is to reduce the annual social cost of road deaths and injuries to \$2.15 billion from \$3.6 billion which was the estimated cost for the 2007 year.

During 2007, 423 people died on our roads and 7,652 people were hospitalised. Hospitalisations included:

- 2,596 people hospitalised for less than 1 day
- 3,063 people hospitalised for more than 1 day
- 1,993 people hospitalised for more than 3 days

New Zealand Police Strategic Plan to 2010

Our strategic direction over the medium term is guided by *three strategic goals*. These goals support the Government's priorities as well as the work of other government departments including Justice, Transport, Defence and others that contribute to our national security and international relations.

Over the next two years we will focus on:

1. **Community reassurance** by working more closely with communities to meet their policing needs.
2. **Policing with confidence** by being more effective in preventing and reducing crime, road trauma and victimisation.
3. **Organisational development** by improving the leadership and capability needed to be a more effective organisation.

The links between Police outcomes, outputs and actions are described in more detail in the following sections.

Link to Government Priorities

New Zealand Police's work contributes to the Government's strategies for *Families - young and old*, but also has positive implications for the Government's other two priority areas. The Government's priorities are listed below and linked to the Justice Sector Outcomes in Figure 1.

Government priorities:

- Economic Transformation
- Families - young and old
- National Identity

Within the *Families - young and old* priority area, the Justice Sector's key outcome is: "A Safe and Just Society". In this context the Police contributes primarily to safer communities, as demonstrated by the Police-specific outcomes outlined in the following section.

New Zealand Police Outcomes

The three key outcomes supporting our strategic goals, our wider sector engagements and the Government's priorities are:

Outcome 1 - Confident, safe and secure communities

This outcome is important because it supports all three of the government's priorities, particularly the quality of life for *Families - young and old* and the economic and social well-being of New Zealanders. Reducing family violence and developing effective interventions will contribute directly to this. By supporting legitimate business and other forms of economic activity, we also contribute to Economic Transformation. Where New Zealand is called on to provide policing services to overseas communities, we contribute to New Zealand's National Identity in a very positive way.

Outcome 2 - Less actual crime and road trauma, fewer victims

Reducing offending and road trauma has significant economic and social benefits for New Zealand and helps to achieve the Government's goals for families and for the economy. This also contributes to whole-of-government outcomes – particularly those shared with other justice sector partners for a safe and just society; those shared with the transport sector for road safety; and those shared with the defence and foreign affairs sectors for improving national security.

Achieving this outcome supports Outcome 1 – Confident, safe and secure communities, because successfully reducing crime and road trauma can reduce people's fear of crime and of being killed or injured on our roads, and increase their confidence in their overall safety.

