



**Wellington District Police HQ**

**AWAKAIRANGI: Enhanced safety and police service delivery review in the Upper Hutt and Lower Hutt Area Police Commands**

**Public Information Paper and Terms of Reference: 4 March 2009**

### **Project Awakairangi**

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*Awakairangi* is the Maori name of the Hutt River formed by tributaries from the surrounding ranges and their combined flow through Upper Hutt and Lower Hutt, joining with Wellington Harbour east of Petone. *Awakairangi* is the term used for this project denoting the combined policing areas of the current Upper Hutt and Lower Hutt Area Commands.

### **Project Background**

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Wellington Police District in its current structure has five separate policing area commands - Wellington City, Lower Hutt, Upper Hutt, Kapiti Mana and Wairarapa.

There has been historical and ongoing debate about unifying area commands in Upper Hutt and Lower Hutt into one area command, reflecting the one geographical valley area.

Natural synergies already exist. Upper Hutt and Lower Hutt are separated from neighbouring police area commands by ranges and rural land. These natural features have influenced police radio networks, New Zealand's electoral boundaries and other public and social service frameworks.

This review of policing seeks to prove or disprove debate through research and investigation that there are benefits in the two current areas becoming one unified command.

It is important to note that this project is not initiated or driven through poor or bad service performance of either area. Police staff in Upper Hutt and Lower Hutt areas deliver a very high level of service to the public, and this is reflected in the high public satisfaction with local police.

Superintendent Pieri Munro, the Wellington Police District Commander, has initiated this review to identify any opportunities for enhanced service delivery and improved public and police safety.

It is acknowledged that the existence of this review has raised concern amongst police staff and the public, resulting in a perception that Upper Hutt is unfairly being singled out for attention. Release of this paper will assist informed comment and discussion.

The concerns of staff and the public are understandable but Project *Awakairangi* will go a long way in determining what are the best future safety and service delivery options for police and the public in these two areas. Communication is a high priority.

The project will reflect key strategic goals of the New Zealand Police around:

- community reassurance
- policing with confidence
- organisation development.

The project will position police for the future, and includes matching resources to risk and resources to demand.

## **Purpose**

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The purpose is to provide the District Commander with a report by 30 June with findings and recommendations which will lead to enhanced service delivery and improved public and police safety encompassing the boundaries of the Upper Hutt and Lower Hutt policing areas.

The project will observe the following:

- no police stations or community policing centres will close
- face to face service delivery to the public will not be diminished
- safety of police and the community will be enhanced
- the Wellington Police District Commander is the sole initiator of this review.

The report with recommendations to the District Commander will be completed by 30 June 2009. Where risks to safety and the day to day business are identified, these will be flagged and acted on quickly and prior to 30 June. Any recommendations requiring significant change will be included in the 30 June report, and subjected to further work including consultation.

## **Project Objectives**

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The objectives of the project are to deliver a report providing recommendations that:

- improve effectiveness and efficiency of policing services
- enhance the safety of police and the public
- increase police visibility
- increase community reassurance.

## Expected Long-term Outcomes

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The findings from this review will provide Superintendent Pieri Munro, Wellington District Commander, with recommendations which will assist in achieving the following:

- reduced recorded crime
- increased resolution rate of recorded crime
- increased offender resolutions
- reduced emergency response times
- improved deployment
- reduced in staff turnover
- increased public satisfaction with police services
- improved employee engagement
- enhanced staff safety
- increased visibility of police
- increased community reassurance.

## Project Alignment

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This project is aligned to:

- The New Zealand Police Achievement Framework
- The New Zealand Police service delivery model - response, investigation, road policing and community policing
- Human Resource management - including organisation design, personnel development, performance management and the resource allocation framework
- Financial management including operating budget realignment
- Information and Technology including information systems realignment.

## Risks

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The project team will identify any risks that may emerge in the course of undertaking this review. The following table sets out some of the identified risks:

Risk	Mitigation
Project including recommendations in final report not supported by staff, service organisations, key stakeholders and the public	<ul style="list-style-type: none"><li>• Robust communication plan with priority given to timely and regular consultation</li><li>• Open communication with all Wellington Police District staff and external stakeholders/partners/public</li><li>• Transparent process used to complete the project and deliver the report inclusive of its findings and recommendations.</li></ul>

Communication, misinformation and myth	<ul style="list-style-type: none"> <li>• Inclusion of expert Communications skill at all levels of project activity</li> <li>• Development of a robust Communications plan</li> <li>• Use of technology, including email and web to facilitate two-way communication</li> <li>• Public meetings/submissions.</li> </ul>
Compression of timeframe (report required by District Commander by 30 June 2009)	<ul style="list-style-type: none"> <li>• A genuine desire exists not to prolong the project and therefore not prolong a climate of uncertainty and potential insecurity amongst staff.</li> <li>• Potential for low morale, mitigated by clearly defined, documented and transparent consultation processes.</li> </ul>

## Approach

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The project team will develop an Implementation Plan for conducting the review. It will include fact finding mechanisms including research, visits, interviews with staff, service organisations, partner agencies and the public as part of the communication and project scope process.

The District Commander is ultimately accountable for safety of staff and the efficient and effective deployment of police resources to service demand. It should be noted that a unified area command is not a pre-determined outcome.

## Timeframe

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The project report will be delivered with recommendations to the Wellington Police District Commander by 30 June 2009. There is a genuine desire not to prolong a climate of uncertainty for police staff and the public, hence the compressed timeframe.

## Deliverables

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The primary deliverable will be a written report to the District Commander by 30 June 2009.

## Project team

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The project will be managed by a small team drawn from within Wellington Police District, including staff representatives from the Upper Hutt and Lower Hutt area commands.

The project team is:

- Mr Sean Denson, Strategic Analyst, Wellington Police District Headquarters. Mr Denson is the project manager and will work fulltime on the review.
- Sergeant Dave Stone, Kapiti Mana Police Area, who will assist Mr Denson in a fulltime capacity
- Part time assistance from two staff from Upper Hutt and two staff from Lower Hutt policing areas
- Assistance from three senior Wellington District Headquarters Managers with Human Resources, Business Services and Strategic Projects and Research responsibilities

The team will also draw on a part time basis the project advisory expertise from two Police National Headquarters Human Relations and Public Affairs staff members.

## **Budget**

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Funding for the project will be drawn from within Wellington Police District baseline.

Two staff from Wellington District are assigned fulltime to the project. Additional staff as outlined above will have part time roles and responsibilities.

## **Communication Process**

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Communication including feedback opportunities are critical to this project.

Comments and the perspective of police staff and service organisations, local council and central government representatives with interests in the Upper Hutt and Lower Hutt areas, partner agencies within the Justice sector and other agencies, non government organisations, and members of the public will be given a high priority throughout this project phase.

This includes opportunities for face to face meetings and other consultation and communication forums including use of email and internet tools. Details will be advised as soon as possible.

**Superintendent Pieri Munro MNZM**  
**Wellington Police District Commander**  
**4 March 2009**