



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

PERFORMANCE IMPROVEMENT FRAMEWORK

Formal Review of the New Zealand Police (Police)

SEPTEMBER 2012

State Services Commission, the Treasury and the Department of the Prime Minister and Cabinet

Lead Reviewers' Acknowledgement

As Lead Reviewers for this Performance Improvement Framework (PIF) Review for the New Zealand Police we would like to acknowledge the thoughtful and generous input made by the Executive and staff. In addition, we had considerable input from a cross section of New Zealand Police's external partners and stakeholders, who were equally committed to building stronger collaboration in the future.

We have been fortunate to have been guided by technical advice from Simon Murdoch and Barry Matthews who have given generously not only of their technical knowledge of Police but also wise counsel as a result of their many years as executives in the Public Service. We also had the benefit of input from officials from the Department of Prime Minister and Cabinet, the State Services Commission and the Treasury, which proved insightful. Helen Moody, from the State Services Commission, provided professional support and adept advice.

New Zealand Police recognised this Review as an opportunity to identify and make performance improvements. There was open and robust engagement in the process and we note that even as we undertook the assessment the Executive began responding to issues under active discussion. This bodes well for future policing outcomes.

Paula Rebstock declared a past interest at the Department of Corrections, where she chaired the Expert Panel on Probation Services, and through her role as Lead Reviewer for the PIF Reviews for the Ministry of Justice and the Crown Law Office, and current interests through work with the Serious Fraud Office. Garry Wilson declared a past interest through his role as Lead Reviewer for the New Zealand Transport Agency PIF Review and current interests through his role as Chancellor (Chair) of the Order of St John (New Zealand chapter) and as Chair of the Steering Committee for the Whole of Government Radio Network Project.

**Performance Improvement Framework
Formal Review: New Zealand Police**

**State Services Commission, the Treasury, and the Department of the Prime Minister and Cabinet
Wellington, New Zealand**

**Published September 2012
ISBN 978-0-478-36180-3
Web address: www.ssc.govt.nz/pif**

Crown copyright 2012

Copyright/terms of use



This work is licensed under the Creative Commons Attribution-Non commercial-No Derivative Works 3.0 New Zealand licence. [In essence, you are free to copy and distribute the work (including in other media and formats) for non-commercial purposes, as long as you attribute the work to the Crown, do not adapt the work and abide by the other licence terms.] To view a copy of this licence, visit <http://creativecommons.org/licenses/by-nc-nd/3.0/nz/>. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

TABLE OF CONTENTS

Agency's Response	2
Lead Reviewers' View	11
The Performance Challenge	11
Desired Future State – Four-year Excellence Horizon	16
Central Agencies' Overview	20
Summary of Ratings	22
Agency Context	24
Results Section	25
Part One: Delivery of Government Priorities (GP)	25
Part Two: Delivery of Core Business (CB)	32
Organisational Management Section	50
Part One: Leadership, Direction and Delivery	50
Part Two: External Relationships	60
Part Three: People Development	67
Part Four: Financial and Resource Management	72
Appendix A	79
Overview of the Model	79
Lead Questions	80
Appendix B	81
List of Interviews	81
Appendix C	82
Glossary of Terms	82

AGENCY'S RESPONSE

The Performance Improvement Review

The New Zealand Police (Police) has found the Performance Improvement Framework Review to be a very valuable and supportive process.

Police appreciates the support received from the Lead Reviewers and their confirmation of the focus areas on which we will continue to concentrate.

Our strategy is robust

Given the scale and complexity of change Police is undergoing over the short to medium term, the Review has confirmed our vision – as encapsulated in our Strategic Plan and our Prevention First operating model – is robust.

Critical areas of focus

The Review has reinforced however, a number of issues we identified through our self-review.

If Police is to embed sustainable reductions in crime, road trauma and anti-social behaviour through Prevention First, realising our vision requires a significant transformation in the way Police works. Achieving our policing excellence change programme over the next two years requires us to sharpen our focus in eight critical areas.

We need to:

1. Embed strong financial and performance management systems throughout Police.
2. Lift productivity across the board to free up taxpayer resources for reallocation to more preventative activities.
3. Align Police culture, values and behaviours with our strategy.
4. Strengthen people management.
5. Implement knowledge management systems.
6. Strengthen our strategic partnerships.
7. Achieve savings to enable Police to live within baseline.
8. Implement supporting IT systems, eg, our 'mobility' project and our victim identification register, to enable further resources to be available for improved preventative activities.

Principled, effective and efficient policing is a cornerstone of a free and democratic society and relies on a wide measure of public support and confidence.

We are seized with the need to lead from the front to work in partnership with communities to prevent crime and road trauma, enhance public safety and maintain public order.

Preventing and reducing crime improves the living standards of New Zealanders by allowing them to focus on being productive, unburdened by crime and free from fear of crime or crash-related trauma. Communities low in crime and unburdened by crash-related trauma are communities in which it is good to do business and live fulfilling lives.

By shifting towards a more proactive, intelligence-led style of decision-making, Police can assert control over the environment so we are not always reacting and picking up the pieces when things have gone wrong. We can prevent crime and crashes before they happen using targeted policing focused on the drivers of crime.

To deliver this kind of policing requires a significant change programme for Police. It involves working in a transformational way with the wider Justice Sector so that all the criminal justice sector agencies can deliver better public services to, and for, New Zealanders.

Through our transformational change programme – Policing Excellence – we are:

- shifting more of our effort into prevention
- reducing recorded crime by 13% by 2014/15
- reducing the number of non-traffic cases being referred to the Justice Sector pipeline by at least 19% by 2014/15.

Central to this change for Police is the implementation of our operating model, Prevention First. Through Prevention First we will leverage community services and networks to protect vulnerable people, particularly repeat victims. We must act with urgency against priority and prolific offenders. We must also develop innovative and sustainable, practical solutions using intelligence-led problem-solving approaches to manage crime hotspots and priority locations.

Our work on Alternative Resolutions has already given us the tools to confront offending while reducing by 10% the number of low-level offences that would otherwise have gone through the justice system. Mobile technology will improve the safety of our staff and ensure we spend more time on frontline policing. To date, we have trained 78% of staff in our new Case Management processes, which are improving the way in which we manage and resolve our caseloads, providing real time intelligence to support deployment decisions and provide better services to victims and the public.

Central to the delivery of Prevention First is the support for change provided by Police National Headquarters to Districts. The Police Executive recognises that the quality of our public engagement is ultimately critical to our overall success and we will retain focus on our key operational priorities during that change programme.

Priority areas of focus

To achieve real outcomes from our shift in approach, we are focusing on six priority areas:

1. Crafting, and rapidly delivering against, our consolidated implementation plan

As noted in the Review, the Police Executive accepts the challenge associated with the transformation required in Police.

The Executive is committed to leading from the front and engendering strong alignment between our frontline activities and our mission.

Leveraging off the strong support for our strategy we have received from our stakeholders and partners, we are confident that we will be able to embed and implement our new operating model to deliver policing benefits in the short term. This work is already well under way.

A consolidated and centralised change programme

The Police Executive is very mindful of the degree of organisational change required to align delivery and capability to deliver efficiency savings and performance improvements in an organisation the size of the New Zealand Police.

To this end we have established a centrally managed change unit charged with consolidating our various change activities – including the roll out of Policing Excellence initiatives, bargaining impacts, impacts from working in new ways within the Justice Sector, changes arising from the Commission of Inquiry into Police and a range of organisational development initiatives – into a comprehensive change implementation plan. Key elements of the plan include:

- implementing a new deployment model, improved case management, utilising improved technology to provide enhanced services to the public and fully implementing a nationwide crime reporting line – all of which will ensure more Police time is devoted to frontline preventive policing
- implementing new information technology (IT) infrastructure to support the mobility of operational staff, improved victim identification and to enable the most efficient use of resources and reduce cost
- positioning the workforce through implementation of a workforce strategy, leadership development, repositioning the role of service organisations relative to our work and shaping a workforce that better reflects the communities it serves
- implementing a range of sustainability initiatives, including better prioritisation of operating expenditure, increasing revenue and reviewing property decisions, and absorbing cost pressures by reducing expenditure.

The role of the Change Unit is to sequence, manage, track and report progress of the change programme across Police. By appointing a relieving General Manager, Human Resources the General Manager, Human Resources (who is an experienced change manager) has been freed to take on the full-time role of Change Director to coordinate the change programme within Police. Police is also looking at ways to ensure its change management processes are supported by external quality assurance.

Elements of our plan, as set out in the table on the next page, have also been provided to our Justice Sector partners via the Justice Inter-Sectoral Strategy Group (ISSG) for coordinating key changes in the Justice Sector.

WORKSTREAM NAME	DESCRIPTION	MILESTONE – EVENT AND DATE
Police Model: Prevention First	Putting prevention at the ‘front’ of policing (including neighbourhood policing teams and a new deployment model) putting victims and witnesses at the centre of the Police response, and continuous improvements	<ul style="list-style-type: none"> national roll out of victims focus framework completed by 24 Dec 2012 workforce management pilots complete by 1 July 2012 new national Performance Management Framework implemented by 30 June 2013 Policing Excellence targets achieved by 30 June 2014
Alternative resolutions	Using alternatives to prosecutions to support operational discretion and relieve pressure on the criminal justice system	<ul style="list-style-type: none"> written Traffic Warnings pilot evaluated for national implementation by 31 Oct 2012
Mobility	Making policing more efficient and accessible through the introduction of mobile technology	<ul style="list-style-type: none"> business case, a precursor to national roll out, completed by 14 Nov 2012 full roll out by 30 June 2013
Cost recovery	Creating the opportunity for Police to recover the costs of providing some services	<ul style="list-style-type: none"> policy work on the legislation complete by 21 Dec 12 legislation introduced to the House by 30 June 2013
Case management	Bringing offenders to account and serving victims better through improved case management and investigation processes	<ul style="list-style-type: none"> File Management Centres established in all Districts by 30 Oct 2012
Crime reporting line (CRL)	Improving public access to Police for reporting historic and non-emergency crime	<ul style="list-style-type: none"> ICT enhancements complete by 1 Dec 2012 full roll out complete by 30 June 2013
Support Services to the frontline	Centralising back-office functions	<ul style="list-style-type: none"> completed by January 2013

Police has also seconded a staff member to the ISSG to ensure the Justice Sector develops as a truly collaborative sector and to ensure that Police is able to leverage off changes in other parts of the sector as much as possible.

Governance changes

As part of its overall change programme, Police is committed to moving quickly to deliver Policing Excellence and to demonstrate the benefits of Prevention First. This requires strong governance and because Policing Excellence is central to changing how Police operates, our Policing Excellence Steering Committee has been integrated into our monthly Police Executive Committee meetings to

ensure the programme is given paramount attention. This ensures that the required change is understood across all parts of the business and that Districts are supported in leading the implementation of Prevention First. By leading from the front, Prevention First will be directly reflected in the trust and confidence the public has in Police.

2. *Strengthen and align financial and performance management systems*

Our change programme must be linked to our budget, as our resources are delegated to individual cost centres. By achieving greater efficiencies and savings within Police, we are reinvesting effort into preventative activities, in accordance with our operating model.

Our Strategic Management Framework, which we have demonstrated to Central Agencies and the Office of the Auditor-General and are in the process of rolling out, provides the means to establish clear intervention logic between our preventative activities and crime reduction and to set corresponding lead indicators of performance against those targets.

This will also allow Police to better manage the deployment of resources to areas of greatest need.

Key to aligning financial and performance management systems is the approach Police has taken to the 2012 bargaining strategy. Police has led the way with discussions with staff on what changes Police needs to make to be positioned for the future.

3. *Align our culture, values and behaviours to our strategy*

We will drive alignment between our culture, values and behaviours and organisational performance to achieve our strategy.

As prevention requires us to work in partnership with our communities, we will also recruit, retain and develop women and people from Māori, Pasifika and ethnic communities, so that the Police workforce reflects New Zealand's population. By reflecting the communities we serve, we will be better placed to lead change.

For example, as part of the State Services Commission report on the *Commission of Inquiry into Police Conduct* (April 2012), Police has agreed to a range of milestones, including a target of annual recruitment of constabulary women reaching and staying above 30% of total constabulary recruitment by 2017. In addition to this, Police is seeking by 2017 to ensure that women will make up 10% of total commissioned officers and that there will be a much higher proportion of women in senior operational roles at Inspector or higher ranks.

Police is also seeking to ensure that its management reflects the ethnic diversity of New Zealand's population.

4. *Strengthening people management*

As Prevention First is the primary focus of every Police employee, no matter what they do, or where they are, we need to link individual performance to organisational performance. We will develop strong people management systems that allow us to ensure that the work of each Police employee is linked to the strategy and that there is robust accountability for delivery of that strategy.

We are also implementing a strategic workforce strategy, underpinned by a workforce plan and built around a resourcing model that covers workforce/leadership development, workplace health and safety, employment relations, efficient and effective workplace processes, recruitment, retention, promotion and performance management processes.

We will determine the most appropriate mix of constabulary, authorised officer and employee staff for the rapidly evolving number and types of jobs required to deliver a world-class service in today's environment, eg, forensic accountants to address financial crime and IT specialists to assist in areas such as road policing, and to shift our performance story to one of overall effectiveness rather than one based on the number of sworn staff.

This work is under way and we are advancing it at pace.

The appointment of three assistant commissioners for the Upper North, Lower North and South of New Zealand, is already improving the span of control and influence of the Executive and providing greater support to district commanders and area commanders. These assistant commissioners have an essential role to play in providing the Executive with a clear line of sight on how well the frontline is aligned with the Police Strategy and any difficulties in operationalising Prevention First.

5. Develop an Information Systems Strategic Plan and Roadmap.

Contemporaneously with our first four initiatives, Police is revisiting our Information Systems Strategic Plan (ISSP) to position Police IT as a key strategic enabler.

Providing information services technology that is highly mobile and simplifies form filling and other documentation compliance is of the highest priority.

By December 2012 we will have developed an ISSP, further reinforcing a value-for-money approach underpinned by operational business processes hardwired to government directions and priorities, our *Statement of Intent*, *National Business Plan* and other key strategic documents. As noted above, this ISSP is critical to ensuring we have the infrastructure to support the mobility of operational staff, improve victim identification, manage and share intelligence and to enable the most efficient use of resources and reduce cost.

In developing the ISSP, Police will work alongside the public sector functional lead – the Government Chief Information Officer (GCIO).

6. Strengthen strategic partnerships

Police is acutely aware that the success of the Police Strategy, and the Justice Sector in turn, strongly depends on the success of other sectors in which Police operates.

While Police has good relationships with partner agencies, if these other agencies are not successful the consequences could become manifest in incidents requiring a Police response. Because Police is the only truly 24/7 service available in many places, the public and other agencies often look to Police to take action and lead. This can lead to Police tending to step forward and take on responsibility for more tasks than is appropriate at times.

To maintain our focus on *Prevention First*, Police recognises the need to clarify its strategic contribution to each sector in which it participates. Ensuring success in these sectors requires Police to continue to work with agencies such as the Ministry of Social Development and the Ministry of Health (including all District Health Boards (DHBs) and primary care providers in communities) on issues like family violence and mental health, or with the Serious Fraud Office (SFO) and Financial Markets Authority (FMA) around financial crime.

To further advance the value Police can add, Police will implement a framework to prioritise and determine what activities it should undertake. As part of this, Police will use clear stakeholder plans to clarify the strategic contributions Police will make in each sector in which it participates, and what

strategic contribution it will seek from partner agencies to ensure delivery of Police's strategy. And by focusing on having other agencies 'hard-wire' these strategic contributions to Police into their organisational priorities Police, and in fact the whole Justice Sector, will be better placed to achieve its strategic outcomes.

But Police recognises that this is also reciprocal. For example, the Transport Sector is seeking increased transparency around its investment in road policing. Police will develop regular performance reports that are acceptable to the transport agencies and analysis that helps the Transport Sector determine the most effective deployment of resources to reduce road trauma. At the same time, Police is considering how new and innovative technologies and new suppliers of services can help achieve road safety outcomes.

Elsewhere, the delivery of *Better Public Service* results for the Social Sector is critical for Police. The current focus on youth offending requires Police to work across both the Social and Justice Sectors simultaneously. Hence Police is seized of the need for leadership on youth justice matters. Moreover, Police is represented on boards such as the Family Violence Taskforce in order to achieve its prevention outcomes.

In these sectors, Police will look at more effective partnerships and interventions to achieve sector outcomes and, in particular, look at the use of technology and new service delivery models. By strengthening the connections between policy and intelligence and our operations, we will be better placed to proactively identify opportunities to prevent crime. We also see a role for key voluntary and community groups in helping to inform our thinking and deliver our outcomes. As already noted, this will require us to determine the most appropriate mix of constabulary, authorised officer and employee staff required to deliver a world class police service and further develop our performance.

Similarly, in Police's view, more needs to be done in the Justice Sector around the problem of financial crime and coordinated strategies to address it are critical. Police is a key player in this space as is the Ministry of Justice, the SFO, and the FMA. Police will continue to engage other key partners, including those overseas, to help us tackle this growing problem. Notably, Police will work with the SFO and Ministry of Justice on developing a more coherent approach to policy and operational responses to financial crime, building on work undertaken by the SFO in relation to the cost of economic crime including scoping the size and range of prevention and enforcement issues relating to economic crime, and implications for where and how government resources are deployed on addressing it.

We will work on being an open and outward facing organisation that encourages the generation of prevention and problem solving ideas from communities and puts the best into action.

The Police Executive

The Police Executive leads the New Zealand Police. We will be relentless in our focus on outcomes, take clear and timely decisions, provide support and guidance and hold the organisation to account for delivery.

For example, earlier this year, the Police Executive personally led the roll out of Prevention First through staff days attended by all staff. Working in this kind of way, the Police Executive will drive change through the organisation, setting clear expectations of how prevention is part of everyone's roles.

We will maintain momentum and act in a more cohesive way, simplifying governance arrangements to better integrate resourcing and operational requirements to achieve our strategy.

We are looking to the future and building diversity of thinking and capability in Police to meet the challenges of tomorrow.

We intend to engage early and often with Ministers and stakeholders as we implement our strategy and operating model. In short, we intend to operate at a strategic level so that our frontline staff, under the command of our three locality-based assistant commissioners and our district commanders, can be freed up to manage the operational part of policing.

Value for money

Police is committed to managing performance within current funding levels. To achieve this we will be innovative about how we allocate resources to deliver our essential performance targets and re-engineer business processes to ensure value for money.

To achieve our strategy and implement our operating model, we are making significant changes to the cost structure and resource allocation model for Police. We are developing meaningful cost-effectiveness measures and comprehensive time and labour measuring systems to allocate costs per activity. In combination with our deployment and demand model, these tools will enable us to transparently show the cost delivery of our activities.

We are also making a number of efficiencies through our Policing Excellence programme, to free up officers' time so they can incorporate more preventative activities into their working days. To do this we are:

- better prioritising our work to target priority work
- taking on a greater leadership role in preventing crime and crash in New Zealand and overseas
- hardwiring into our accountability frameworks, a change in mindset so that every Police employee actively focuses on prevention and continually seeks to find ways to improve the quality of services we provide
- working closely, and in fundamentally different ways, with our wider justice, social, transport and intelligence sector colleagues, recognising that we cannot achieve our Prevention First outcomes unless we work with sector partners.

Police is not only looking at reinvestment opportunities but also looking to achieve overall value-for-money savings. For example, work is under way to reduce operating costs through improved fleet management and better procurement processes.

This, along with continuing the operation of the Justice Sector Financial Model, which was established in preparation of the sector Four-year Budget Plan, will ensure – through the Interagency Sector Strategy Group – that Justice Sector Oversight Ministers have a complete and up-to-date overview of sector cost pressures and how these are being addressed by sector agencies, including Police.

