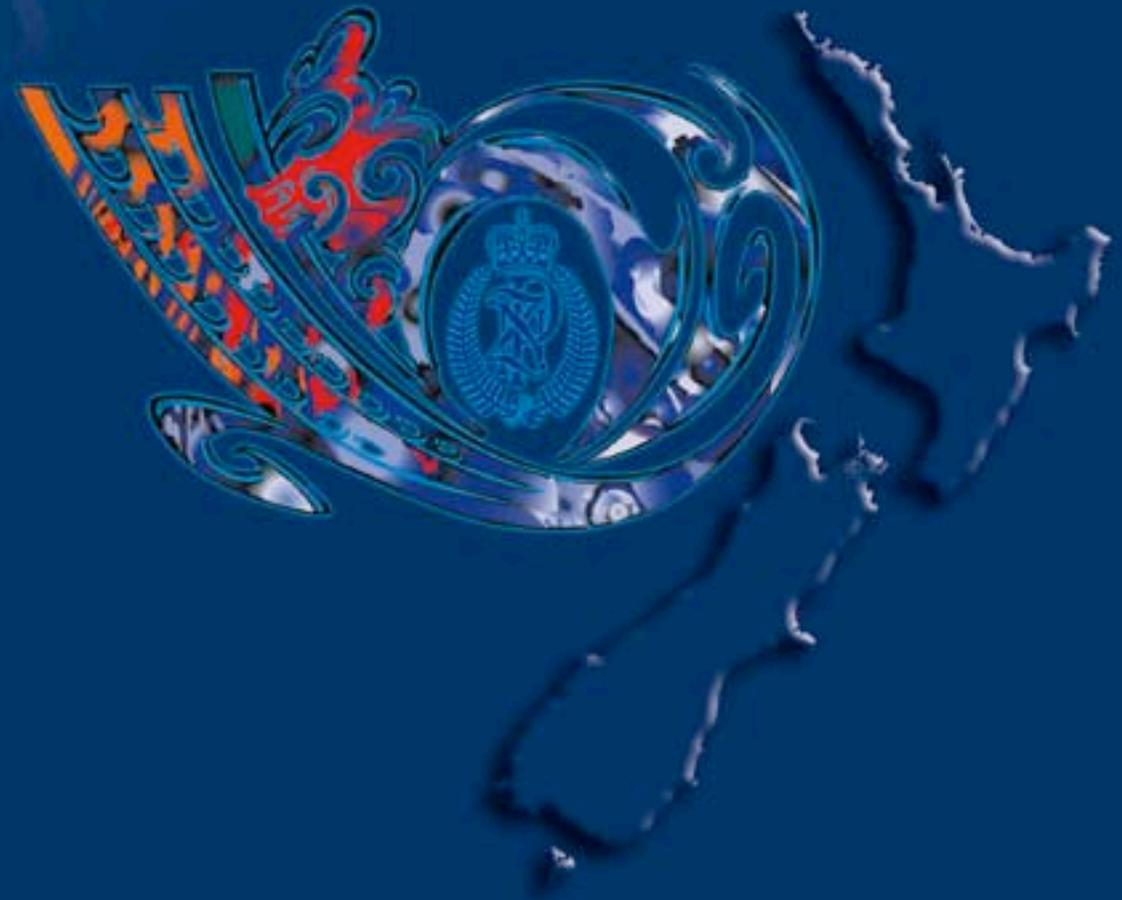




New Zealand
POLICE
Nga Pirihimana O Aotearoa

Policing with Confidence, *the New Zealand Way*



STRATEGIC PLAN TO **2010**

RESPECT



The tohu on the front cover symbolises the intent of Police to work with all communities towards a safer community. The tohu and whakatauākī below speak of leadership, commitment, focus, strength, unity and progression within the challenge of today's reality.

'E tū ki te kei o te waka, kia pakia koe e ngā ngaru o te wā'

'Stand at the stern of the canoe and feel the spray of the future biting at your face'

Welcome to the New Zealand Police Strategic Plan to 2010.

Our Vision Safer Communities Together

Our Mission To be a world class Police service working in partnership with citizens and communities to prevent crime and road trauma, enhance public safety and maintain law and order.

Our Values

Integrity

We are committed and loyal to the vision, values and goals of our organisation.
We inspire trust and behave honestly and ethically.

Professionalism

We are aware of the impact of our behaviour at all times.
We maintain self-control, are resilient and present a professional image.
We uphold the rule of law and maintain the guidelines, standards, policies and procedures set by our organisation.

Respect

Our role is to acknowledge and respond to a diverse society and serve with dignity. In doing so we recognise the rights, values and freedoms of all people.

