

Our Business

Risk at New Zealand Police

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Chief Risk Officer






A bit about NZ Police

- » 12,500 staff
- » 9,000+ Officers
- » 12 Districts
- » 40 Areas
- » 370 Police stations
- » 3 Service Centres
 - Comms
 - RNZPC
 - ICT



Overall, NZ's a country in which most people are safe, and feel safe...



RANK	COUNTRY	SCORE	CHANGE
1	 Iceland	1.111	↔
2	 New Zealand	1.241	↑ 2
3	 Portugal	1.258	↑ 2
4	 Austria	1.265	↓ 1
5	 Denmark	1.337	↓ 3

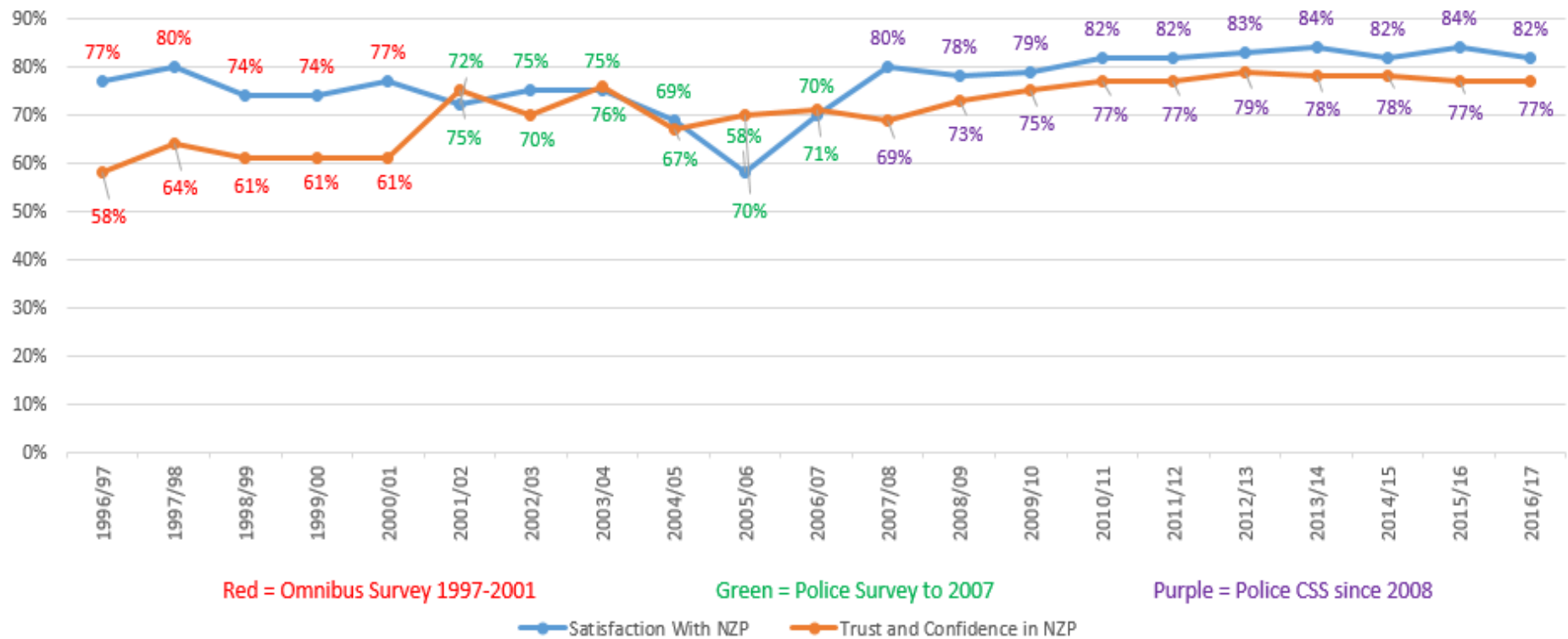
COUNTRY	SCORE
Iceland	1.232
Norway	1.249
Switzerland	1.305
Denmark	1.347
Sweden	1.373
New Zealand	1.38

TABLE E.2 SOCIETAL SAFETY AND SECURITY DOMAIN, MOST PEACEFUL TO LEAST



...with high levels of public trust and confidence, and service satisfaction

Long-run view of satisfaction with, and trust and confidence in, NZ Police





OUR BUSINESS

TĀ TĀTOU UMANGA



» POLICING THROUGH A CULTURE OF HIGH PERFORMANCE »