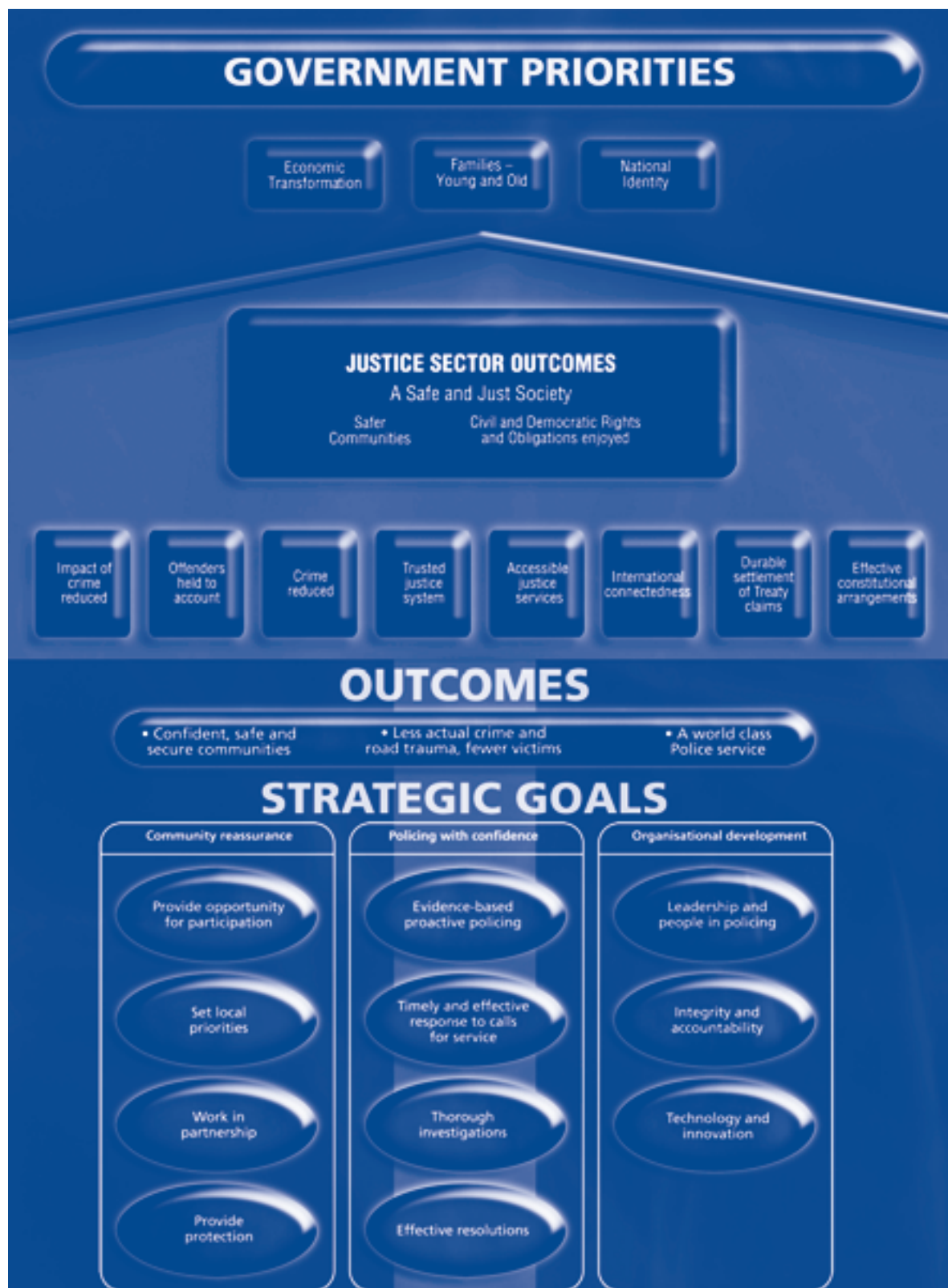
Outcome 3 - A world class Police service

Developing a world-class Police service ensures that we have the capacity, capability and competence to police effectively and meet our international obligations. Success in Outcome 3 enhances our performance in Outcomes 1 and 2 and contributes to the six Development Goals for the State Services listed below:

- Employer of choice
- Networked state services
- Value-for-money state services
- Coordinated state agencies
- Accessible state services
- Trusted state services

More detail about the key Police outcomes, strategic goals and actions supporting the Government's priorities (see Figure 1) are explained in the next section of this document.

Figure 1



Operating Intentions

Our priorities are reviewed annually to ensure that they still meet global and local needs. These priorities are guided by our Strategic Plan to 2010 (of which this is year two) and guide our National Business Plan. They help us to:

- Focus on what is important.
- Make the appropriate trade-offs.
- Focus on interventions that deliver the results New Zealanders want.

We have chosen 16 priorities for the 2008/09 year which are reflected in strategic as well as operational intentions. They are:

- Implement the new Service First programme and training.
- Integrate additional community-focused officers.
- Implement specific Māori initiatives.
- Progress the Family Violence Inter-Agency Response System (FVIARS).
- Improve our Case Management programme.
- Establish the Organised and Financial Crime Agency of New Zealand (OFCANZ).
- Implement elements of the Electronic Crime Strategy to 2010.
- Focus on strategic road policing outcomes.
- Develop our deployment/demand management framework including further consideration of options for addressing non-emergency calls.
- Develop and implement the National Intelligence Project.
- Continue the Tactical Options Deployment Review.
- Continue to implement the Code of Conduct.
- Progress the Commission of Inquiry recommendations.
- Commence the new National Digital Radio Project.
- Continue implementing the Leadership Development Framework.
- Implement new legislation replacing the 1958 Police Act.

Work in our priority areas, is reflected through our outcomes and outputs described later in the document.

What we plan to do - linking our outcomes

Outcome 1 - Confident, safe and secure communities

We will continue to focus on reassuring the public by engaging and working proactively with communities to prevent crime and road trauma, thus improving the quality of life for all people.