Commitment to Māori and Treaty

We are committed to being responsive to Māori as tangata whenua, recognising the Treaty of Waitangi as New Zealand's founding document. By working with Māori we will enhance safety and security.



NEW ZEALAND POLICE STRATEGY

OUR VISION

Safer Communities Together

OUR MISSION

To be a world class Police service working in partnership with citizens and communities to prevent crime and road trauma, enhance public safety and maintain law and order

OUTCOMES

- Confident, safe and secure communities
- Less actual crime and road trauma, fewer victims
- A world class Police service

STRATEGIC GOALS

Community reassurance

Provide opportunity for participation

Set local priorities

Work in partnership

Provide protection

Policing with confidence

Evidence-based proactive policing

Timely and effective response to calls for service

Thorough investigations

Effective resolutions

Organisational development

Leadership and people in policing

Integrity and accountability

Technology and innovation

OUR VALUES

Integrity

Professionalism

Respect

Commitment to Māori and Treaty

Minister's message

We must all aspire to live in safer communities.

Policing with confidence, the New Zealand way is about fairness, inclusiveness, innovation, pride and recognition of the diversity this country embraces.

For New Zealand Police there are exciting times ahead. We have committed to the funding of extra Police and we can look forward to new, more effective ways of doing things and the re-write of the Police Act.

The commitment to organisational and personal development will help build a world class, modern Police service.

Our Police service is essential to supporting the economic transformation of our communities and the Government's pledge to families – young and old. Police will provide our communities with reassurance and confidence that will lead to safer communities and prosperity.

Police are part of a whole-of-government approach where departments and services work collaboratively towards a cohesive and secure environment.

As this strategic plan highlights, there are high expectations of New Zealand Police. It is critical we increase trust and confidence in Police and that we see significant gains for the investment the Government has committed to over the next three years.

As Minister of Police I have confidence in our Police and support the directions and actions outlined in this plan. I know the men and women of New Zealand Police have what it takes to make a difference.



Hon Annette King
Minister of Police



Commissioner's message

I am very proud to be the Commissioner of New Zealand Police, and it is with great pleasure I present the New Zealand Police Strategic Plan to 2010.

I would like to signal in this plan a renewed confidence in New Zealand Police. This is a period of growth, and a period for fundamental rethinking about how we police in New Zealand society. Throughout the term of this plan we will recruit and deploy 1250 additional staff – we will effectively manage the risks of growth. We will consult widely over a new Police Act and deliver to the Government the material upon which final decisions on the shape of policing for the 21st century can be made. I expect to be constantly challenged with new demands upon us. There are issues that now affect us. I expect these to be owned, dealt with, learned from and then we move on.

I want greater participation of New Zealanders in policing. Those who are concerned about the risks of crime, road crashes and victimisation in their neighbourhoods, towns and cities, wherever they may be, must have their say. I want to reassure people that their priorities are our priorities; that we will work together as partners to identify the causes of risk, be they people, places or events, and to deal with them effectively.

This will increase the level of protection we are able to offer citizens in New Zealand.

I want to focus on our field staff. I have a clear understanding that a properly trained, equipped and focused member of Police, acting intelligently and ethically, can contribute significantly to safer communities. This plan supports our staff and aims to make their work simpler, more satisfying and more effective. I want to see members of the Police confidently fulfilling our mission to reduce crime, road trauma and victimisation – to stand up and be counted.

I expect policing to evolve over the period of this plan. We will continue to be pressed by emerging criminal and safety risks – whether this is occasioned by the threats of terrorism, transnational and organised crime, the need to support New Zealand's interests abroad or the needs of people in communities throughout New Zealand. We need to understand our environment better than we do now – to seek out evidence of the problems we face and so better adapt to these new circumstances. We must innovate, take risks and enable a more proactive approach to policing, resulting in fewer crimes, fewer crashes and less victimisation.

What this will mean for New Zealanders is a sense that Police are "in tune" with their aspirations and concerns. People will know that it will be easy to make contact with Police, that their issues will be listened to and dealt with promptly and effectively. Of course, many issues are raised with us that lie outside our responsibility – and we will kindly but firmly redirect and facilitate people to connect with the right part of government or with other organisations that can help. Victims will know where to go for help, and will be confident that we have people capable and committed to reducing their risk, improving their quality of life and ensuring their progress through the public system is more satisfying.

People who commit to a life of crime will think twice before offending because there will be a certainty of apprehension, and the inevitability and suffering of having to confront their own behaviours and deal with them. They will know that the combined alliance of community strength and integrated government and non-government action is arranged to support them making the right choice to obey the law and respect other people. We will be resolute in the face of the most significant criminal threats.