WHY WE'RE HERE HE AHA TĀTOU I TŌ AI HEI HŌPŌ

OUR PURPOSE

**BE SAFE
FEEL SAFE**

HOW WE POLICE
MAKES PEOPLE
FEEL SAFE

WHAT WE DO
KEEPS PEOPLE SAFE

OUR MISSION



OUR STRATEGIES

PREVENTION FIRST MODEL
TAKING EVERY OPPORTUNITY
TO PREVENT HARM



TURNING OF THE TIDE
BETTER OUTCOMES FOR
NZ BY WORKING IN
PARTNERSHIP WITH IWI



SAFER JOURNEYS
REDUCING AND PREVENTING
ROAD RELATED TRAUMA



WELLNESS AND SAFETY
LOOKING AFTER OUR PEOPLE

WHAT WE DO HE AHA Ā TĀTOU MAHI

OUR TARGETS

10,000
FEWER SERIOUS CRIME
VICTIMISATIONS BY 2021

25%
REDUCTION IN
REOFFENDING BY MĀORI
BY 2025

90%
HIGH OR VERY HIGH
TRUST AND CONFIDENCE
AND CITIZEN
SATISFACTION BY 2021



GOVERNMENT TARGETS

**SAFER COMMUNITIES
TARGETS:**
DELIVERING THE
9 OUTCOMES FROM
THE GOVERNMENT
INVESTMENT IN POLICE

HOW WE DO IT HE PĒHEA E MAHIA A IE TĀTOU

OUR PEOPLE

ARE:

- » VICTIM FOCUSED
- » VALUED
- » EQUIPPED AND ENABLED
- » SAFE AND FEEL SAFE
- » HIGH PERFORMING

OUR TRANSFORMATION PROGRAMME

**THE SAFEST COUNTRY
POLICING 2021**

SAFER WHĀNAU

**IWI AND COMMUNITY
PARTNERSHIPS**

**POLICE COMMITMENT
TO SOCIAL INVESTMENT**

**SERVICE DELIVERY
AND MODERNISING
OUR BUSINESS**

**POLICE HIGH
PERFORMANCE
FRAMEWORK**



OUR PARTNERSHIPS

WORKING TOGETHER TO
ACHIEVE COLLECTIVE
IMPACT WITH

- » IWI AND COMMUNITIES
- » SOCIAL, JUSTICE,
TRANSPORT AND
SECURITY SECTORS
- » OUR BUSINESS
PARTNERS

OUR VISION

**TO HAVE
THE TRUST AND
CONFIDENCE
OF ALL**

OUR MOTTO

**TOGETHER
WE CAN
MAKE A
DIFFERENCE**

Risk – leaves a print on everything



A long time ago ...

We made risk as **complex**, **terrifying** and **specialist** as possible

very low uptake



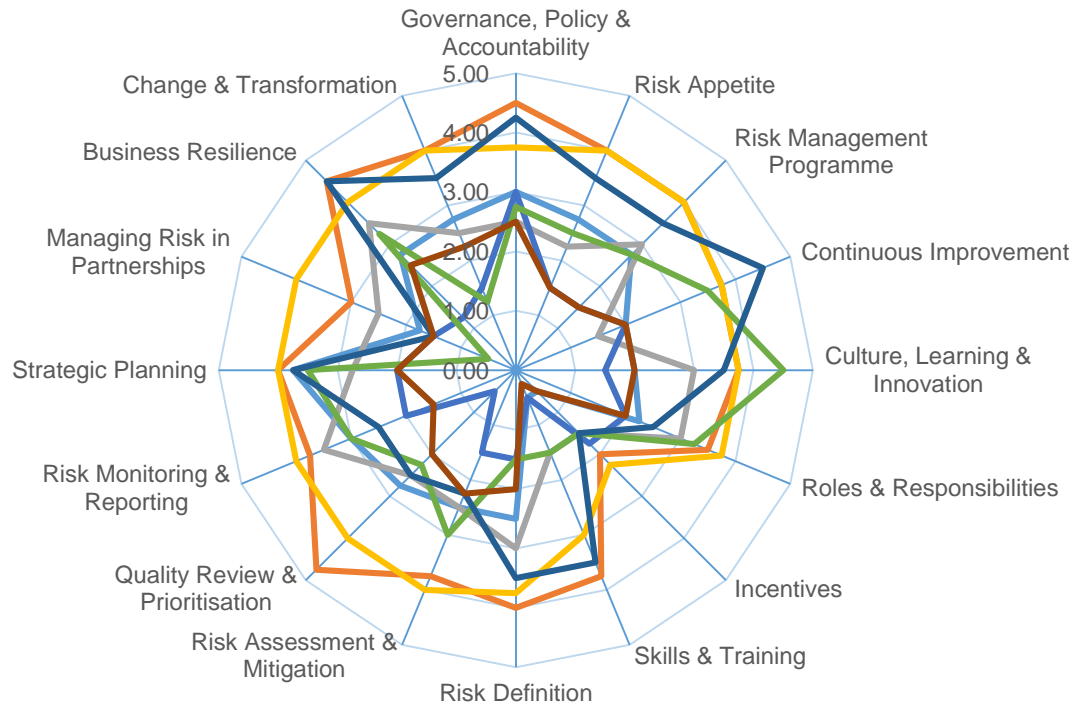
Even **2½ years** ago...