Holding ourselves to account

The Police Executive will:

1. Deliver change against a consolidated implementation plan that, by 31 August 2012, will pull together all the key elements of change within Police.
2. Implement its Strategic Management Framework in the 2012/13 year, including aligning its financial management to lead indicators of performance against crime reduction targets.

3. Develop and implement a strategic workforce strategy, underpinned by a workforce plan, by 30 June 2012.
4. Implement a new human resources performance management system by 30 June 2013 that links individual performance to organisational strategies and performance measures.
5. Refresh our Information Systems Strategic Plan (ISSP) by December 2012.
6. Develop and commence implementation of stakeholder plans that clarify the strategic contributions Police will make in each sector it participates by 30 October 2012.
7. Ensure delivery of our change programme is a high priority on Executive agendas.
8. Undertake systematic self-reviews of progress against key initiatives to constantly ensure alignment of the programme with the changing environment through our Organisational Assurance Group.
9. Review at the Police Executive Committee meetings in August and February each year, whether our change programme needs any 'sizeable adjustments'.
10. In concert with the Justice Sector Leadership Board, identify savings resulting from improved productivity to enable the sector to be sustainable within collective baselines.

Peter Marshall MNZM

Commissioner of Police

LEAD REVIEWERS' VIEW

In undertaking this review the Lead Reviewers considered: "What is the contribution that New Zealand needs from New Zealand Police and, therefore, what is the performance challenge?"

The Performance Challenge

'Safe Communities' is fundamental

The role of the New Zealand Police (Police) is to work in partnership with communities to prevent crime and road trauma, enhance public safety and maintain public order. To achieve this, Police has committed to targets to improve public safety by 2014/15 (as compared with 2008/09) including through a 13% reduction in recorded crime, 19% fewer (non-traffic) prosecutions, an increase from 14% to 18% in Police resources committed to prevention work and an increase in the public's feelings of safety and confidence in the Police.

Achieving this implies a shift in the Policing Model: putting prevention at the forefront of policing, putting victims at the centre of policing strategy and transforming the capability of Police. While greater emphasis is being placed on prevention, clearly Police will continue to respond to, investigate and resolve crime and crashes as a critical part of its approach. The challenge for Police is to achieve sustainable reductions in crime, road trauma and anti-social behaviour through increasing the priority given to prevention alongside the other critical roles Police plays. This relative shift in focus will necessitate better use of intelligence to better predict demand for police services and therefore its deployment of staff to prevent problems before they arise. Importantly, it will also require all Police staff to develop and maintain a mindset that makes prevention a priority in the way they carry out their everyday roles.

The challenge for Police is to lead and manage the translation of its high-level strategy, along with a complex set of new programmes and policies, into operational delivery at the frontline. Even if done well, it will take a number of years for the strategy to embed and demonstrate its full potential. This will require determination and fortitude not only from Police but also Government and other partners.

The environment is changing and this creates new challenges and opportunities

Changes in strategy and practice, along with increasingly favourable demographics, are starting to have a positive impact on recorded crime rates and criminal prosecutions. Government has agreed to maintain a fixed expenditure baseline for the Justice Sector agencies, including Police, for the next four years (compared to reductions occurring in other parts of the State Sector). This creates the space for Police to reconfigure its strategy and operating model to improve the services it delivers to the public, as long as it can reduce costs and free up resources for reinvestment and redeployment.

If successful, Police has the opportunity to shift more of its focus from responding to the consequences of increasing criminal activity to working with victims and the wider community and preventing crime and road crashes. Developing a prevention mindset will not only require a step change for Police, it will also take the commitment and buy-in of the wider community and key partners.

One important factor will be the ability of the Executive to work with staff to create an employment relations framework that supports the step change required. At the time of this Review, bargaining was about to be initiated for two collective contracts covering the majority of Police staff.

This environment creates an opportunity for Police to improve outcomes for New Zealand across at least five key operational priorities:

- **Further reduce death and serious injury on the roads**

While the road toll has seen some significant improvements in recent times, New Zealand still benchmarks poorly against many other countries in terms of road safety. To be successful in delivering its contribution to Safer Journeys: New Zealand's Road Safety Strategy 2010-2020, Police will need to develop innovative responses to reducing road trauma, through a combination of deterrence, visibility, education and enforcement. Greater transparency and clarity between what Police does in the road safety space and the impact it is having is vital to driving better outcomes. The relative effectiveness of different service delivery models needs to be evaluated.

- **Reduce the prevalence of family violence**

New Zealand continues to have an unacceptable record of family violence, including abuse between intimate partners, child maltreatment, the abuse of elderly and sexual assault. To be effective in addressing this, Police needs to: ensure the safety of victims; further develop referrals to responsive support services for victims and perpetrators; improve the collection and use of intelligence and case management about family violence incidents and use that intelligence to prevent further incidents; and improve the management of perpetrators through better training and consistency of decision-making, deployment of resource and enforcement.

- **Minimise the harm from organised crime, gangs, drugs and financial crime**

With the increased sophistication of some domestic gangs and internationalisation of organised and financial crime, New Zealand must make even greater use of intelligence and technology to prevent and detect this type of offending. More closely coordinating effort and intelligence with other government agencies and international partners is vital to improving New Zealand's ability to disrupt and prevent organised and financial crime.

- **Reduce youth offending and prevent alcohol-related offending**

This is a difficult area to tackle and will require the cooperation of a significant number of government and community partners. A combination of evidence-based approaches to holding young people to account, alongside measures to address the causes of offending, will be required. Effective use of Neighbourhood Policing Teams and appropriate use of alternative resolutions will be critical. Particular focus on at-risk children, families and communities is essential and aligns also with where the incidence of victimisation is greatest.

Preventing and tackling the misuse of alcohol will also require much better intelligence, which can be gained by working more closely with other agencies. Targeting problematic drinking at high-risk locations and times is critical, as is enforcement and compliance checks of sales of alcohol to minors.

- **Reducing the rate of victimisation and repeat victimisation**

Considerable improvement to collecting intelligence on victims is vital to preventing the current high levels of repeat victimisation. Further gains in effective and appropriate investigations and resolution are required, which in turn necessitates high levels of training, access to specialist services and advice and keeping victims informed in a timely and sensitive manner.

A clearly articulated Police Strategy exists to drive change

A key strength of Police is that it has a well articulated vision, strategy and purpose. This has been recently redeveloped by the Executive and has been front-footed throughout the organisation, with evidence of strong buy-in at the frontline and amongst key partners. There is also enough early evidence of success from Policing Excellence and Prevention First initiatives to create a sense that Police not only knows what it must do in the future but has also identified some of the key operating strategies for delivering it.

The Executive is also beginning to lead a public discussion on the Police Strategy, creating a platform for it to take the wider community with it. The Executive will need to ensure the wider community has a clear vision of the direction policing in New Zealand needs to take and has confidence in the ability of Police to execute that strategy.

Police must lead fundamental organisational changes to operationalise its strategy

Police needs to undergo a significant transformation itself to achieve the Police Strategy. We have assessed the room for improvement against a very demanding standard: ie, what does Police need to do to fully realise the potential of its medium-term vision, strategy and ambitious measurable reductions in recorded crime?

Police is well placed to continue to deliver its current operating performance. This is not the challenge it now faces and so it is not the standard we have applied. The factors critical to Police success have changed as its strategy and supporting Policing Model have been developed. It is not surprising therefore, that Police has some areas critical to success that now need to be strengthened.

While Police is widely praised for its operational delivery, we have encountered some scepticism about its determination and capability to lead large scale organisational change. We are optimistic however, because the Executive accepts the challenge, it is leading from the front and has engendered strong alignment to its mission with the frontline. When given additional policing resource for Counties Manukau District three years ago, Police elected to introduce new policing models, rather than simply do 'more of the same'; this is demonstrating to other Districts the benefit of adopting the Police Strategy. We gain further confidence from the fact that Police's key stakeholders and partners strongly support the Police Strategy and the emergent Policing Model and are prepared to back the Police to deliver it.

There are a number of factors critical to success that require significant improvement

Realising the Police vision and strategy requires Police to undergo a transformation of its own to implement and embed its new operating model to deliver the identified outcomes. The Executive has started to set the required direction but this needs to be sharpened up and hard-wired into the organisation. Some of the current initiatives have been under development for nearly four years and the traction achieved to date has not always met expectations. The six most critical areas to strengthen are:

- a. Developing a consolidated overarching operating model and implementation plan.
- b. Hard-wiring strong financial and performance management systems throughout Police.
- c. Aligning Police culture, values and behaviours with the Police Strategy.
- d. Stronger people management.
- e. Developing enabling knowledge management systems.
- f. Strengthening strategic partnerships.

We explored whether the degree of readiness for change across each of these areas was sufficient to carry the entire organisation forward in a coherent way over a sustained period:

a. *Developing a consolidated overarching operating model and implementation plan*

How Police will progress from its high-level Police Strategy and large number of programmes and policies (such as Prevention First and Policing Excellence) to effective frontline delivery, needs to be set out in a consolidated overarching operating model and implementation plan. The plan needs to demonstrate the mission critical steps that must be met to transition to and implement the future operating model at the frontline consistently across the Districts. The operating model and implementation plan need to clearly specify how the Police Strategy will be hard-wired into a myriad of specific operational practices, such as standard operating procedures, performance measures and accountabilities, training, exercise of discretion, deployment to beat demand, investigations and case management, etc.

b. *Hard-wiring strong financial and performance management systems throughout Police*

We looked for integration of the Policing Excellence group of projects and the budget and strategy development. This was not obvious and currently there is no real hard-wiring of the multiple Policing Excellence change programmes into the budgetary processes. Although planned, it is not yet in place. It will be critical to the success of Policing Excellence for this cascading of targets to be properly integrated into district and operational unit targets and performance and accountability measures. Financial management systems and performance measures need to be strong enablers to drive service performance improvements to achieve Police's 2014/15 targets.

c. *Aligning Police culture, values and behaviours with the Police Strategy*

The current business imperative demands a culture change, as more focus is shifted to prevention and towards victims. Well specified values, behaviours and culture are essential drivers of change. Police needs to achieve the standards set down in its own Continuous Improvement Goals in its Policing Model, ie, promoting a culture that encourages a sense of pride amongst Police staff; valuing diversity; and ensuring all staff feel able to challenge inappropriate behaviour. To do so will require an increased recruitment, retention and development of women and people from Māori, Pasifika and ethnic communities, so that the Police workforce reflects New Zealand's population. Also, Police will need to embrace and embed the cultural aspects of the Commission of Inquiry's recommendations into Police Conduct. While most staff and stakeholders reported real improvements in these respects, most consider there is still more to be done.

d. *Stronger people management*

The open communication style used by the Commissioner to date will be critical in maintaining staff engagement as Police accelerates implementation of the Police Strategy. Difficult trade-offs will need to be made as Policing Excellence is rolled out. It is vital that the Executive paints a clear and compelling vision of what working in Police (and therefore the police workforce) needs to look like over the next five years to continue to meet the high expectations the community has of Police. Like all others in the community, Police will have to contend with the current and projected fiscal constraints created by the wider economic climate. Achieving a more effective employment relations framework over the near-term that facilitates necessary changes is mission critical to the Police Strategy.

The Executive has identified addressing poor performance and underachievement as a focus area in 2012. All staff need to understand: what good looks like; how their performance links to organisational priorities, planning and remuneration; clear accountabilities and the consequences of poor performance. Until addressed, these areas represent a risk to effective implementation of the Police Strategy.

Finally, it is important that Police realises that varied competencies and career paths, not just those favoured today, have the potential to add the much-needed capability and diversity of experience and thinking essential to Policing Excellence and Prevention First. This should drive a reassessment of Police recruitment, promotion and talent development strategies.

e. Developing enabling knowledge management systems

The importance of turning the vast amounts of information that Police has into intelligence is accelerating owing to a number of factors, including:

- Globalisation has seen a steep rise in cross-border crime, with players operating out of New Zealand into other jurisdictions. There is a need to be linked with other authorities to get agile response.
- Economic crime is a growing trend, which is facilitated by cyber technology advances. The challenge is to keep up with these technological advances and be at least as smart as the perpetrators of economic crime. There is evidence of growth in corruption, bribery and procurement crime. Careful consideration will need to be given to the relative priority of economic crime to violent crime.
- Prevention First and victim-focused policing requires significant improvements in intelligence about drivers of crime and victims at risk of repeat victimisation, to anticipate potential for crime and respond effectively, including through better deployment to beat demand, improved case management, etc. Furthermore, crime investigation, particularly of sexual assault and child protection, requires anticipating trends and having in place training and capability to use intelligence.

f. Strengthening strategic partnerships

Police plays an important role in at least four sectors: Justice, Transport, Intelligence and Social Sectors. The success of the Police Strategy is intrinsically linked to the success of other State Services agencies. While Police has good relationships with partner agencies and participates in leadership forums across the sector, success will require more than collegial relationships. To be successful as a whole, these agencies will need to co-create strategy, prioritise effort and make difficult trade-offs and shift resources across traditional boundaries. In particular, Police has an important contribution to make on the Leadership Board of the Justice Sector.

Police also collaborates with a wide range of non-government organisations (NGOs) and others in the community. The Prevention First and victim-focused strategies have added even greater impetus for Police to work alongside communities, local authorities and NGOs. The roll out of Neighbourhood Policing Teams is premised on the ability of Police, as part of the wider community, to collaborate better to prevent crime and repeat victimisation.

Police needs to develop a stakeholder framework to prioritise and determine what to participate in, including further clarifying its strategic contribution to each sector in which it participates, and accountabilities within Police for further developing and maintaining critical partnerships.

Desired Future State – Four-year Excellence Horizon

Environment

The Police environment has changed significantly: from a trend growth in recorded crime, high levels of road trauma and even faster growth in overall expenditure, to a fall in recorded crime, an improvement in road trauma (though it remains high by international standards) and fixed nominal budgets over the next four years. The challenge now is to reduce costs in line with reducing demand and to free up more resource to reinvest in crime prevention and more cost-effective means to reduce road trauma, all within a fixed budget.

Given the lengthy period over which Policing Excellence has already been under development and the inherent cost pressures in the current Police operating model, Police has a very short window to make the necessary adjustments to meet this challenge. Although there are record levels of trust and confidence in Police and staff engagement is strong and improving, there are risks in the Police environment:

- The nature of crime is changing owing to the internationalisation of financial, drug trafficking and organised crime and rapidly changing technology and therefore cybercrime. This is putting even greater pressure on Police to turn information into intelligence and at least keep up with criminal activity involving technology.
- The economy poses risks, with high levels of unemployment in some communities, particularly amongst youth. Consequently, for some time there is likely to be some risk to the sustainability of the current downward trend in recorded crime.

Counterbalancing these risks, the Police have strong partnerships in the community and increasingly with other government agencies. It also has deepening relationships with other enforcement agencies, both on and offshore. Importantly, Police has strong alignment with these partners about key components of its strategy, eg, Policing Excellence and Prevention First.

Success will require Police to capitalise on its advantages and manage known and unanticipated risks well. It will also need to move expeditiously to strengthen its ability to lead and embed large scale changes to its operating model.

Business strategy

External and internally there is a perception that while Police has in the past set a strong vision and strategy, this was followed by weak implementation and therefore disappointing results. Historically, Police has also had a devolved structure to largely autonomous Districts, accompanied by low levels of confidence in the ability of Police National Headquarters (PNHQ) to lead change and develop the necessary supporting policies and services. As a consequence there is a degree of scepticism about whether Police will be able to land its Strategic Plan 2011 - 2015, even though most stakeholders support the direction set.

Importantly, however, the current Executive is seen to be leading from the front, is visible and connected to the frontline. They are seen as appropriately taking control of the organisation in a manner sensitive to the exercise of police discretion that must reside at the frontline. The key planks of the Police Strategy, such as Prevention First and Policing Excellence, resonate with frontline staff. The recent engagement survey provides encouraging evidence in this respect. We also had strong feedback from external stakeholders in support of the Police Strategy, at its highest level.

The Executive has also taken steps to address the capability and focus of PNHQ, bringing in significant capability with experience from outside Police. In addition, some national manager positions have been re-invigorated with people with recognised operational capability, a service mindset and a commitment to improve innovation and the consistency of service delivery across Districts.

While Police culture, behaviours and values are beginning to change in response to the current strategic direction as well as to other external reviews and initiatives, there is a considerable distance to go. Police recognises that the new Policing Model requires a change in mindset and culture. It is vital that work to align culture, value and behaviours to the Police Strategy is accelerated and used to underpin the roll out of the strategy. The Executive must continue to lead by example. The Police Code of Conduct and Professional Standards must set and drive exemplary standards of behaviour and integrity.

Operating model

Police needs to develop a single overarching operating model and implementation plan that pulls together all the key elements of the Police Strategy and sets out a staged and prioritised roll out, which identifies key interdependencies and accountabilities. In addition, many supporting corporate service functions are under-developed to deliver the fundamental change sought. Projects are not yet hard-wired into budgets, accountabilities or the organisation's planning more generally. Centralising some support services and improving accountabilities should improve consistency across Districts, while still recognising and supporting the place for operational discretion and innovation at the frontline. While early steps are being taken to develop an overarching operating model and implementation plan, until addressed this poses the most serious threat to the ability of Police to translate its vision into operational reality.

Change capability

In the past, Police has been able to manage many operational projects well. However, there have been weaknesses in the implementation of system changes and a lack of follow up and consolidation of some changes. Police has a strong vision of where it needs to go but it is still unclear whether it knows what it must do to get there. The scale of change is large and, given the natural tendency of any organisation to revert to what it knows, Police will need to transform itself to operationalise the Police Strategy.

Police needs to clearly articulate what the Police service needs to look like over the medium term and ensure it has a human resources (HR) and organisation strategy for making it happen. The values, behaviours and culture needed to support the Police Strategy need to drive alignment of the human resources strategy with the overall implementation plan. Along with clear accountabilities and performance measures, it is essential these critical change enablers are put in place promptly as Police tightens the implementation of the Police Strategy.

Few sworn police officers have senior organisational experience beyond Police and this potentially constrains opportunities for innovation and limits challenge and diversity of views. The introduction of senior experts in areas such as IT, HR, policy, strategy and finance is helping to inject new ways of thinking – but understandably the dominant influence is 'how we have always done things here'. The Executive will need to ensure a healthy challenge of ideas becomes the expected way of governing and de-risking the roll out of the new operating model. This will require iterative interplay between various parts of Police, PNHQ, the frontline, non-sworn staff and sworn officers, etc. The three assistant commissioners with regional oversight have particularly important roles, as they are positioned in the agency to contribute at the executive leadership table but also have direct line of

sight to the frontline. They should provide real-time feedback to the Executive on the degree of alignment across the business and identify any corrective action needed to ensure the operating model is able to be applied by those providing frontline services.

What will success look like in four years?

Police will have been successful in ensuring the recorded crime rate and the cost of crime to the community has reduced faster than currently forecast because it has been able to shift significant resources from responding to crime and road trauma to prevention, it has put victims at the centre of what it does and, as a consequence, has significantly reduced victimisation and repeat victimisation.

Public trust and confidence in the integrity and performance of Police will have continued to improve to record levels, in line with actual and perceived improvements in public safety. Confidence levels of Māori, Pasifika and other ethnic communities in Police will have reached levels commensurate with the Pākehā community.

Communities will have taken the lead in what is happening in their communities, with the support of Police and other Social and Justice Sector agencies. Communities will know they can fix problems in their communities and can count on Police to play its part. Police will have taken a strategic approach to key stakeholder relationships through early and consistent engagement to create effective partnerships, strong feedback loops, as well as understanding and contributing to their sector partners' objectives, where that is appropriate.

