

10 January 2022

Reference: IR-01-21-28653

Ti Lamusse
fyi-request-16844-ec79b4e7@requests.fyi.org.nz

Dear Ti

I am writing in response to the request you submitted 22 September 2021. Your request has been considered pursuant to the Official Information Act 1982 (OIA). Specifically, you requested:

1. *Please provide me with all advice and communications to the Commissioner about the Tactical Response Model.*
2. *Please provide me with all policy documents, budgets and proposals about the Tactical Response Model.*

Question 1

A keyword search of the Commissioner's email using TRM and Tactical Response Model returned almost 3000 results. This would require substantial research to review all the emails and so is refused under section 18(f) of the OIA, in that the information requested cannot be made available without substantial collation or research. However, to assist you, I have provided you with a collection of comms sent out by the Commissioner in the form of emails to staff, external media releases and vlog transcripts.

Question 2:

Policy documents

Police have identified the attached Tactical Response Model Proof of Concept National Standards document as being in scope of your request.

Additional information about the Tactical Response Model is also publicly available at <https://www.police.govt.nz/about-us/programmes-and-initiatives/tactical-response-model-trm>.

Budgets and proposals

The budgets and proposals for the Tactical Response Model are contained in the Cabinet Paper "*Investing in Police Frontline Safety*", which will form part of the proactive document release referred to above. Your request is therefore refused pursuant to section 18(d) of the OIA as the information requested is or will soon be publicly available.

Police National Headquarters

180 Molesworth Street. PO Box 3017, Wellington 6140, New Zealand.
Telephone: 04 474 9499. Fax: 04 498 7400. www.police.govt.nz

You have a right under section 28(3) of the OIA to ask the Ombudsman to seek an investigation and review of my decision.

Yours sincerely



Acting Superintendent Penelope Gifford
Director: Frontline Safety Improvement Programme



National Standards for the Tactical Response Model (TRM) Proof of Concepts

Frontline Safety Enhancement – District (FSED) Training

The purpose of the training is to provide our people on the frontline with fit for purpose training that will enhance their capability in fast moving tactical situations where their own safety, the safety of their peers and/or the public is at risk. The training needs to be delivered in line with the culture and coaching that has been developed through the Frontline Safety Enhancement Course (FSEC). This will enhance the training and ensure it is delivered in a consistent manner where our people are at the centre of what we do.

- Frontline Road Policing and PST staff should attend 4 days FSED training per year. Other groups, such as Rural Policing Officers, may be included if capacity allows.
- Training will be rostered by Work Force Management and section staff must attend as a group.
- The intended ratio for the training is one trainer to six participants. The maximum number of participants per session is 24.
- A minimum of Four Tactical Safety Trainer's need to be appointed in each District.
- All Tactical Safety Trainers will be AOS qualified staff, preferably currently on AOS (recently left members considered on a case by case basis)
- Each Trainer must have attended a 'Train the Coach' session run by the RNZPC prior to commencing the role and have ideally coached on FSEC for a minimum of 2 weeks.
- One of the four Trainers will need to be appointed as the TST Team Lead (T/L). They will coordinate FSED implementation in District and focus on quality of delivery.
- Risk assessment and Community Impact assessments must be completed prior to the start of FSED for every venue and then on any new venues or where there is significant change to the content of the training sessions.
- Police Integrated Tactical Training (PITT) needs to remain unchanged:
 - FSED training days are in addition to the PITT scheduled training days
 - PITT trainers must not be used for FSED training days, unless by exception and approved by GM RNZPC or their delegate

Tactical Intelligence

As part of the TRM Model, a significant build in Tactical Intelligence capability and capacity has occurred. This will support and enable Districts to deliver high quality tactical intelligence that will enhance safety for the frontline through enhanced discovery and direct tactical Intelligence support.

- Districts will have dedicated Tactical Intel staff who have the necessary intel experience and have completed the Tactical Intel training packages
- Tactical Intel staff will have Advanced Intel access to CHIS databases



- Tactical Intel staff will be supported in District by identified Tactical Leadership. During the POC, this would be the TOM for Northland, TOC for Waikato and Central and a delegated role for Counties Manukau.

Tactical Teams

AOS

AOS will remain operating under the current principles. The number of Tactical Dog Teams, Tactical Prevention Teams and Tactical Safety Trainers that Districts choose to have in place will have some impact on the Districts' current AOS. Whilst it is desirable that AOS staff in these teams are not on call, this may not be possible in all Districts during the POC.

- Districts must have sufficient AOS staff to provide coverage for the new tactical teams and maintain AOS 24/7 capability for the duration of the POCs.

Tactical Dog Teams (TDT)

- A Tactical Dog Team will be made up of a qualified Dog Handler and a tactically trained operator who is AOS qualified.
- The TDT tactical operator will wear standard blue uniform, and the Dog handler will continue to wear Dog Section uniform.
- The TDT will be generally be unarmed but will have available to them a wider range of tactics and equipment.
- If the Dog Team is not available or operational to work as part of the TDT the District will have re-deployment principles to ensure the best use of the available resource which may include reassignment to TPT, TST or PST.
- The Dog Team may not deploy without the tactical operator unless approved by the District Command Centres (DCC) – for example during a call out situation.