We will do this by:

- Providing opportunities for increased community and iwi participation in setting local policing priorities.
- Working in partnership with other government and non-government organisations to provide effective and efficient protection for New Zealanders.

Activities undertaken will include:

- Encouraging community and iwi participation in setting priorities for dealing with crime-related problems and at-risk youth.
- Being responsive to communities and iwi by establishing programmes and strategic partnerships with government agencies, local authorities and community groups to proactively address crime-related problems.
- Providing protection to communities and iwi by delivering a visible Police presence through targeted patrols to people and areas considered to be at greatest risk from criminal offending.

How we will do it - through our outputs:

The following key activities are carried out within the outputs delivered by the Police. A number of Police output classes contribute directly to this outcome.

Provide opportunity for participation, set local priorities, work in partnerships	How we will do it:
Output 2.1 Community services	<ul style="list-style-type: none"> • Work with other government and non-government agencies to address crime-related problems in the community. • Integrate additional community-focussed officers and implement the new Service First programme and training (which are Police priorities for 2008/09).
Output 2.2 Youth services	<ul style="list-style-type: none"> • Proactively deal with at-risk youth and provide crime prevention and safety education to children in schools. • Implement initiatives specific to Māori (which is a Police priority for 2008/09).
Output 2.3 Vetting services	<ul style="list-style-type: none"> • Vet passport applications, liquor licenses, private investigators, security guards and motor vehicle licenses. • Vet home-stay student care providers.
Output 2.4 Firearms licensing	<ul style="list-style-type: none"> • Process firearms licence applications, enforce licence conditions and revoke firearms licences when necessary.
Provide protection	How we will do it:
Output 3.1 Directed patrols	<ul style="list-style-type: none"> • Implement the Government's crime reduction strategy through risk-targeted Police patrols.
Output 3.2 Maintenance of order	<ul style="list-style-type: none"> • Deliver appropriate police services to maintain public order and peace in the community.
Output 6.3 Custody and escort services	<ul style="list-style-type: none"> • Escort and hold prisoners in Police cells and in other approved locations.

How will we demonstrate success?

The Police will use a range of measures to assess progress against Outcome 1 including:

- Monitoring the level of public trust and confidence and satisfaction with Police measured through the Police annual citizen’s satisfaction survey.
- Monitoring the level of trust in the New Zealand Justice system measured through the Ministry of Justice New Zealand Crime and Safety survey.
- Monitoring the rate of crime and crash reported in the six-monthly Police crime statistics.

Outcome 2 - Less actual crime and road trauma, fewer victims

We will work smarter to be more effective in preventing crime, road trauma and victimisation.

We will do this by:

- Responding in a timely and effective way to calls to incidents.
- Proactively deterring criminal intentions through evidence-based policing.
- Carrying out thorough investigations by improving our tools and processes to achieve effective resolutions.

Activities undertaken will include:

- Providing evidence-based proactive policing as a deterrent to criminal offending by executing court summonses, warrants and orders.
- Providing proactive strategic road policing services and information to help prevent road trauma and victimisation.
- Providing robust communication services at strategic locations for timely and effective responses to incidents and emergencies.
- Providing thorough investigative services that can manage the increasing demand as well as demonstrate expertise and attention to detail.
- Supporting the resolution of cases and incidents through effective decision-making.

How we will do it - through our outputs:

The following key activities are carried out within the outputs delivered by the Police. A number of Police output classes contribute directly to this outcome.

Evidence-based proactive policing	How we will do it:
Output 6.2 Execution of court summonses, warrants and orders	<ul style="list-style-type: none"> • Execute court summonses, warrants and orders authorised by the issue of a notice, instruction, order or warrant from a legislated authority. • Roll out the Family Violence Inter-Agency Response System (FVIARS) (which is a Police priority for 2008/09).
Output 7.1 Strategic road policing	<ul style="list-style-type: none"> • Detect speeding, drink driving, seatbelt restraint breaches and enforce the Road Code traffic laws and road user charges. Undertake commercial vehicle investigation and promote safer driving practices. • Increase our focus on strategic road policing outcomes (which is a Police priority for 2008/09).