Police will have influenced and motivated other government agencies to better align their operational efforts to help reduce the drivers and opportunities for crime. Ministers and central agencies will have seen Police as competent and able change managers and partners in policy development.

Police will have focused on the groups that research¹ shows are grossly over-represented in crime statistics: '10% of offenders commit 50% of reported crime' and '6% of victims suffer 54% of crime'. Policing Excellence will have been consistently and effectively rolled out across Districts, including deployment to beat demand, introducing new mobile technology, Neighbourhood Policing Teams (NPTs) in all 'at-risk' communities, increased use of alternative resolutions and improved case management and investigations processes, including streamlined file management centres and better use of intelligence.

The Executive will be respected for its record of implementing a fundamental change in policing while retaining Police's record of operational excellence. Critical to this success will have been:

- an overarching operating model and governance structure that tightly connected individual projects and programmes (operational and resourcing) necessary to deliver the Police Strategy. The Executive will have focused on the change programme, with close senior team oversight and clear visibility and reach into and input from the frontline; it will have stopped and deferred low priority or ineffective initiatives and accelerated mission critical projects. It will have ensured risks were mitigated and everyone stayed on task. It will have made timely and clear decisions
- an integrated implementation plan with clear milestones, identification of interdependencies, accountabilities, progress monitoring and risk assessment tools
- portfolios of projects that were prioritised and simplified wherever possible to the critical deliverables. These projects would have been supported by tight performance measures and exceptional benefit tracking and have captured mechanisms demonstrating the effectiveness of expenditure

¹ As noted in the 2010/11 Annual Report for New Zealand Police.

- accountability for delivery of the Police Strategy and Operating Model cascaded through the organisation and relentlessly monitored and enforced by the Executive. Sergeants, senior sergeants, area commanders, district commanders, assistant commissioners and national managers will have had real and visible 'skin in the game'
- a national resourcing model allowing resources to be extracted, captured and reinvested, where appropriate
- financial, asset and risk management having driven improved business performance – business imperatives will have been hard-wired into annual business plans, budgets and performance targets
- first-class centralised support services (HR, IT, asset management, financial and performance management) delivered on time by PNHQ to the Districts to free up District staff to focus on frontline delivery
- national managers serving the Districts by facilitating innovation and calculated risk taking, while also delivering significant improvements in the consistency of services delivered by the Police
- a clear vision of what the Police workforce needed to look like in five years' time to ensure an agile and engaged Police workforce strongly aligned to the Police Strategy with a clear understanding of what the strategy means in their everyday roles. At each level of Police, the culture, mindset, behaviours and ethnic and gender composition would reflect the diversity of the wider community it serves. A fundamental mind shift would have occurred in the way police officers see their role and the way the community experiences policing; all Police staff would see prevention as a significant part of their roles with a focus on victims and the wider community at the centre of policing. Exceptional performance will have been rewarded and poor performance addressed. Leadership and talent will have been systematically developed.

Ultimately, Police will know it has made a difference in the communities it serves because it will have succeeded in reaching the 2014/15 goals to reduce recorded crime by 13%, reduce non-traffic apprehensions resolved by prosecutions by 19% and shifted additional resource into preventing crime and road trauma, while living within its means and continuing to grow public trust and confidence.

Paula Rebstock
Lead Reviewer

Garry Wilson
Lead Reviewer

CENTRAL AGENCIES' OVERVIEW

The Government's clear priority is to deliver better public services to New Zealanders, within the tight operating budget. Government agencies are expected to review and change how they operate to focus on the most effective and efficient use of resources and to deliver better public services to New Zealanders.

The Performance Improvement Framework is used by a small group of respected Lead Reviewers to review agencies to provide insights into how well the agency is positioned for the future. Chief executives value the opportunity to engage with Lead Reviewers to discuss those insights, as do we.

We, as central agency chief executives, also benefit from Lead Reviewers' insights about the State Sector and the opportunities that exist to improve its operation.

Ministers, the public and agency stakeholders are entitled to information about agency and sector performance and to know what is being done to lift that performance.

The Lead Reviewers for the New Zealand Police review posed the question: *"What is the contribution that New Zealand needs from New Zealand Police and, therefore, what is the performance challenge?"* They then set out in the 'Four-year Excellence Horizon' what Police would look like if it was performing as an excellent organisation four years from now.

Police plays a vital role in ensuring New Zealand is a safe and just society through the provision of excellent policing services. It is vital that Police not only focuses on response but also on prevention if crime rates are to continue to fall and government priorities, including the Better Public Services results, are to be achieved. The PIF review affirms Police's strong leadership and core operational delivery performance and the importance of Policing Excellence, including Prevention First, in achieving the Government priorities.

One challenge for Police is the development and implementation of a consolidated operating model which better integrates initiatives in core service delivery with the financial and people performance management systems throughout Police. Prevention First, in combination with systems that reward and value building positive and supportive relationships with communities and victims of crime, will assist Police to further change its culture and further increase its service delivery performance.

Another challenge for Police is to work with other Justice Sector agencies to achieve higher levels of sector performance. This will involve moving away from a model of individual agencies working together but prioritising their individual targets, to collective leadership and management of the sector for better results. This is a challenge not only for Police but for the whole sector. Similarly, Police will need to work proactively across other sectors and agencies to assist those agencies deliver services and achieve their strategic goals. Police are often the first responding agency in the event of a crisis and need to engage others to take a more active role in achieving positive outcomes for victims and offenders. By assisting other sectors to achieve their objectives Police will increase the ability of those sectors to contribute to reducing crime.

From our engagement with the Lead Reviewers during and after the Review we have identified areas where we, as central agencies working together, need to support Police. These include working with Police and other public sector agencies to collectively achieve the Government's reducing crime and

reoffending priorities, working with Police to better integrate its core operational service delivery, including Policing Excellence, with its financial and performance systems, and supporting its implementation, embedding and review.

Police has made significant achievements to date. We are committed to working with Police to further lift its performance in response to new challenges and opportunities.





Iain Rennie
State Services Commissioner




















Gabriel Makhlouf
Secretary to the Treasury

Andrew Kibblewhite
Chief Executive, Department of the
Prime Minister and Cabinet

SUMMARY OF RATINGS

Results






GOVERNMENT PRIORITIES	RATING
1. Prevention and demand reduction	
2. Reducing harm	
3. Reassuring communities	
4. Continuous improvement in operational and financial performance	





CORE BUSINESS	RATING (EFFECTIVENESS)	RATING (EFFICIENCY)
1. Policy advice and Ministerial servicing		
2. Crime prevention services		
3. Victim reduction services		
4. Maintenance of public order and national security		
5. Primary response management		
6. Emergency management		
7. Investigations		
8. Case resolution and support to judicial process		
9. Road safety programme		
	RATING	
Regulatory impact		




Rating System



 Strong	 Well placed	 Needing development	 Weak	 Unable to rate/not rated
--	---	---	---	--

Organisational Management

LEADERSHIP, DIRECTION AND DELIVERY	RATING
Vision, Strategy & Purpose	
Leadership & Governance	
Culture & Values	
Structure, Roles and Responsibilities	
Review	

EXTERNAL RELATIONSHIPS	RATING
Engagement with the Minister(s)	
Sector Contribution	
Collaboration & Partnerships with Stakeholders	
Experiences of the Public	

PEOPLE DEVELOPMENT	RATING
Leadership & Workforce Development	
Management of People Performance	
Engagement with Staff	

FINANCIAL AND RESOURCE MANAGEMENT	RATING
Asset Management	
Information Management	
Efficiency	
Financial Management	
Risk Management	

Rating System

 Strong	 Well placed	 Needing development	 Weak	 Unable to rate/not rated
--	---	---	--	--

AGENCY CONTEXT

Police is a Non-Public Service department that provides policing services in New Zealand. Police works in partnership with other government agencies, private sector organisations, community groups and individuals to prevent crime and road trauma, enhance public safety and maintain public order.

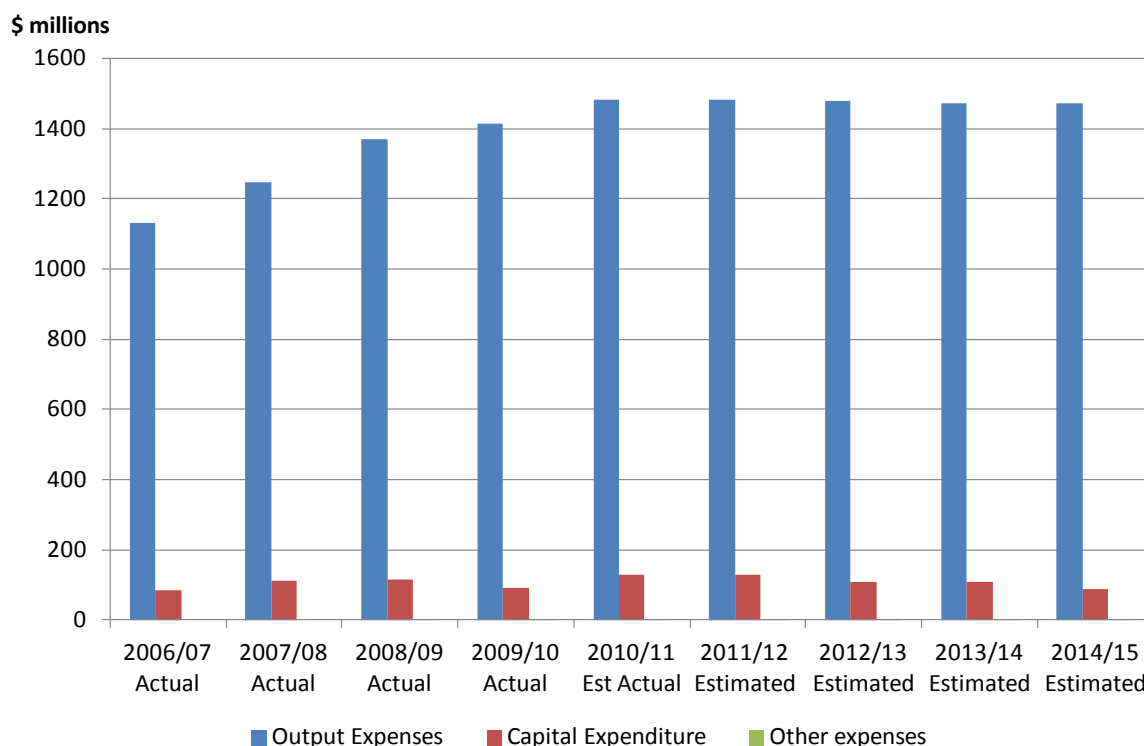
The Policing Act 2008 lists Police’s main functions as: keeping the peace; maintaining public safety; enforcing the law; preventing crime; supporting and reassuring the community; providing national security; participating in policing activities outside New Zealand; and managing emergencies.

Police has identified “... over the past ten years crime has been gradually reducing; however the volumes of people in the criminal justice system has increased steadily. The cost of crime to society has increased and is now estimated to be in excess of \$11 billion per annum. This is not sustainable”. At the same time, there has been rising demand for, and public expectations of, police services.

Police employs around 12,000 staff (as at 30 June 2011: 8,856 sworn officers and 3,128 non-sworn staff). Policing services, including road safety services, are delivered through 12 Districts with each District divided into areas. As at 1 March 2012, there were 43 policing areas and 371 stations nationwide, including community policing centres and community bases. Police National Headquarters and several discrete service centres deliver operational and corporate support to frontline staff.

Since 2006/07 the output expenditure in Vote Police has increased by 31%. In the current period of fiscal constraint, the Justice Sector, including Police, is planning to operate within the current baseline for the next four years.

Budget Trend - Vote Police




Source: Budget 2011/12 Information Supporting the Estimates

RESULTS SECTION

Part One: Delivery of Government Priorities (GP)

This section reviews the agency’s current ability to deliver on its strategic priorities agreed with the Government. It is based on the completeness of the agency’s plans, the stage at which the priority is at and the capability and capacity of the agency to deliver on the priority. This Review is also informed by consideration of identified risks.


GP1: Prevention and demand reduction	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>The Government through the Minister of Police has made clear its desire for Police to focus on reducing crime: “through an increased focus on prevention and a greater responsiveness to crime by placing resources where they are most needed” (Hon Judith Collins in the <i>Statement of Intent 2011/12 - 2013/14</i> for New Zealand Police).</p> <p>Police has responded well to this government priority through its Policing Excellence initiatives, most particularly the shift of resources towards Prevention First. Policing Excellence is a multi-year and multifaceted group of projects, with at least eight main themes or groupings, that are in the early stages of implementation.</p> <p>There is clear evidence of a shift of operational police resources released from gains in the ‘reacting to crime’ space to the prevention end of the policing spectrum, eg, Police delivered 12% more bail checks in 2010/11 than the year before, 19% more foot patrols and 23% more licensed premises visits. Law changes have assisted, eg, reform of legislation on family violence and vehicle confiscation and seizure. In addition, Police is requiring its officers to exercise more discretion as to whether to prosecute or to utilise alternative resolution processes.</p> <p>Police is also utilising its intelligence capabilities more effectively and has established well resourced and well informed Neighbourhood Policing Teams in over 30 communities. These units represent a commitment of nearly 200 frontline police resources (90 demonstrably shifted from reactive to proactive policing) to this activity. The units will be focusing on areas of historically high crime and violence.</p> <p style="text-align: right;">contd...</p>

	<p>One of the key themes of Policing Excellence is the increased attention to the needs of victims – initially focusing on developing a better knowledge of who the victims of crime are and how the Police and the community may be able to work together to reduce the incidence of repeat victimisation. This activity will require Police to work closely with NGOs (who seem to be enthusiastic partners) and other government agencies, eg, Work and Income New Zealand (WINZ), Child, Youth and Family (CYF) and Housing New Zealand (HNZ). These agencies reputedly are more variable in their responsiveness and, at times, focus more on their individual business needs and budgetary issues.</p> <p>The Government has recently emphasised the fiscal constraints it expects to apply to the Justice Sector as a whole, ie, to ‘live within baseline’. Government envisages the Justice Sector living within current funding allocations, and funding inflationary pressures, eg, wage increases, substantially from within internal savings.</p> <p>A dropping crime rate obviously assists in achieving this Justice Sector goal of living within baseline, through fewer apprehensions, prosecutions and convictions, as does the increased use of police discretion not to prosecute minor crime through the courts and to use more appropriate and effective alternative resolution processes. On top of this, the sector can be expected to deliver internal joint operational efficiencies, eg, by Courts and Police better coordinating and improving or replacing paper and document flows, and direct efficiency gains within Police, eg, better case management, better use of technology to free up operational police time, the centralised Crime Reporting Line, etc. Reductions in recorded crime in the Counties Manukau and East Coast Districts have been achieved at a time when rising youth unemployment could have been expected to drive an increase.</p> <p>Already there are apparent early signs of success. Total recorded crime was down by 5.9% between 2008/09 and 2010/11. For the current reporting year, recorded crime is down 4%². (However, the drop in recorded crime is helped by a big reduction in crime from Canterbury following the earthquake and there are demographic trends that include a reduction in the number of youngsters in the high-risk 15-25 age group).</p> <p>The ability of the crime statistics to record small changes year on year is limited. Operational police make decisions every day about whether they will record minor incidents and in aggregate a minor change in crime statistics is best considered as just noise in the system. What is important will be significant long-term changes in the statistical patterns of offending. There are some countervailing forces that will be beyond Police to seriously influence, such as levels of unemployment and community attitudes to fraud, drugs and alcohol use etc. Police will have to work hard to make progress against these forces and still achieve the targets it has committed to – by 2014/15 Police is targeting to achieve a 13% reduction in recorded crime and a 19% decrease in prosecutions.</p> <p style="text-align: right;">contd...</p>
--	---

² As at end of February 2012.


	<p>Police has clearly identified and started to implement strategies that address the Government priority of prevention and demand reduction; however, Police has much still to accomplish to implement the Policing Excellence workstreams and to fully embed the Prevention First strategy. To improve the likelihood of success, Police will need to ensure it has identified and is focused on priority projects and is measuring and learning from the results of those projects. Also, Police will need to have harnessed the expertise of the community, NGOs and State Services agencies to help create an environment in every community where crime prevention is a reality, leading to lower demand for criminal justice services.</p> <p>Looking forward, achieving a strong rating on the Government priority of prevention and demand reduction will require Police to systematically roll out the various components of Continuous Improvement, Policing Excellence and Prevention First across Districts. It is mission critical that priority is given now to national deployment of a performance management system, along with clear accountabilities, to the Districts. Realising benefits from prevention and demand reduction of police services to date has been variable across regions and projects. Case management is an example where this has been disappointing and without adaptation to the project the benefits estimated in the business case are unlikely to be forthcoming. It is also not yet clear the degree to which continuous improvement initiatives have systematically and fundamentally challenged existing business processes; this is vital if Police is to meet its targets.</p>
--	---

GP2: Reducing harm that gangs, organised crime, drugs and alcohol place on individuals, communities and the wider economy


<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>Police operates in a dynamically changing crime environment. The pattern of crime in New Zealand is shifting. Many of the crimes of yesterday continue but gangs and other groups have become more sophisticated. For example, the electronic capacity and equipment of criminals are not restricted by the same budgetary pressures as faced by Police and, as a consequence, are often superior. Through technology organised crime groups can more easily establish international links and economic crime is more sophisticated and drug availability and fashions are part of a developing international scene.</p> <p style="text-align: right;">contd...</p>
--	--

	<p>Successive governments have set a priority for Police to clamp down on serious offending by gangs and organised crime as communities believe these most blight the quality of life in New Zealand and undermine New Zealanders' confidence, safety and security. Prior to the 1990s Police's focus on gangs and organised crime was not particularly strategic. In recent years Police has responded to the growing awareness of and public concern about, the harm caused in communities by gangs and organised crime, particularly with the emergence of 'P' and high profile incidents involving Asian organised crime syndicates.</p> <p>Police's response to this government priority has included the establishment of the Organised Financial Crime Agency of New Zealand (OFCANZ) in 2008 as a hosted agency within Police. OFCANZ takes a strategic approach to disrupting organised crime and works nationally and internationally. OFCANZ works closely with the Financial Crime Group (FCG). FCG was established in 2009 as a specialist Police unit to provide for civil recovery of proceeds of crime and to collate financial intelligence. Capabilities developed include:</p> <ul style="list-style-type: none"> • improved collection and use of intelligence and data, especially through the National Intelligence Application (NIA) • better use of inter-governmental partnerships • more effective use of New Zealand's international policing and intelligence connections • implementation of the Organised Crime and Methamphetamine strategy • more effective use of tasking/coordination mechanisms to prioritise anti-gang and anti-organised crime work. <p>Police's investment in improved intelligence gathering is highly regarded and has led to an improved ability to combat organised crime.</p> <p>While New Zealand is widely regarded as one of the least corrupt countries in the world with a comparatively low penetration of organised crime, we still have only preliminary estimates of the extent and cost of gang-related crime, organised crime and financial/economic crime in New Zealand. It is important that policy work in this area is advanced on a whole-of-government basis, including in response to anti-bribery, anti-corruption and financial crime legislation. It is equally important that a cross-agency response is coordinated, with joint priority setting and sharing of capability and resource, where appropriate. Sufficient priority must be given to this area so that, collectively, government agencies have appropriate technological, investigative and intelligence capability to stay ahead of the game.</p> <p>Focusing on the victims of crimes, reducing repeat victimisation, reducing the level of recruitment to gangs, building skills able to detect activity in the more sophisticated crime areas and working in partnership with other national and international agencies will contribute to strong performance on this government priority in the future.</p>
--	--

GP3: Reassuring communities with particular emphasis on reassurance for the most vulnerable – children and older people

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Strong</p> <p>Police has an enviable reputation with the public. As Police responsiveness to communities has improved so too has public confidence in Police. Research³ has shown an increase in public confidence from a low of 58%-61% of respondents reporting they were 'fully or quite a lot happy' with Police in the late 1990s to a current level of 77%. People feel safer in their communities and consider Police is responsive to their needs. The most vulnerable feel safer and the survey trends reflect this.</p> <p>Police has an excellent international reputation that reinforces this impression. Yet there is room for improvement. The trust and confidence of Māori and Pasifika and other ethnic communities in the Police is considerably lower than the confidence of New Zealand Europeans. While Police has tried hard to recruit Māori, Pasifika and Asian staff, and to position itself well in these communities, the Police workforce has a considerable distance to go to reflect the communities it serves.</p> <p>The focus of current Police initiatives to place more emphasis on the prevention end of the policing spectrum will see greater and deeper engagement of Police in local communities, eg, via the Neighbourhood Policing Teams and the re-direction of general policing toward reducing the drivers of crime in communities. Police's focus on reducing victimisation and repeat victimisation, particularly in vulnerable communities, appears to be lifting the perception and reality of Police effectiveness in these communities. This is addressing the 30 most vulnerable communities in New Zealand. To retain a 'strong' rating in this area, Police will need to demonstrate the effectiveness of these initiatives, including in improving the confidence and trust that the most vulnerable communities have in the Police. Particular focus should be given to Maori, Pasifika, children and older people.</p> <p>Providing services that enable easy reporting of crime is also important. At the moment reporting is substantially phone-based (not always appropriate for many who are uncomfortable using the telephone) and internet-based crime reporting is not generally available to New Zealanders. Given the wide use of computers this is an obvious weakness.</p> <p>Police needs to continue to actively monitor trends in public opinion. Implementation of the Police Strategy will be judged as successful only if public trust and confidence in Police across all New Zealand communities continues to increase. To continue to be 'strong' in this government priority the Executive needs to take the wider community along with it as the Police Strategy is implemented. This will require careful communication to help the public understand what this strategy means for safer communities in New Zealand as well as the sometimes difficult trade-offs that are necessary as Police shifts greater resource into prevention activities.</p>
--	---

³ Citizens' Satisfaction Research programme – most recent survey results 2010/2011.