- » We had a system – yay!
- » No policy
- » No guidance
- » No real leadership
- » One person

still low uptake

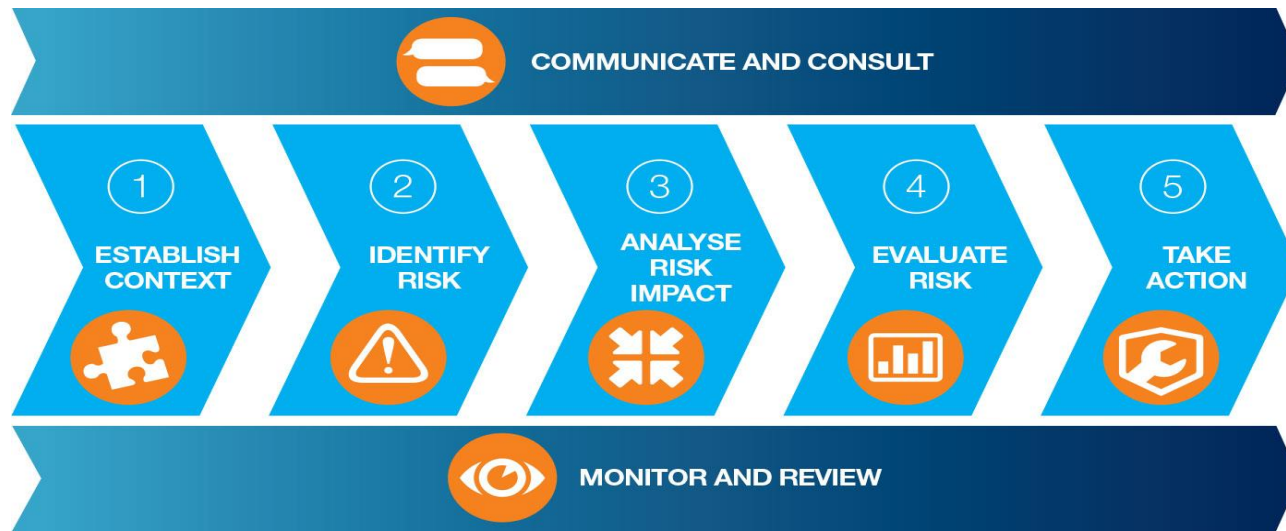
gERM – the way we were

- » Part of pilot
- » Willingness to be assessed
- » Desire to improve
- » PHPF