Timely and effective response	How we will do it:
Output 4.1 Communication	<ul style="list-style-type: none"> • Provide timely and effective responses to public calls for service via our three Police Communications Centres, which despatch patrols and specialist groups and engage other emergency services as required. • Develop the deployment/demand management framework including further consideration of options for addressing non-emergency calls (which is a Police priority for 2008/09).
Output 4.2 Police response to incidents and emergencies	<ul style="list-style-type: none"> • Respond immediately where there is a real threat to life and property. • Continue the Tactical Options Deployment Review (which is a Police priority for 2008/09).
Output 7.3 Road policing incident and emergency management	<ul style="list-style-type: none"> • Attend, investigate and provide traffic management services at road crashes.
Thorough investigations	How we will do it:
Output 5.1 Criminal investigations	<ul style="list-style-type: none"> • Provide a variety of investigative services following police attendance at an incident. • Implement elements of the Electronic Crime Strategy, commence the Case Management programme and implement the National Intelligence Project (which are Police priorities for 2008/09).
Output 5.2 Other investigations	<ul style="list-style-type: none"> • Provide investigative services for matters that do not fall within a crime category or matters dealt with by early case closure.
Effective resolutions	How we will do it:
Output 6.1 Criminal case resolution	<ul style="list-style-type: none"> • Provide prosecutions support and advice to case managers to help police staff prepare cases for court and attend court. • Roll out the Case Management programme nationwide (which is a Police priority for 2008/09).
Output 7.4 Road policing resolutions	<ul style="list-style-type: none"> • Focus on key road policing interventions (the 'fatal five'): speeding, drink/drug driving, restraints, dangerous/careless driving and high risk drivers.

How will we demonstrate success?

The Police will use a range of measures to assess progress against Outcome 2 including:

- Monitoring crime and vehicle crash rates reported in the six-monthly Police statistics.
- Monitoring crash, death and hospitalisation rates as reported in the Ministry of Transport annual survey.
- Monitoring the level of victimisation as reported in the Ministry of Justice New Zealand Crime and Safety Survey.

Outcome 3 - A world class police service

We will continue serving the needs of New Zealanders and the Government by being a healthy, professional organisation that fosters cultural diversity, fairness, accountability and high ethical standards. This will be supported by innovative technological solutions.

We will do this by:

- Improving our leadership capability.
- Focusing on integrity and accountability.
- Developing innovative solutions by maximising technological capability.

Activities undertaken will include:

- Demonstrating leadership in key aspects of policing by focusing on capacity, capability and competence.
- Being responsible, lawful and using power and authority appropriately to maintain integrity and accountability in policing.
- Encouraging innovation through simple and focussed solutions that get results.

How we will do it? - through our outputs:

The following key activities are carried out within the outputs delivered by the Police. A number of Police output classes contribute directly to this outcome.

Leadership and people in policing	How we will do it:
Output 1.1 Policy advice	<ul style="list-style-type: none"> • Provide policy advice on policing and legislation affecting the Police and the criminal justice system. Additional capacity has been introduced to strengthen the Police's policy function.
Integrity and accountability	How we will do it:
Output 3.3 Staff deployment overseas and support to the Pacific Islands Chiefs of Police	<ul style="list-style-type: none"> • Provide leadership and support to counterparts overseas and provide permanent secretariat support to the Pacific Islands Chiefs of Police. • Continue developing the Leadership Development Framework (which is a Police priority for 2008/08).
Improved standards for policing	<ul style="list-style-type: none"> • Implement the COI recommendations, continue implementing the Code of Conduct and implement the forthcoming Policing Act 2008 programme of work (which are Police priorities for 2008/09).
Technology and innovations	How we will do it:
Output 4.2 Police response to incidents and emergencies	<ul style="list-style-type: none"> • Respond immediately where there is a real threat to life and property. • Commence the new National Digital Radio Project (which is a Police priority for 2008/09).

How will we demonstrate success?

The Police will use a range of measures to assess progress against Outcome 3 including:

- Monitoring the success of the Police Leadership Development Framework.
- Monitoring the results and changes made as a result of the Organisational Health Audit.
- Monitoring the effectiveness of technological solutions to improve police services.

Managing in a Changeable Operating Environment

Managing well in a changeable operating environment requires a strong framework that defines organisation priorities and the ability to relate evolving circumstances to that framework. For the Police the framework that defines our priorities is the Strategic Plan to 2010. We have a variety of processes in place to ensure we understand changes in our operating environment, what their impacts are on us, and the inter-relationships with our priorities as defined in the Strategic Plan.

