

Appendix one

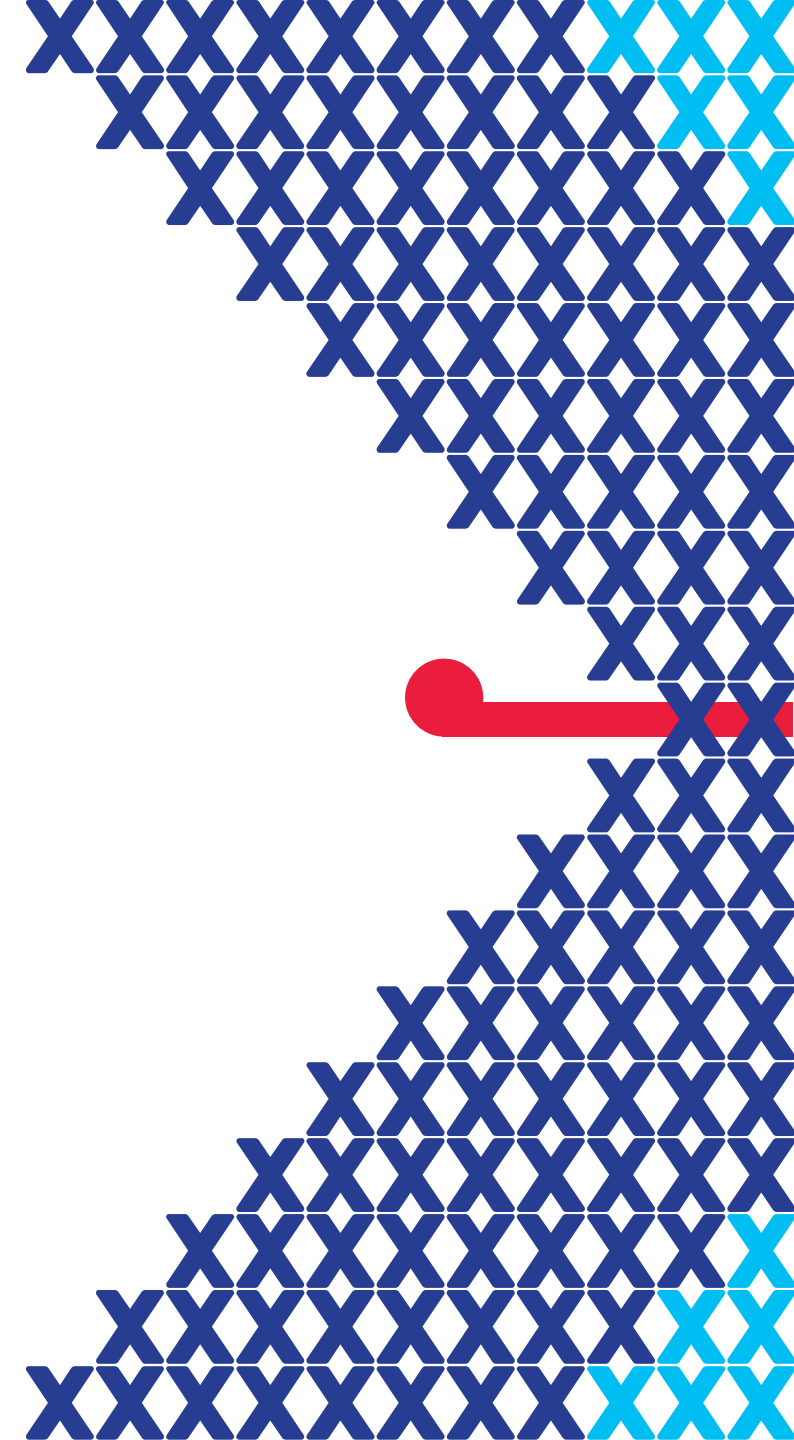
PCM01 Our Business, Our Values

RNZPC Recruit Initial Training

13 November 2023



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa



NZ Frontline Officer: Scope of Duties

‘Soft’ Duties



‘Hard’ Duties



Lesson Purpose

- To draw your attention to the [NZ Police: Our Business](#), so that you know [what policing is all about](#) here in NZ and what that means for you.
- To cultivate your awareness around [Our Values and Prevention Mindset](#), so that you can better [regulate your behaviours and practices](#) to reflect them as a frontline officer.



Lesson Objectives

- [State](#) the essential legislation that underpins Our Business
- [Define](#) the key components of Our Business and its purpose in focusing us on our shared goals
- [Explain](#) the importance of the Police Values and why we should align our behaviour to them
- [Describe](#) the prevention first mindset and its benefits
- [Explain](#) the community inclusion mindset and its contribution to policing by consent



OUR BUSINESS

TĀ TĀTOU UMANGA



TO HAVE THE TRUST AND CONFIDENCE OF ALL

WHY WE ARE HERE

OUR VISION

NEW ZEALAND IS THE SAFEST COUNTRY

OUR MISSION

TO PREVENT CRIME AND HARM

Prevention is first and foremost an outcome—every group has a contribution to make.

