

Module 2

Police Business

Partnership With NZ Police

The prime partner for CPNZ is the NZ Police. The relationship is documented in a Memorandum of Understanding which can be found on the CPNZ website. This is an important relationship that identifies that, along with the Police, the communities of New Zealand are empowered to assist when it comes to crime prevention. The Police cannot do it alone and need the support of organisations such as CPNZ. Crime Prevention is a community issue and CPNZ enables members of the community to step up and do their part.

Prevention First

The prime strategy of the NZ Police is Prevention First. The following information is from the Police Commissioner.

Kia ora,

When Prevention First launched in 2011 it represented a new way of working for New Zealand Police, placing victims at the centre of our activities and prevention informing everything we do. The NZ Police has always had a role to play in preventing harm in our communities but Prevention First made it our priority.

The NZ Police is committed to building on the successes of Prevention First. We will continue to place victims at the centre of what we do, and we also recognise that taking appropriate measures to address offending and its causes will also have a significant impact on reducing harm in our communities.

Prevention First underpins the way we will deliver our business. I am committed to creating

an environment in which our staff can perform. While the Executive will set the strategy, we will enable you to find ways you can support Prevention First in your day to day activities by taking every opportunity to prevent harm to have a positive long-term impact for all New Zealanders.

There are high expectations from our communities to deliver and enhance our performance, and the Police High Performance Framework (PHPF) will provide you with the support to do this.

We know we cannot achieve these goals by ourselves. The NZ Police is uniquely placed to help government agencies implement the social investment approach, by playing a 'facilitation' and 'connector' role. This refresh of Prevention First emphasises the need to engage effectively with our partners.

The prevention of crime and the successful, timely and efficient apprehension and conviction of criminals, their humane treatment and effective rehabilitation are amongst the highest obligations of the state in the discharge of its duty to protect its citizens and their property. The police service is one of the most important instruments by which peace, order and security are maintained.

Irrespective of the recorded crime trend, the principle of Prevention First endures: it is always better to prevent crime than deal with its aftermath. We continue to promote this policing approach in all our activities. I know you share my passion for making a difference in our communities and Prevention First is the way we will do that.

*Mike Bush, MNZM
Commissioner of Police*

Prevention First National Operating Model 2017

The Prevention First National Operating Model supports a way of thinking that applies to all New Zealand Police and informs everything we do.

Prevention First is designed to support and enhance the delivery of three key outcomes:

- Prevent crime and victimisation
- Target and catch offenders
- Deliver a more responsive Police service

At the centre of the approach are structure, processes and policies that direct more resources to activities that prevent further harm, are explicitly victim focused, and that align with our purpose to 'Be safe, Feel safe'.

Where Have We Come From?

In 2011 and as part of Policing Excellence, we set out to reduce crime, focus on victims and change the mindset of our people: to put prevention of harm at the front of our Business. Prevention First is a balanced approach that maintains a focus on resolving crime while emphasising the immediate and longer-term benefits of integrating prevention into all aspects of how we police.

It enables us to respond effectively to criminal offending while recognising the need to change long-term crime patterns across New Zealand by being smarter, technology-savvy, and targeting resources to the most significant crime problems.

We developed a deployment model to maximise the effectiveness of our resources. The deployment model allows us to be prepared and flexible to mobilise resources preemptively as well as staying on top of

demand.

Critical Command Information provides the relevant information that decision makers need to consider before making decisions about the allocation of resources.

In conjunction with consistent workforce management and Tasking and Coordination processes, Districts can manage the competing demands of tasks, real-time deployment opportunities and calls for service to impact on crime and crashes through integrated police operations.

We originally identified drivers of crime that contribute significantly to the harm our communities experience. We now recognise these as drivers of demand, and we have included mental health.

Our 6 drivers of demand are:

- Alcohol
- Youth – Rangatahi
- Families – Whānau
- Roads
- Organised crime and drugs
- Mental health

Our deployment efforts are directed towards these areas to have the greatest possible impact on demand and to address the underlying causes of crime. They have provided clear direction for our deployment efforts over the past five years.