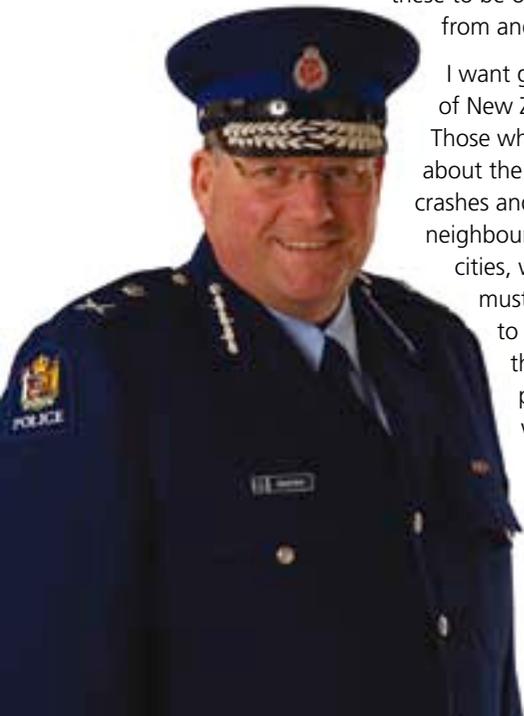
These are bold aims for New Zealand Police. But I am confident that as an organisation prepared to take a few risks, and by being an organisation that is easy to deal with and concerned with people, we will increasingly attract to our cause people and organisations who can use their influence and authority wisely and emphatically to contribute to safer, more secure and confident communities. We will succeed.

We aim to be a world class Police service. We will accomplish this by developing our people to be leaders in all that we do. The distinctive reality of Police is that when things go wrong in our society, we must be there. We must sound the call for action, inspire others to join the effort required to bring order to disorder and safety from danger, and we must set an example of professionalism and integrity. We must be respectful of our public and ourselves. We must be exemplary 'guardians of the people', and an organisation of the type and character that New Zealanders wish us to be.

I now direct that this plan be implemented.



Howard Broad
Commissioner of Police





In 2001 Police Communications Centres answered **400,077** emergency calls for help.

In 2005 Police Communications Centres answered **575,921** emergency calls for help.

This equates to almost **44%** increase in five years.

PROFESSIONAL

Our challenges

Policing in the 21st century is complex and dynamic. It is essential that we have a sound understanding of the environment in which we operate and the challenges we face.

Globalisation – People, products and information are able to move faster and more easily around the world. Police need to be increasingly alert, and prepared to respond to world issues, including pandemics, terrorism, bio-security threats, tensions which may result from the blending of cultures and religions and natural disasters. Our work has a local, regional and international context and includes building international capacity and capability.

Technology and innovation – Computers, the internet and cell phones are examples of technological developments which can be used to commit crime with speed, anonymity and in collaboration with others worldwide. More people either own or have access to these products and services than ever before. Increasingly, Police need to keep pace with technology advances to understand and respond to impacts on crime, road trauma and victimisation.

Demographics – New Zealand has an ageing population, a 14-19 age group 'bubble' and an increase in single-parent families. The workforce is more flexible, mobile and seasonal than ever before. While urbanisation continues, there are fluctuations in the student population and holiday-makers continue to flood to favourite destinations. New Zealand's population is expected to continue to grow by 0.8 percent annually to 2011. Auckland remains a pressure point for Police.

Diversity – As the world changes, so too does our ethnic population. There is a greater mix of beliefs, ideals and practices. Police need ongoing commitment to recruiting staff to reflect the communities we serve; we need to understand the communities in which we operate, and for communities to understand us. Policing also needs to take account of the different service needs and expectations of rural and urban populations.

Crime trends – While there has been only a slight increase in recorded violent crime, the seriousness of those crimes has increased. We will focus on violence in the home, on the street and sexual violence. Youth offending continues to increase. Māori are over-represented in our crime statistics and prisons. Anti-social behaviour brings a rise in the fear of crime. Organised crime is harming our communities. Electronic crime, identity fraud and intellectual property breaches are part of the modern pattern. Police must ensure systems and processes are in place to anticipate and respond to crime trends.

Road trauma – The Government's Road Safety to 2010 Strategy includes reducing road deaths to no more than 300, and hospitalisations to no more than 4,500, by the end of 2010. Continuing to improve road policing strategies is critical to maintain the downward trend in road deaths and reduce crash hospitalisations, particularly in a rising and ageing population, increases in vehicle kilometres travelled and an increase in the registration of motorcycles.