OUR PURPOSE

To ensure everybody can

BE SAFE AND FEEL SAFE



OUR FUNCTIONS

- ▶ Keeping the peace
- ▶ Maintaining public safety
- ▶ Law enforcement
- ▶ Crime prevention
- ▶ Community support and reassurance
- ▶ National security
- ▶ Participation in policing activities outside New Zealand
- ▶ Emergency management

WHAT WE DO

OUR OUTCOMES

SAFE COMMUNITIES

People are safe wherever they live, work and visit

SAFE ROADS

Preventing death and injury with our partners

SAFE HOMES

Free from harm and victimisation

We contribute to:

GOVERNMENT TARGETS BY 2029

- ▶ Reduce violent crime by 20,000 victims
- ▶ Reduce serious youth offenders by 200
- ▶ Improve court timeliness

OUR APPROACH

We prevent crime and harm by

- ▶ Holding offenders to account with the right resolutions
- ▶ Community-focused problem solving
- ▶ Supporting victims



INCREASED PUBLIC PLACE VISIBILITY

People feel safe because we are...



VISIBLE REASSURING RESPONSIVE

HOW WE DO IT

OUR PRIORITIES

ENABLING THE FRONTLINE

Supporting the frontline to prevent harm and respond to, investigate and solve crime

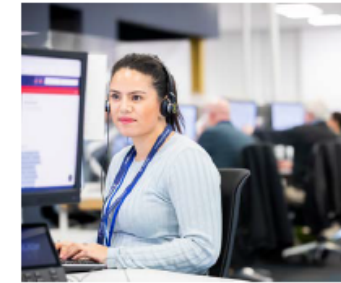
COMMUNITY REASSURANCE

Improve feelings of safety by being highly visible and focusing on issues of public concern (e.g gangs, youth crime)

FOCUS ON CORE POLICING

Focusing Police effort on Our Functions. Working with others to reduce crime and the drivers of crime

OUR PEOPLE



Our people are

- ▶ Safe and well
- ▶ Valued
- ▶ Fair to all
- ▶ Compassionate and reflective

Our leaders

- ▶ Live our values collectively and individually
- ▶ Are inclusive
- ▶ Enable everyone to be their best, using PHPP
- ▶ Provide reassurance to their community
- ▶ Deliver value-for-money services

Our culture

- ▶ Community oriented
- ▶ Collective effort for shared outcomes
- ▶ Brings humanity to every interaction

OUR RELATIONSHIP WITH MĀORI

TE HURINGA O TE TAI

Pou Mataara

Our people and our mindset

Pou Mataaho

Effective initiatives and improved practice

Pou Hourua

Effective partnerships



WORKING TOGETHER WITH IWI MĀORI TO GET BETTER OUTCOMES FOR ALL

The [NZ Bill of Rights Act 1990 \(NZBORA\)](#) is designed to affirm, protect and promote human rights and fundamental freedoms in New Zealand.

NZBORA provides that individuals have the right to:

- be secure against unreasonable search and seizure
- not be deprived of life
- not be subjected to torture or cruel treatment
- not be arbitrarily arrested or detained
- freedom of expression, peaceful assembly and movement
- freedom from discrimination.



Policing Act 2008

The [Policing Act 2008](#) outlines the wide ranging [functions of Police](#) and the [principles](#) upon which the legislation is based.

Section 9 of the Act sets out the functions of Police as laid out in the Our Functions section on the Our Business Poster.

These are all important for us to deliver on to fulfil our obligations to the public.



Policing by consent

Think-Pair-Share

- What do you think “policing by consent” is all about?
- What do you think this might look like, sound like, feel like in the following contexts?
 - 1) Safe Homes
 - 2) Safe Roads
 - 3) Safe Communities



Values and behaviours

Interactive Lecture

- What are **values**, and how do they relate to behaviours?
- Or, how are a person's or organisation's values reflected in their behaviours? Provide an example.
- What are the **NZ Police values**?
- What do you think they **look like, sound like, feel like** in practice?
- What's **expected of all NZ Police employees** with regards **Our Values**?



Values and behaviours

Think-Pair-Share

- Which values in PRIMED are *familiar and/or unfamiliar* to you?
- What are your *personal values*?
- How do your personal values *align with and enable* Our Values?
Provide an example.



5min break

Checking against Our Values

Guided Scenario

You get an Instagram follow request from a member of the public after stopping their vehicle earlier in the day.

Applying the SELF CHECK, what is the best course of action?

Does your decision change if:

- You didn't take enforcement action?
- You needed to follow up with them on a professional matter?
- They're attractive and were being flirtatious when you pulled them over?

SELF CHECK

Would your decision pass the **SELF CHECK**?

When there isn't an obvious course of action or you're not sure about the best choice, use the **SELF CHECK** to guide your thinking.

| | |
|---|---|
| Would it withstand Scrutiny | <ul style="list-style-type: none">▶ Community▶ Police service▶ Media and online |
| Is it in line with our Ethics | <ul style="list-style-type: none">▶ Our Code▶ Our Values▶ High performing culture |
| Is the decision Lawful | <ul style="list-style-type: none">▶ Laws▶ Regulations▶ Policies and guidelines |
| Is the decision Fair to all | <ul style="list-style-type: none">▶ Community▶ Colleagues and whānau▶ People's individual circumstances |

Ethical Dilemma One

You attend a neighbourhood barbeque. One of your colleagues also attends, and you overhear them giving confidential details of a recent high-profile case they have been working on.