Tactical Prevention Teams (TPT)

- TPT will be assigned to a specific workgroup, such as Investigations or Prevention in District. Their focus will be on high risk prevention activities including those HRO that are a threat to our people and are causing harm in the community
- There will be no self-directed deployments by the TPT. Any deployment to support the frontline for any unplanned critical incidents must be approved by the DCC before deployment.
- As a matter of operational safety, any TPT deployed must consist of four tactical operators, one of which is a team leader.
- The TPT will work generally unarmed but will have immediately available to them a wider range of tactics and equipment.
 - TPTs must operate within the intent of AOS standard operating procedures
 - The TPT must seek approval from the AOS commander to use any AOS tactic outside the agreed operating procedures for TPT



- TPT staff will wear standard blue uniform unless under the direct command of the AOS Commander. They will only deploy in standard Police vehicles
- The members on the TPT will remain AOS qualified
- Deployment Risk assessment documents such as PARA card and Community Impact Assessments must be completed prior to every pre-planned deployment.
- A standardised process for search warrants risk assessment and community impact assessments is well understood and has the appropriate level of Tactical Leadership oversight (as implemented in each POC District)

Deployment

Command

- There will need to be a Tactical Leadership role to oversee the day to day management of the POCs and the staff within the Tactical work streams. During the POC, this would be the TOM for Northland, could be the TOC for Waikato and Central and another delegated role for Counties Manukau.
- District arrangements for the use of AOS remain unchanged.
- POC Districts will have an Intel supported HRO tasking and co-ordination capability, to support the deployment of the TDT's and TPT.

DCC Staffing and Duties

- DCC will be operational 24/7.
- The DCC will be staffed by a DCC shift co-ordinator at all times
- The DCC shift co-ordinator will hold the rank of Senior Sergeant (or relieving Senior Sergeant); and be appropriately trained in the TRM as per the DCC Desk file
- Specific functions of the DCC will include:
 - Approve re-deployment of Tactical Prevention Team to support unplanned critical incidents
 - Monitor and support the re-deployment of Tactical Dog Team deployment to risk
 - Exempt double crewing by exception of TDT and nightshift Optimum Safety Levels (OSL)
 - Risk manage rural call out, dog call out and risk-based deployment of rural staff
 - DCC will actively support the deployment of frontline tactical response to staff safety risk incidents by monitoring active events and scanning pending events awaiting dispatch.
 - Early Shift will facilitate a Daily Staff Safety Briefing (DSSB) designed to focus on *frontline risk*.

Deployment Plans

- Deployment plans to support all groups will be intelligence based and developed with Tactical Intel. The plans should be focussed on high-end offenders, firearms and methamphetamine and will be regularly updated.
- Plans should include the staffing levels available and hours of duty in the Tactical groups (TDT, TPT, etc)



- Tactical Operations Leadership role will receive, review, and approve Deployment Plans before forwarding to the DCC.
- The DCC will receive and support the deployment plans from:
 - Tactical Dog Team (TDT)
 - Investigation Prevention Team (IPT) (e.g. PTT, OMT, TCU)
 - Tactical Prevention Team (TPT)
 - Frontline (PST / RP)
- Each team, as part of their weekly reporting, must report on their activities against the deployment plan. This activity is to inform Districts as to the effectiveness of the teams and deployment planning and will also feed into the reporting and evaluation framework for the POC's,

OSL Staffing Levels (OSL)

- There is a centralised District workforce management function to support TRM, training and OSL.
- Districts will agree on Optimum Staffing Levels for Response Staff.
- DCC's are enabled to actively monitor levels and redeploy staff, where appropriate, across the District to meet agreed levels.
- Nightshift double crewing OSL is established. For clarity nightshift under TRM relates to any shift starting duties at or after 2100hrs. This relates to:
 - PST (including Supervisor)
 - RP – (including Supervisor)(Exemptions must be approved by DCC)

Reporting and Evaluation

Reporting and Evaluation is important throughout the POC to enable us to understand how the TRM is impacting on staff safety and the operations of each District. This will also inform what the final model will look like and how it might be rolled out in other Districts.

- All District as part of the POC's will meet the reporting requirements set down in the Evaluation framework.
- All tactical deployments are to be reported via the TOR, TDT/TPT or AOS reporting system as approved for the POC.
- Weekly Deployment plans will be submitted weekly to the programme team

CoP all of staff email.

Kia ora koutou

Today I will outline our plan to improve your safety – our new tactical response model.

You can watch my video [here](#).

We all know that policing is done in a dynamic and potentially risky environment. As an Executive, your safety is our priority. We are focussed on ensuring that at the end of each shift, you get home safely to your family and loved ones.

We know there has been a shift in our operating environment. It's clear there are some offenders who are more willing to use violence than they have been in the past. The Executive has listened to the concerns raised by staff about your safety and whether more can be done to ensure you are equipped and supported to keep yourselves and colleagues safe in the course of your duties.