Drugs and alcohol – International research suggests 50-70% of total crime is fuelled by the consumption of alcohol. In New Zealand it is not what we drink, it is the way we drink. Changes in behaviour are necessary. Drugs and alcohol are ruining the lives of many, including families and communities, and the symptoms of mental illness may be masked or aggravated.

Deployment – A challenge for Police is to ensure sufficient capacity and capability to meet demand. Good deployment is about having the right people doing the right thing, in the right place, at the right time. The supply of resources must be flexible and Police will find effective solutions to facilitate and drive change.

Increase in demand for Police services – On an average day New Zealand Police answer more than 1450 emergency calls for help. This figure is expected to rise. Perceptions of policing can also be influenced by television, internet and other forms of communication. Globalisation and tourism require a larger Police resource at our borders, and there is an increase in demand for international policing operations. Locally there are growing expectations of Police to commit to achieving joint community outcomes. Police must manage increases in demand.

Community policing – Communities and the people who live in them are demanding a stronger voice in policing. They want a more visible, accessible, familiar and reliable Police service. They also want to be kept informed. Police need a renewed focus on the community and neighbourhood, and to lead actions which provide reassurance.

Bureaucracy – Police need to spend less time on unproductive, repetitive activities. We need innovative and technological solutions to ensure we make best use of our time and resources in promoting effectiveness.

Integrity – Public trust and confidence in Police is critical. Our behaviours, attitudes and actions must reflect expectations. Policing is very public and highly scrutinised – we will maintain high standards. When there is reason to question the actions and integrity of staff, those responsible are held accountable.

Organisational growth – Over the next three years Police numbers will grow significantly; this in a tightening labour market. We will ensure every new member is well trained, supervised, managed and led, while increasing the capability of existing staff. There will be pressure on organisational infrastructure.



On 1 July 2006
New Zealand Police
had 10,521 staff.
By 2009 we will
have **1,250**
additional staff.

Our opportunities

New Zealand Police have some real opportunities to make a difference over the next few years.

1,250 new staff – Will allow investment in, and support for existing staff, particularly those on the front line. We can make a difference by improving service delivery in the areas of most need.

Leadership – Strength, focus, ethics, accountability, honesty and transparency are some of the qualities expected of Police leaders. Successful leaders provide clear direction. They inspire and lead by example. Effective, prompt and justified decisions are sought. A safe work environment and provision of the tools required to police is critical. Confident, visible and proactive leadership on policing issues is necessary.

Extra community police – Will help to bridge the gap between current capacity and the desirable delivery of community policing services. Renewed investment in community policing will generate new opportunities to engage, set priorities and work in partnership to reduce crime, road trauma and victimisation.

Problem-oriented policing – This is about problem solving. It is an approach to policing in which a cluster of similar incidents – whether crime, road trauma or acts of disorder – are examined in order to implement effective strategies for dealing with a problem. Problem solving places high value on prevention and interventions, which are not dependent on the use of the criminal justice system and which actively engage with government agencies, the community and private sector to help reduce the problem. Problem-oriented policing targets the situational and social causes of crime.

Whole of government approach – Police work across several sectors; security, social development, justice and transport. Collectively we contribute to the government vision. While Police are primarily responsible for the delivery of law enforcement services, we want to engage with other agencies to contribute to improving the quality of life for all New Zealanders.

Systems and processes – While we are excited about new resources we must also ensure we are making best use of current resources. We have an opportunity to review and assess the way we police and identify how we can be more effective and efficient. We will benefit from better understanding of Police processes.

Police values – Our values are fundamental to everything we do. The opportunity is the leverage to be gained from a trusted work force. We want to live, breathe and act our values.

Better management of demand for service – With calls for service rising we have the opportunity to review call-handling process, make improvements on identifying and prioritising emergency calls, and focus on communication to better manage expectation.

More technical support to the front line – We have the opportunity to provide sophisticated communication tools to enhance the security and integrity of information, portability and technology advancements to reduce bureaucracy on the front line, and to introduce systems which improve access to Police services.

Investments in intelligence – Intelligence informs much of the work Police do. We have an opportunity to look closely at the way we collect, analyse and interpret, disseminate and act on intelligence. Intelligence ultimately informs decision making and coordinates response. By working better with intelligence in the New Zealand way we will achieve better results.