Applying the SELF CHECK, what is the best course of action?

What if...

- The colleague was your senior?
- The colleague was a new constable and this was their first high profile case?
- The person was visibly intoxicated?

Ethical Dilemma Two

A friend of yours is renting out a property they own. They ask you to check the applicants on NIA to make sure none may cause issues if they rent the flat. Applying the SELF CHECK, what is the best course of action?

- You saw that your supervisor was checking NIA for one of their friends?
- A close work colleague tells you they checked out some applicants for a friend and found some issues?

Prevention First

- When you hear the terms 'Prevention first', what comes to mind?
- [Commissioner's update - Prevention First refresh | Ten One - New Zealand Police Intranet](#)
- According to the NZ Police Commissioner, what is 'Prevention First'?
- Who might be responsible for [enacting and/or enabling](#) the 'Prevention First' policy?

Prevention First Case Study One

A detective is investigating a night-time serious assault on a walkway near Victoria University and notices the walkway is overgrown and the street lighting is not working. The detective contacts local council and recommends they maintain the walkway to make it safer for the public.

Prevention First Case Study Two

A PST Constable goes to a house that has been burgled and speaks to the victim. The victim's son has his bedroom window open which allowed the burgler to enter. The constable encourages the victim to put security latches on windows so they can be left open, and speaks to the son about being more security conscious.

Policing by consent

“This is the heart of the concept of policing by consent: the public as a whole gives consent to the idea that some members of the community are trusted to have and exercise the powers required to keep the peace on behalf of the community.”

What does policing by consent look like to have the trust and confidence of all?



Community inclusion

Class Discussion

- What is **community inclusion mindset**?
- How do we achieve **community inclusion** in 21st century policing?



Improving community inclusion (starting points)

- Map out who is in your community—such as local school, businesses, iwi, charitable organisations, district support services, etc.
- Build key partnerships and trusting relationships with members of your community, taking a “relationships before need” approach.
- Touch bases with local groups and organisations to be more in the loop with current challenges faced by your community, and work with them to come up with solutions.

Summary of key messages

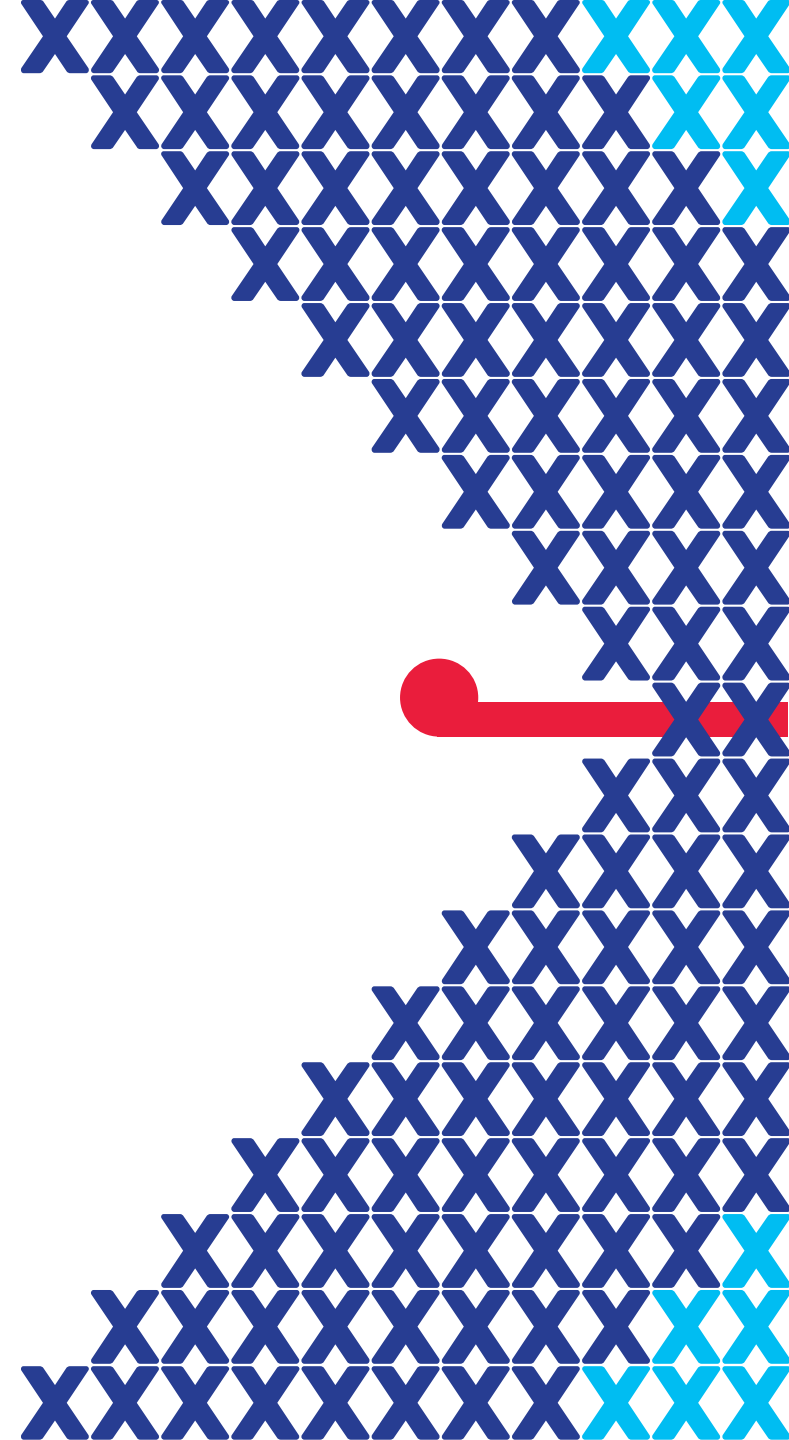
- NZ Police staff need to refer back to the **Our Business** infographic to be reminded of org **vision, mission, values, goals, and priorities**.
- NZ Police staff need to **self-check** decision making practices **against Our Values** to ensure ethical behaviours.
- NZ Police staff need to apply a 'prevention first' and 'community inclusion' mindset to **gain the trust and confidence of all**.