While there is no simple fix for this, we can make systematic changes, and those changes are based on what more than 1250 of you have told us through our Frontline Safety Improvement programme.

There are three main components to our new response model; enhancing frontline training; improving frontline access to specialist capability, and strengthening risk-based deployment and technology.

Firstly, training. We're more than doubling the available tactical training for staff, from 3.5 days to 7.5 days a year. This will see four days of enhanced scenario-based training focusing on appropriate tactical response and de-escalation added to our existing P.I.T.T training. This additional training will initially prioritise PST and Road Policing staff and will be modelled on the Frontline Skills Enhancement Course (FSEC) – which has had overwhelming support by attendees so far.

It is envisaged the broader 7.5 days of tactical training would be reviewed and integrated as a complete training programme in the future, and that this enhance training will be expanded to other frontline teams when capacity allows.

Secondly, there are situations where you've told us you need a higher level of support and access to specialist capability. So we will be increasing the number of staff with advanced tactical training (meaning to AOS qualification standard) and placing them on-shift to ensure this specialist support is there when needed (mostly early and late shifts).

These tactically trained staff will be deployed across two areas:

- As Tactical Prevention Team members, which will be part of existing investigative units that are primarily focused on planned operations, such as executing search warrants and arresting high risk offenders. They will also be available when directed via the DCC, to swiftly deploy to support frontline staff with potential or unfolding high-risk incidents.
- As additional staff (above current RAT) to make our dog sections '2-up'. Our dog sections are vital in our day-to-day policing, but due to the nature of their role, they carry an extra level of risk. By double crewing with another staff member trained to AOS level, our handlers will have additional support. As a Tactical Dog Team, they will provide specialist support to other frontline staff in dealing with critical incidents where Tactical Prevention Teams may not be available.

Finally, we are boosting our intelligence with an additional 28 dedicated positions to ensure we operate an intelligence-led, risk-based deployment model. This will guide decision-making through comprehensive risk assessments and proactive offender management.

We have also gained new funding to progress work in advancing technology solutions to enable real-time risk information to be sent directly to staff in the field. The goal is to enable you to know who you may be dealing with, and any risk factors that may be present, before deciding whether, and how to best engage. There is work to be done in this area, and a number of options are being explored, but this work is being accelerated.

These changes together will lead to a significant improvement in safety for our frontline. Of note, none of these initiatives involve the general arming of teams, though tactical options will always be available when required.

The Police Executive and I do not believe general arming is the right response to the circumstances we face. This decision is made from a safety perspective, including research we commissioned into the risks and benefits of general arming internationally. We have a unique way of engaging with the public, and how they engage with us, and this style of this engagement is part of what keeps us safe.

You will hear more about our new model from your leaders in district and I encourage you to ask questions and have discussions about it among your workgroups and sections.

I also encourage you to share any feedback you have at frontlinesafety@police.govt.nz. We also want to bring the public with us in this process, so we are inviting public feedback to understand how this is received in our communities. We are committed to the fundamentals of the model as described, but will listen to feedback that may help us refine how this operationalises in districts.

We want to ensure this model works in districts for districts, so following your feedback, we will be trialling the concepts in Northland, Counties Manukau, Waikato and Central over the coming months, with Canterbury set to also run the Tactical Prevention Team model as a good-practice reference site to inform other districts as they get set up. This will enable us to test how the model works practically in district, so we can make any adjustments we need to before it is rolled out nationally from the middle of next year.

For those districts not taking part in the trial, there will still be changes. The additional district training days will commence nationally as soon as 50 additional trainers and 12 new venues can be established, as will the establishment of the tactical intelligence positions.

My priority is ensuring you are as safe as possible when you are working so you are confident to go into our communities and fulfil your role of keeping them safe.

Ngā mihi

Andrew Coster
Commissioner of Police

Improving the safety and capability of Police's frontline

Police Commissioner Andrew Coster has today outlined a new Tactical Response Model, following new Government funding to improve the safety and capability of frontline staff.

"Our frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police, and others," says Mr Coster.

"Nothing is more important to me than the safety of our people and the communities we serve across New Zealand. We have listened to staff telling us of their growing safety concerns and the need for more specialist support," says Mr Coster.

"Following a significant programme of work, Police is introducing a new Tactical Response Model. This model is designed around enhancing frontline training; improving frontline access to specialist capability, and strengthening risk-based deployment, and technology.

"We will be doubling the annual tactical training days for frontline staff, starting with Public Safety Teams and Road Policing, with new scenario-based training focused on appropriate tactical responses and de-escalation. This additional four-day training will be modelled on the newly developed Frontline Skills Enhancement Course to help staff manage their response in high-risk situations.

"We are also increasing the number of staff with Advanced Tactical Training (Armed Offender Squad qualified) to roster them on-shift across two areas.