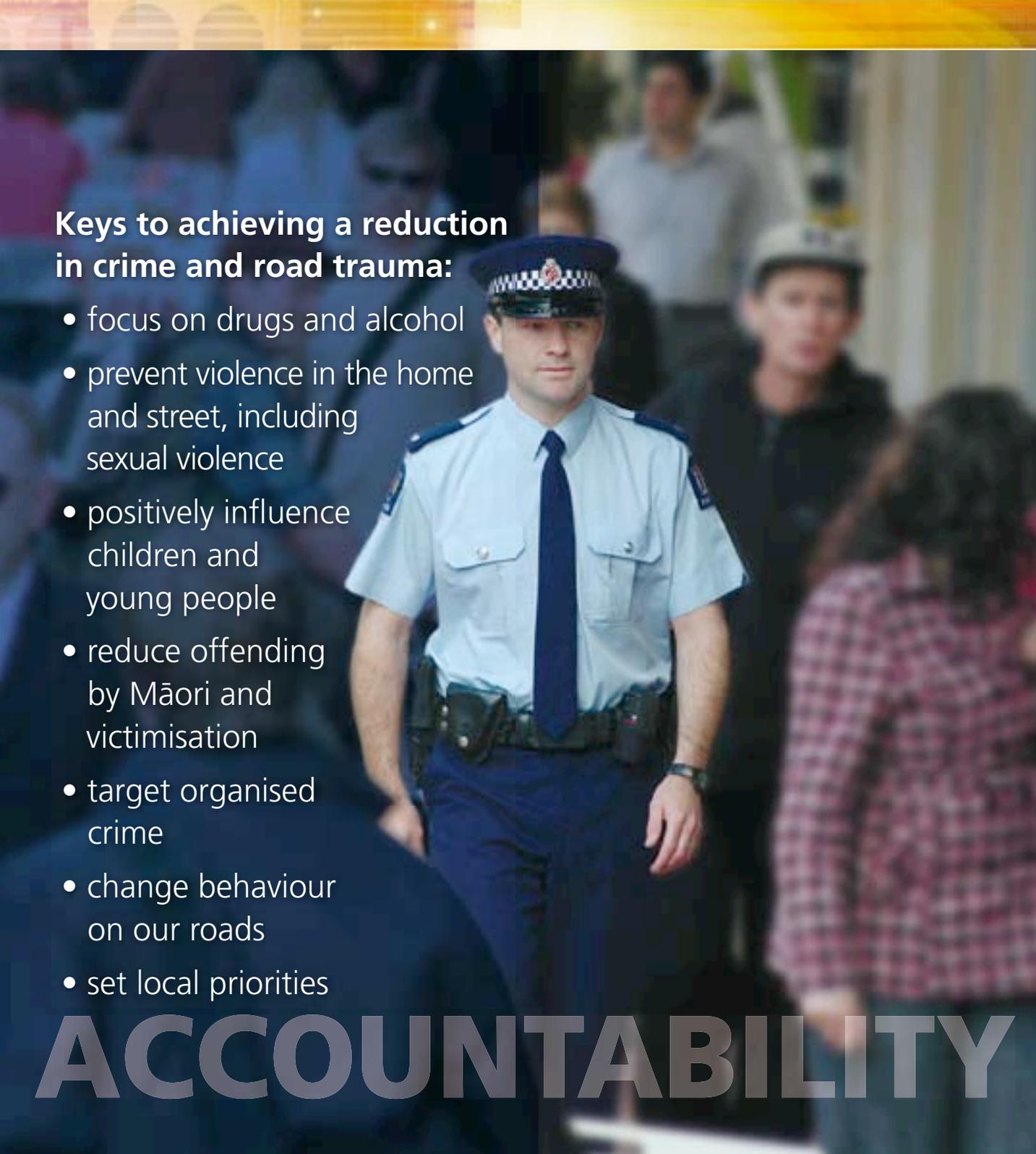
Implementation of review recommendations – Reviews into Police conduct and service delivery provide us with the opportunity to seek continuous improvement.

Partnering for purpose – As important as the whole of government approach is the influence we can exercise among non-government organisations, community groups, service providers, iwi and hapū. By developing effective networks and relationships we lay the foundation for ‘Safer Communities Together’.

Best practice – We must identify best practice nationally and internationally, and share our experience. Our Police must listen and learn from each other, and take a cooperative and collaborative approach to policing.

Positive public image – Professional presentation and good public relations has a positive impact on trust and confidence in Police. By communicating the good news stories, by being visible and vocal leaders in the community and by demonstrating pride in policing we send clear messages which will strengthen support for Police.

Our People – The men and women of New Zealand Police can make a difference. Each of us has a valuable contribution to make. When we reflect on our achievements we will be reminded of the passion and pride with which we discharge our duties. This commitment gives us the energy and motivation to stand up, be proud and be valuable members of New Zealand Police.