Thank you!








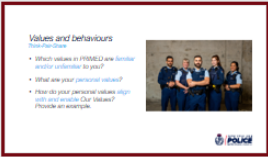

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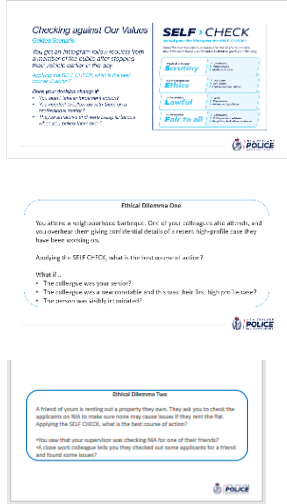
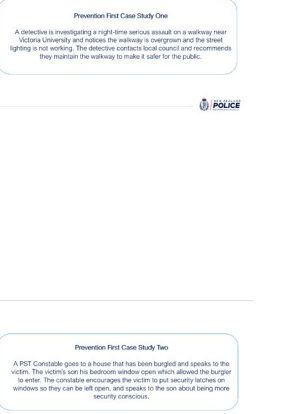


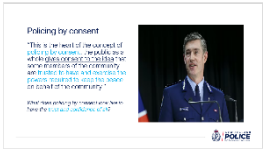


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|------------------------|--|----------|--------|
| Lesson Plan | PCM01 – Our Business, Our Values | Duration | 90mins |
| Learning Outcome | <p>To draw your attention to the NZ Police: Our Business, so that you know what policing is all about here in NZ and what that means for you.</p> <p>To cultivate your awareness around Our Values and Prevention Mindset, so that you can better regulate your behaviours and practices to reflect them as a frontline officer.</p> | | |
| You will need | A copy of the self-check for each learner (Slide 11) | | |
| Learners already know | NIL | | |
| Learners need to bring | Notebooks, pens, and water bottles | | |


| Introduction | Training Technique(s) | Resource(s) | Time |
|---|--|---|------------|
| Interest getter and/or Revision | <p>Questioning + Display/Exhibit (Show Slide 2)</p> <ul style="list-style-type: none"> Ask “From your experiences to date, what do police officers do? What’s the scope (breadth and depth) of their duties here in NZ?” Try pulling out 3-5 different responses from learners such as road patrols, investigations, first response, etc. Drawing learners’ attention to each end of the spectrum (soft vs hard). Ask learners the following questions: <ul style="list-style-type: none"> Why do you think police officers have ‘soft’ duties, and ‘hard’ duties, and ‘in-betweens’? (contrasting community engagement vs law enforcement) What does this tell us about the nature and purpose of policing? Ask (but have learners consider without providing an answer): <ul style="list-style-type: none"> Why did you join the police? Which aspects of policing drew you to the job? How might your ‘why’ impact the way you carry out the other duties of a frontline officer? |  | 5 mins |
| <p>Lesson Outline</p> <p><i>(i.e. Welcome, topic, lesson purpose, lesson stages, and references)</i></p> | <p>Display/Exhibit (Show Slides 3 and 4)</p> <ul style="list-style-type: none"> Display + state the Lesson Purpose and Lesson Objectives as per these two slides expected to actively participate/contribute to activities and discussions. |   | 3 mins (8) |