- Joining dog handlers to operate as a two-person dog team. This will increase the day-to-day safety of handlers who will no longer respond to high-risk incidents alone. As a team they will provide additional specialist tactical support for frontline staff in responding to critical events.
- As members of Tactical Prevention Teams, which will be part of existing investigative units that are primarily focused on planned operations to apprehend priority and high-risk offenders and combat organised crime. These specialist teams will also be available to support frontline staff if called on to urgently respond to high-risk incidents.

"Increasing the number and availability of staff with advanced tactical training and deploying them in this way will significantly enhance our frontline capability. They will wear standard police uniforms and drive standard police vehicles. They will not be armed in their day-to-day duties but will have immediate access to tactical options if the situation requires it."

"Equally important is having the right intelligence-led deployment framework to guide decision-making through comprehensive risk assessments and proactive offender management. The new investment will provide this, and allows us to progress technology solutions to further enhance our ability for real-time risk information to be sent directly to staff in the field."

Mr Coster says that while the new model will provide a meaningful increase in capability, none of these initiatives involve generally arming staff, ensuring New Zealand's community style of policing – and the safety benefits this provides – is maintained.

“For a member of the public, this won’t look any different to what they see today. That’s important to us because we want to remain approachable and have that connection with the community as part of our everyday policing.”

“But for our frontline staff, and our communities, this will provide real benefits to safety. It’s not possible to completely eliminate risk from the policing environment, but this model will enhance our capability to prevent, respond, and resolve critical incidents and apprehend high-risk offenders and that will make a real difference to the lives of many.”

Mr Coster says that Police will be engaging with staff, iwi, and the wider community over the coming weeks to gain feedback and make any refinements to ensure the success of this model in practice.

“We welcome the public’s feedback as we want to make sure this works in our communities and that people understand what we are doing to keep them and their communities safe.”

Following this four-week engagement period, Police plans to pilot aspects of the model in different districts. This will allow us to take learnings and make any adjustments needed ahead of a national roll-out.

Further information is available at www.police.govt.nz/xxx

ENDS

CoP external script – *to accompany media release and engagement slides for districts, and talking points for press*

Kia ora Koutou

Nothing is more important to us than the safety of our people and our communities across New Zealand.

We cannot succeed in our vision to make New Zealand the safest country unless we are doing everything we can to keep our staff and our communities safe, while ensuring we do that in a style of policing that New Zealanders expect and deserve.

Our frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police, and others.

In recent years we have responded to terror attacks, the increasingly sophisticated nature of organised crime, gang-violence, the availability of illegal firearms, and devastatingly – the death of our own Constable Matthew Hunt, who was murdered during a routine traffic incident.

Over the past year, there has been a great deal of work undertaken by Police's Frontline Safety Improvement Programme. We listened to feedback from our staff, community leaders, members of the public, and those who shared their thoughts on Armed Response Teams.

We've delivered a number of changes, such as automated location sharing so officers can see where their nearest colleagues are in case they need assistance, ensured accessibility to tasers and firearms when required, and issued tourniquets and trauma bandages. We have also delivered the Frontline Skills Enhancement Course – a course designed to lift the capability, skills, and confidence of our frontline so they can safely resolve high-risk incidents.

Now, we have created a new tactical response model. This model is designed around enhancing frontline training; improving frontline access to specialist capability, and strengthening risk-based deployment and technology.

The model has three key components:

- Firstly, training. We are doubling our annual tactical training for frontline staff, starting with our Public Safety Teams and Road Policing. This additional training will be modelled on the Frontline Skills Enhancement Course and will provide four days of scenario-based training focusing on appropriate tactical response and de-escalation.
- Secondly, we are increasing the number of staff with Advanced Tactical Training (meaning Armed Offender Squad qualified) to roster them on-shift across two areas.
 - Joining dog handlers to operate as a two-person dog team. This will increase the day-to-day safety of handlers who normally respond to high-risk incidents alone. As a team they will provide additional specialist tactical support for frontline staff in responding to critical events.
 - As members of Tactical Prevention Teams, which will be part of existing investigative units that are primarily focused on planned operations to apprehend priority and high-risk offenders

and combat organised crime. These specialist teams will also be available to support frontline staff if called on to urgently respond to high-risk incidents.

- These staff will be wearing standard police uniforms and driving standard police vehicles. They will not be generally armed but will have immediate access to arms if the situation requires it.
- Finally, to support our high-risk deployments we will boost our intelligence capability, so we can deploy staff more safely with increased awareness of the environment and identified threats and priority offenders.
- This will enhance the safety of our staff, ensuring they have access to the best information available to support decision making and risk assessments.

There is no change to our arming policy. We remain committed to being a generally unarmed Police service.

For a member of the public, this won't look any different. That's important to us because we want to remain approachable and connected to our communities as part of our everyday policing.

But for our frontline staff, and our communities, this will provide benefits to safety. It will enhance our capability to prevent, respond, and resolve critical incidents.

We are now entering a four-week consultation period where we want your feedback. Police will be engaging locally in communities and anybody can send feedback to **safety @ police dot govt dot nz**.

Following feedback, we will then trial these concepts in districts over the coming months, enabling us to make consider further feedback and make any refinements ahead of a national rollout next year.