We brought the victim to the centre of policing. We asked all staff to provide a greater level of service and support to victims, which includes preventing re-offending and therefore re-victimisation. By using empathy in our interactions, we are more likely to identify ways that we could make a longer term or more

sustainable difference, either for that individual or for others who may end up in a similar position. These original components of Prevention First remain entirely 'fit for purpose' today.

New Zealand Police Overview

New Zealand Police is working with the community to make New Zealanders be safe and feel safe. With over 12,000 staff, we provide policing services 24 hours a day, every day. We operate by land, sea and air, manage over 860,000 emergency calls a year and are always actively preventing crime and crashes.

We're working towards specific goals and targets that highlight our intent to work collaboratively with iwi and communities, other government sectors and business partners to deliver 'Our Business' and achieve long-term change.

View the Police Business infographic to find out more. Go to <http://www.police.govt.nz/about-us/publication/our-business>

NZ Government Crime Prevention Strategy: Better Public Services

Continuing to deliver Better Public Services(BPS) is an ongoing priority for the Government. Achieving results that make a difference to New Zealanders is at the heart of that. The Better Public Services strategies put in place since 2012 have enabled the government and in particular the Police to reduce crime and victimisation. Understanding this area and the challenges helps Community Patrollers to see the bigger picture and realise where we fit in with the government's aims in crime prevention. You can see more about the BPS by going to <http://www.ssc.govt.nz/better-public-services-next-steps>

However, the section on reducing serious crime is most relevant to Community Patrollers.

Better Public Services (BPS): Reducing Serious Crime

What Is The Target?

The target is 10,000 fewer serious crimes by the year ended 2021. This will be supported by three measures: the rate of reoffending, the rate of family violence and the rate of sexual violence.

The reoffending rate will now be monitored through a redeveloped supporting measure as we now have one justice sector target not two as we did in the previous suite of BPS result measures. The family and sexual violence rates have been excluded from the main target as we expect the number of reported offences for these crimes to increase as rates of reporting and detection increase. They are included as supporting measures as they are serious crime and are of significant interest to us.

Why Is This Important For New Zealand?

Our new target and supporting measures reflect the Government's single unambiguous focus on crime which has the greatest impact on people in New Zealand — serious crime. Serious crime has significant social and economic costs. It affects people's ability to interact with each other, lead productive lives, and realise their full potential.

How We Know We Are Achieving This Result?

The target is 10,000 fewer serious crimes by 2021, based on the number of serious crimes in the year ended June 2017. Achieving this target will be a significant challenge as the serious crime rate is currently increasing following a period of decline in total crime, which removed

a large number of the less serious offences.

Supporting Measure: Family Violence Rate

This will be the number of violent offences where the offender and victim were, or had been, in a relationship (partner/boyfriend/girlfriend) or are part of the same family, as a proportion of the New Zealand population. Specifically, this will be the number of family violence offences per 10,000 people where family violence is defined by the relationship between the offender and victim as recorded in Recorded Crime Victim Statistics (RCVS).

Supporting Measure: Sexual Violence Rate

This will be the number of sexual offences as a proportion of the New Zealand population. Specifically, this will be the number of sexual violence offences per 10,000 people.

Supporting Measure: Reoffending Rate

The current reoffending measure has been redeveloped to measure the number of re-offenders as a rate relative to the New Zealand population. Specifically, this will be measured by the number of released prisoners returning to prison within 12 months of release and the number of people reconvicted within 12 months of starting a community managed sentence per 10,000 people. Progress will be updated on our web page every six months.

What Are We Doing To Achieve This Result?

The following 7 priority areas (with supporting actions) will contribute to achieving our target of reducing serious crime. Our priority areas recognise that we must target areas of greatest risk. They also recognise that offending is highly correlated with outcome across the social sector and we therefore need to work with the wider social system to meet the target of reducing serious crime.