At local levels, a wide variety of regular community meetings take place that inform our understanding of the local operating context. These include the formal meetings that take place between District and Area Commanders with their community groups and community leaders. They also include meetings on specific issues such as domestic violence, youth issues, alcohol-related issues, gang activities and so on. Iwi partnerships to discuss interactions between Māori and the Police are a key part of these engagements. District Commanders discuss local issues with national implications at the monthly Police Executive Committee meetings that bring together District Commanders and Headquarters Executives.

The processes that exist at local levels are replicated at national levels. Relationship meetings coordinate Police activity with the activities of other agencies and groups, and provide the opportunity to keep abreast of evolving changes in the operating environment.

The Police also track changes in their operating environment through regular statistical monitoring and analysis of short and long term trends at both national and local levels. Changes in the international environment which impact on the Police are monitored in specialist work areas through personal contacts and monitoring of relevant research. The Police also monitor on a regular basis environmental scans undertaken by partner agencies offshore and participate in occasional international fora with a focus on future issues for Police.

The establishment of an expanded policy capability within the Police has substantially increased our ability to monitor and understand changes in our operating environment, both domestically and internationally. Improving our intelligence structures and processes will also enhance our capability in this area.

The processes described above enable the Police to keep abreast of and manage changes in our operating environment. The relationship between such changes and our operating framework is established through our annual business planning process and through the monitoring of business plan implementation that occurs through the year. The annual business planning process begins with Executive-level strategic planning which assesses the changing environment and determines key priorities for the year ahead.

Risk Management

To better manage future hazards and opportunities we have refined our approach to risk. The Police Executive and management groups are using this approach to improve the way we identify areas of uncertainty, understand what matters most, make informed decisions and take action.

Managing risk

The Police are managing risk at District-level, in Service Centres and in business groups at National Headquarters by:

- Being risk aware, identifying and recording risks as input to the business planning and budget process.
- Assessing those risks, and if unacceptable, planning actions to manage them.
- Monitoring and reporting on the status of risks and the effectiveness of action being taken to manage them.
- Regular risk conversations at management level.

Assurance Committee

The Assurance Committee members are the Commissioner, the Deputy Commissioners and three external advisers. The Committee provides independent, objective assurance, designed to add value and improve the Police's operations, organisational health and reputation. The Assurance Committee regularly reviews the key risks and maintains oversight of progress made in implementing a common approach to risk management across the Police.

Focus for 2008/09

The focus this year is ensuring the Police Executive, line management, front-line staff and risk support staff all have appropriate levels of understanding and knowledge of how to manage risk through:

- Driving a risk aware culture through teams, supervisors and out to the front-line.
- Integrating risk with informed decision-making and a range of operational and business processes throughout Police.
- Integrating risk, planning and budgeting into one seamless process.
- Further development of our approach to change and project risks across the Police.

The "top risks"

In addition to detailed action plans at District and business group level, plans have been developed at a National level to manage risk. These are related to the Outcomes (see page 12) we want for our society:

Outcome	Risk
Outcome 1:	We may fail to provide confident, safe and secure communities.
Outcome 2:	We may fail to achieve less actual crime and road trauma, fewer victims.
Outcome 3:	We may fail to be a world class Police service.