Thank you

CoP vlog internal script for staff to go with all of staff email, on the intranet, with a Ten One story, and may be played at line ups or staff engagement days in district.

Kia ora Koutou

Today I am launching our plan to improve your safety – our new tactical response model.

As an Executive, your safety is our priority. We are focussed on ensuring that at the end of each shift, you get home safely to your family and loved ones.

We know there has been a shift in our operating environment. And we have heard your concerns – it's clear there are some offenders who are more willing to use violence than they have been in the past.

While there is no simple fix for this, there are areas where we can make changes and these are based on what you've told us through our Frontline Safety Improvement programme.

Firstly, training. We are more than doubling our current tactical training for frontline staff, with four days of enhanced scenario-based training focusing on appropriate tactical response and de-escalation being added to our P.I.T.T training. This additional training will be modelled on the Frontline Skills Enhancement Course (FSEC) – which has been overwhelmingly supported by the attendees so far. Initially this will be provided to PST and Road Policing teams, and be expanded to others when capacity allows.

Secondly, there are some situations where you've told us you need a higher level of specialist support. So we will be increasing the number of staff with advanced tactical training – meaning AOS-qualified – to provide for more specialist tactical support when you need it.

These will be deployed on-shift across two areas:

- As members of Tactical Prevention Teams, who will be part of existing teams focused on serious and organised crime. They will predominantly be undertaking planned operations, such as executing search warrants and arresting high risk offenders. They will also be available to swiftly deploy to support other frontline staff at potential or unfolding high-risk incidents.
- It will also mean additional staff in districts so our dog section can operate '2-up' – a dog handler with a staff member also trained to AOS level. Our dog handlers carry an extra level of risk working alone, so this will provide additional safety and capability benefits. As a Tactical Dog Team, they will also be able to support other frontline staff when needed, including where Tactical Prevention Teams are not available.

Thirdly, we are adding 28 new intelligence positions to ensure we operate an intelligence-led, risk-based deployment model to inform decision-making. We are also further developing technology solutions in order to provide more real-time risk information to you in the field, to help you better understand who you may be dealing with ahead of time.

I am confident that these changes will lead to a significant improvement to your safety in our communities.

You will hear more about the new model from your leaders in district and I encourage you to ask questions and have discussions among your workgroups and sections.

And I also encourage you to share feedback at **frontline safety @ police dot govt dot nz**

We want to ensure this model works *in* districts *for* all our staff. So as well as your feedback, we will be piloting the concept in districts over the coming months. This will enable us to make any adjustments we need to before it expanding to all districts.

We also want to hear from the public as we undertook to do, and will listen to feedback that comes in as we refine the model – but make no mistake, we are committed to what I've outlined today and plan to roll the new model out nationwide next year.

My priority is ensuring you are trained and equipped to be as safe as possible, so you can go home to your loved ones at the end of every shift, and feel confident when you are protecting our communities every day.

Thank you/or usual sign off

CoP all of staff email.

Kia ora koutou

Today I will outline our plan to improve your safety – our new tactical response model.

You can watch my video [here](#).

We all know that policing is done in a dynamic and potentially risky environment. As an Executive, your safety is our priority. We are focussed on ensuring that at the end of each shift, you get home safely to your family and loved ones.

We know there has been a shift in our operating environment. It's clear there are some offenders who are more willing to use violence than they have been in the past. The Executive has listened to the concerns raised by staff about your safety and whether more can be done to ensure you are equipped and supported to keep yourselves and colleagues safe in the course of your duties.

While there is no simple fix for this, we can make systematic changes, and those changes are based on what more than 1250 of you have told us through our Frontline Safety Improvement programme.

There are three main components to our new response model, enhancing frontline training; improving frontline access to specialist capability, and strengthening risk-based deployment and technology.

Firstly, training. We're more than doubling the available tactical training for staff, from 3.5 days to 7.5 days a year. This will see four days of enhanced scenario-based training focusing on appropriate tactical response and de-escalation added to our existing P.I.T.T training. This additional training will initially prioritise PST and Road Policing staff and will be modelled on the Frontline Skills Enhancement Course (FSEC) – which has had overwhelming support by attendees so far.

It is envisaged the broader 7.5 days of tactical training would be reviewed and integrated as a complete training programme in the future, and that this enhance training will be expanded to other frontline teams when capacity allows.

Secondly, there are situations where you've told us you need a higher level of support and access to specialist capability. So we will be increasing the number of staff with advanced tactical training (meaning to AOS qualification standard) and placing them on-shift to ensure this specialist support is there when needed (mostly early and late shifts).

These tactically trained staff will be deployed across two areas:

- As Tactical Prevention Team members, which will be part of existing investigative units that are primarily focused on planned operations, such as executing search warrants and arresting high risk offenders. They will also be available when directed via the DCC, to swiftly deploy to support frontline staff with potential or unfolding high-risk incidents.
- As new positions to enable dog units to operate as a two-person dog team. Our dog sections are vital in our day-to-day policing, but due to the nature of their role, they carry an extra level of risk. By double crewing with another staff member trained to AOS level, our handlers will have additional support. As a Tactical Dog Team, they will provide specialist support to other frontline staff in dealing with critical incidents where Tactical Prevention Teams may not be available.