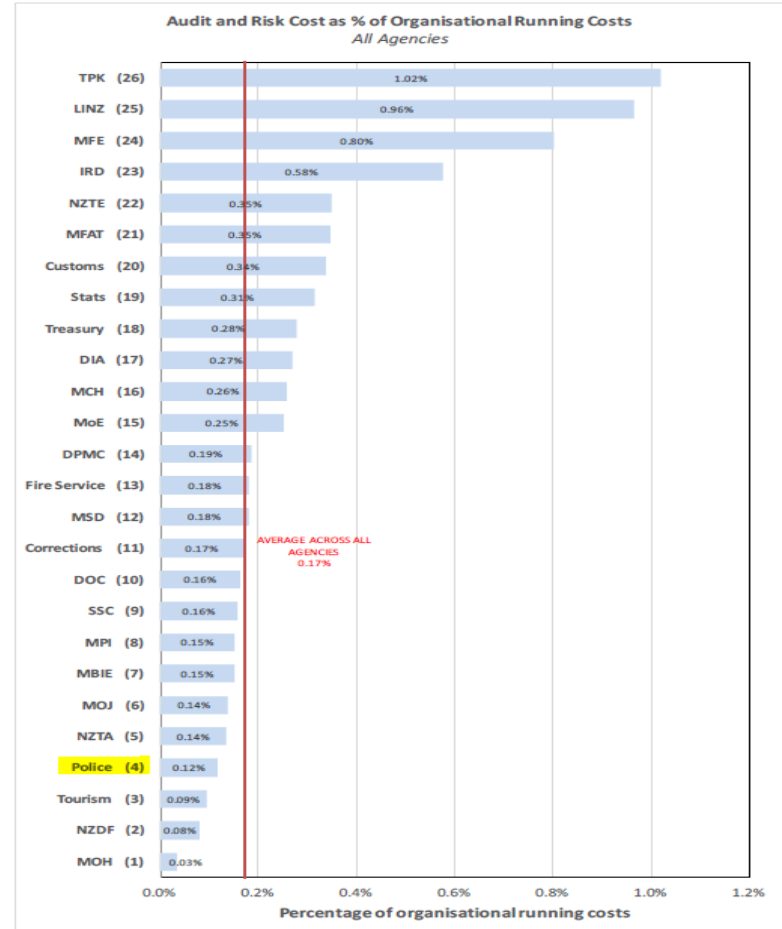
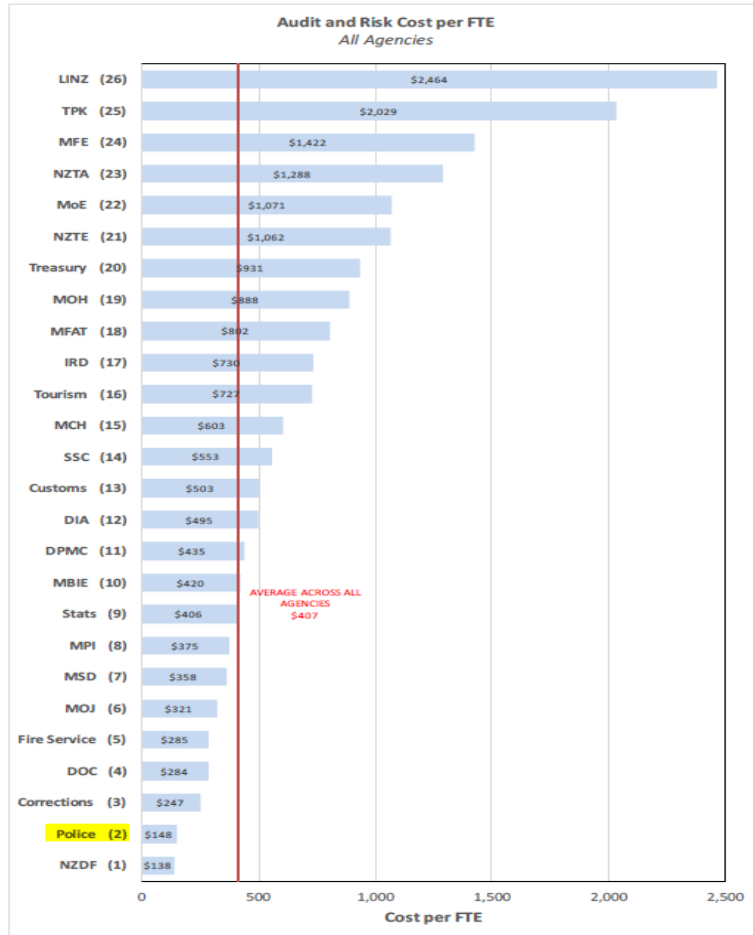
Risk Maturity

The basic premise



- » Led by the Chief Risk Officer
- » A practical framework
- » Integrated
- » 31000 based
- » Central to culture

Hmmmm ... resources



... so how do we make it happen?