Risks	National Action Plans 2008/09
Our supervision must be effective - if we do not foster and develop our supervisors we may repeat failures and stagnate as an organisation.	<ul style="list-style-type: none"> • Implement the new Service First programme. • Integrate additional community focused officers. • Implement the forthcoming Policing Act 2008 to reflect the challenges of modern day policing and to better position New Zealand Police for the future.
We rely on strong partnerships - if we have weak partnerships we may fail to deliver the best results.	<ul style="list-style-type: none"> • Ensure a cross sector and enhanced focus on the roll out of the Family Violence Inter-Agency Response System (FVIARS). • Establish the Organised and Financial Crime Agency of New Zealand (OFCANZ). • Develop and implement the National Intelligence Project and a National Intelligence Centre.
We rely on quality information for quality decisions - if our information gathering processes are flawed we may not make sound decisions.	<ul style="list-style-type: none"> • Commence the Case Management programme. • Continue citizen satisfaction research. • Use research results to improve service delivery.
We will take pride in timely and effective responses to calls for service - if we fail to meet expectations and demands for service many people will lose faith in us.	<ul style="list-style-type: none"> • Roll out elements of the Electronic Crime Strategy. • Implement the new Service First programme.
We must deploy to risk - if we do not respond effectively to intimidation and violence related crime there may be unacceptable harm or injury to those involved.	<ul style="list-style-type: none"> • Increase our focus on strategic road policing outcomes. • Improve our understanding of demand around calls for service, decisions to attend, cases investigated and cases prosecuted.
We will have pride in our integrity and accountability - if we fail to be well organised and do not have good leadership and supervision we may be criticised by media and the public.	<ul style="list-style-type: none"> • Provide training to support the implementation of the Code of Conduct. • Implement the balance of the Commission of Inquiry recommendations. • Continue to roll out development programmes as part of the Leadership Development Framework. • Implement the forthcoming Policing Act 2008 programme of work and the Case Management programme. • Implement improved service standards for public counters and telephone services through the Service First programme.
We must be able to serve diverse communities – if we do not achieve recruiting targets and we do not staff New Zealand Police to reflect the diverse nature of the many communities we serve, we may not be able to meet the needs and expectations of those communities.	<ul style="list-style-type: none"> • Implement recruitment and training strategies to increase the diversity of Police staff (Māori and other ethnic groups). • Enhance training policies and procedures to enable police staff to focus on identified needs of youth, women, Māori and other ethnic groups. • Undertake research and implement improvements to the Police's public counter and telephone service through the Service First programme.
We must understand the culture within Police - if we do not understand dominant behaviour and influences in the Police culture and the impacts on the organisation, we may impair our ability to achieve outcomes.	<ul style="list-style-type: none"> • Develop and implement communication and organisational change strategies in line with the Commission of Inquiry recommendations and the Code of Conduct.
We must have consistent disciplinary processes in our organisation - if disciplinary processes lack credibility, staff will not feel confident that appropriate action will be taken if they have an integrity concern.	<ul style="list-style-type: none"> • Undertake training in new disciplinary and performance management approaches supported by strengthened policies, procedures and General Instructions. • Establish a National Disciplinary Committee.

Risks	National Action Plans 2008/09
<p>Our systems and processes must be responsive to change - if policy is not developed and implemented in a timely way, Police practices and processes will not meet future needs.</p>	<ul style="list-style-type: none"> • Establish the Organised and Financial Crime Agency of New Zealand (OFCANZ) and implement elements of the Electronic Crime Strategy. • Ensure currency and integrity of policies and procedures through the work of the Corporate Instruments and Policy teams. • Implement the Service First programme.
<p>We must sustain quality of leadership - if the Police is unable to attract and retain, develop and motivate high quality staff for leadership roles, our values may be eroded.</p>	<ul style="list-style-type: none"> • Continue to roll out the Leadership Development Framework. • Continue to evaluate the Leadership Development Framework to validate increased capability.
<p>We must protect information we are trusted with - if New Zealand Police fails to discharge its information stewardship role properly, then public trust and confidence may be eroded as well as the confidence of our own staff in their ability to fulfil their roles.</p>	<ul style="list-style-type: none"> • Ensure that policies and General Instructions on the use of information and technology are comprehensive and that any updates are communicated to all staff. • Continue to deliver initial training, updated as required, to ensure that new staff understand and comply with these policies and General Instructions. • Maintain quality assurance processes for internal and external communications.

The top organisation change risks

The Police will undertake a range of change projects to deliver the outcomes and expectations detailed in the Police Strategic Plan to 2010 and this Statement of Intent. All key projects will develop and document high level business drivers and related operational risks.

Assessing Organisational Health and Capability

Core components of the Police's overall capability include its people, information, knowledge, systems, communications processes, equipment and facilities.

Our People

We want the best people working in the Police and we want to support them to do the best job possible. We will enhance our current performance by pursuing the following capability objectives:

- Develop leadership and people in policing - particularly by focussing on our Leadership Development Framework and investing in our current and future leaders.
- Strengthen integrity and accountability – particularly by implementing a Code of Conduct for all Police staff and acknowledging that aspects of our required standards need to be revised and more clearly specified.

The forthcoming Policing Act 2008 is also expected to empower the Police with legislation to manage workplace contracts in line with current practice in New Zealand.

What will we do to achieve this?