Finally, we are boosting our intelligence with an additional 28 dedicated positions to ensure we operate an intelligence-led, risk-based deployment model. This will guide decision-making through comprehensive risk assessments and proactive offender management.

We have also gained new funding to progress work in advancing technology solutions to enable real-time risk information to be sent directly to staff in the field. The goal is to enable you to know who you may be dealing with, and any risk factors that may be present, before deciding whether, and how to best engage. There is work to be done in this area, and a number of options are being explored, but this work is being accelerated.

These changes together will lead to a significant improvement in safety for our frontline. Of note, none of these initiatives involve the general arming of teams, though tactical options will always be available when required.

The Police Executive and I do not believe general arming is the right response to the circumstances we face. This decision is made from a safety perspective, including research we commissioned into the risks and benefits of general arming internationally. We have a unique way of engaging with the public, and how they engage with us, and this style of this engagement is part of what keeps us safe.

You will hear more about our new model from your leaders in district and I encourage you to ask questions and have discussions about it among your workgroups and sections.

I also encourage you to share any feedback you have at frontlinesafety@police.govt.nz. We also want to bring the public with us in this process, so we are inviting public feedback to understand how this is received in our communities. We are committed to the fundamentals of the model as described, but will listen to feedback that may help us refine how this operationalises in districts.

We want to ensure this model works in districts for districts, so following your feedback, we will be trialling the model in districts over the coming months. This will enable us to test how the model works practically in district, so we can make any adjustments we need to before it is rolled out nationally from the middle of next year.

For those districts not taking part in the trial, there will still be changes. The additional district training days will commence within the first year, and new training venues will be established, as will the tactical intelligence positions.

My priority is ensuring you are as safe as possible when you are working so you are confident to go into our communities and fulfil your role of keeping them safe.

Ngā mihi

Andrew Coster
Commissioner of Police

Improving the safety and capability of frontline Police

Police Commissioner Andrew Coster has today unveiled details of a new Tactical Response Model, following the Government's funding commitment to improve the safety and capability of frontline staff.

"Our frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police, and others," says Mr Coster.

"Nothing is more important to me than the safety of our people and the communities we serve across New Zealand. We have listened to staff telling us of their growing safety concerns and the need for more specialist support," says Mr Coster.

"Following a significant programme of work, Police is introducing a new Tactical Response Model that will significantly improve frontline safety. This model is designed around enhancing frontline training, improving frontline access to specialist capability, and strengthening risk-based deployment and technology.

"We will be doubling the annual tactical training days for frontline staff, starting with Public Safety Teams and Road Policing, with new scenario-based training focused on appropriate tactical responses and de-escalation. This additional four-day training will be modelled on the newly developed Frontline Skills Enhancement Course to help staff manage their response in high-risk situations.

"We are also increasing the number of staff with Advanced Tactical Training (Armed Offender Squad qualified) to roster them on-shift across two areas:

- As new positions to enable dog units to operate as a two-person dog team. This will increase the day-to-day safety of handlers who will no longer respond to high-risk incidents alone. As a team they will provide additional specialist tactical support for frontline staff in responding to critical events.
- As members of Tactical Prevention Teams, which will be part of existing investigative units that are primarily focused on planned operations to apprehend priority and high-risk offenders and combat organised crime. These specialist teams will also be available to support frontline staff if called on to respond urgently to high-risk incidents.

"Increasing the number and availability of staff with advanced tactical training and deploying them in this way will significantly enhance our frontline capability. They will wear standard police uniforms and drive standard police vehicles. They will not be armed in their day-to-day duties but will have immediate access to tactical options if the situation requires it."

"Equally important is having the right intelligence-led deployment framework to guide decision-making through comprehensive risk assessments and proactive offender management. The new investment will provide this, and allows us to progress technology solutions to further enhance our ability for real-time risk information to be sent directly to staff in the field."

Mr Coster says that while the new model will provide a meaningful increase in capability, none of these initiatives involve generally arming staff, ensuring New Zealand's community style of policing – and the safety benefits this provides – is maintained.

“For a member of the public, this won’t look any different to what they see today. That’s important to us because we want to remain approachable and have that connection with the community as part of our everyday policing.

“But for our frontline staff, and our communities, this will provide real benefits to safety. It’s not possible to completely eliminate risk from the policing environment, but this model will enhance our ability to better prevent, respond to, and resolve critical incidents and apprehend high-risk offenders and that will make a real difference to the lives of many.”

Mr Coster says that Police will be engaging with staff, iwi, and the wider community over the coming weeks to seek feedback and make any refinements to ensure the success of this model in practice.

“We welcome the public’s feedback as we want to make sure this works in our communities and that people understand what we are doing to keep them and their communities safe.”