- » 'in situ' champions guide local practise
- » Help anyone and everyone - whenever
- » Risky Business
- » Support material
- » Commit to learning



Operational Risk – TENR

T – the **threat** is assessed

E – the **exposure** is managed

N – the **necessity** to intervene considered

R – the **response** is proportionate

... and based on the risk assessment of threat, exposure and necessity



Health and safety



TAKING RISK

There's a fine line between taking a calculated risk and doing something dumb.

DIY.DESPAIR.COM

- » Running to the risk
- » Rewarded for risk-taking
- » “Just get it done”
- » What’s a near miss?

Growing trust and confidence

» Reputation is fundamental

- Govt
- Public
- Clients

» Maximise opportunities

90%



Getting the balance right

Stakeholder engagement

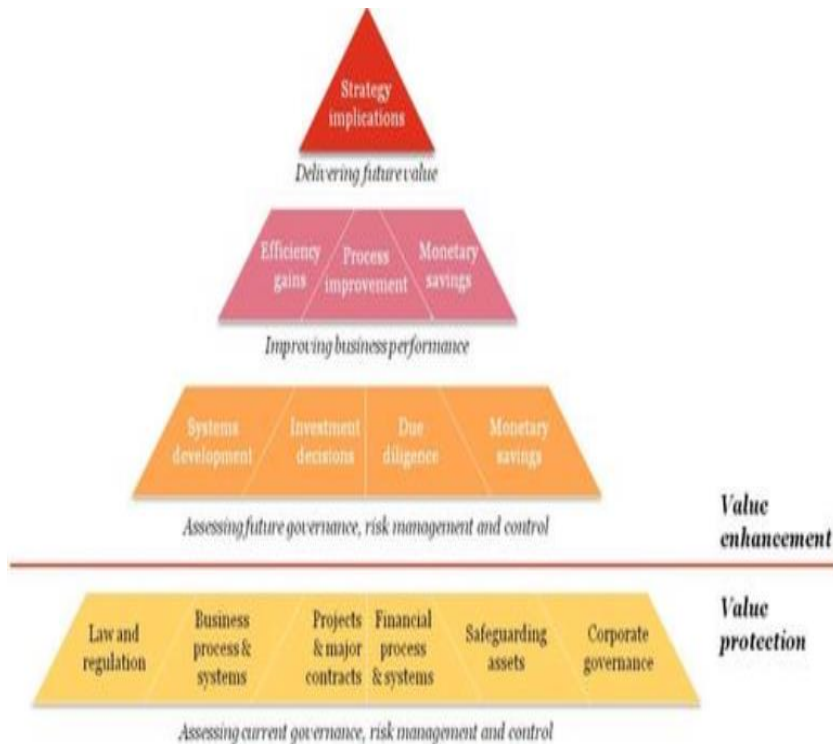
- » Justice
- » Security
- » Social
- » Health
- » Transport
- » Education