Capability Objective: Develop leadership and capability in policing

Focussing on people in policing will ensure that we have the capacity, capability and competence to police. Our staff must be trained and developed, supported and safe in the roles they perform so that we have capable people in the right positions. We have a strong commitment to building a solid base of knowledge, expertise and skills.

Our staff will demonstrate leadership within the organisation and in the community. There will be rigorous performance, accountability and continuous improvement expectations. We will also ensure we celebrate success.

This objective is being addressed through:

1. Targeted recruitment strategies:
 - Setting and implementing appropriate recruitment standards.
 - Raising the profile of policing as a career option through proactive marketing and advertising promotions aimed at a diverse range of target groups.
 - Attracting and appointing suitably qualified people for all vacancies.
2. Leadership and management capability development:
 - Building capability in basic policing skills; in leadership and management skills (particularly at sergeant level); and in community and proactive policing skills.
 - Developing leadership and accountability at all levels.
 - Enhancing and strengthening career pathways, succession planning and policing qualifications.

Actions will include:

- Implement various programmes within the Police Leadership Development Framework tailored to different levels of employee seniority, gender and ethnicity.
- Identify future talent and create individual development plans for future leaders.
- Survey all staff through an annual Employee Engagement Survey and support Districts and Service Centres to incorporate changes identified through the survey in their business planning.

Integrity and accountability

Our behaviours will demonstrate a commitment to the values of the organisation, and our systems and processes will support the maintenance of integrity and high standards.

We will take responsibility for our decisions, actions and conduct. We will take ownership of issues, deal with them, learn from them, be part of the solution and move on.

Commission of Inquiry

In April 2007 a programme of work was established to manage, implement and monitor the 48 recommendations identified in the Commission of Inquiry into Police Conduct. Progress on the recommendations is constantly reviewed and some significant achievements have been made.

The first of an annual organisational health audit has taken place and the results provide a baseline to compare the results of future audits.

A new Code of Conduct and revised Police Regulations have been introduced, which set clear standards and behaviours expected of all Police employees. They have introduced new performance management and disciplinary systems.

Progress on the Commission of Inquiry recommendations in 2008/09 will include:

- Continuing to implement the Code of Conduct.
- Understanding and interpreting the results of the initial organisational health audit and preparing for the August 2008 survey which will involve the whole organisation.
- Reviewing, consolidating and publishing documents managed by the Corporate Instruments team.
- Reviewing and updating policies and processes relating to adult sexual assault investigations.
- Verifying compliance to policies, such as those related to investigations of sexual assault complaints against police officers or associates.
- Improving our standards, practices and process for complaints.
- Developing an Early Warning System in order to identify staff demonstrating behaviour that does not meet acceptable standards and ensure such behaviour does not continue or escalate.
- Reviewing ethics policies, procedures and training.
- Increasing the number of female staff and the ethnic diversity of staff.
- Improving performance management and disciplinary processes.

Our Tools and Infrastructure

We need the right business tools and technology to do our work well. We need to ensure that we have appropriate infrastructure, information technology and telecommunications to support us. Investment in these areas will result in:

- Supporting the Police to deliver its outcomes effectively and efficiently.
- Developing technological skills and processes that help us respond in more effective ways to the challenges we encounter.
- Meeting our commitment to Govt3 to move towards sustainable management of our environment, social and economic resources, and achieve carbon neutrality over time.

What will we do to achieve this?

Enabling technology

Police are mid-way through the implementation of the Information and Communications Technology (ICT) Strategic Plan 2005-2010, which supports the Police Strategic Plan to 2010.

The Police will continue to invest in people, systems and equipment to improve information and communications technologies so that Police ICT systems are reliable and resilient as well as flexible enough to respond to changing priorities and demands.

In 2008/09 particular emphasis will be given to:

- Maintaining the currency, capability, capacity, availability, performance and security of core ICT infrastructures.
- Addressing the ongoing demands of a more mobile workforce.
- Ensuring the ICT programme provides ICT systems that meet the needs of Police staff.

Ensuring reliable, safe communications

To provide confident, safe and secure communities the public and the Police use both public telephony and private radio networks. The Police have commenced a major programme to replace the current analogue radio system with a digital radio network. This will improve the reliability and security of the radio communications used by emergency services and public safety organisations.

In 2008/09 particular emphasis will be given to:

- Planning the nationwide Digital Radio Network.
- Improving systems and processes related to the new Case Management programme.