| Body | Training Technique(s) | Resource(s) | Time |
|--|---|---|--|
| | <p>Participating and contributing is viewed as the <u>minimum</u> professional expectations of them as police employees in a learning context.</p> <p>Safety note: Self Reflection/Small groups/Values and behaviour based conversations</p> | | |
| <p>Stage 1 Objective(s):</p> <ul style="list-style-type: none"> Describe the key components of Our Business and its purpose in focusing us on our shared goals <p>Must know:</p> <ul style="list-style-type: none"> Purpose of the Our Business infographic Concept of “Policing by consent” NZ Bill of Rights Act <p>Key teaching points:</p> <ul style="list-style-type: none"> Vision, Mission, Values, Goals, and Priorities The why, what, and how of policing (in general, surface level) Where to locate the infographic | <p>Interactive Lecture (Show Slide 5)</p> <ul style="list-style-type: none"> Show learners the infographic of Our Business (Slide 5) Strategic document that every police employee works toward. All other strategic documents flow out of it. Its separated into Why, What, How On top Policing by Consent – To have the trust and confidence of all. On the bottom and the foundation – outline PRIMED – The values. <ul style="list-style-type: none"> Point out the purpose and ask: <ul style="list-style-type: none"> What does it ‘be safe and feel safe’ look like, sound like, and feel like to you? What do you think it takes for people to ‘be safe and feel safe’? <p>Encourage verbal responses from individuals</p> <ul style="list-style-type: none"> Provide feedback and link to NZ BOR ... (Slide 6). Example narrative “To enable and ensure NZers be safe and feel safe, the NZ Police aims to...strives to live in accordance with these values to ensure we are policing by consent... All this so that the rights of NZers as outlined in the NZBORA are protected and upheld.” Check if learners have any questions so far, then introduce the next activity. <ul style="list-style-type: none"> Provide feedback and link to Policing Act 2008 ... (Slide 7). Example narrative “The Policing Act 2008 outlines the wide-ranging functions of Police and the principles upon which the legislation is based. Section 9 of the Act sets out the functions of Police as laid out in the Our Functions section on the Our Business Poster. These are all important for us to deliver on to fulfil our obligations to the public.” |    | <p>5 mins (12)</p> <p>1-2 mins (13)</p> <p>1-2 mins (15)</p> |

| | | | |
|---|--|--|--|
| | <ul style="list-style-type: none"> Check if learners have any questions so far, then introduce the next activity. <p>Think-Pair-Share (Show Slide 8)</p> <ul style="list-style-type: none"> In pairs, get learners to discuss the questions on slide 7: <ul style="list-style-type: none"> What do you think policing by consent is about? What do you think this might look like, sound like, feel like when you are carrying out your duties? Contextualise to: (1) Safe Homes, (2) Safe Roads, (3) Safe Communities. <ul style="list-style-type: none"> Provide an example for how to answer the second question. Be sure to roam around and interact with groups. Invite 2-3 pairs to share their thoughts / responses to the rest of the class. Weave key teaching points, as well as provide feedback / coaching as required. |  | <p>10 mins (25)</p> |
| <p>Stage 2 Objective(s):</p> <ul style="list-style-type: none"> Explain the importance of the Police Values and why we should align our behaviour to them | <p>Display/Exhibit + Discussion (Show Slide 9)</p> <ul style="list-style-type: none"> Ask learners, “What are <u>values</u>? How do they relate to <u>behaviours</u>? OR, how are a person’s or organisation’s behaviours reflective of their values?” Show/introduce/spotlight PRIMED. Confirm by asking learners, “What are the NZ Police values? What’s expected of <u>all</u> NZ Police staff with regards our values?” |  | <p>10 mins (35)</p> |
| <p>Must know:</p> <ul style="list-style-type: none"> PRIMED – Professionalism, Respect, Integrity, Māori & the Treaty (commitment), Empathy, Diversity (valuing) <p>Key teaching point(s):</p> <ul style="list-style-type: none"> Self-Check To live the values, it is important to educate ourselves around | <p>Think-Pair-Share (Show Slide 10)</p> <ul style="list-style-type: none"> In pairs, get learners talking to each other about questions on the slide: <ul style="list-style-type: none"> Which values in PRIMED are familiar / unfamiliar to you? What are your personal values? How do your personal values align with and enable Our Values? Invite 2-3 pairs to share thoughts / responses. Weave key teaching points, as well as provide feedback / coaching as required. <p style="text-align: center;">--5min break – (Slide 11)</p> |   | <p>5 mins (40)</p> <p>5 mins (45)</p> |

| | | | |
|--|---|--|---------------------|
| <p>behaviours associated with each one (e.g. to value diversity, we need to have a sound understanding of diverse communities and behaviour that either compound on or alleviate the concerns and challenges they face)</p> | <p>Case Study + Class Discussion (Show Slide 12, 13, 14)</p> <ul style="list-style-type: none"> Handout Self-Check and give a quick overview of what it's about (Slide 12). Put up (Slide 13) Case Study 1: <ul style="list-style-type: none"> "Imagine yourself in this position...if you behaved in this way, does this behaviour reflect Our Values? Why or why not? If not, what behaviour would be more reflective of Our Values?" Repeat for (Slide 14) Case Study 2 Weave the second key teaching point into the debrief of this case study. |  | <p>15 mins (60)</p> |
| <p>Stage 3 Objective(s):</p> <ul style="list-style-type: none"> Describe the prevention first mindset and its benefits | <p>Video + Questioning (Show Slide 15)</p> <ul style="list-style-type: none"> Ask the learners "When you hear the terms 'Prevention First', what comes to mind?" Then show them the video in the Commissioner's update- Prevention First refresh Ten One- New Zealand Police Intranet. | <p>Prevention First</p> <ul style="list-style-type: none"> When you hear the terms 'Prevention First', what comes to mind? Commissioner's update - Prevention First refresh Ten One - New Zealand Police Intranet According to the NZ Police Commissioner, what is 'Prevention First'? Who might be responsible for enacting and/or enabling the 'Prevention First' policy? <p>https://tenone.police.govt.nz/commissioner-blog/commissioners-update-prevention-first-refresh?check_logged_in=1</p> | <p>5 mins (65)</p> |
| <p>Must Know:</p> <ul style="list-style-type: none"> Prevention First Prevention mindset is a <u>must</u> for any role in NZ Police <p>Key teaching points:</p> <ul style="list-style-type: none"> "Big picture thinking" | <p>Class Discussion + Case Study (Show Slides 16)</p> <ul style="list-style-type: none"> Ask the learners, "What do you think are the benefits to taking a prevention first approach?" Look at a case study (example: Detective taking a prevention first mindset) as a class. Ask the learners the following questions: <ul style="list-style-type: none"> If the detective hadn't done this, how could this situation have escalated badly? What would have been the scale of potential harm...or who would have been adversely impacted? (Show slide 17) same questions in pairs. Debrief the activity by inviting 2-3 pairs to share their thoughts. Weave key teaching points, as well as provide feedback / coaching as required. |  | <p>15 mins (80)</p> |