Keys to achieving a reduction in crime and road trauma:

- focus on drugs and alcohol
- prevent violence in the home and street, including sexual violence
- positively influence children and young people
- reduce offending by Māori and victimisation
- target organised crime
- change behaviour on our roads
- set local priorities

ACCOUNTABILITY

Our strategic goals

Over the next three years New Zealand Police will focus on three strategic goals:

1. Community reassurance

In working with and for the community Police will focus on participation, priorities, partnerships and protection.

At the heart of community reassurance is engagement. We must engage, listen and act. We want to work better with the community to set policing priorities, and be proactive to prevent crime and road trauma, therefore improving the quality of life of all people.

Citizen satisfaction is achieved by understanding community needs and expectations, and aligning our service delivery to those expectations. We will be timely and responsive and provide accessible and networked services.

While we want to keep communities informed, we also want to be informed.

Our interests include domestic and international operations.

2. Policing with confidence

New Zealand Police will be known for our expertise and confidence in policing. To achieve this we will understand our core functions, learn and manage knowledge, be positive communicators and exercise influence through effective and coordinated strategic partnerships.

Our aim is to prevent and reduce crime, road trauma and victimisation through evidence-based proactive policing. Our role includes high performing emergency response, investigations and resolutions. This demands accurate and timely intelligence, rapid deployment, effective tactics and follow up and assessment.

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

New Zealand Police will identify systems and processes to successfully manage demand. This includes sharing information and communicating expectations.

We will be responsive to opportunities to contribute to offshore crime prevention and policing efforts.

3. Organisational development

New Zealand Police aim to be a world class Police organisation serving the needs of New Zealanders and the government of the day.

To achieve this we will place greater emphasis on what makes a healthy, professional organisation.

We will be an employer of choice by fostering a positive work environment. We will attract, develop, manage and support people in policing.

We will foster a culture of diversity, fairness, and accountability while maintaining high standards of conduct and ethics. We will be recognised as leaders and as people of integrity. We will place significant importance on Police core values.

We will make use of technology to support policing, and encourage innovation.

We will make best use of current resources, plan for and implement a considerable increase in staff numbers. New resources will be channelled into areas of greatest need.

We will learn from others to advance policing practices in New Zealand.





In the 12 months to July 2006 Police attended **1,411** land and marine search and rescue incidents during which more than **2,960** people were assisted.



RESPONSIVE

1. Community reassurance

Outcome: Confident, safe and secure communities

1.1 Participation

Police people will be active in the community, encouraging community participation in policing. We will engage, listen and act. We will be accessible to our communities.

Effective community policing is interactive, providing opportunities to communicate, listen, act and feed back results that will enable Police to elevate the value of community intelligence.

Police leaders will take part in daily policing operational and support functions, talking to their people regularly to enable effective and practical decision making and understanding.

Actions will include:

- creating opportunities to listen, talk to, inform and work with people and communities to identify perceptions and expectations
- implementing extra, integrated Community Police.

1.2 Priorities

Active participation in policing will allow Police and the community to work together and set local priorities.

Setting local priorities helps Police to focus on what is of most concern to the community and sets a platform for combined proactive effort.

Actions will include:

- developing planning processes which allow local priorities to be set.

1.3 Partnerships

Safer Communities Together is about partnership – joint action to enhance community safety and maintain law and order. Combined, these lead to improved quality of life for all – families, young and old.

Effective partnerships help Police achieve desired outcomes. For Police, this is also about the need to send clear messages and inform – to encourage personal responsibility by raising awareness and educating on factors that contribute to crime, road trauma and victimisation.

We will engage in meaningful dialogue with local authorities, service providers and other key local agencies to ensure people's expectations and perceptions are the focus of joint action.

We will also work together with justice sector partners, and other government and non-government agencies in New Zealand and abroad, to ensure we help make every link in the chain stronger.

Actions will include:

- greater emphasis on shared goals, developing trust, clear assignment of duties, mutual accountability and delivering on promises
- a greater emphasis on proactive Police communications to raise awareness and promote individual responsibility
- active involvement in community safety initiatives and objectives
- identifying opportunities to build strategic capability with central and local government, and build further partnerships with community organisations and iwi.

1.4 Protection

Protection is ultimately what people expect of their Police. Participation, priorities and partnerships enable Police to provide Police services the community wants and has every right to expect.

Visibility influences public satisfaction and confidence in policing. So too does the provision of accessible and reliable services – right people, doing the right thing, in the right place at the right time – supported by intelligence and by adopting a problem-solving approach.

We will ensure a rigorous focus on risk and determine who is vulnerable, what their needs are, and how we can protect them.

We will be active in both domestic and international communities. We will assist partner agencies to protect New Zealanders and New Zealand interests wherever they are.