Single non-emergency number project

The Police will continue to develop Crime Reporting Line initiatives within the Communications Centres, which may in the future be accessed through a single non-emergency number (SNEN).

A demonstration project was designed and implemented in November 2006 which provides non-emergency crime reporting services to the Auckland City and Bay of Plenty Districts. The Police will expand this service to the Counties Manukau District to better benchmark and measure the benefits to front line policing.

Actions will include:

- Developing a common framework for Districts to help them balance a proactive case load with calls for service.
- Implementing a centralised non-emergency response to the Counties Manukau District which allows for more proactive patrolling capability.
- Providing a model to reduce workload at stations through data entry at the first point of contact.
- Evaluating the results of the Crime Reporting Line initiatives to enable a decision on further national expansion.
- Developing a national change management programme to facilitate the receipt of calls for service through a single non-emergency number.

Case Management programme

We are working to improve our investigations and case resolution processes, applying best practice methods, skills and knowledge consistently on a national basis. We are examining how we manage cases from the point when we receive a call for service through to final resolution. This work will link all dimensions of a Case Management programme including processes, systems, capability and IT support.

Through a more effective Case Management programme the Police will be able to better manage resources, demand and case loads, while maintaining a high quality service and aiming to continue improving resolution rates. We aim to focus our resources more effectively to reduce repeat, related or escalating crime.

Actions will include:

- Developing an overarching Case Management programme which achieves service delivery improvements and efficiencies for the Police.
- Developing a business benefits measurement framework for the proposed model based on international best practice.
- Implementing a pilot of the Case Management programme in the Counties Manukau and Auckland Districts.
- Evaluating business gains within the pilot districts to enable a decision on further expansion of the Case Management programme.
- Developing a common change management framework for Districts to help them improve their management of proactive case loads and calls for service.

Enhancing knowledge management

The Police need to ensure that information and knowledge held is accessible to those who need it within acceptable timeframes.

Knowledge comes from many sources and is enhanced through improving information management. Police will manage the information we hold professionally and with integrity.

In 2008/09 particular emphasis will be given to:

- Enhancing Data Warehousing to provide improved intelligence.
- Maintaining secure inter-agency information exchange - e.g. between the Police and our partners in the Justice Sector, Land Transport NZ, the Fire Service and Ambulance NZ.
- Supporting new initiatives to address electronic crime.

Our Facilities

The Police manages over \$550 million worth of physical assets throughout New Zealand, including cars (\$50 million), IT (\$90 million) and land and buildings (\$410 million). We are committed to ongoing improvement of Police facilities by:

- Opening new facilities in Manukau, Rotorua, Christchurch, Gisborne and Whangarei in 2008/09.
- Improving existing facilities in Wellington, Porirua, Upper Hutt and Otahuhu in 2008/09.
- Developing an additional eight significant new building or refurbishment projects in the medium term.
- Continuing work on future planning for facilities in the longer term.

One of our main focuses, apart from supporting the front-line business needs, is on sustainability. All new buildings will be built to achieve at least a four star rating from the New Zealand Green Building Council (NZGBC).

Additionally, the Police will be investigating the possibility of building in wood, in line with Government's directive that "both wooden and conventional designs must be considered for all new buildings up to and including four storeys".

Why are these priorities?

- A Police service that is adequately supported with the infrastructure and resources it needs is better able to contribute to the country's justice, transport and foreign affairs needs, thus supporting confident, safe and secure communities.
- Having the right tools, infrastructure and processes gives the Police greater opportunity to fulfil our role more effectively and efficiently and therefore improves our ability to contribute to less actual crime and road trauma and fewer victims.
- It is critical that the New Zealand Police has facilities that are 'fit for purpose'. This helps us attract the right people to policing and therefore helps us to be a world class Police service.

Departmental Capital Intentions

The capital forecast includes a programme of asset replacement funded through current funding sources. Funding includes cash received from the Crown (depreciation) and the proceeds from the sale of assets. The Police also forecasts capital expenditure in connection with capital injections received from the Crown.

Capital injection-funded expenditure includes:

- Property requirements associated with the first and second tranches of the 1,250 new staff funded through the Government's Confidence and Supply Agreement with New Zealand First.
- The cost of replacing the Police's radio network to Wellington, Auckland and Christchurch.