Sustainable funding

- » More people, more \$

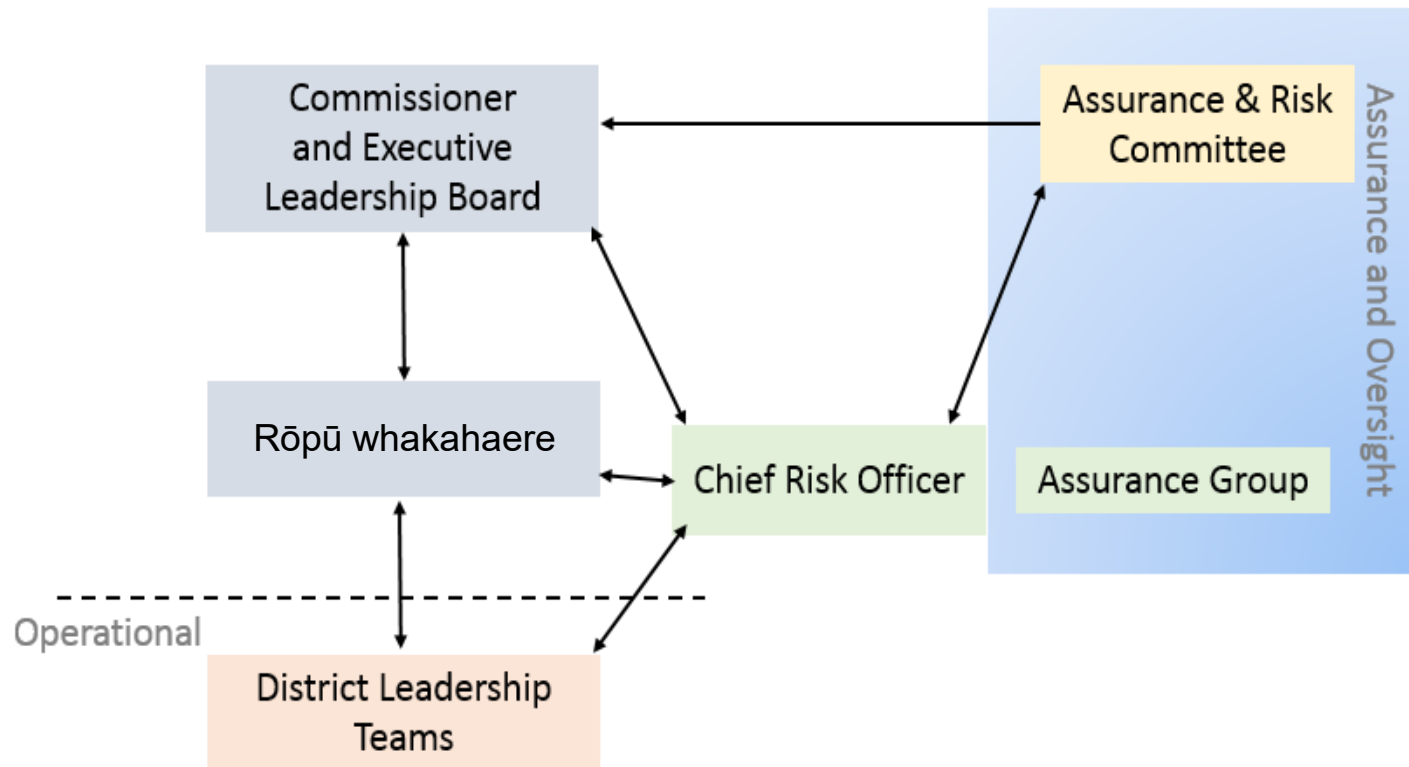


Stronger focus on corporate 'hygiene'



- » Nodding in the direction of PwC's well-known pyramid
- » Immediate focus on 'hygiene factors'
- » Embracing the language of internal controls

Risk governance



Telling the story

Strategic reporting to the Executive and ARC

Description of Risk		Risk Lead: DCE: Public Affairs		Current Mitigation Strategies	Intended Actions/ Future Opportunities	Risk Level	Risk Rating & Trend
Reputation Event(s) that impact on the trust people have in NZ Police	A threat or danger to NZ Police that: <ul style="list-style-type: none">The directThe intentan employeeOther personnelsuppliers,	Critical Friend 1: DC: National Operations		Trust and Confidence 90-day plan instigated a range of activities including media engagement, public engagement via the media to increase the visibility of every day NZ Police service and many initiatives are ongoing of public and political standing occurs via Citizen iView, KiwiCount and Mood of the Nation. Internally this is inclusion of trust and confidence linked to business part of the pre-visits and as an item that now features in every assessment I managed monitoring and governance of the areas where historic events mean extensive Government and public interest in the activities of NZ Police, particularly as it relates to the COI and new computer system introductions	<ul style="list-style-type: none">Embedding the <u>Trust and Confidence Governance Group</u> will enable a consideration of learnings and provide an issues management strategy to focus on identified areas of concern particularly Māori, Pacific and Ethnic groups, and youth. Functional Lead is Jane ArchibaldOffer use of technology to <u>improve public access to Police data</u> (including viewing the current state of crime for their neighbourhood) and providing the ability to electronically report a crime. Functional Lead is Jacqui Ellis<u>Diverse community engagement</u> with a focused effort on target groups where trust and confidence levels are significantly lower than the average (including Māori, youth, Asian women) supported by qualitative research into the drivers of trust and confidence. Functional Lead is Mere Wilson Tuata-FataOpportunity exists to further refine the use of <u>social media as an engagement tool</u> particularly as it relates to the ability of this medium to impact youth perceptions of NZ Police. Functional Lead is James WhitakerA refocus on <u>Service Excellence</u> along with Continuous Improvement Initiatives would support positive service experience and other policing response mechanisms as known drivers of public trust and confidence. Integrated training that covers integrity, diversity and service would enhance adoption and application. Functional Lead is Susan Campbell	Current: Consequence: Major Likelihood: Likely Target: Consequence: Moderate Likelihood: Rare	22 High Static ↔ Previous high: 22
		Critical Friend 2: DC: Resource Management					
Link to Strategic Objectives							
Reduce Crime/Harm	Build T&C	Prevention First	Partner with Community				
✓	✓	✓	✓				