Actions will include:

- increasing the proactive visibility of Police in communities, particularly vulnerable communities
- introducing technology solutions and processes which enable better access to Police services
- the ongoing development and testing of disaster management plans and capability.



In 1996 **36.8%** of total reported crime was resolved.

In 2005 **43.3%** of total reported crime was resolved.

2. Policing with confidence

Outcome: Less actual crime and road trauma, fewer victims

2.1 Evidence-based proactive policing

Community reassurance is supported by activity which aims to prevent crime, road trauma and victimisation.

Prevention is achieved by making effective strategic interventions, and is supported by decision making that is informed by intelligence and based on evidence. A problem-solving and targeted approach is critical.

We will collaborate, coordinate and cooperate with strategic partners at central and local government levels, non-government organisations and international partners. We need to encourage active and timely participation at all levels and to manage large amounts of information and intelligence to ensure we are well informed.

Key strategic interventions will include children and young people, at-risk families, drugs and alcohol, repeat victims, offenders and locations, and Māori, Pacific and ethnic peoples.

Actions will include:

- wider promotion of crime prevention through environmental design (CPTED)
- delivery of national and local crime and road trauma awareness, education and reduction campaigns
- development and implementation of an integrated New Zealand Police intelligence model
- implementation of initiatives to reduce crime and road trauma caused by drug and alcohol use
- a multi-agency response to early intervention for children and young people
- greater focus on repeat victimisation and recidivist, persistent offenders.

2.2 Timely and effective response to calls for service

Central to providing an effective and efficient response is being easy to access and good deployment decision making. The supply of Police resources must align with demand. Ensuring the right people are doing the right things, in the right place, at the right time.

To assist us manage demand we will place emphasis on call channelling, dispatch prioritisation, flexibility in the deployment of resources and effective communication so there is clarity of expectation.

Actions will include:

- understanding operational risk and demand for Police services to improve deployment
- exploring opportunities for a Police non-emergency number
- introduction of crime-scene attenders
- promoting visible and active leadership in emergency management, including reinforcing command and control structures on the front line
- providing ongoing support to overseas deployments.



2.3 Thorough investigations

Investigative services are motivated by the collection and interpretation of evidence. When we are provided with the opportunity to investigate we will demonstrate expertise, be thorough and pay attention to detail.

We will keep complainants and victims informed by providing timely and accurate information and encourage an open, two-way communication flow.

Managing demand requires the robust application of case screening and consistency with early case closure, alongside the need to proactively manage risk, prioritise and remain flexible.

Actions will include:

- ongoing investigative improvements such as forensic and interviewing capability
- developing and implementing an Electronic Crime Strategy
- improving our case management approach
- wider promotion and application of case screening and prioritisation systems and processes
- developing effective ways to tackle organised crime and recover the proceeds of organised crime.



2.4 Effective resolutions

Police provide critical support to the resolution of cases and incidents through effective decision making. Our focus is on achieving outcomes best suited to the situation and requires Police to be alert to alternative resolution options.

Police will support and work with justice sector partners, other government agencies and non-government organisations to encourage the rehabilitation of victims and offenders and restore focus on preventative activity.

Actions will include:

- building organisational knowledge and capability of the effectiveness of resolution processes
- making visible and effective contributions to resolution processes across the justice sector
- working with partners to develop initiatives which reduce over-representation of Māori in crime statistics and in prison
- developing best practice to reduce violence in the home and community
- in coordination with sector partners, developing and implementing electronic monitoring.



3. Organisational development

Outcome: A world class Police service

3.1 Leadership and people in policing

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

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

Actions will include:

- exploring further opportunities to enhance the safety of frontline staff
- enhancing and strengthening the leadership, supervisory and management development capability, including the development of career pathways, succession planning, qualifications and structures
- improving the capability of our people through sustainable delivery of training services, including the recruitment and training of 1250 extra people in policing
- a first-principles-based re-write of the Police Act and modernisation of internal governance processes
- expanding policy capability to improve quality of advice to the organisation and the Government.

3.2 Integrity and accountability

Disciplined people, disciplined thought, disciplined action – Police must perform their official duties honestly, faithfully, ethically and efficiently, respecting the rights of the public and Police colleagues. This includes responsible, lawful and proper use of power and authority.

Police must not bring the organisation into disrepute through their private activities. Our behaviours will demonstrate a commitment to the values of the organisation, and our systems and processes will support the maintenance of integrity and high standards.

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

Actions will include:

- implementing Commission of Inquiry recommendations
- introducing the New Zealand Police Code of Conduct
- placing greater emphasis on Police values, ethics and behaviours, including early identification of risk behaviour and testing initiatives
- transforming from activity-focused measures to outcome measures
- focusing on risk and opportunity management.