| | | | |
|--|---|--|----------------------------|
| <p>Stage 4 Objective(s):</p> <ul style="list-style-type: none"> • Explain the community inclusion mindset and its contribution to policing by consent | <p>Interactive Lecture (Show Slides 18, 19, 20)</p> <ul style="list-style-type: none"> • Show Slide 18. Ask learners: <ul style="list-style-type: none"> - “What does policing by consent look like to have the trust and confidence of all?”. - Discuss responses. • Show Slide 19. Ask learners: <ul style="list-style-type: none"> - “What is community inclusion mindset?” - “How do we achieve community inclusion?” • Show Slide 20. • Elaborate on key teaching points by reading slide points around ‘community inclusion mindset’ and ‘community inclusion strategies (how-to)’. • Ask learner if they have any questions. Provide clarification/feedback/coaching as required. | <div data-bbox="1077 331 1340 481"> <p>Policing by consent</p>  </div> <div data-bbox="1077 492 1340 642"> <p>Community inclusion</p>  </div> <div data-bbox="1077 654 1340 804"> <p>Implementing community inclusion strategies</p>  </div> | <p>7 mins (87)</p> |
| <p>Key teaching points:</p> <ul style="list-style-type: none"> • Diverse communities • Mapping communities and building relationships with them... • Building key partnerships and trusting relationships... “relationship before need” • Touch bases with communities to be more in the loop of concerns and challenges...working with them to formulate solutions | | | |

| Conclusion | Training Technique(s) | Resource(s) | Time |
|---|--|---|-------------|
| Lesson Summary | <p>Storytelling</p> <p>Summarise key messages using Slide 21. Wrap up the lesson by talking learners through how the lesson went—including the challenges they went through and what they were able to achieve by the end of it. Provide feedback or advice as required, based on how they went, to help them look forward.</p> | | 2 mins (89) |
| Formal Assessments | NIL | NIL | 0 |
| Lesson Outline Extra Help Available Where-to-next | <p>Lecture/Presentation</p> <p>Thank the learners for their engagement and participation (Slide 22). Let learners know where they could go to for extra help.</p> <p>Inform learners what's coming up next, when, where, who with, and what they need to bring.</p> |  | 1 mins (90) |

| Graduate Profile Outcome(s) this lesson contributes to... | ✓ |
|--|---|
| GPO1 - Develop productive relationships with individuals and communities to build cooperation and confidence | ✓ |
| GPO2 - Adhere to NZBORA, relevant legislation and policies in the use of police powers and obligations | ✓ |
| GPO3 - Demonstrate professional and ethical behaviour | ✓ |
| GPO4 - Maintain personal safety and resilience, health and well-being, operational and tactical safety | ✓ |
| GPO5 - Focused prevention through partnerships with police groups, iwi, community groups and partner agencies | ✓ |
| GPO6 - Deliver frontline response to critical incidents and general calls for police assistance | ✓ |
| GPO7 - Gather information for investigative purposes by way of searching, interviewing, taking statements, and uplifting exhibits | ✓ |
| GPO8 – Work to resolve incidents and cases in a way that is most likely to prevent crime and harm | ✓ |

Appendix three

Recruit Manual

Our Business

OB01 – OB12



NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

Our Values, Our Business Prevention First – OB01

LEARNING OBJECTIVES

At completion of this module, Recruits will be able to:

1. Explain the importance of the Police Values and why we should align our behaviour to them.
2. Define the key components of Our Business and its purpose in focusing us on our shared goals.
3. Describe the Prevention First operating model.
4. Explain the community inclusion mindset and its contribution to policing by consent.
5. Understand He Tangata Service Delivery Guidelines

Key questions

- What is the importance of the Police Values and why should we align our behaviour to them?
- What are the key components of Our Business and its purpose in focusing us on our shared goals?
- What is the Prevention First mindset and its benefits?
- What is the community inclusion mindset and its contribution to policing by consent?
- What is the essential legislation that underpins Our Business?