Following this four-week engagement period, Police plans to pilot aspects of the model in different districts. This will allow us to take learnings and make any adjustments needed ahead of a national roll-out.

Further information is available at www.police.govt.nz/xxx

ENDS

Key messaging/talking points for engaging with partners and stakeholders

For Executive, District Commanders and DLTs etc

- Nothing is more important to us than the safety of our people and our communities across New Zealand.
- We cannot succeed in our vision to make New Zealand the safest country unless we are doing everything we can to keep our staff and communities safe, and do that in a style of policing that New Zealanders expect and deserve.
- Our frontline officers operate in a dynamic and unpredictable environment and are often called to put themselves in harm's way to keep the public safe. Increasingly, they face threats from those willing to use violence against police, and others.
- In recent years we have responded to terror attacks, the increasingly sophisticated nature of organised crime, gang-violence, the availability of illegal firearms, and devastatingly – the death of our own Constable Matthew Hunt, who was murdered while undertaking routine policing duties.
- Over the past year, there has been a great deal of work undertaken by Police's Frontline Safety Improvement Programme that listened to more than 1250 staff around their concerns and ideas to improve staff safety. We have engaged with Maori, Pacific and Ethnic community leaders, and taken on board feedback from those who shared their thoughts on Armed Response Teams.
- This engagement has informed the development of a new tactical response model. This model is designed around enhancing frontline training; improving frontline access to specialist capability, and strengthening risk-based deployment and technology.
- The model has three key components:
 - Firstly, training. We are doubling our annual tactical training for frontline staff, starting with our Public Safety Teams and Road Policing. This additional training will be modelled on the Frontline Skills Enhancement Course and will provide four days of scenario-based training focusing on appropriate tactical response and de-escalation.
 - Our staff told us they felt safer when they had specialist staff on duty who they could call on for assistance to help resolve critical situations safely. So, secondly, we are increasing the number of staff with Advanced Tactical Training (meaning Armed Offender Squad qualified) to roster them on-shift across two areas:
 - As additional staff to enable dog units to operate as a two-person dog team. This will increase the day-to-day safety of handlers who often respond to high-risk incidents alone. As a team they can provide additional specialist tactical support for frontline staff in responding to critical events.

- And as members of Tactical Prevention Teams, which will be part of existing investigative units that are primarily focused on planned operations to apprehend priority and high-risk offenders and combat organised crime. These specialist teams will also be available to support frontline staff if called on to respond urgently to high-risk incidents.
 - These staff will wear standard police uniforms and drive standard police vehicles. They will not be generally armed but will have immediate access to tactical options including firearms if the situation requires it.
 - Finally, to support our deployment model we will boost our intelligence capability, so we can deploy staff more safely with increased awareness of the environment and identified threats and priority offenders.
 - This will enhance the safety of our staff, ensuring they have access to the best information available to support decision making and risk assessments.
- This is not a change to our arming policy. We remain committed to being a generally unarmed Police service.
 - We understand that policing by consent carries significant responsibilities, and that our communities must have trust and confidence in the way we deliver our services.
 - For a member of the public, this won't look any different. That's important to us because we want to remain approachable and connected to our communities as part of our everyday policing.
 - But for our frontline staff, and our communities, this will provide benefits to safety. It will enhance our capability to prevent, respond, and resolve critical incidents.
 - Police will be engaging with staff, iwi, and the wider community over the coming weeks to gain feedback and make any refinements to ensure the success of this model in practice.
 - We welcome the public's feedback as we want to make sure this works in our communities and that people understand what we are doing to keep them and their communities safe.
 - You can send feedback to **safety @ police dot govt dot nz**.
 - Following this four-week engagement period, Police plans to pilot the model in certain districts over the coming months ahead of a national rollout next year.

ENDS

Key messaging/talking points for engaging with staff

For Executive, District Commanders and DLTs etc

- As leaders, our number one priority is your safety.
- We are focussed on ensuring that at the end of each shift, you get home to your family, whānau and loved ones safely.
- To do that, we know you need the best training and equipment possible so you can be as safe as you can be as you go about keeping our communities safe.
- We know there has been a shift in our operating environment. And we have heard your concerns – it's clear there are some offenders who are more willing to use violence than they have been in the past.
- While there is no simple fix for this, there are areas where we can make changes and these are based on what you've told us through our Frontline Safety Improvement programme.
- Over the past 12 months, the FSIP team has undertaken over 85 workshops across all districts, tested options, and most importantly listened to extensive feedback from staff across the country, including people in our District.
- As a result of this work and your feedback, we have a new Tactical Response Model.
- Firstly, training. We are more than doubling our current tactical training for frontline staff, with four days of enhanced scenario-based training focusing on appropriate tactical response and de-escalation being added to our P.I.T.T training. This additional training will be modelled on the Frontline Skills Enhancement Course (FSEC) – which has been overwhelmingly supported by the attendees so far. Initially this will be provided to PST and Road Policing teams, and be expanded to others when capacity allows.
- Secondly, there are some situations where you've told us you need a higher level of specialist support. So we will be increasing the number of staff with advanced tactical training – meaning AOS-qualified – to provide for more specialist tactical support when you need it.
- These will be deployed on-shift across two areas:
 - As members of Tactical Prevention Teams, who will be part of existing teams focused on serious and organised crime. They will predominantly be undertaking planned operations, such as executing search warrants and arresting high risk offenders. They will also be available to swiftly deploy to support other frontline staff at potential or unfolding high-risk incidents.
 - As new positions to enable dog units to operate as a two-person dog team – a dog handler with a staff member trained to AOS level. Our dog handlers carry an extra level of risk working alone, so this will provide additional safety and capability benefits.