GP4: Continuous improvement in operational and financial performance	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>Police has a number of workstreams targeting improvement in operational and financial performance; the largest grouping sits under the Policing Excellence banner. Each of the eight or nine projects in this group is a major activity requiring tight oversight and management. Each project has a reasonably well developed business case, a project plan and an implementation strategy. In most cases pilots have been rolled out and the concepts tested. These are positive early signs; the initial work has been done to a high standard.</p> <p>Police has an established set of standard operational procedures (SOP) notified and codified in instructions issued by the Commissioner of Police (Commissioner). These establish the Police’s ‘rules of engagement’ and are modified when operational changes are required. However, implementation of operational changes, ensuring regional consistency and hard-wiring the changes into operational systems requires more than modifying the SOPs. The changes need to be actively managed, with managers and staff clear about what is expected of them, and given adequate training and support, new procedures developed, tested and refined with input from operational staff and processes embedded into day-to-day operations. Once the changes are implemented Police needs to undertake post implementation reviews to check whether the desired objectives have been achieved and what further system or process modifications are required.</p> <p>If there is one general observation about the change management in Police (and this comes from Police’s own internal audit reviews, as well as independent reviews by the Office of the Auditor-General) it is that Police manages the front end of change very well, is enthusiastic and competent but:</p> <ul style="list-style-type: none"> • change projects leave too much room for local and district level variation on timing or even whether and how the change will be introduced • the Executive does not always follow up to ensure change is implemented as planned and that new or amended operational procedures are embedded • there is no standard follow up to identify further necessary changes • change projects tend to be reactive to current incidents, rather than proactive. <p style="text-align: right;">contd...</p>

	<p>The Executive has become aware of these issues and has taken advice on how it could better govern continuous improvement processes and the Police Strategy implementation more broadly. While it appropriately wishes to maintain a focus on frontline delivery, the Executive should consider a governance model that mirrors an overarching operating model and implementation plan, covering internal resourcing requirements, as well as operational delivery. Supplementing strong internal leadership with some external expertise may be warranted. It is essential that implementation of these complex projects is well managed and governed at a strategic level.</p> <p>To significantly improve its performance on this government priority, Police needs:</p> <ul style="list-style-type: none"> • an overarching implementation plan that pulls together and prioritises all aspects of its change programme • a common currency of gains, eg, some staff talk of target hours available for redeployment, yet there will be a clear requirement to bank gains by achieving real operational cost savings • a benefit realisation plan that cascades the expected gains to each operational unit and that is clear about the size of these gains to be reflected in District budgets with expectations set for operational managers • a retesting of base-level assumptions, as the results of pilots or early adopter roll outs are established • feedback loops to and from operational units to identify where and how successful implementation has been achieved and to learn from and avoid repeating mistakes • to rigorously challenge business-as-usual processes, including delivery models, to find innovative and more cost-effective ways to deliver police services • clarity about the role and responsibilities of PNHQ staff and teams to support the change programme.
--	--

RESULTS SECTION



Part Two: Delivery of Core Business (CB)

This section reviews the agency’s effectiveness and efficiency in delivering its core business. The report is based on a judgement about the current performance of the agency and the trend that they have demonstrated over the last 3 – 4 years.

CB1: Policy advice and ministerial servicing	
<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Well placed</p> <p>Performance Rating (Efficiency): Well placed</p> <p>Policy advice and ministerial servicing are two parts of an important but very small core business area for Police, with a budget of \$3.2 million in 2011/12.</p> <p>There is a high degree of Ministerial satisfaction with the support provided by Police. There are well established processes and protocols at PNHQ and in the Districts to ensure a ‘no surprises’ environment. This reflects well on Police’s ability to organise, given the unpredictable nature of crime and catastrophic events. Police manages the regular flow of Ministerial enquiries, briefings and correspondence with skill.</p> <p>Police’s involvement in government policy advice is the larger portion of this core business area, making up 84% of the output budget. Over 80% of the Policy Group’s work is on Ministerial priorities, with the remainder on cross-agency work.</p> <p>The Prevention First strategy developed by Police has been strongly endorsed by Ministers and central agencies, the communities where it has been implemented and by Police staff. The widespread support for this policy is to be commended.</p> <p>The Policy Group has a very small legislative portfolio to administer. However, Police is required to implement and enforce an extensive range of legislation and the Policy Group needs to keep the operational arms of Police informed of developments, as well as ensure that operational impacts of proposed legislative change are understood and communicated to lead agencies. Police’s involvement in cross-agency policy work is professional and welcomed.</p> <p style="text-align: right;">contd...</p>

	<p>Police has one of the lowest costs per standard unit of policy advice across the Public Service⁴. However, there is still some concern amongst other government agencies about the extent of Police’s engagement in the broader government policy development space. Owing to its operational role, Police input into policy can sometimes seem reactive. It is essential that the strategic policy team is looking forward and identifying where Police can make the biggest impact on the social cost of crime. It needs to be deeply grounded in the business but also able to be its critical friend and ask challenging questions about what role Police needs to play in the future and how well placed it is to respond. In this regard, there remains a question in our minds about the location of the evaluation team and further consideration should be given to this.</p> <p>Looking forward the Police Strategy must be aligned and integrated with that of the rest of the Justice Sector. To achieve this Police needs to work through the Policy Group with other agencies in an open, timely and transparent manner, something it has struggled to do in the past. The Policy Group needs to be able to draw on the extensive operational knowledge and intelligence that resides in Police and overlay this with a clear vision of what policing needs to look like in 5-10 years’ time and communicate what Police is doing to manage the risks to getting there.</p> <p>If Police is unable to do this, other agencies will be left with little choice but to over-scrutinise Police on the budgetary processes, employment relations and change management activities. Police is a large, complex organisation with a large budget and a high public profile and those attributes alone demand a high degree of accountability and transparency. The Policy Group has a critical role to play in meeting these requirements, so that the operational side of the business can get on with its job.</p> <p>Police needs the help of other State Services agencies to achieve the targeted results. Agreeing with the senior management of other agencies which geographic or policy areas are being targeted, or what particular policy settings could be improved to help Police, would be a good step forward. Entering into broad policy discussions with relevant agencies, especially those in the social, housing and health areas and helping formulate improved policy settings for the other agencies would be a sign of success. The potential to ‘join up’ and upgrade services to better meet obvious community need will be a challenge for Police but also a challenge for the other agencies to recognise and address.</p>
--	--

⁴ Scott Review of Expenditure on Policy Advice – December 2010.

CB2: Crime prevention services	
<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Well placed</p> <p>Performance Rating (Efficiency): Needing development</p> <hr/> <p>Crime prevention is one of the major roles of the Police; it is, and always has been, at the core of its operational model. In terms of its current outputs, Police allocates around 14% of its resources to crime prevention activities, such as youth education and community safety services, logistical support to community groups, such as Victim Support and neighbourhood groups, proactive patrolling, and firearms licensing.</p> <p>As part of its Prevention First strategy Police is moving more of its resources from reacting and responding to crime towards a more proactive policing focus, emphasising crime prevention. If successful, Police expects this will generate a measurable reduction in the burden of crime and road trauma⁵ on New Zealand communities.</p> <p>There will be ongoing contention for resources. The pressure will be on Police to demonstrate the value of re-directing resources to proactive prevention activities, where lower priority crime may be resolved by more cost-effective means. There is a need to ensure that the benefits of Prevention First are explained by the Executive and become understood and supported by the public, as well as by local and central government.</p> <p>The Executive knows that driving this Prevention First approach into all aspects of policing will be a challenge. Although the general principle is well supported and understood, every Police staff member will need to know what the change means for them in their day-to-day activities. It is not simply a matter of directing more resources to neighbourhood policing and collecting better intelligence. Also every member of the Criminal Investigation Bureau (CIB), Youth Aid and road policing teams, as well staff in communication centres, back-office support staff, all management levels and even Māori Wardens and general volunteers will need to know what they must do to support the Prevention First strategy.</p> <p>This approach to more proactive policing should be assisted by the establishment of the new Crime Prevention Group at PNHQ under its own National Manager. Police envisages that this group will promote the ethic of prevention throughout Police, aligning the alcohol, family violence, community policing and youth services areas and working with relevant State Services agencies and NGOs to advance crime prevention activities.</p> <p style="text-align: right;">contd...</p>

⁵ Police’s Road Safety Programme has a substantial crime prevention focus. See Core Business 9.

Police aims to move another 4% of its resources to crime prevention services by 2014/15. The initial achievements in this area are to be commended. Police resources previously deployed to reactive, primary response activities have been freed up by productivity improvements and deliberately redeployed to prevention activities (rather than doing more of the same in reactive activities). This does not mean less frontline policing. Instead, there is a deliberate shift of resources to neighbourhood policing, foot patrols and licensed premises checks, better understanding and targeting the drivers of crime, safety issues and risks in communities, as well as supporting and working with victims to reduce re-victimisation.

Interesting crime prevention patterns are emerging. The issues being addressed are not just police matters and reflect the needs of specific communities. Often such issues need action from the local authority, eg, removing graffiti, tidying up a park, fixing street lights, or require help from an NGO, eg, Plunket or Barnardos, community or sports groups, Relationships Aotearoa or budget advisors working with families and/or from State Services agencies, eg, WINZ, CYF or HNZ.

Police is taking leadership in a community activation role, recognising that it cannot solve all the problems on its own and is aware of the power of galvanising and aligning the efforts of various community groups and public sector agencies. That Police has been able to take this leadership role reflects well on the calibre and competence of Police teams at a local, area or neighbourhood level.

In the 2011/12 year Police established a number of new measures for this work, including numbers of preventative activities undertaken, such as the number of bail checks, foot patrols, vehicle stops, etc. Measures cover quantity and quality/timeliness, as well as public perceptions, eg, 'the public perceives Police is responsive to community needs'. In the future Police will need to drive further improvements in efficiency and effectiveness and more sophisticated measures should be developed that can more clearly demonstrate maximum value from the interventions made.

As at the end of February 2012 total crime volumes were down by 4%, traffic deaths by 27% and serious injury accidents by 5% compared with the previous year. There were some areas where crime was up. Of most concern is the increase in reported child abuse, although it is not clear whether this reflects more consistent reporting of these crimes.



Ultimately, to be successful in its crime prevention services, Police will need:

- support at a strategic level from other Social and Justice Sector agencies and local authorities
- ongoing community-wide engagement of resources: other State Services agencies, local authorities, NGOs, community groups, Māori Wardens and the private security industry. If deployed effectively, these resources could significantly increase Police's ability to deliver safer communities

contd...

	<ul style="list-style-type: none"> • a continual challenge to existing business processes to find more effective and efficient ways of providing prevention services • a set of measures that demonstrates the effectiveness and efficiency of crime prevention services. These are required for management purposes and also to demonstrate the value of these services to the Government and the public.
--	--

CB3: Victim reduction services



<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Needing development Performance Rating (Efficiency): Needing development</p> <p>International and New Zealand research shows that crime is not evenly distributed across the population. In 2008 in New Zealand⁶:</p> <ul style="list-style-type: none"> • 6% of victims experienced 54% of all crime • collectively, multiple⁷ victims experienced 85% of all crime. <p>Police expects that it can reduce the crime rate by identifying those who are repeat victims or at risk of becoming repeat victims and targeting crime prevention strategies to reduce the incidence of victimisation and repeat victimisation.</p> <p>Under Policing Excellence, Police aims to improve its focus on victims and at-risk communities to:</p> <ul style="list-style-type: none"> • gain a better understanding of who victims actually are • reduce repeat victimisation • help victims better understand police and court processes • improve satisfaction and confidence in the Police by victims • ensure that Police has a better understanding of victims’ needs. <p>This focus on victims will require different crime data to be captured – about the victims not just the perpetrators of the crime – and analysed. A new form of intelligence reporting will be required. This information will not only be useful to identify potential/actual repeat victims but also valuable to identify more effective work processes, such as deployment to at-risk communities, at high-risk periods and at high-risk locales. The focus on victims will also depend on exceptional partnerships in the community.</p> <p style="text-align: right;">contd...</p>
---	---

⁶ 2009 New Zealand Crime and Safety Survey.



⁷ A multiple victim is defined in the 2009 New Zealand Crime and Safety Survey as a person who experiences more than one offence within a 12-month period, regardless of the type of offence.

	<p>It is early in the programme but Police is positioned to make considerable gains in this area. The critical success factors for the project have been established. The project is targeting delivery of major system improvements by the end of next calendar year.</p> <p>To improve its rating in this new focus area, Police will need to establish effectiveness and efficiency measures for this work, fully implement the programme and monitor performance. It is likely that the success of this initiative will have a major impact on whether Police reaches its overall crime reduction targets by 2014/15.</p>
--	---

CB4: Maintenance of public order and national security (including international commitments)

<p>PERFORMANCE RATING</p> <p>Effectiveness</p> <div style="text-align: center;">  </div> <p>Efficiency</p> <div style="text-align: center;">  </div>	<p>Performance Rating (Effectiveness): Strong Performance Rating (Efficiency): Strong</p> <hr/> <p>A specific area of crime prevention is Police’s role in the maintenance of public order, including its contribution to national security and New Zealand’s international commitments.</p> <p>Maintenance of public order</p> <p>Police provides services to maintain public order and prevent breaches of the peace at demonstrations and public events, often in conjunction with other service providers, such as Māori and Pasifika Wardens, local authority staff and private security staff. The nature of this policing has changed over the years, with forward planning and risk assessments in Districts and at PNHQ, and with training for staff focused on the appropriate use of force and upholding citizens’ rights to peaceful protest and freedom of expression.</p> <p>This is a core part of policing and in our view is well executed. New Zealanders enjoy their freedom to associate in large groups, whether to protest or to celebrate, with a high expectation that their personal rights and safety will be protected. Criticism only occurs if the planning fails and, thankfully to date, such incidents have been rare.</p> <p>No better evidence of successful execution of this Police role is the recent Rugby World Cup with an extraordinary number of large events run safely throughout New Zealand. The work involved in preparing for such events is extensive, detailed and yet to a very large degree, unseen.</p> <p>National security and international commitments</p> <p>Police has identified that, in the past, New Zealand’s distance from higher international risk locations translated into national security work being a lower priority than other policing activities.</p> <p style="text-align: right;">contd...</p>
---	---

	<p>As New Zealand has opened its borders to promote and gain the economic benefits of international trade and tourism, eg, by removing unnecessary barriers to study, visit or do business in New Zealand, it is also potentially opening its borders to international organised criminal groups. The known, trusted New Zealand brand makes us an attractive and viable conduit for illegal activities. This is partially the justification for organisations such as OFCANZ, to maintain an oversight on the wider range of international criminal behaviour to which we are exposed.</p> <p>In addition, the rise of international terrorist groups and attacks has led to an increase in Police’s role in maintaining national security. New Zealand’s security agencies, including the Police, have been resourced more appropriately to counter these threats. Additional resources have been deployed to airport and aviation security, and a counterterrorist unit established in PNHQ. Much ‘behind the scenes’ work means that other government agencies and private sector organisations, such as financial institutions, are kept aware of the risks and take appropriate action, eg, to protect against identity theft and to counter money-laundering and financing of terrorist activities, etc.</p> <p>Police also has responsibilities to support the Government’s foreign policy objectives as a global citizen and Pasifika nation, with deployments overseas to contribute to peace-keeping and, increasingly, in the areas of security and building capability.</p> <p>Police’s national security role is discharged in conjunction with other agencies both within New Zealand and overseas. We have found that Police’s reputation amongst those other agencies is very high. Police has an extensive and deep presence throughout New Zealand and has a high level of professional surveillance, undercover and technical competency.</p> <p>We learnt that in its international deployments Police has developed an exemplary reputation as a consequence of delivering effective policing services and training, under extreme conditions, in countries such as the Solomon Islands and Afghanistan. With budget and change pressures, the greatest risk to this reputation will be overstretch and under planning; Police and the Ministry of Foreign Affairs and Trade (MFAT) must strengthen their consultation and forward planning to manage this risk successfully.</p> <p>We have rated Police’s work highly in these core business areas and the primary challenge for the future will be determining the appropriate level of resource to continue to deliver these services effectively and efficiently.</p>
--	--

CB5: Primary response management	
<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Strong</p> <p>Performance Rating (Efficiency): Needing development</p> <hr/> <p>Police allocates over 33% of its resources to Primary Response Management⁸. This includes the costs of its communications centres and initial attendance at incidents and emergencies.</p> <p>Communications</p> <p>Police operates three communication centres for which the annual budget in the 2011/12 year is \$49 million. Each year the centres deal with over 2,000,000 calls for advice and assistance; 9% of these calls relate to emergencies. The emergency call volume continues to grow despite the dropping crime rate; mobile phone users generate an increasing number of calls per incident, plus the public will ring Police for assistance, regardless of whether it is a policing matter or not. The roll out of mobility devices⁹ should reduce some of the workload in the communication centres, as frontline staff will be able to use these for data searches rather than ringing in for information.</p> <p>There are service levels set for answering emergency and non-emergency calls, calls are recorded and the performance of each operator is monitored in terms of effectiveness and efficiency. As at the middle of February 2012, service levels were a little below target levels (7% below target answering times) reflecting quite high demands for service. This is an area that will require close and active management.</p> <p>The centres were externally reviewed following a number of high profile incidents and are now run as a virtual national service, which has driven considerable efficiencies and ensures there is a level of service resilience. For example, the other centres were able to take the load when operations at the Christchurch centre were disrupted by the earthquakes. However, there is a weakness in the current back-up arrangements. The Northern centre takes a much higher volume of calls and if that centre were out of action the other two centres would not have the capacity to carry the increased load. Given there is an 18-month period to develop a new centre and it has taken several years to define the problem, do an investment map and business case, it is critical now that decisions are taken on how to resolve the current deficiency in the resilience of the communications network.</p> <p style="text-align: right;">contd...</p>



⁸ New Zealand Police 2011/12 Output Plan – includes communications and police response to incidents/emergencies, including traffic incidents/emergencies.