Introduction

The vision of police is for New Zealand to be the safest country, to achieve this we need to work with others to prevent crime and harm and ensure everybody is safe and feels safe wherever they live work and visit. **Our Business** is the key document that focuses us to work towards our shared goals. It tells us why police exist, what we're doing and how we're doing it. To enable us to deliver on this commitment we are guided by **Our Values**. Our values inform the way we work, operate and make decisions, they reflect what is important to us and the communities we serve. **Prevention First** is our operating model and describes how we go about delivering our mission to prevent crime and harm to achieve our vision. **He Tangata** is the framework for our Service Delivery Guidelines which guides how we will conduct all our interactions with our communities.

Glossary

| | |
|--|---|
| Our Business | The key document that focuses us to work towards our shared goals |
| Policing by consent | To have the trust and confidence of all. |
| Our Values | Professionalism; Respect; Integrity; Commitment to Māori & the Treaty; Empathy; Valuing Diversity |
| Why we're here – He aha tatou i to ai hei ropo | |
| Our Vision | New Zealand is the safest country. |
| Our Purpose | Be safe & feel safe. |

| | |
|--|--|
| Our Mission | To prevent crime and harm. |
| What we do – He aha a tatou mahi | |
| Our Outcomes | Safe communities, Safe roads, Safe homes. |
| Our Functions | Keep the peace; Maintain public safety; Law enforcement; Crime prevention, Community support & reassurance; National security; Policing activities outside NZ; Emergency management. |
| Prevention First | Prevention First is the name of New Zealand Police’s operating model, the way we go about delivering our vision, our purpose and our mission. Prevention First is our way of working to enable the delivery of Our Business. This includes Te Huringa o Te Tai Strategy. |
| Our Relationship with Māori - Te Huringa o Te Tai: | “Better outcomes for all by working in partnership with Māori”, operationalised through the three pou: Pou Mataara - Our people and our mindset; Pou Mataaho - Effective initiatives and improved practice; Pou Hourua - Effective partnerships. |
| How we do it – He pehea e mahia ai e tatou | |
| Our Priorities | Enabling the front line, Community reassurance, Focus on core policing. |
| Our People | Safe and well, Valued, Fair to all, Compassionate and reflective. |
| Our Leadership | Create an environment where we: Live our values collectively and individually; Are inclusive; Enable everyone to be their best using PHPF; Provide reassurance to their community; Deliver value-for-money services. |
| Our Culture | Community oriented; Collective effort for shared outcomes; Brings humanity to every interaction. |

Our Values

Values are an incredibly important part of our lives. They motivate and drive the way we live, the way we work, they inform our decisions and shape the way we view ourselves and our environment. The values of New Zealand Police informs our decision – making and underpins the way we do our work every day and how we interact with our communities.

Everything we do at New Zealand Police is about ensuring people are safe and feel safe. To enable us to deliver on this commitment, we are guided by our core values.

Our values reflect what is important to us and the communities we serve. The ideals we aspire to are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy and Valuing Diversity.

As employees of New Zealand Police we are individually and collectively responsible for how we conduct ourselves.

New Zealand Police's reputation is vital to achieving Our Business. How we go about policing is as important as the outcomes we achieve.

You will be provided with a Values Workbook to help you reflect on these values and how you align with them.



Professionalism – Look the part, be the part.

We take pride in representing Police and making a difference in the communities we serve. Why? - Looking, behaving professionally, combined with our expertise is core to helping our communities be safe and feel safe.

Respect – Treat others as they would want to be treated.

We treat everyone with dignity, uphold their individual rights and honour their freedoms. Why? - Being respectful of each other and the communities we work with builds trust and confidence in our organisation.

Integrity – Actions say it all.

We are honest and uphold excellent ethical standards. Why? - Our integrity as individuals, and as an organisation, is critical to building the trust and confidence of our colleagues and the communities we serve.”

Commitment to Māori and the Treaty – Stand together.

We act in good faith of, and respect, the principles of Te Tiriti o Waitangi – partnership, protection and participation. Why? - Working with Māori is essential to our success. only together can we build the support and relationships vital to reversing the overrepresentation of Māori in the criminal justice system.”

Empathy – Walk in their shoes.

We seek understanding of and consider the experience and perspective of those we serve. Why? - We get better results when we appreciate situations from the point of view of the people we serve and work alongside.”

Valuing Diversity – Many views, One Purpose.

We recognise the value different perspectives and experiences bring to making us better at what we do. Why? - Reflecting the communities we serve and appreciating different thinking will lead to better problem solving and results.”

Link for the full Our Values document: <https://tenone.police.govt.nz/sites/default/files/documents/2017-02/Our%20Values.pdf>

Reflective questions:

- What are the NZ Police values?
- What’s expected of all NZ Police staff with regards our values?
- Which values in PRIMED are familiar to you?
- What are your values?

Self-Check for Ethical Dilemmas:

Police have developed a self-check to assist each of us to navigate the ethical dilemmas we come across as Police Officers.

Below is a link to a range of Self-CHECK practise scenarios that you can work through. Go through the scenarios to get a feel for how SELF-CHECK can guide your judgement, choices and actions.