Reduce Family Violence

- The Ministerial Group on Family and Sexual violence
- The Family and Whānau Violence Legislation Bill
- Whāngaia Ngā Pā Harakeke

Reduce Sexual Violence

- The Ministerial Group on Family and Sexual violence
- Development of sexual violence services: Sexual Violence Crisis Support Services; Harmful Sexual Behaviour Services; Services for Male Survivors of Sexual Abuse

Reduce Serious Crime Caused By Adult Gangs

- The Whole of Government Action Plan on Gangs
- The New Zealand Gang Strategy (2017-22)
- The Department of Corrections Gang Strategy (2017-21)

Improve Outcomes For People With Alcohol And Other Drug, And Mental Health Needs

- The Drug and Alcohol Testing of Community-Based Offenders, Bailees and Other Persons Legislation.
- Additional services to support this Bill: enhanced mental health support, wrap-around family support, counsellors and social workers in women's prisons, and supported accommodation.
- Mental Health Gap Analysis
- More investment in alcohol and other drug treatment and support; Aftercare workers; community residential treatment and intensive outpatient

programmes; Offender Digital Health Services

- Better mental health for offenders: more therapeutic environments, focused on supporting people at risk to make them well enough to leave the unit, stay safe and engage in further treatment

Improve Justice Outcomes For Māori

- The Māori justice outcomes strategy and action plan
- The Turning of the Tide strategy
- Policing Excellence the Future: Safer Whānau, Rangatahi Courts

Reduce Reoffending

- Prisoner education
- Access to interventions in prison
- Better community reintegration support
- The Mauri Tu, Mauri Ora programme
- Wrap-around services to support ex-prisoners to find and sustain employment
- The Integrated Safety Response pilot
- Community justice/iwi panels
- Therapeutic courts
- Prevent serious crime through active engagement with the social sector

We will continue to review our current work programme to ensure we are doing enough to meet our targets and will refresh the BPS Results Action Plan accordingly.

Intelligence Led Policing

Traditional policing centred on the response to criminal activity and the apprehension of the offender. Over the years the New Zealand Police followed other international models of policing with the introduction of intelligence led policing. Through the mid 2000s the Police

increased the number and types of intelligence courses available to Police Officers.

The shift to an emphasis on intelligence-led policing has raised the profile and importance of intelligence units. Today all Policing areas now have intelligence units, and most Districts are establishing their District-level intelligence capabilities.

District intelligence involves more strategic crime analysis, including forecasting of crime and concentrating on:

- Targeting offenders (especially the targeting of active criminals through overt and covert means)
- The management of crime and disorder hotspots
- The investigation of linked series of crimes and incidents
- The application of preventative measures, including working with local partnerships (such as Community Patrols) to reduce crime and disorder.

Intelligence reports typically interpret the local criminal environment identifying “hot locations” for reported crime, “hot suspects” (including people wanted on arrest warrants, or on bail), and emerging crime issues. These are used to assign Police units to, for example, directed patrols, bail checks, and enforcing curfews.

Intelligence Analysts

At the heart of police intelligence is the intelligence analyst. Analysts are drawn from diverse backgrounds. The NZ Police employ many intelligence analysts throughout the country. Their function is to investigate who is committing crimes, how, when, where

and why. They then provide recommendations on how to stop or curb the offences. As part of this, analysts produce profiles of crime problems and individual subjects, and produce both strategic (overall, long-term) and tactical (specific, short-term) assessments within the confines set by the District.

These assessments and profiles are used to both monitor and predict crime, aiming to move policing from "reactionary" investigation to "proactive" investigation. Analysts look for links between a wide variety of intelligence sources to work out what is going on, and make recommendations on how to stop it. This is done at all levels, from local police stations dealing with town issues, to whole county crime, regional crime and beyond.

Analysts use a variety of sources to gather information from. These include the Police National Computer, Police crime reports and information from witnesses, information from informants and agents, local knowledge, surveillance logs, other district intelligence summaries and even newspaper reports.

An important area for information is that provided by Community Patrols. Patrol reports are often gathered by intelligence analysts who sift through the information provided and try and relate it to the crimes occurring in the area.

The information, once it has gone through the hands of the trained

analysts become intelligence which can be used to predict where crime may occur. This intelligence led policing process allows the Police to put into effect The Prevention First National Operating Model.