⁹ Police has a number of projects under way to improve the availability of technology to frontline police to improve services provided and staff safety.

	<p>Another area of interest relates to the roll out of the Crime Reporting Line, which was trialled in Canterbury and Eastern Districts. Apparently, the benefit realisation demonstrated in these Districts was greater than anticipated but Police is not able to roll out further, owing to lack of capacity in the existing communication centres. While log jams are always to be expected in complex implementation programmes, it is important that Police reprioritises, and if necessary revisits phasing and business processes, to overcome such problems promptly.</p> <p>Attendance at incidents and emergencies</p> <p>The bulk of the budget for primary response management is spent on staff attendance at incidents and emergencies, including traffic emergencies: \$443 million for this year.</p> <p>In the 2011/12 Output Plan new measures have been established for the time taken to attend emergency events. So far, Police’s performance has been slightly behind target, although ahead of the performance of last year. For example, the time taken to respond to 90% of Priority 1 (emergency) calls has reduced from 27 minutes to 25 minutes – a gain of two minutes over the past year. A similar measure, the percentage of Priority 1 calls responded to in urban areas has improved from 60% to 62%. These are positive trends but still fall a little below the standards Police seeks to achieve.</p> <p>Police has identified a number of improvement initiatives that when implemented should assist in improving Police’s capacity to respond. These include a project to roster Police resources more effectively: deployment to beat demand. Clearly, much crime is committed in the late evening and early morning and the project seeks to better align staff availability to the operational requirements. This will require adjustment to traditional staffing and shift arrangements and the active redeployment of staff to areas of highest need. Other projects, such as introducing more efficient file management and case management and the roll out of mobility devices, will further improve the productivity of response teams.</p> <p>One area of concern to us was the need to more actively manage the deployment of Police resources to areas of greatest need, including taking into account population growth. It has been some years since district staffing levels have been realigned to reflect current population and crime patterns. As a consequence, when realignment is effected careful management will be required to avoid disruption. A more regular, say annual, alignment and balancing of resources and needs would be desirable.</p> <p>An opportunity for improving policing outcomes, and managing the growing demand for Police assistance, is for Police to find ways to work more effectively in a pluralistic policing environment. In many communities Police is one of a number of ‘policing’ agencies. Private security firms, who follow up on burglar alarms, stand outside bars, social venues and events, also provide a first response capability and contribute to the safety of New Zealand communities. Increasingly, Police is working in conjunction with these organisations.</p> <p style="text-align: right;">contd...</p>
--	--



	<p>The exchange of stolen car details is an area where good collaboration has been developed but over time more could be achieved from closer cooperation between Police and the private security industry. Police would be confident to do so more often if the standard of recruitment and training of employees in private security firms was at a more professional standard.</p> <p>Looking forward, given the significant scale of resource already committed to this core business area, it is vital for Police to move more resource in this area into prevention work. Underlying business processes will need to be examined to find efficiency and effectiveness improvements through a number of initiatives, such as deployment to beat demand, tasking and coordination, mobility, etc. Ongoing consideration of when it is most cost-effective to use sworn officers, authorised officers and/or other providers will be necessary.</p>
--	--

CB6: Emergency management

<p>PERFORMANCE RATING</p> <p>Effectiveness</p> <div style="text-align: center;">  </div> <p>Efficiency</p> <div style="text-align: center;">  </div>	<p>Performance Rating (Effectiveness): Strong Performance Rating (Efficiency): Strong</p> <p>To most New Zealanders the sight of a police officer arriving at an emergency scene is a sign that things are starting to come under control. This confidence in the ability of Police in times of emergency has been earned time and time again by competent performance. Surveys show that the New Zealand public trust its Police at a high level, higher than, for example, our Australian neighbours.</p> <p>Identification of risk areas or potential emergencies and the preparation of appropriate response strategies are roles for Police. Police seems to be comfortable coordinating or working in collaboration with other agencies or organisations (public or private). Police does this work well and is highly regarded by colleagues and national and international counterparts.</p> <p>The search and rescue capability of Police, with 24 units around the country and the victim identification group, are well trained and have a recognised competency that has been well tested through desk exercises and real life emergencies. They have an enviable reputation and an ability to work across government agencies and NGOs.</p> <p>We note that the practical realities of governance arrangements in an emergency often mean that third- or fourth-tier Police managers are thrust into control of managing the response to complex emergencies. They may not have specialist knowledge or training in all aspects of each emergency but they know where to go to get competent advice if it is needed. Police officers bring key abilities: establishing a leadership presence, exercising command and control training and organising a response and they have established links to other emergency and civil resources. Police has a good understanding of when it should hand over control to other more appropriate agencies.</p> <p style="text-align: right;">contd...</p>
---	--

	<p>Most senior operational police have worked through desk scenarios or too frequently real- life emergencies. In a local or regional emergency, with the heightened sensitivities victims and their families present, and media trying to report the news, the Police on the spot do a commendable job. This reflects well on their training and competence. Police is aware of the need to ensure it maintains this level of performance and public support for its role.</p>
--	---

CB7: Investigations

<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Well placed</p> <p>Performance Rating (Efficiency): Needing development</p> <p>Police investigations are a core activity, accounting for 27.1% of Police’s budget¹⁰. Police, in New Zealand, has a commendable crime clearance rate, ie, it solves more crimes as a proportion of total recorded crimes than most similar sized police services, and is well ahead of its Australian counterparts.</p> <p>As criminal events are reported to Police the incidents are recorded and details collected and, even if no follow-up action is possible or probable, the information recorded ensures that any intelligence or crime patterns can be established. Similarly, any pattern of victimisation can be analysed and a response assessed. Improvements in the Police’s capacity in this area are planned.</p> <p>A number of stakeholders reported positively on Police’s National Intelligence Centre and its competency to collect and analyse data, enabling an improved level of case resolution.</p> <p>However, not all incidents will be followed up. Investigators must prioritise their activities and focus on mandatory, critical or priority crimes and, because of resourcing constraints, there will necessarily be some incidents that are not fully investigated. While the public is aware of the trade-offs that Police must make, they also need to have confidence that Police takes reasonable care and uses all available intelligence to make appropriate trade-offs in how resource is allocated.</p> <p style="text-align: right;">contd...</p>
---	---



¹⁰ New Zealand Police 2011/12 Output Plan

There is a need to not only prioritise caseloads but also actively manage the normal load of crime cases. Police’s case management system has been identified for review and there is a clear need to upgrade case management tools and associated business processes. Where new case management processes have been implemented, Criminal Investigation Bureau (CIB) managers are now able to monitor and manage the workload of their teams more effectively. However, to get the maximum gain from improvements to case management, Police needs to redesign the surrounding business processes and practices and ensure managers and frontline staff are appropriately trained and supported. The new case management system needs to allow progress on each case to be tracked and followed up if delays are occurring but also needs to allow portfolios of cases to be tracked and optimised. PNHQ needs to monitor the implementation across Districts and take corrective action, where necessary.

Another dimension of investigations that warrants mention is the impact Prevention First has for this line of work. Given so much of Police resource is tied up in this core business area, Police cannot achieve its medium-term goals of sustainably reducing recorded crime and reducing victimisation and repeat victimisation unless all Police, including those undertaking investigations, incorporate prevention work into their everyday roles. We were encouraged by the CIB staff we spoke to as they understood the value in this approach and how to operationalise the strategy. This underscores the imperative Police has to drive through more effective and efficient approaches to policing, including in what has been traditionally seen as response areas of policing.

Looking forward, as a significant part of Police operations, the CIB must be systematically and consistently hard-wired into the Prevention First strategy across all Districts. There will always be some contention for resources between response and prevention aspects of policing and the challenge will be for Police management to strike an appropriate balance between re-allocating freed-up resources to solving crimes on the one hand, to preventing crime on the other.


Finally, there are other organisations that work with Police in investigating serious types of crime. For example, Police and the Serious Fraud Office (SFO) both investigate financial crime; SFO focuses on the more significant or serious end of offending, Police tackles the remainder. Guidelines have been established to ensure the agencies integrate their activities and utilise their strengths appropriately. These relationships require active management. In the future all Justice Sector participants will need to free-up resource to address financial/economic/cyber crime, as it represents a growing threat to New Zealand’s economic wellbeing.

CB8: Case resolution and support to judicial process	
<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Strong Performance Rating (Efficiency): Well placed</p> <hr/> <p>Police has an enviable record for having established an efficient and effective Police Prosecution Service (PPS). In a recent review of public prosecution services, undertaken by a team led by John Spencer, PPS was rated well and it was suggested that other government agencies may want to utilise its services.</p> <p>Importantly, Police has established its prosecution service with an appropriate degree of independence. The team is well led and represents an effective blend of policing and legal skills. From time to time its work has been reviewed by the Independent Police Complaints Authority (IPCA) (usually as regards decisions not to prosecute); none of these complaints have been upheld.</p> <p>Although PPS is operating very well, there are opportunities for improvement, particularly in terms of more effective use of technology.</p> <p>Police and the Ministry of Justice (MOJ), together with the Judiciary, are developing computer-based solutions to speed up the flow of paperwork and documents, including in courtrooms, aiming to reduce time wasted in court processes. Current processes are old-fashioned, time-consuming and inefficient but introducing new technology will be a complex task where the sometimes competing priorities of the Judiciary, Police and others in the judicial process will need to be managed. The gains are potentially significant across the Justice Sector and this project will demand close attention of senior management.</p> <p>While respecting the independence of the Judiciary and Police, it was suggested, and we agree, that Police, court officials and the Judiciary could work together better by:</p> <ul style="list-style-type: none"> • Police advising the Courts and Judiciary in advance when a heavy workload might be anticipated. For example, without advising what the cases might involve, Police could indicate to local court officials a larger than normal volume of cases might be expected from planned Police operations, such as a drink driving blitz or the arrest phase of a drug operation • the timely interchange of electronic documents between Police and the courts. This may require Police to more strongly align its capital investment initiatives with those of the Justice Sector and to reassess some of its business processes for investment returns to be captured by all parties. <p style="text-align: right;">contd...</p>

The Judiciary has continuing concerns about the lack, of sworn police officers in courts. To be effective, courts need to provide a safe environment for the public, jurors, the accused, the Judiciary and court staff. Furthermore, when Judges deliver a custodial sentence an appropriately authorised officer needs to be present to take the offender into custody. While courtroom security is primarily the responsibility of MOJ, it would be desirable for the Justice Sector, including Police, Courts, the Department of Corrections (as a possible alternative supplier) and the Judiciary, to agree on the most efficient way to ensure the effective and safe running of the courts. Clarity of expectations is needed, as is the need for police officers to be available in high-risk situations, including in the Family Court.


Looking forward, Police faces a number of important opportunities and risks, including:

- In the future when law reform is contemplated, which impacts Police, it is vital Police engages early in policy deliberations and that operational implications for Police are understood and taken into account as policy is developed.
- Recent criminal simplification reforms will result in the most significant changes to procedures for many decades. Police must ensure staff are trained, operating procedures are updated and business processes are ready to implement these changes seamlessly.
- Police will need to work closely with Crown Solicitors, with whom Police has an interdependent relationship, to ensure that Police recognises when early engagement with Crown Prosecutors is beneficial, at either the investigation stage or when Police is considering dropping charges or continuing or discontinuing in difficult, serious crime cases. Careful consideration needs to be given to whether and at what stage Crown Solicitors need to be involved. Police also needs to be aware that as expenditure constraints impact Crown Solicitors, there will be more pressure on Police to ensure its areas of primary responsibility, such as Briefs of Evidence, etc are robust and consistently well prepared
- As Police increases the use of alternative resolutions under the Policing Excellence Strategy, care will need to be taken in training all police officers on how to exercise this discretion appropriately. Follow-up monitoring and evaluation should be undertaken to test whether police officers are exercising discretion around alternative resolutions consistently across Districts and in line with expected standards.

CB9: Road safety programme	
<p>PERFORMANCE RATING</p> <p>Effectiveness</p>  <p>Efficiency</p> 	<p>Performance Rating (Effectiveness): Needing development Performance Rating (Efficiency): Needing development</p> <p>It is encouraging that New Zealand has a reducing road toll but by international standards our road toll is still high and there is room for improvement.</p> <p>Road policing accounts for about 21% of Police’s annual budget – about \$300 million, including \$46.6 million for attendance at traffic incidents and emergencies. This funding is provided from the hypothecated National Land Transport Fund, Police has accountability to New Zealand Transport Agency (NZTA) and Ministry of Transport (MOT) for its expenditure on road safety and its performance.</p> <p>For some years the transport agencies have been concerned that the expenditure and performance of Police on road safety activities has not been transparent. Where the money is spent is not clear to them, nor is the effectiveness of the spend. The issue arises because road and general policing activities cannot be easily distinguished, ie, police in a patrol car could be on general policing activity and also looking for or responding to traffic offending. In reality, police officers cover both at the same time.</p> <p>Under current arrangements NZTA could, through negotiating the Government Statement on Land Transport, agree to spend more or less on road safety. However, NZTA is concerned it is unable to determine whether the current level and pattern of expenditure are achieving optimal results.</p> <p>A similar problem arises when considering new technology applied to road safety. Overseas experience shows that spending appropriately on new road safety technology devices can bring further reductions in the road toll and even reduce the number of uniformed police needed for road safety. Examples are the use of: modern digital speed cameras¹¹; average speed identification systems; better mobile speed detection equipment; and modern alcohol and drug detection kits. Introducing such technology has the potential to enable the redeployment or reduction of sworn Police personnel in this area. This is problematic when the number of police officers is counted as the key indicator of policing effectiveness or when the \$300 million for road safety could be reduced and police funding overall negatively impacted as Police lose that economy of scope.</p> <p style="text-align: right;">contd...</p>

¹¹ Police is implementing a digital camera replacement programme – Police National Plan 2011-2014.

	<p>Visible road policing at times and in areas of high risk ensures public awareness of general police activity and has reportedly been a factor in reducing the road toll, as well as lifting Police public perception. However, a visible police presence impacts more on the general public, who react by slowing down, etc, but less on the high-risk group of 15-25-year-old male drivers. This high-risk group seems to be more resilient to the traditional road safety policing methods. Their cars are less safe, older and/or modified, their risk-taking propensity high, as is their involvement with drugs and alcohol. Targeted policing activity using better intelligence and more often policing after normal work hours is obviously needed.</p> <p>As some road safety advocates indicate, a death from a motor vehicle crash has similar community impact to a sudden death from family violence or murder but society still seems to find road carnage more acceptable and Police responds less than it would to a death from a murder. Such advocates argue that greater attention needs to be directed to effective policing of New Zealand's traffic laws and that tighter policing of the road laws in Australia has brought about better compliance with speed limits and safer roads. There are many interrelated factors at play, speed is only one, but there remains a strong public perception that more obvious road policing would equate to safer roads.</p> <p>The other area of obvious concern is the recidivist drunk driver. These offenders, typically alcoholics, rather than heavy social drinkers, continue to offend, can cause serious road trauma but when eventually convicted may not receive or accept effective treatment for their alcoholism. Even if imprisoned they frequently return to their ways on release and continue to cause road trauma. Police and community agencies need better strategies to reduce this and other areas of repeat offending, which make this a good target for Prevention First.</p> <p>To improve, Police needs to increase the transparency of this expenditure. It should develop regular performance reports that are acceptable to the transport agencies and analysis that helps the Transport Sector determine the most effective deployment of resources to reduce road trauma. Police needs to seriously challenge its current business models for road policing. To do this will require much better evidence as to what impact different interventions are having. Police also needs to be prepared to consider new and innovative technologies and new suppliers of services, even if this comes at the expense of the number of sworn officers doing road safety work.</p>
--	---

Regulatory impact How well does the agency’s regulatory work achieve its required impact?	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well Placed</p> <p>We interpret regulatory work in terms of designing, advising on, promoting and communicating about the aspects of the justice system and legislation for which Police has responsibilities – in other words, the quality of legislation and how this is acted upon.</p> <p>Police’s purpose is to work in partnership with communities to prevent crime and road trauma, enhance public safety and maintain public order. While an operational agency, over the last few years Police worked in partnership with other parts of the Justice, Transport and Social Sectors to support government priorities to strengthen these sectors’ effectiveness through legislative change. It is still early days when considering the impact of some of these changes but Police will need to monitor the implementation of these reforms in terms of their impact on Police effectiveness and be prepared to work with sector leaders to advise government on any necessary improvements.</p> <p>Police is responsible for administering two Acts of Parliament and their associated regulations (Policing Act 2008 and Arms Act 1983) as well as nine transport notices under the Land Transport Act 1998. Police indicates it will be involved in various legislative changes¹², including the:</p> <ul style="list-style-type: none"> • Alcohol Reform Bill • Arms Amendment Bill (No 4) • Crimes (Offences against the Person) Amendment Bill • Criminal Procedure and Reform and Modernisation Bill • Land Transport (Road Safety and other Matters) Amendment Bill • Policing (Cost Recovery) Amendment Bill • Search and Surveillance Bill • amendments arising from the review of the Victims’ Rights Act 2002. <p style="text-align: right;">contd...</p>

¹² Listed in the Police National Plan 2011-2014.


The scale of legislative change will pose significant challenges for Police. Past changes to the policy function will be tested in terms of how effectively this has freed up Police input at an early stage of legislative development and brought together operational, policy and legal expertise of Police. The pace of change will also put a premium on post-law reform implementation, particularly in terms of redevelopment of operating manuals, policies and training support required to manage a successful transition to a significantly changed legislative environment. These responses seem to be well advanced but it is too early to say how effective they will be. There is considerable risk, including cost, for Police as a result and implementation needs to be tightly led and monitored and followed up where necessary.

Police will know it is 'strong' on Regulatory impact when it is able to confirm:

- there is clear, effective and well understood policing-related policy and legislation
- finding information and accessing assistance and service from Police is not a struggle and happens in a manner appropriate to the circumstances
- the public who use police services receive high levels of service and timely responses from well trained, technically competent and respectful police officers and other staff providing frontline services
- Police is able to anticipate and respond quickly to policy and legislative change and administrative challenges
- Police is consistently seen to effectively administer and enforce society's rules, including in its use of police discretion
- the policing environment is characterised by high levels of voluntary compliance with the law, which is helped by Police being perceived as broadly fair, predictable, accessible, and timely and of the highest integrity.