3.3 Technology and innovation

Technology and innovation provide many solutions to help the organisation provide maximum support to the front line.

This will include a focus on reducing bureaucracy, enhancing security and information systems, and improving deployment practices to ultimately enhance service delivery where it matters most.

We want to demonstrate our potential and encourage innovation while focusing on making complicated processes simple.

Actions will include:

- putting greater emphasis on training all staff in the use of relevant technology
- implementing mobile access to core Police operational systems
- introducing technology and commonsense solutions to reduce bureaucracy and paperwork on the front line
- using technology solutions to support the front line, including encrypted radio technology
- technology solutions to improve identification systems, including fingerprint capture and checks, and automated number plate recognition
- introduction of a New Zealand Police Achievement Framework to support the continuous improvement of policing services
- improving performance and management reporting.

In the 7 years to
December 2006,
77 Police stations
have been built or upgraded.

Strategy ownership, monitoring and review

Strategy ownership

Police strategy is led by the Commissioner, monitored by the Police Executive Committee (PEC) and owned by all staff.

Communication

This strategic plan will be promoted and distributed within Police and to Government, partner agencies and the public.

Alignment and implementation

The Police Executive Committee, National Managers and Service Centre Managers will be responsible for aligning business practices and planning to this strategic plan, and the strategic direction of New Zealand Police.

The plan will inform the New Zealand Police Statement of Intent and business plans, and will translate into local actions.

Accountability, monitoring and review

Owners will be attributed to each of the high level actions identified in this plan. The owners will be accountable for achievement of the action point, and the Police Executive Committee will be responsible for monitoring implementation and review.

Flexibility

Police will ensure the strategy remains flexible and considerate of new strategic influences.

ON NEW ZEALAND ROADS

1990
729
FATALITIES

2003
461
FATALITIES

2005
404
FATALITIES

Our target for **2010**
is to have fewer than
300 fatalities

Performance and success indicators

Police high level outcomes are:

- ✓ **Confident, safe and secure communities**
- ✓ **Less actual crime and road trauma, fewer victims**
- ✓ **A world class Police service**

To help us achieve these outcomes this plan proposes that we focus on a number of themes and actions.

A robust performance measurement process will help us monitor our progress.

We acknowledge that over the next few years our success will be assessed from a range of perspectives. Some success indicators include:

Community and citizens

- have trust and confidence in us
- are confident that calls for help are dealt with in a timely and effective manner
- are satisfied with the service they receive and are treated with dignity and respect
- are kept informed
- work in partnership with Police to prevent crime, road trauma and victimisation
- are sent clear messages of personal responsibility which promote safety and protect property.

Government

- has trust and confidence in us
- receives sound return on investment
- is satisfied that we are fiscally responsible
- acknowledges that we are supporting and contributing to the direction and priorities of government
- is confident that we engage with other government departments and non-government organisations.

Police

- demonstrate commitment to core values and are accountable for their actions and behaviours
- acknowledge good work, celebrate success and enjoy good morale
- are leaders in their field and known for the right things
- communicate well – do what we say we will do and do it well
- are innovative, look for and share better ways to police
- look smart, act smart, and be smart.





The Oath

I do swear that I will well and truly serve our Sovereign Lady the Queen in the Police,

without favour or affection, malice or ill-will, until I am legally discharged;

that I will see and cause Her Majesty's peace to be kept and preserved;

that I will prevent to the best of my power all offences against the peace;

and that while I continue to hold the said office I will to the best of my skill and knowledge

discharge all the duties thereof faithfully and according to law.

So help me God.

Section 37, Police Act 1958

He Oati

E oati ana āhau a i a au e pirihiamana ana mā Tōna Rangatiratanga Tapairu mā te Kuini, ka whakapaua

e āhau tōku kaha ki te mahi māna i runga i te ngākau tōkeke,

i te ngākau kūpapa, ā, kia kua e whakangākau, e whakariri rānei,

kia tukuna rā anōtia āhau e te ture kia haere noa; ka whakapūmautia,

ā, ka meinga e āhau kia whakaritea, kia tohungia

te maunga-ā-rongo o Tōna Rangatiratanga; ka whakapaua e āhau

tōku kaha ki te ārai i te maunga-ā-rongo i ngā hara katoa;

ā, i āhau e pupuri tonu ana i taua tūranga nei,

ka whakatutukihia ponotia e āhau ōna here katoa i runga

i te mutunga mai o te pai o tōku mōhio me tōku mātau,

e ai ki tā te ture i mea ai. Ko te Atua hei tautoko.

Tekihana 37 o te Ture Pirihimana 1958

TRUST

STAND UP AND BE COUNTED



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