As a Tactical Dog Team, they will also be able to support other frontline staff when needed, including where Tactical Prevention Teams are not available.

- Thirdly, we are adding 28 new intelligence positions to ensure we operate an intelligence-led, risk-based deployment model to inform decision-making. We are also further developing technology solutions in order to provide more real-time risk information to you in the field, to help you better understand who you may be dealing with ahead of time.
- This means timely, accurate, and relevant intelligence reaching all our people, so you are better enabled to make sound tactical decisions when you are out on the frontline.
- This will also involve greater support and enablement from our DCC's who will provide enhanced coordination and leadership of tactical deployments in districts.
- I am confident that these changes will lead to a significant improvement to your safety in our communities.
- We want to ensure this model works in districts for districts, so following your feedback, we will be trialling the concepts in districts over the coming months.
- This will enable us to test how the model works practically in district, so we can make any adjustments we need to before it is rolled out nationally from the middle of next year.
- For those districts not taking part in the trial, there will still be changes. The additional district training days will start within the first 12 months. New training venues will also be established, as will the 28 new intelligence positions.
- We want to know what you think about how we make these changes work in our districts. So I encourage you to share any feedback you have at frontlinesafety@police.govt.nz.
- We also want to bring the public with us in this process, so we are inviting public feedback to understand how this is received in our communities. I assure you we are committed to the fundamentals of the model, however, we will listen to feedback that may help us refine how this operationalises in districts before we roll the new model out nationwide next year.
- Our priority is ensuring you are trained and equipped to be as safe as possible. These changes are about ensuring you are trained, equipped, and supported to keep yourselves and our communities safe.

ENDS

New standard in frontline safety

Better trained, better supported, better informed – the new Tactical Response Model.

Commissioner Andrew Coster today outlined Police's new Tactical Response Model, boosting training, frontline access to specialist capability, and intel-led deployment to improve safety for staff in the field.

"Frontline policing is done in a dynamic and risky environment," says Commissioner Coster. "As an Executive, your safety is our priority.

"We know there has been a shift in our operating environment. It's clear there are some offenders who are more willing to use violence than they have been in the past.

"While there is no simple fix for this, we can make changes to enhance our frontline capability and the changes I have outlined today are based on what you've told us through our Frontline Safety Improvement Programme."

Tactical training will be expanded, with an additional four days a year of enhanced scenario-based training, focused on appropriate tactical response and de-escalation. This will initially be for PST and Road Policing staff and then expanded to other teams when capacity allows.

The training will be modelled on the Frontline Skills Enhancement Course (FSEC), which has had overwhelming acclaim from the more than 760 members of staff who have experienced it so far.

Specialist capability support to the front line will be increased. **We will be training more staff to AOS level** (referred to as Advanced Tactical Training) providing increased frontline access to specialist support. These staff will be deployed across two areas:

- As members of Tactical Prevention Teams which will be part of existing investigative units that are primarily focused on planned operations, such as executing search warrants and arresting high risk offenders. They will also be available when directed via the DCC, to swiftly deploy to support frontline staff with potential or unfolding high-risk incidents.
- As new positions to enable dog units to operate as a two-person dog team, in acknowledgement of the extra risk faced by dog handlers. By double crewing with another staff member trained to AOS level, our handlers will have additional support when called to critical incidents.

Police's **intelligence capability will be boosted** to support an intelligence-led, risk-based deployment model.

"The boost in intelligence staff will support comprehensive risk assessments and proactive offender management for AOS and teams undertaking high-risk warrants – so our people are better enabled to make sound tactical decisions.

“We are also progressing technology that will further enable real-time risk information to be sent direct to our frontline staff so they can better understand who they may be dealing with ahead of time.”

On the question of general arming, Commissioner Coster says it is not currently the right response and we remain committed to being a generally unarmed Police service.

“We have a unique way of engaging with the public, and this style of engagement is part of what keeps us safe,” he says.

The changes will be tested in districts in the coming months before a national rollout to ensure they meet frontline needs in the operational environment.

“These changes together will lead to a significant improvement in safety for our frontline,” says Commissioner Coster.

“My priority is ensuring you are as safe as possible when you are working so you get home safely at the end of your shift. And that means ensuring you have the training and support so you can go with confidence into our communities and fulfil your role of keeping them safe.”

For more information visit: <https://tenone.police.govt.nz/page/fsip-tactical-response-model>

Feedback is encouraged to frontlinesafety@police.govt.nz.

ENDS