ORGANISATIONAL MANAGEMENT SECTION

Part One: Leadership, Direction and Delivery

<p>Vision, Strategy & Purpose</p> <p>How well has the agency articulated its purpose, vision and strategy to its staff and stakeholders? How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?</p>	
<p>PERFORMANCE RATING</p> <p></p>	<p>Performance Rating: Strong</p> <p>Police has published a Strategic Plan 2011-2015, which clearly articulates its vision, Safer Communities Together, its mission, key objectives, operational priorities and the Policing Model: Prevention First, People and Victim Focus and Continuous Improvement, which includes Policing Excellence.</p> <p>Development of the Police Strategy was supported by an environmental scan, including: What’s on the Horizon, the Next Five Years and Beyond (February 2011), the Police National Strategic Assessments produced by the National Intelligence Centre, and the Ministerial Council for Police and Emergency Management’s Directions in Australia, New Zealand Policing 2008-2011.</p> <p>To develop the strategy Police needed increased interaction with other agencies in the Justice, Social and Transport Sectors, in particular. The strategy is also premised on strong partnerships with communities and a range of strategic NGOs.</p> <p>Currently, the Executive is investing significant time and effort into taking the frontline and key external stakeholders along with them. There appears to be a strong, natural alignment between the Police Strategy, at least at a big picture level, and these internal and external stakeholders. In terms of internal alignment, the critical test will be the extent to which key influencers in the business, the sergeants and senior sergeants, are aligned with the Executive. The recent engagement survey provides encouraging evidence in this respect. We also had strong feedback from external stakeholders in support of the Police Strategy, at its highest level.</p> <p>The Police Executive will need to increasingly communicate directly with the wider public about its vision and future operating model for policing in New Zealand as it accelerates the implementation of its current direction. It will need to take the community with it as it shifts greater resource into prevention activities and seeks greater collaboration within local neighbourhoods. Ultimately, Police must transparently demonstrate the gains to public safety from its strategy.</p> <p style="text-align: right;">contd...</p>

	<p>Police will know it has been successful if it reaches its targets for 2014/15, including:</p> <ul style="list-style-type: none"> • a 13% decrease in recorded crime • a 19% reduction in Police apprehensions resolved by prosecution (non-traffic) • an increase in public trust and confidence • an increase in satisfaction with Police services • an increase in feelings of safety • an increase in staff who are actively engaged.
--	---

Leadership & Governance
 How well does the senior team provide collective leadership and direction to the agency?

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well Placed</p> <p>In recent years Police has received additional funding. Rather than doing more of the same, it has applied some of this resource differently and innovatively to lead a real change in the way Police operates. The innovations are demonstrating benefits to public safety and road trauma and have led to the Policing Excellence and Prevention First strategies.</p> <p>Recently, Police’s Executive team was restructured to ensure:</p> <ul style="list-style-type: none"> • district commanders are freed up to focus on the operational delivery of services to the community • development, monitoring and coordination of the Policing Model, Prevention First and Policing Excellence by PNHQ is implemented with consistent levels of service to the community across the Districts • the new Executive is focused on setting the strategic direction for Police. <p>The Executive has also sought to increase its visibility to staff to lead the Police Strategy from the front. This personal engagement with staff is viewed very positively across Police, with evidence of high levels of trust and confidence in the leadership. New assistant commissioner and area commander roles have been established to improve the span of control and influence of the Executive and to provide greater support to district commanders. The change in structure recognises the challenges that lie ahead during the implementation of the Police Strategy. The assistant commissioners also have an essential role to play in providing the Executive with a clear line of sight on how well the frontline is aligned with the Police Strategy and any difficulties in operationalising the new operating model.</p> <p style="text-align: right;">contd...</p>
---	--

	<p>In addition to monthly Police Executive Committee (PEC) meetings and weekly Police Executive Meetings (PEM), the Executive oversees strategic decisions in the organisation through the Training Advisory Committee, the Finance Committee and the newly established Business Prioritisation & Governance Committee for ICT investments and the Legislative Change Steering Committee.</p> <p>Work is under way on an Integrated Leadership Framework that will be rolled out throughout the organisation, and on updating the design and delivery of the Training Service Centre’s qualifying programmes. All major projects are overseen by an Executive sponsor and PEM has approved the establishment of a Portfolio Management Office to oversee strategic programmes.</p> <p>A number of improvements are being made to command training at the Royal New Zealand Police College (Police College). A command philosophy is being developed that defines the relationships between command, leadership and management. A final draft has been developed and this material will be incorporated into development courses, eg, Sergeants’ Development Course, at the Police College.</p> <p>Business leaders voted Police the most reputable government department for the second consecutive year in a survey for New Zealand Management magazine. Respondents acknowledged Police for clear and compelling vision, strong and effective leadership and consistent service delivery.</p> <p>The Executive advised us that future development is focused on implementing the Integrated Leadership Framework and growing diversity in management and organisational leaders.</p> <p>To move to a ‘strong’ rating, the Executive needs to become as well recognised for its leadership on implementing the new Police Strategy as it is for managing operational excellence. To do this the Executive will need to:</p> <ul style="list-style-type: none"> • ensure alignment through the middle levels of Police • manage key people risks, particularly given the Commissioner’s desire to serve just one term. There is a strong risk that Police will lose momentum if there is a change in leadership midway through the implementation of this ambitious change programme. Cohesion amongst the Executive takes on even greater significance in this circumstance • build its diversity of thinking and capability. Effective leadership by any executive team requires courage and a willingness to challenge and test ideas around the governance table. This leadership competency may be difficult to generate in an organisation that operates much of the time as a strongly command and control organisation. Careful thought needs to be given to the mix of skill, experience, attributes and mindsets of the Executive required to support the Police Strategy in future <p style="text-align: right;">contd...</p>
--	---

	<ul style="list-style-type: none"> • operate at a strategic level, be unrelenting in its focus on outcomes, hold the organisation to account for delivery and be prepared to take clear decisions in a timely way • simplify and align its governance arrangements to an overarching operating model and implementation plan (discussed below) for the Police Strategy, integrating resourcing and operational requirements into a coherent organisational strategy under a common governance model.
--	--

Culture & Values
 How well does the agency develop and promote the organisational culture, behaviours and values it needs to support its strategic direction?

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>The Executive reports that positive aspects of Police culture include: being collegial and team focused, selfless, action orientated, having an inbuilt desire to protect the public and respect for command and control.</p> <p>The current organisational values are integrity, professionalism, respect and commitment to Māori and the Treaty of Waitangi (the Treaty). While it was intended that these be reviewed in 2011, this was delayed until later in 2012 owing to the significant amount of change under way.</p> <p>It is important to understand where Police has come from to understand culture, values and behaviours in the organisation. The past environment was such that Police was the subject of the 2007 Commission of Inquiry (COI) Report led by Dame Margaret Bazley critical reports from State Services Commission (undertaken by PricewaterhouseCoopers) and reports by the Office of the Auditor-General (OAG) assessing progress against the COI’s recommendations. In addition, Police has received criticism from the Independent Police Complaints Authority (IPCA) in respect of the management of child abuse cases; although the IPCA has subsequently agreed that a Police-led action plan for this work is appropriate for resolving these issues.</p> <p>After these various inquiries and reports, early follow through on the recommendations proved to be slow, heightening concern about Police culture, values and behaviours in many quarters. As a consequence, the Executive has put in place strengthened governance arrangements to better track progress on initiatives to address COI recommendations and IPCA child abuse findings. The Executive is focused on moving from compliance to changing behaviour. We saw strong evidence that monthly reports of any reduced effort on meeting these recommendations at the District level are immediately followed up at the highest level. There are also clearer accountability mechanisms in place to hold individual leaders responsible should expected standards of progress against specific initiatives, behaviours and culture not be met.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>Other encouraging developments include:</p> <ul style="list-style-type: none"> • professional standards are now integrated into HR and workplace survey action plans put in place as a result of the Workplace Survey • Police has agreed its complaints process, and details on ‘how to make a complaint’, can be found on the Police website or at stations • there is a strong focus on Police values, behaviours and culture at the Police College • the 2012 Workplace Survey shows a further lift in performance in response to a question regarding ‘respect and integrity in the workplace, which also compares favourably to the State Sector benchmark • results from annual Citizens Satisfaction Surveys show high and improving public trust and confidence in the Police • the adoption of a Police Code of Conduct • some initial recognition that the workforce strategy must align capability with desired values. The desired culture must be led by the Executive and reflected in expected behaviours, which the organisation values and rewards. <p>Importantly, the Prevention First strategy being rolled out requires a fundamental shift in culture, values and behaviours. Well specified values, behaviours and culture are essential drivers of change, not separate matters to be addressed once other changes are implemented and embedded. It is not clear to us why Police is planning to review Police values but if it is necessary to support the direction set, then this should happen sooner rather than later. If the values, however, still resonate with Police then the focus should be on ensuring police behaviours are aligned to those values to support the culture necessary to deliver the Police Strategy.</p> <p>The current business imperative demands a culture change, as focus shifts to prevention and towards victims. It is still unclear whether Police realises the scale of change required and the difficulty of achieving it or has the change capability required. To be effective this must be led from the top; the ultimate test of any Executive will be whether they are prepared to expend their leadership capital to deliver the required culture change in a timely manner. Only then will Police move beyond the COI and land its vision and future strategy for policing in New Zealand.</p> <p>To be ‘well placed’ on Culture and Values, Police needs to:</p> <ul style="list-style-type: none"> • achieve the standards set down in its own Continuous Improvement Goals in its Policing Model: Police promotes a culture that encourages a sense of pride amongst its staff; values diversity; and ensures that staff feel able to challenge inappropriate behaviour <p style="text-align: right;">contd...</p>
--	--

	<ul style="list-style-type: none"> • increase the recruitment, retention and development of women and people from Māori, Pasifika and ethnic communities, so that the Police workforce reflects New Zealand’s population • embrace and embed the cultural aspects of the COI into Police Conduct. <p>While most staff and stakeholders reported real improvements at Police in these respects, most consider there is still more to be done. We agree.</p>
--	--


Structure, Roles and Responsibilities
 How well does the agency ensure that its organisational planning, systems, structures and practices support delivery of government priorities and core business?
 How well does the agency ensure that it has clear roles, responsibilities and accountabilities throughout the agency and sector?

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>Since the Martin Review in 1998 of Police Administration and Management Structures the structure of Police has been largely decentralised, with considerable operational autonomy at District and local levels. Decisions taken more recently by the Executive are centralising strategy setting, standards and performance monitoring, while strengthening district accountability for delivery of results; this is an appropriate and timely change. Coordinating district oversight and results is being facilitated by three assistant commissioners, though it is early in the process in terms of clarifying the respective roles and responsibilities of these newly established positions. The creation of assistant commissioner positions are potentially a powerful tool to leverage the changes necessary to progress the Police Strategy. Alignment between assistant commissioners and district commanders on the one hand and assistant commissioners and the rest of the Executive on the other is critical to realising these gains. As mentioned in the previous section, it is vital that accountabilities for assistant commissioners, district commanders and area commanders are embedded.</p> <p>Some support services, HR and finance, are undergoing restructuring towards a shared service model accountable back to the centre. The roles of police development managers are also to be reviewed. A number of business groups have been merged, including into the new Crime Prevention Group. In Districts some areas are being merged with a view to strengthening national consistency and stronger sharing of back-office functions. As part of Policing Excellence, opportunities under the Policing Act 2008 to establish authorised officers are beginning to be explored.</p> <p style="text-align: right;">contd...</p>
--	--

	<p>Policing Excellence has a considerable reform agenda, which includes developing more robust and streamlined processes, eg, case management and the Crime Reporting Line. It is essential that in the future the Strategic Management Framework ties more strongly to Police’s National Plan, which currently tracks progress against government and Police priorities, to activities that work, with clear mechanisms for measuring performance.</p> <p>The critical issue for Police is to ensure that every staff member understands what the future Policing Model requires of them in their day-to-day responsibilities. Clarity of role and accountability for meeting responsibilities is essential to achieving the Police Strategy. To improve its rating on Structure, Role and Responsibilities, Police will need to ensure that expectations for delivery are clear for each role and there are consequences if people fail to deliver. Those expectations must be clear about behaviours and conduct, as well as technical competency.</p> <p>As the strategy moves further into a planning and implementation phase, Police will find it increasingly challenging to maintain the goodwill and alignment that currently exists. There is considerable uncertainty and, for some, scepticism about Police’s ability to plan and embed change of the scale envisioned.</p> <p>To date, planning and implementation has been variable across Police. There is recognition that a step up is now urgently required if the Police is going to reach its targets for 2014/15.</p> <p>Police has brought a significant amount of external capability into PNHQ, to break through the potential planning and implementation logjam it faces. There have also been a significant number of changes across national manager positions. Despite having made what appear to be strategic and sound appointments in key roles, insufficient cumulative traction has been achieved. The various governance committees have been reviewed recently and refocused.</p> <p>A number of important initiatives are under way, which will assist Police to achieve better traction, including the development of the Strategic Management Framework. As a consequence, Police should be in a stronger position to use performance information to refine strategic priorities and to align costs to those priorities, having regard to lead activity and lag indicators. The immediate focus is on setting the appropriate performance measures (through the framework) and ensuring demand measures are used to set the context for performance reporting but not to act as substitutes for quantity or quality performance measures.</p> <p>We agree with the Executive’s assessment that the continued development and implementation of the Strategic Management Framework is an area for future focus to help better align resources to strategic priorities and to enable lead indicators of performance to be monitored over time.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>To be rated ‘well placed’ on Structure, Roles and Responsibilities, the Executive will need to:</p> <ul style="list-style-type: none"> • develop an overarching operating plan that tightly connects the large number of individual projects and programmes under way across Police • establish an integrated implementation plan, with clear milestones, accountabilities, progress monitoring and risk assessment tools • ensure the portfolios of projects are prioritised, simplified wherever possible on the critical deliverables, have strong performance measures, exceptional benefit tracking and capture mechanisms • align middle management roles to the Police Strategy through clearer role definition • cascade accountability through the organisation and ensure this is relentlessly monitored and enforced. Sergeants, senior sergeants, district commanders and area commanders need to have real and visible ‘skin in the game’ • operate a national resourcing model that allows resources to be extracted, captured and reinvested, where appropriate • hold PNHQ support areas accountable for supplying first-class service to the Districts, as support services continue to be centralised, so District staff are freed up to focus on delivering Prevention First and Policing Excellence • require national managers to approach their roles as service providers, facilitating innovation and calculated risk taking, while also improving performance consistency where warranted.
--	--

Review	How well does the agency monitor, measure, and review its policies, programmes and services to make sure that it is delivering its intended results?
---------------	--


<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>Police has a significant number of review measures in place to monitor, measure and review its policies, programmes and some services to gain insight into what impact it is having. These include:</p> <ul style="list-style-type: none"> • the Executive, as part of its PEC meetings receives a monthly Management Information Report focused on key activities and crime rates, along with a report on finances and other aspects of the organisation. Regular reporting against the Output Plan and National Plan priorities and risks is provided to PEC and to Districts <p style="text-align: right;">contd...</p>
--	--

	<ul style="list-style-type: none"> • a Programme Management Office has been established to ensure delivery of the Policing Excellence programme benefits. Police is working with an external provider to scope and implement an internal programme management capability over the next year • evaluations and assurance reviews of strategic/high priority initiatives, such as Neighbourhood Policing Teams, Tasking and Coordination, and Child Protection services • a review of the Organisational Assurance Group and Assurance Committee under way currently to ensure it is best placed to continue to meet the changing needs of the organisation • the strategic alignment review • Police’s performance measures under review in response to recommendations from the OAG • Police taking the lead in looking at performance Key Performance Indicators (KPIs) for the Justice Sector. This project is part of the Justice Sector sustainability work programme and will help ensure alignment of Police with the rest of the sector. <p>In addition, Police has the benefit of an independent perspective from the IPCA on specific performance issues. The IPCA oversees complaints about Police staff or Police’s policies and procedures and incidents of serious harm or death that may have arisen owing to the actions of Police staff. Police also uses the IPCA for reviews of internal police practice that do not result in a complaint, as a way of ensuring Police integrity.</p> <p>In recent times, Police has been subject to a number of external reviews, including:</p> <ul style="list-style-type: none"> • reviews relating to road policing • capability-related reviews, ie, the Spencer Review of the Public Prosecution Service, and Scott Review of Expenditure of Policy Advice • the independent review undertaken of Command and Control within Police commissioned in 2011 by the Commissioner. Recommendations from this review are being implemented by the Operations Group. <p>Looking ahead, we support the Executive’s plan to align activities on the ground, resourcing and performance reporting through its performance management framework. The aim is to establish a single set of tracked measures reported via a dashboard. This will allow progress to be tracked regularly and will aid understanding of the correlation between critical command information applied through the tasking/coordination process and results, eg, reduction in crime rates. This in turn will give Police’s review mechanisms a feedback loop to improve business performance.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>At a broader strategic level, once Police develops an overarching business plan that prioritises implementation of Prevention First and the supporting business strategies of Policing Excellence, further work is needed on how to monitor and measure impacts of these initiatives in a timely and meaningful manner. A number of parts of the business are working on components of this and this work needs to be co-constructed.</p> <p>Within the broader plan of activity there is a need to ensure tight alignment of reviews, ie, fewer/focused reviews designed to check whether implementation of the Police Strategy has been effective and to identify further improvement opportunities.</p> <p>MOT, NZTA and Ministers are also looking for greater transparency and accountability around road safety expenditure. Police needs to give attention to being able to clearly trace the dollars spent, through to interventions made and then to the impact attributable to those interventions. This will require a commitment to benchmarking and evaluation.</p> <p>Finally, consideration should be given to where the evaluation function sits in Police, ie, whether it is a business assurance function or whether it more logically sits with the Policy Group.</p> <p>To return a 'strong' rating, benefit tracking and benefit capture at Police will need to be first class. This is a critical success factor for the Police to achieve its ambitious strategic goals.</p>
--	--


ORGANISATIONAL MANAGEMENT SECTION

Part Two: External Relationships

<p>Engagement with the Minister(s) How well does the agency provide advice and services to its Minister(s).</p>	
<p>PERFORMANCE RATING</p> <div style="text-align: center; margin-top: 10px;">  </div>	<p>Performance Rating: Strong</p> <p>Consistent with the Commissioner’s independent constitutional role, the Commissioner and Executive have a ‘no surprises’ approach and keep the Minister informed as issues arise, through regular alerts, phone contact, weekly meetings and reporting. The Commissioner and deputy commissioners meet with the Minister and her key advisors weekly; other senior staff meet with the Minister on an as required basis. District commanders also operate a ‘no surprises’ basis with the Minister, generally through the deputy commissioners but directly if circumstances require. Police seconds a private secretary to the Minister’s Office, which has been successful in supporting an effective relationship between the Minister and Police.</p> <p>Through the Executive and Ministerial Support Team, processes are in place to ensure official correspondence, Parliamentary Questions, Official Information Act 1982 requests, Ministerial and Commissioner’s correspondence and briefing papers are all peer reviewed and signed off by a member of the Executive before being provided to the Minister. The document security process for Ministerial briefing papers has also been recently improved. Police seeks regular verbal feedback from the Minister and her staff on the service Police is providing.</p> <p>Overall, previous and current Ministers report a high degree of satisfaction with the support provided by Police.</p> <p>In 2011/12 Police has entered into an Output Plan with the Minister for the first time. This is part of aligning Police accountability reporting and to set the scene for more strategic future negotiations over the purchase of police outputs. Ministers indicated a desire to also see greater transparency develop between road safety and general policing, which better accountability for outputs may assist.</p> <p style="text-align: right;">contd...</p>

	<p>Ministers acknowledge and value the public and Government confidence in Police, particularly with respect to day-to-day policing. They also noted the strong leadership in the Police and its alignment with the frontline. This will be critical to the ability of Police to successfully implement and embed Policing Excellence and Prevention First in the context of a flat Justice Sector baseline. Over the next three to four years this will present the biggest challenge for Police and to meet it Police is seen as needing to continue to invest in operational and managerial capability. It will also need strong collegial support from other parts of the Justice Sector, the Social Sector and central agencies, and to gain wider support for its strategic direction, as well as cooperation where appropriate to address the causes of crime.</p> <p>Police has recognised the need to continue to review its systems particularly those around managing Official Information Act requests, to look for opportunities to meet the Minister’s needs and to ensure greater exposure of the wider Executive with the Minister.</p>
--	---


Sector Contribution
 How well does the agency provide leadership to, and/or support the leadership of other agencies in the sector?