... plus
point-in-time
top risks

Sub-risk: Internal Controls Absence of internal control checks increases our vulnerability to identified risks and non-compliance with policy, legislative or regulatory requirements Absence of an effective internal control system due to either insufficient guidance, failure to perform prescribed controls or control gaps results in an event or incident that increases health and safety risks to staff and the public, the likelihood of breaches of internal and external regulatory requirements and causes significant damage to trust and confidence	Risk Lead: DCE: NPES Critical Friend: DC: Resource Management	<ul style="list-style-type: none"> Recent revision of the Exhibits Internal Control Check Form is in use in a number of districts as is the Internal Control Check programme for special operations expenditure introduced by the NCIG earlier this year The 2016-18 programmed audit activity (undertaken under the umbrella of the Assurance Group) includes hygiene audits to assure organisational compliance to policy and legislation Establishment of Organisational Security Group as a required check point for the certification and accreditation of Police sites and systems In response to a noted increase in the number of sites and systems operating without the necessary certification and accreditation Organisational Security Group is reviewing its internal checking processes with the intention to communicate IC requirements more widely across Police internal checks being completed 	<ul style="list-style-type: none"> Modernise exhibit management with a system and practices that ensure compliance with legislation. This should also consider the handling of property in Police care. Functional Lead is Niki: Response and Operations In response to recent assurance activity evaluate existing policy and practice documentation for consistency and sufficiency of directions and guidance particularly as it relates to items of sensitive expenditure (e.g. entertainment, gifts, koha). Functional Leads to be confirmed Opportunity exists to use tasking and coordination processes to give an appropriate level of importance to control check activity to maintain integrity of systems and resources. Functional Lead to be confirmed Integration into <u>project governance arrangements</u> of all project activity (particularly for business led projects) a mechanism to ensure compliance with agreed policy and practice both Police specific and as required at a Government level 	Current: Consequence: Major Likelihood: Likely Target: Consequence: Moderate Likelihood: Unlikely Previous high: - ↑
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Assurance & Risk Committee

- » Friend or foe?
- » Targeted skill set
- » CRO direct feed
- » Critical friends to Commissioner



ERM ups... and downs

- » Risk Management tool since 2014
- » Consistent growth ... better
- » 500+ users



THURSDAY FEBRUARY 9, 2017

Wynyard Group placed into liquidation

RISK MANAGEMENT

Risk Summary | Report Viewer | Risk Register

SC Assurance

Risk Details

Review	Risk Short Title	Add / Update Risk
SC Assurance	We may lose our position as trusted and independent advisors	Risk: We
SC Assurance	Limited internal career progression opportunities	
SC Assurance	Capacity overload due to individual and Group reputation	
SC Assurance	Blurring of 'third line of assurance' role	
SC Assurance	The Group's work programme may become unbalanced	
SC Assurance	The Group's own practices around internal controls detract from its ability to be a champion/role model	

Treatment Details

Treatment Short Title	Linked

Risk Assessment

	Consequence	Likelihood	Risk Rating
Inherent	Major	Unlikely	Medium
Residual	Moderate	Rare	Medium

Risk Matrix

	Low	Medium	High
Low			
Medium			
High			

Risk Details

Linked Controls | Risk Acceptance | Linked Treatments | History | Attachments

Risk Short Title: We may lose our position as trusted and independent advisors

Reference: Tusted and independent

Risk Lead: Mike Webb

Risk Status: Well Managed

Risk Description

Date Opened: 24/06/2015

Last Update Date: 15/05/2017

Next Review Date: 6/12/2017

Date Not Active: <d/MM/yyyy>

Relevant: ☒

Issues Owner

You can change the world



With thanks to Kimberley Hardy



Keeping it simple

- » Bring people on the journey
- » Active in BAU
- » Why, why, why, why, why
- » What else do we need to do
- » Evidence-based decision-making
- » It's not perfect – **yet!**





Any questions?

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