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>Police plays an important role in at least four sectors: the Justice, Transport, Intelligence and Social Sectors. The success of the Police Strategy is intrinsically linked to the success of other agencies of the Crown. While Police has good relationships with partner agencies and participates in leadership forums across the sector, success will require more than collegial relationships; it will require the agencies to co-create strategy, prioritise effort and make difficult trade-offs across traditional boundaries. Recent Government announcements regarding <i>Better Public Services</i> underscore this imperative, with expectations and accountabilities on sector partners likely to be hard-wired into agencies’ Statements of Intent.</p> <p>The Justice Sector is widely seen to be the most advanced cluster of government agencies. The Justice Sector has an agreed outcome framework, produces an annual Justice Sector forecast and coordinates Justice Sector budget processes. Given the Justice Sector’s commitment to live within baseline for the next four years, there is considerable pressure on all parties to collaborate and use existing funding more efficiently. This places particularly strong pressures on Police given its current cost drivers and creates a considerable risk to the Police’s reputation in the short term. It is critical that Police plays its part by leading some of the work to reduce demand pressure in the criminal justice system, notably through the Policing Excellence workstream of applying alternative resolutions and other Justice Sector sustainability initiatives.</p> <p style="text-align: right;">contd...</p>
--	---


	<p>A further noteworthy interface in the Justice Sector is on efforts to combat organised crime and financial crime. We heard generally positive comments from New Zealand agencies and overseas partners about the collaboration of Police on organised crime. However, Police acknowledges and others agree that far more needs to be done in the Justice Sector to size the problem of financial crime and put in place coordinated strategies to address it, which will require a significant step up from agencies, such as Police, Ministry of Justice (MOJ), Serious Fraud Office (SFO), and the Financial Markets Authority (FMA). New Zealand has been slow to address this area compared to other jurisdictions and failures to align work across these agencies potentially puts at risk our international reputation as a good place to do business.</p> <p>In the Transport Sector, quarterly meetings take place between the Commissioner, the Secretary of Transport and the Chief Executive of NZTA, along with senior officials from each agency. The Transport Sector is under considerable pressure to deliver greater transparency around value for money in terms of the contribution of particular activities, such as Road Safety initiatives, to actual outcomes. Police has some distance to go to meet Government and Transport Sector expectations. This will require Police to look at more effective intervention, which is likely to require a significant shift in technology usage and new models of delivery, including further use of authorised officers.</p> <p>In the Social Sector, Police is represented on similar boards, including the Family Violence Taskforce. In addition, the current focus on youth offending requires Police to work across both the Social and Justice Sectors simultaneously. Hence Police is taking a leadership role on youth justice matters in the Justice Sector sustainability programme.</p> <p>In the Intelligence Sector, Police is seen by most partners in and outside New Zealand as increasingly playing its part. Police’s use of intelligence around the Rugby World Cup was seen as exemplary. The importance of turning the vast amounts of information that Police has into intelligence is accelerating owing to a number of factors, including:</p> <ul style="list-style-type: none"> • A steep rise in cross border crime owing to globalisation, with players operating out of New Zealand into other jurisdictions. There is a need to be linked with other authorities to get agile response. • The growing trend of economic crime, which is facilitated by cyber technology advances. The challenge is to keep up with these technological advances and be at least as smart as the perpetrators of economic crime. There is evidence of growth in corruption, bribery and procurement crime. Careful consideration will need to be given to the relative priority of economic crime to violent crime. <p style="text-align: right;">contd...</p>
--	---

	<ul style="list-style-type: none"> • Prevention First and victim-focused policing requiring significant improvements in intelligence about drivers of crime, victims at risk of repeat victimisation, etc to anticipate potential for crime and respond effectively, including through better deployment to beat demand, improved case management, etc. Furthermore, crime investigation, particularly of sexual assault and child protection, requires anticipating trends, together with training and capability to use intelligence. <p>Police has demonstrated leadership in cross-sector work at both a national and district level. Recent examples of this are the Canterbury earthquakes, Pike River mining tragedy and Rugby World Cup events. Most parties interviewed acknowledged the high level of capability demonstrated by Police in these operational circumstances.</p> <p>As the last line of defence and the only truly 24/7 service, the public and other agencies look to Police to take action and lead when needed. This can lead to other agencies tending to let Police step forward and take responsibility for more tasks than appropriate at times. Police is acutely aware of this risk and the need to balance first responder demands with maintaining focus on its core roles. We agree with the Executive’s view that it needs to develop a framework to prioritise and determine what Police should undertake, including further clarifying its strategic contribution to each sector in which it participates.</p>
--	---

Collaboration & Partnerships with Stakeholders
 How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with stakeholders and the public?

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>Police collaborates with a wide range of NGOs and parts of the community. The Prevention First and victim-focused strategies have added even greater impetus for Police to work alongside communities, local authorities and NGOs. The roll out of Neighbourhood Policing Teams is premised on the ability of Police, as part of the wider community, to collaborate better to prevent crime and repeat victimisation. Early evaluation of the effectiveness of Neighbourhood Policing Teams suggests benefits from this collaboration. To achieve the desired outcomes, Police has committed to creating stable teams within each community. These teams require new skills and competencies to work in partnership with communities, with a premium on being on the ground in neighbourhoods, problem-solving, early intervention and building trust and confidence in Police at a community level.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>At an area and District level, Police works alongside a variety of community based organisations, non-governmental service providers, and ethnic groups. Police also works alongside tangata whenua and Māori community services to ensure Police interventions and the broader Justice Sector initiatives are responsive to Māori needs. Police also needs to work hand-in-hand with victim support groups, such as Women’s Refuge and Victim Support.</p> <p>While we received strong positive feedback from stakeholders, and this is supported by public surveys, we also heard a number of cautionary concerns that Police will need to be mindful of, including:</p> <ul style="list-style-type: none"> • the quality of collaboration is sometimes too dependent on individual relationships • if Police is going to focus on victims and repeat victimisation, specialist training must be mandatory for those staff, with ongoing professional support and development • strategic delivery partners need to be involved early in the development of new operating strategies for Police to be effective, especially when these involve victims and vulnerable people in the community • Police staff drive community attitudes as well as respond to them • in future Police will need to have relatively greater influencing skills rather than relying heavily on use of its legal powers, this means Police needs to recruit, promote and train for these competencies • NGOs have a deep relationship with Police but also add value in terms of time and money saved by Police as a result of their activity, leaving Police to focus on where it has the greatest impact • there is a need for more clarity around how to get improved results through collaboration while protecting civil liberties • the outcomes sought from Neighbourhood Policing, Prevention First and increased focus on people, victims and communities cannot be achieved unless Police makes a more concerted effort to reflect the diversity of the communities with which it is trying to partner. While significant progress has been made, Police has a long way to go to truly reflect the diversity of New Zealand’s communities.
--	---


Experiences of the Public	
How well does the agency meet the public's expectations of service quality and trust?	
PERFORMANCE RATING 	<p>Performance Rating: Well placed</p> <p>Public trust and confidence in Police is high and continues to improve, as demonstrated by the following measures:</p> <ul style="list-style-type: none"> • 77% of survey respondents¹³ reported full or quite a lot of confidence in 2010/11, compared with 69% in 2008 • Police communications centres are ranked 4th out of 21 organisations using the Common Measurements Tool (CMT) • early positive results for Neighbourhood Policing Teams • in Counties Manukau District there is an improvement in satisfaction levels and perceptions of Police involvement in those communities • Police has recently introduced an award winning 111 text service for the deaf community. <p>Police also has a structured service improvement programme, Service First, now in its fifth-year. To date this has involved:</p> <ul style="list-style-type: none"> • Development and implementation of Service Delivery Standards for service over the telephone and at public counters of police stations. This implementation is approximately 85% complete. • Testing Operational Policing Service Delivery Standards for all other service encounters at patrol and operational levels. The standards were piloted and finalised during 2011 and will be implemented during 2012. • A service charter describing the service standard a member of the public could expect from Police has been developed and will be introduced in 2012. • Service First delivering a leadership programme, Leading Service Excellence, to support organisational leaders in understanding their roles as leaders in an environment that values and expects service excellence and to assist them in managing the change in their own work groups. As at December 2011 over 1,000 sergeants, senior sergeants and inspectors had attended a Leading Service Excellence workshop across ten of the 12 Districts. <p style="text-align: right;">contd...</p>

¹³ Citizens' Satisfaction Survey 2010/11 Fiscal Year by Gravitass.

	<p>Police has been an exemplar in the Public Service in seeking to understand the voice of citizens to understand demand and improve its service delivery. However, the Executive acknowledges that the needs and expectations of the community are not understood by all Police staff and the delivery of policing services is not always aligned to meet those expectations. Therefore, a critical focus for Police is to improve service delivery particularly where ratings are low, and to develop better understanding of customer expectations and experiences across the whole organisation. For example, citizens’ satisfaction with the service quality they received when they telephoned or visited their local stations is lower than for other contact channels.</p> <p>Māori and victims’ satisfaction levels track well below all other respondents. People who have had no contact with Police have higher levels of trust and confidence than those who have had contact. As Lead Reviewers, we agree with Police these areas point clearly to the opportunity for Police to improve.</p> <p>To improve this rating from ‘well placed’ to ‘strong’, Police recognises that in future it must focus on Māori and victims’ satisfaction levels. It is vital that Police follows up with specific initiatives to address the barriers these surveys have uncovered. All staff throughout the organisation must be supported to address these barriers in a prompt and effective manner and to be accountable for doing so. This will also rely on close collaboration with key partners in the community and other agencies, such as Women’s Refuge and Victim Support. The Neighbourhood Policing Teams have a key role to play in closing the gap in public experience across different parts of the community but since they are still a very small portion of staff, improvement in satisfaction levels will only occur if there is concerted effort across Police.</p>
--	--

ORGANISATIONAL MANAGEMENT SECTION


Part Three: People Development

<p>Leadership & Workforce Development How well does the agency develop its workforce (including its leadership)? How well does the agency anticipate and respond to future capability requirements?</p>	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>The training provided to police officers is of a high standard. New recruits leaving the Police College are well equipped on joining the workforce and actively mentored for the first few years of their careers. Middle-level managers are well trained in operational police management and can be expected to have a good basic grounding in management practice. The target is to have a team of ‘competent professionals’ and substantially this is achieved. Generally, Police develops its operational workforce well; frontline Police know what they are doing and why.</p> <p>Difficulties of the past regarding Police attitudes have been addressed and a better working environment has developed. A number of female interviewees indicated that, while they would have been troubled to recommend a career in Police to other women five or 10 years ago, today they would have no hesitation making a positive recommendation.</p> <p>The Code of Conduct has been in place for some time and is being more consistently applied. However, the latest audits of implementation of the recommendations from the COI have not been outstanding (a further audit is currently under way). There is still work to be done before the processes could be seen as embedded, with some current obvious weaknesses:</p> <ul style="list-style-type: none"> • disciplinary processes tend to be drawn out, quite formal and antagonistic in nature • the effectiveness of Police is often assessed according to the number of sworn officers committed to an activity. However, in reality, the need may be for quite different skills, such as forensic scientists, forensic accountants, computer analysts, intelligence operators and the like • some projects that may have improved effectiveness by using new technology or systems have been deferred because the benefits would have been reduced frontline staff <p style="text-align: right;">contd...</p>


	<ul style="list-style-type: none"> • the senior operational team in Police has typically only ever had a single employer, they are older and male. They are smart and committed to excellence but they have a limited frame of organisational experience. Police do not encourage staff to move in and out of their operational roles to gain experience, for example, in another operational or policy agency, State Services Commission or the Treasury, or with appropriate private sector organisations. Some police officers are posted overseas to specialist agencies or operations and the wider perspective of some of these officers is obvious • essentially Police needs to operate in an outward, public-facing mode given its key role is to manage services to the public. Yet Police needs to also manage its relationship with other Crown agencies to be effective and that requires strong partnerships and policy credibility in Wellington • Women are not represented around the senior management table and, in recent times, the two most senior female police officers have resigned or retired. In the New Zealand organisational setting this lack of senior women is unusual. Even compared with Police in Australia, women remain under-represented in senior ranks. <p>The path to addressing these issues is multifaceted, requiring action from within Police and a wider public acceptance of the changed nature of crime and policing. Counting ‘blue shirts’ as the key measure of Police effectiveness does not recognise the need to have other relevant frontline expertise – eg, forensic accountants, computer specialists, scientists and even expert call centre operators. These experts and their support teams are as much frontline as any police officer and will become more so as their roles in crime prevention and detection become more recognised.</p> <p>Similarly, there is a need to open up police careers to those with a wider set of career options and skill sets. While experience on the frontline or in CIB may remain core skills, in the future Police may also look to a broader experience base as desirable for its leaders. It would seem important to identify time in crime prevention or within other government or private sector organisations as important and relevant. After all, the Commissioner is the nation’s senior police officer but s/he is also the chief executive of a large and complex organisation. Bringing in expertise in finance, HR, industrial relations and information technology is good – but it is important for the Police senior operational team to have a broader experiential base of skills as well.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>Another area that requires attention is the lack of senior women in Police, even in those roles typically occupied by non-sworn staff. Police is aware of this obvious deficit and while it is actively seeking to develop and promote competent women there is a lack of sufficient progress. Police work in the areas currently deemed to be important for advancement (frontline operational experience and time in CIB) are not family friendly and are sometimes not attractive to women. It is important Police realises that alternative career paths, not just those favoured today, have the potential to add the much needed capability and diversity of experience and thinking essential to Policing Excellence and Prevention First.</p> <p>There needs to be close correlation between the face of the broader community now and in future and the selection, development and training of today's police officers. We were not sure, for example, where the foreign languages experts are that are needed or where the Pasifika or Asian police leaders of the future are being identified and developed. A more strategic planned approach is needed to identify the skill sets required of tomorrow's police service and to start developing them today. After all, police leaders of today were recruited nearly 30-40 years ago in a very different New Zealand and to a very different police service.</p>
--	--

Management of People Performance
 How well does the agency encourage high performance and continuous improvement among its workforce?
 How well does the agency deal with poor or inadequate performance?


<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing Development</p> <p>Police are living with the legacy of a perception, if not the reality, that poor performance has not been dealt with and that high performance has not been appropriately rewarded. Indeed, staff members consider there are examples of poor performers being promoted to take them out of roles where their poor performance might pose unacceptable risks to the community and/or Police.</p> <p>One of the highest rated questions in the 2011 Workplace Survey was 'Police expects high standards of performance from its staff'. Unfortunately, one of the lowest rated questions was 'Police has appropriate ways of recognising outstanding performance'. As this PIF review was undertaken, the early results from the 2012 Workplace Survey indicated improvement in results from the previous year in response to questions relating to performance management. It is noteworthy however, that the question 'Poor performance is dealt with effectively in my work group' continues to be one of the lowest rated.</p> <p style="text-align: right;">contd...</p>
--	---


	<p>Police has identified management of people performance as needing further attention. As self-assessed by Police, performance management is not yet understood as a development activity required as one of the basic tools of every manager or supervisor. From the Business Excellence Foundation survey of senior managers in 2011, four of the nine lowest scoring questions related to staff performance management. Worryingly, in the 2011 Workplace Survey, four of the five questions with the greatest negative change since 2010 related to performance management.</p> <p>As reported by Police, until recently the organisation-wide picture of performance as presented by performance appraisals was skewed to the right of the bell curve and underachievement was not accurately reflected in annual appraisals. Until managers at all levels feel well supported and held accountable for addressing poor performance and all staff see sensible, effective and timely action taken, poor performance management will remain a problem area for Police. The Executive has identified addressing poor performance and underachievement a focus area in 2012, including defining what good looks like, linking performance to organisational priorities, planning and remuneration, improving accountability and clarifying the consequences of poor performance. We agree these areas must be rectified promptly. This represents a mission critical risk to Police’s ability to effectively lead and implement the Police Strategy.</p> <p>Looking forward, the Police Strategy needs to be supported by a strategic workforce strategy, underpinned by a workforce plan and built around a resourcing model that covers workforce/leadership development, workplace health and safety, employment relations strategy, efficient and effective workplace processes, recruitment, retention and promotion strategies and performance management processes, etc. Police has this work under way.</p> <p>We suggest that a professional development model might offer some insights to Police as to how to incorporate continuous learning and improved practice into a profession where professional judgement will become increasingly important to performance.</p>
--	---

<p>Engagement with Staff</p> <p>How well does the agency manage its employee relations?</p> <p>How well does the agency develop and maintain a diverse, highly committed and engaged workforce?</p>	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>Police has established good engagement with its staff. Workplace Survey results in the last three years show staff engagement levels have steadily increased from 68.6% in 2010 to 73.3% in 2012, compared to a State Sector average of 68.4%. Police’s staff engagement levels are now close to ‘best workplace’ engagement levels (76%) for New Zealand. This is very positive.</p> <p>The Commissioner and his senior team are seen as competent and strong operational leaders by the internal police team. They are seen as addressing the right issues and in Policing Excellence and Prevention First are moving to implement a set of policies and procedures that are well supported by staff at the grass roots. Interestingly, engagement scores were even higher for non-sworn staff than sworn staff in the latest 2012 Workplace Survey. This is important, as non-sworn staff are an important means to introduce diversity of views and experience in an organisation with traditionally low levels of turnover.</p> <p>Retaining the open communication style used by the Commissioner will be critical in maintaining staff engagement, as Police accelerates the implementation of the Police Strategy. Difficult trade-offs will need to be made as Policing Excellence is rolled out. It is vital that the Executive paints a clear and compelling vision of what the police workforce needs to look like over the next five years, to continue to meet the high expectations the community has of Police. Like all others in the community, Police will have to contend with the current and projected fiscal constraints created by the wider economic climate. Achieving a sustainable employment relations framework over the near term is mission critical to the Police Strategy.</p>


ORGANISATIONAL MANAGEMENT SECTION

Part Four: Financial and Resource Management

<p>Asset Management</p> <p>How well does the agency manage agency and Crown assets, and the agency balance sheet, to support delivery?</p>	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Well placed</p> <p>Police is a large organisation, with extensive property holdings and a large operational fleet of motor vehicles. Other crown assets are extensive. A Treasury-commissioned review of asset management indicated that Police is one of the better performing government agencies, although with room for improvement.</p> <p>Police reports it is developing a Procurement Strategy and Strategic Property Plan. It is seeking to implement improvement programmes for, and to centralise the management of, its property assets (where a reduction of 3-5% per annum for the next four years is targeted). A centralised procurement approach is also planned, as is the development of more cross-sector procurement collaboration.</p> <p>Police will face the pressures of responding to the need to rebuild capacity in and around Canterbury and the need to evaluate its property holdings against seismic standards across the country.</p> <p>Today, policing can be tasked from a central station and cover large territorial areas; the actual presence of a local police station is not necessarily an effective measure of police coverage. Where it is practical to maintain premises for police work – as a base for staff and to maintain a visible presence and access in communities – it is feasible to co-locate policing facilities with other government or local authority operations rather than incur the costs of stand-alone facilities. We understand that such arrangements have been tested in some areas to good effect.</p> <p>As Police moves to utilise modern mobility systems, eg, remote terminal devices in cars, police staff will need to spend less and less time in stations; the new technologies give them capacity to remain out in the community while they undertake their police reporting system interfaces, eg, check data or report crime or road offences. This lower reliance on physical premises may well give Police the opportunity to reduce its property portfolio, release capital and reconfigure the police station network to better reflect future policing needs. The overriding goal should be to better align Police’s resources to achieve greater operational efficiency and improved outcomes from policing services, rather than just for the sake of short-term cost reductions.</p>


<p>Information Management How well does the agency utilise information & communications technologies to improve service delivery?</p>	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>The BASS 2010/11 report showed Police has medium ICT cost and performance. Significantly, BASS did not find that ICT governance was linked to longer-term planning and corporate strategy. Day-to-day opportunities for improvement were identified, including quality assurance, incident learnings, user competence and ICT staff development.</p> <p>For its corporate administration functions, HR and finance, Police uses recognised commercial software typical of large organisations. However, these systems are not integrated. The information provided to management is in a raw and detailed form and attention should be applied to translating this core data into better dashboard-type control reports. This will be particularly important as more systems come on stream, eg, victim analysis, and as the control data and management information is cascaded closer to the frontline. As well, the Executive and managers need management information that integrates operational and financial performance data to better understand progress towards targets at a strategic and operational level.</p> <p>The importance of turning the vast amounts of information that Police has into operational intelligence is accelerating owing to a number of factors, including:</p> <ul style="list-style-type: none"> • a steep rise in cross border crime owing to globalisation, with players operating out of or through New Zealand into other jurisdictions • the growing trend of economic crime, which is facilitated by cyber technology advances. The challenge is to keep up with these technological advances and be at least as smart as the perpetrators of economic crime. Careful consideration will need to be given to the relative priority of economic crime to violent crime and how the work, and the intelligence needed to support it, will be prioritised within Police and across a range of enforcement agencies in New Zealand • Prevention First and victim-focused policing requiring significant improvements in intelligence about drivers of crime and victims at risk of repeat victimisation to anticipate potential for crime and respond effectively, including through better deployment to beat demand, improved case management, etc. Furthermore, crime investigation, particularly of sexual assault and child protection, requires anticipating trends and having training and capability in place to use intelligence. <p style="text-align: right;">contd...</p>

	<p>Police collects and uses large amounts of data and intelligence and has developed some world-leading knowledge management systems, such as the National Intelligence Application (NIA) and a centralised Communications and Resource Deployment (CARD) system. However, Police reports there is a lack of common systems and integration between systems, and information gathering is fragmented. It largely uses localised shared drives for managing corporate information. National information systems are in place for OFCANZ, the National Intelligence Centre, the Crime Monitoring Centre and for HR.</p> <p>At an operational level, as part of Policing Excellence, Police is piloting a number of 'mobility' devices. The anticipated benefits come from changing work practices, ensuring frontline Policing is knowledge-based in real time through access to modern technology. It is also working jointly with the Courts to develop and implement electronic interfaces and a 'joined up' system. These are large projects with competing strategies and perceptions of what should be developed and delivered first. These projects have the potential to deliver very significant system improvements and operational gains.</p> <p>While the Police Replacement Radio Network Project (complete in three metro Districts) has shown good technical returns and improved operability, the digital service is not realising its full potential and operational changes may be needed to deliver further benefits. There are also outstanding risks around the Police communication centres which also require attention.</p> <p>We have selected only a sample of the ICT business projects in Police. It is clear that ICT has a vital role to play in realising the Police Strategy, whether it is underpinning corporate functions or supporting frontline services. Last year the Executive reviewed the ICT Team to identify 'what good looks like' and how it can better meet customer needs. One of the recommendations was to complete a strategy design process. Recently a strategy map was developed to provide a unifying concept for ICT strategy.</p> <p>These developments in Police's ICT Strategy are encouraging, however, Police's ICT function remains at the transactional end of the transactional/operational continuum as opposed to the strategic/enabling end. To improve Police's performance on information management, it will need to develop and implement a strategic plan for its ICT systems that supports and is integrated with its business strategies and that recognises integrated information management systems as a key enabler for the work of this agency. Getting the sequencing of ICT developments right is a mission critical component of implementing the Police Strategy.</p>
--	--

<p>Efficiency</p> <p>How robust are the processes in place to test for efficiency and make efficiency improvements? How well does the agency balance cost and quality when considering service delivery options?</p>	
<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>Police is aware of the need to balance costs and quality and to test for efficiency of its performance. A number of projects have been launched, or are about to be launched, that have at their focus the realisation of efficiency gains within Police operations.</p> <p>These projects, which are at the core of the Policing Excellence programmes, have a focus on changes that will release resources for alternative use, ie, moving some resources from reactive policing to more preventative, proactive policing. This is work in progress and it is too early to know whether these projects will achieve their targets. Some projects look promising others appear to have initially fallen short of their targets. These shortfalls are being assessed and the project teams are confident that the majority of benefits can be realised. This will require active management. Business cases will need to explicitly demonstrate how changed business operating models and processes will precisely translate into reduced full-time equivalents (FTEs) and other savings and service improvements.</p> <p>There were some common lessons that have emerged in a number of the post- implementation audits of recent projects. When implementing change Police need to:</p> <ul style="list-style-type: none"> • check for consistency of application (Police has a practice of distributed implementation via each police District at a pace and in a manner that each District believes will best meet its needs. The consequence is variable implementation and inconsistent delivery of police services) • review whether the initial goals of the project have been achieved and benefits realised and whether the new processes have been embedded into day-to-day action • follow up to ensure the ‘continuous’ part of continuous improvement is implemented by post-implementation review and action. <p>Police needs to ensure it consistently tests the efficiency of all key aspects of the business and provides transparent accounting of its performance to government and the public. There is variable practice across areas and performance needs to be brought to a consistent level. For example, 22% of Police expenditure is on road safety initiatives. It is still unclear whether Police uses a business cost model to consider a range of service delivery options, including the mix of sworn to non-sworn officers, using more suppliers and whether to substitute more capital (technology) for labour.</p> <p style="text-align: right;">contd...</p>


	<p>To move to a 'well placed' rating, Police will need to take a consistent, systematic and linked approach to identifying the efficiency and effectiveness of its various operational strategies, such that it can demonstrate it is having maximum impact. To do this will require well specified outcomes and interventions, clear accountabilities, performance monitoring, sound business processes and support tools, evaluation and benchmarking and strong governance arrangements. The recent creation of a Project Management Office, alongside other changes in governance, has potential to assist this, if it uses a portfolio approach closely linked to overall Police priorities. Police will know whether it has achieved its efficiency goals when it can clearly demonstrate that efficiencies anticipated have been translated into realised savings or into proven reallocation of resources to new activities, to achieve improved outcomes.</p>
--	--

<p>Financial Management How well does the agency manage its financial information and ensure financial probity across the business?</p>	
--	--

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>The BASS 2010/11 report showed that Police has a low cost/medium performance in the finance function, with clear accountabilities, common software and streamlined activities. However, it was also noted there was a lack of service level agreements, benchmarking, needs-based budgeting and customer satisfaction surveys. Arguably the absence of these tools makes it harder to tie the finance system closely to the rest of the business and improve the finance function's contribution to driving better business performance across Police activities.</p> <p>Police exercises good control of the basic elements of its financial performance; this is demonstrated from the consistent achievement of unqualified audit reports. Financial reports are provided in a timely manner, although more work could be done to provide the core information in a more user-friendly management information system (MIS) manner. While the core financials and compliance measures are fine, much more could be done to connect expenditure to performance indicators.</p> <p>We looked for an integration of the Policing Excellence group of projects and the budget and strategy development. This was not obvious and currently there is no real hard-wiring of the multiple Police Excellence change programmes into the budgetary processes. This is planned but not yet in place. It will be critical to the success of Policing Excellence for this cascading of targets to be properly integrated into District and operational unit targets.</p> <p style="text-align: right;">contd...</p>
--	---

	<p>Recently, Police has appointed three assistant commissioners with responsibility for distinct operational regions of New Zealand. There is a need to align financial and operational reporting to meet the needs of these critical managers. There is also a need to advance the integration of Police’s current financial and HR information systems.</p> <p>Police’s financial administration services and systems operate at low cost – just a little under half the median cost per employee – compared to similar agencies; Police is one of the largest agencies in the peer group and scale should lead to efficiencies. Yet, this may be false economy if the finance team is not providing Police managers with information to effectively manage their operations. The new General Manager, Finance is highly regarded and is expected to lift the performance of the finance function. He has taken early steps to improve the strategic capability of the finance team but further steps are required. An immediate need is to ensure business cases within Police are developed to time and standard.</p> <p>In the financial management area Police is still operating at the transactional/operational end of the performance continuum. To be rated ‘well placed’, financial management needs to be a critical strategic enabler of the business. Making this adjustment should be seen as critical to achieving the Police Strategy.</p> <p>The Executive and Finance team will also need to ensure the Police’s financial decisions are well integrated with the financial decisions that need to be taken across the Justice, Intelligence and Transport Sectors.</p>
--	---

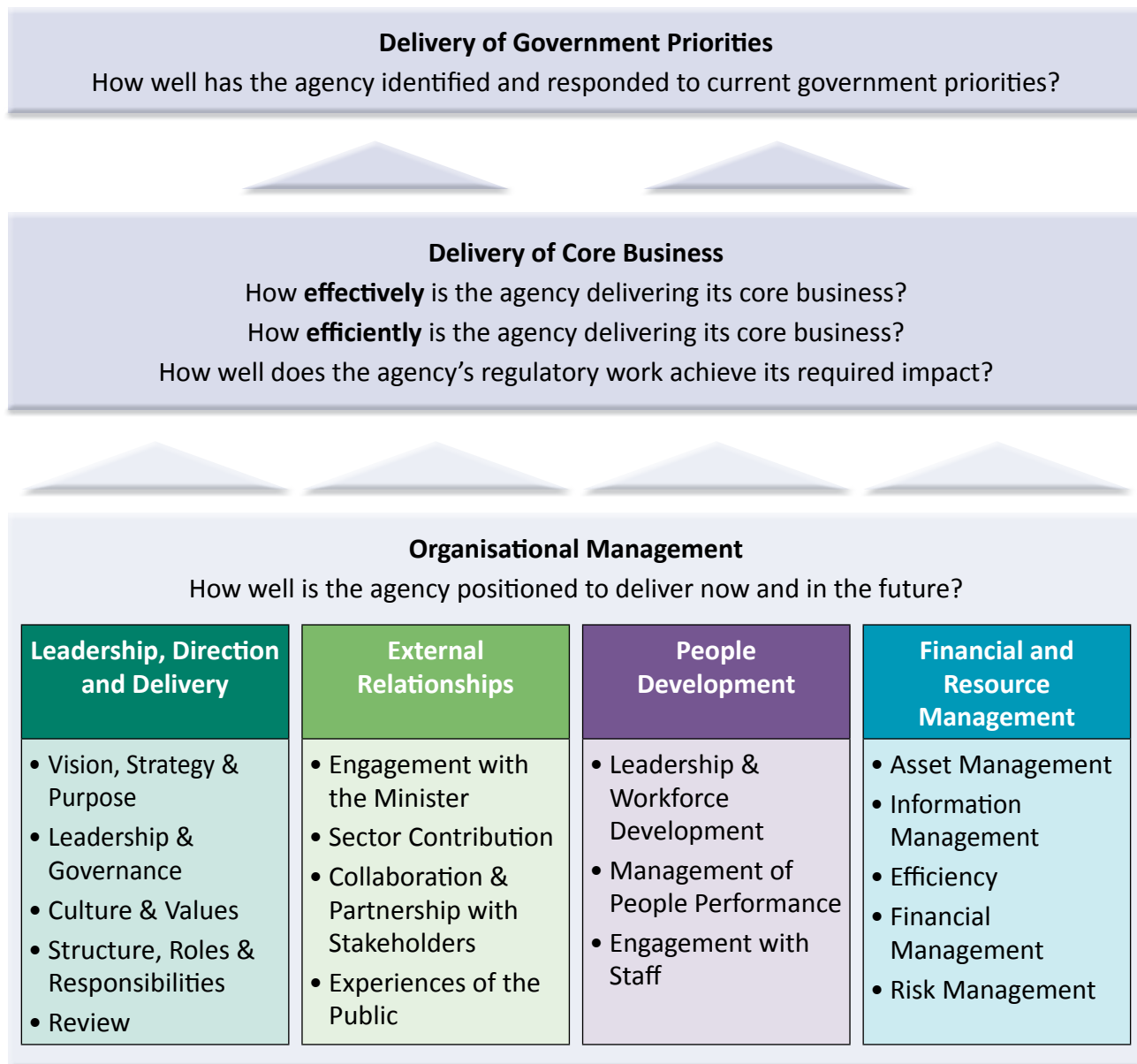
Risk Management	How well does the agency manage agency risks and risks to the Crown?
------------------------	--

<p>PERFORMANCE RATING</p> 	<p>Performance Rating: Needing development</p> <p>Police’s internal assessment of its competence in risk management indicated that although good processes had been implemented, they were implemented in an inconsistent manner, were not performing well in every District and, as a consequence, Police does not provide strong evidence of risk management at all managerial levels. We agree with this view.</p> <p>Police needs to assess and manage risk at a number of levels:</p> <ul style="list-style-type: none"> • strategic or business-facing risks – especially ensuring that the development and deployment of limited Police resources aligns appropriately with current and changing need patterns • tactical or response risks, ie, the systematic treatment of operational and threat management • organisational risks, eg, ensuring core support systems (HR, IT and finance) properly support the business of policing in New Zealand. <p style="text-align: right;">contd...</p>
--	---

	<p>At the tactical, and to a lesser degree organisational, level Police performs well as has been demonstrated by competent engagement in a number of significant, unexpected emergencies. This competence is also demonstrated by planning and execution to maintain law and order and ensure public safety at expected major events, such as the Rugby World Cup.</p> <p>We have some concern about Police’s ability to engage in the assessment of strategic risk. While it is appropriate for Police to have a tactical and operational orientation, it is also important that it analyses, debates and seeks to mitigate strategic risks, including risks that could adversely impact implementation of the Police Strategy. To do this well, Police will need to engage in wider debates and discussions at a strategic level with such agencies as the Treasury and its partner agencies in the Justice and Transport Sectors.</p> <p>Police has established an Assurance Committee with external representatives. This Committee’s functions were recently reviewed and favourably reported on. Internally, however, the Committee is not seen as robust enough and is not seen as holding staff to account for non-implementation of recommendations and other matters. We agree there needs to be a risk management function that can provide the Commissioner with independent written assurance as to the quality of risk management and internal control.</p>
--	--

APPENDIX A

Overview of the Model



Lead Questions

Results	
Critical Area	Lead Questions
Government Priorities	1. How well has the agency identified and responded to current government priorities?
Core Business	2. How effectively is the agency delivering this core business area? 3. How efficiently is the agency delivering this core business area? 4. How well does the agency's regulatory work achieve its required impact?

Organisational Management		
Critical Area	Element	Lead Questions
Leadership, Direction and Delivery	Vision, Strategy & Purpose	5. How well has the agency articulated its purpose, vision and strategy to its staff and stakeholders? 6. How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?
	Leadership & Governance	7. How well does the senior team provide collective leadership and direction to the agency? 8. How well does the board lead the Crown Entity? <i>(For Crown Entities only)</i>
	Culture & Values	9. How well does the agency develop and promote the organisational culture, behaviours and values it needs to support its strategic direction?
	Structure, Roles & Responsibilities	10. How well does the agency ensure that its organisational planning, systems, structures and practices support delivery of government priorities and core business? 11. How well does the agency ensure that it has clear roles, responsibilities and accountabilities throughout the agency and sector?
	Review	12. How well does the agency monitor, measure, and review its policies, programmes and services to make sure that it is delivering its intended results?
External Relationships	Engagement with the Minister(s)	13. How well does the agency provide advice and services to its Minister(s)?
	Sector Contribution	14. How well does the agency provide leadership to, and / or support the leadership of other agencies in the sector?
	Collaboration & Partnerships with Stakeholders	15. How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with stakeholders and the public?
	Experiences of the Public	16. How well does the agency meet the public's expectations of service quality and trust?
People Development	Leadership & Workforce Development	17. How well does the agency develop its workforce (including its leadership)? 18. How well does the agency anticipate and respond to future capability requirements?
	Management of People Performance	19. How well does the agency encourage high performance and continuous improvement among its workforce? 20. How well does the agency deal with poor or inadequate performance?
	Engagement with Staff	21. How well does the agency manage its employee relations? 22. How well does the agency develop and maintain a diverse, highly committed and engaged workforce?
Financial and Resource Management	Asset Management	23. How well does the agency manage agency and Crown assets, and the agency balance sheet, to support delivery?
	Information Management	24. How well does the agency utilise information & communications technologies to improve service delivery?
	Efficiency	25. How robust are the processes in place to test for efficiency and make efficiency improvements? 26. How well does the agency balance cost and quality when considering service delivery options?
		Financial Management
	Risk Management	28. How well does the agency manage agency risks and risks to the Crown?

APPENDIX B

List of Interviews

This review was informed by input provided by a number of Department of Corrections staff, relevant Ministers, and by representatives from the following businesses, organisations and agencies.

Agency/Organisation
Auckland City Council
Australia New Zealand Policing Advisory Agency
Australian Crime Commission
Counties-Manukau community groups
Crown Solicitor network
Department of the Prime Minister and Cabinet
District Court Judiciary
Ernst & Young
Independent Police Conduct Authority
Law Commission
Leadership Matters Limited
Ministry of Foreign Affairs and Trade
Ministry of Justice
Ministry of Social Development
Ministry of Transport
National Collective of Women's Refuges
New Zealand Defence Force
New Zealand Fire Service
New Zealand Law Commission
New Zealand Police Association
New Zealand Security Intelligence Service
New Zealand Transport Agency
Office of the Auditor-General
Review of Public Prosecution Services
Serious Fraud Office
State Services Commission
The Treasury
Victim Support
Victoria University of Wellington (Crime and Justice Research Centre)

APPENDIX C

Glossary of Terms

AMCOS	Auckland Metro Crime and Operational Services
Baseline	The approved annual budget for total expenses for each Vote (referred to as baselines)
CARD	In 1996, New Zealand Police moved from 29 District-based control rooms Computer Aided Dispatch [CAD] system to a centralised Communications and Resource Deployment (CARD) system. Three Communications Centres were established in Auckland, Wellington and Christchurch, and act as a virtual national Communication Centre.
CIB	Criminal Investigation Branch
CMT	Common Measurements Tool
COI	Commission of Inquiry
Commissioner	Commissioner of Police
Courts	Division of the Ministry of Justice that manages New Zealand's law courts
CYF	Child Youth and Family (a service of Ministry of Social Development)
District	Police's services are delivered primarily through the twelve districts into which Police has divided New Zealand
Executive	Commissioner of Police, Deputy Commissioner-Resource Management, Deputy Commissioner-Operations, Assistant Commissioners (Operations; Investigations and International; Upper North; Lower North; South), General Managers (Public Affairs; Strategy, Policy and Performance; Finance; Human Resources; Māori, Pacific and Ethnic Services); Director – Intelligence and Chief Information Officer
FMA	Financial Markets Authority
HNZ	Housing New Zealand
IPCA	Independent Police Conduct Authority
ICT	Information and Communication Technology
Justice Sector	Ministry of Justice, New Zealand Police, Department of Corrections, Crown Law Office, Serious Fraud Office
MFAT	Ministry of Foreign Affairs and Trade
MIS	Management Information Systems
MoJ	Ministry of Justice
MSD	Ministry of Social Development
MoT	Ministry of Transport
NIA	National Intelligence Application
NZFS	New Zealand Fire Service
NGO	Non-governmental organisation
NZTA	New Zealand Transport Agency

OAG	Office of the Auditor-General
OFCANZ	Organised and Financial Crime Agency of New Zealand (agency hosted within New Zealand Police)
PEC	Police Executive Committee (Police Executive meets monthly and is joined each quarter by the twelve District Commanders)
PEM	Police Executive Management meeting (held weekly)
PNHQ	Police National Headquarters
Police	New Zealand Police
Police College	Royal New Zealand Police College
PPS	Police Prosecution Service
SFO	Serious Fraud Office
SOP	Standard operational procedures
SSC	State Services Commission
Social Sector	Ministry of Social Development, Ministry of Education, Ministry of Health