- Think about all the possible courses of action you could take in each situation.
- Go through the four SELF-CHECK questions and weigh up the best decision (would it withstand scrutiny, is it in line with our ethics; is it lawful; is it fair to all?).
- Think about whether or not your decision would change with the ‘what if’ questions in each scenario. SELF-CHECK is about making decisions that are good and fair.
- If we are well equipped to think through situations where there may be no obvious ‘correct’ course of action, then we can create a culture that is fair and value-driven and contribute to a safer New Zealand.
- These scenarios are a great way to practise. As previously mentioned, you will be provided with a Values Workbook to help you reflect on these values and how you align with them.



Scan the QR Code on the right, or click on the link below, to learn more:

Link: Self Check practise scenarios



Our Business

Introduction

Our Business is the key document that focuses us to work towards our shared goals. It tells us **why** Police exists, **what** we do, and **how** we do it. It outlines our plan to achieve outstanding results to make New Zealand the safest country.

Everyone should know where they fit in Our Business and how their role contributes to our vision, mission, and purpose and most importantly to the difference we make in the communities we come from.

Our Business is arranged into three panels. The panels outline **why we are here**, **what we do**, and **how we do it**, but before we delve into them, there are two primary principles that frame Our Business.

The first principle shown under the heading banner is that we believe the best outcomes will occur when we police by consent **to have the trust and confidence of all**. Policing by consent is a concept developed in 1829 by Sir Robert Peel when he led the London Metropolitan Police. It remains a key concept for New Zealand police today and is discussed later in this section. The second principle shown along the bottom banner of Our Business is that our police values underpin our business and are the foundation we build everything else upon. The police values are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy, and Valuing Diversity, together these words form the acronym PRIMED.

What is Our Business – Why we are here, What do we do, How do we do it?

WHY WE ARE HERE The first panel includes Our Vision - New Zealand is the safest country, Our Purpose to ensure everybody can be safe and feel safe, Our Mission to prevent crime and harm and Our Functions – eight in total.

It speaks to the core purpose of Police, helping our communities to be and feel safe.

Why we are here is the panel most likely to reflect the reason you decided to work for Police.

Our Vision – New Zealand is the safest country.

We want New Zealand to be the safest country we can be. This is less about a comparison and more about focusing us on the things that stand between us and New Zealand reaching its potential. We are striving for everyone to be and feel as safe as they possibly can where they live, work, or visit in New Zealand.

This question immediately brings to mind how New Zealand some distance from is reaching this objective, in particular because of certain factors that drive crime and harm, particularly: family harm, drug and alcohol abuse, mental health issues (including suicide, particularly amongst young people), youth offending, gangs and organised crime, and road trauma.

We observe the overlap and connections between these drivers of crime, and the complex social and structural issues that sit behind them. If New Zealand is to be the safest country it could be, we must achieve a shift in the prevalence of these problems – particularly where they are generational. Whilst it is not Police’s role to deliver all the solutions, we are uniquely placed to see these problems at their intersection and help initiate or influence others to provide appropriate responses.

Our Purpose – To ensure everyone can be safe and feel safe.

Being safe is incredibly important, but it is feeling safe that enables people to live their lives free of the fear of crime. We recognise that police have a part to play in ensuring people can feel safe as well as be safe.

Responding effectively to emergency calls for service, knowing that police are present and seeing police visible and engaging in the community contribute to feelings of safety. Police have a role to play in creating reassurance.

Our Mission – To prevent crime and harm.

Police’s mission aims to focus on the responses that are most likely to prevent crime and harm. Prevention is the outcome that everyone in Police contributes to through their work. It’s better not to be a victim of crime than to receive a gold service when you are one.

WHY WE ARE HERE

| OUR VISION | OUR MISSION |
|--|--|
| NEW ZEALAND IS THE SAFEST COUNTRY | TO PREVENT CRIME AND HARM <i>Prevention is first and foremost an outcome—every group has a contribution to make.</i> |
| OUR PURPOSE | OUR FUNCTIONS |
| <i>To ensure everybody can</i> BE SAFE AND FEEL SAFE | <ul style="list-style-type: none">▶ Keeping the peace▶ Maintaining public safety▶ Law enforcement▶ Crime prevention▶ Community support and reassurance▶ National security▶ Participation in policing activities outside New Zealand▶ Emergency management |

Our Functions

These are set in legislation in Section 9 of the Policing Act 2008 and explain the breadth of our work. Law enforcement is what people most often think about when they consider policing. However, we deliver much more than that. Section 9 provides that the functions of police include:

- (a) keeping the peace
- (b) maintaining public safety
- (c) law enforcement
- (d) crime prevention
- (e) community support and reassurance
- (f) national security
- (g) emergency management
- (h) participation in policing activities outside New Zealand

WHAT WE DO

The second panel includes Our Outcomes, Our Approach and Our Targets.

Our Outcomes

Police will be more visible in communities

Safe Communities

Feeling safe when you are out and about allows people to participate in community life. It gives business owners confidence, enables groups to come together, and ensures individuals feel safe to live, work and visit where they want. A primary focus of Police is to build safety and resilience in our communities through tackling organised crime and gangs.

Our communities are the places where people congregate and where we live our lives. Each community faces different challenges and risks to safety, which means that there is no one-size-fits-all approach, but there are common themes where we focus considerable effort:

- ❖ Gang violence and harm – Gangs present a persistent and complex social problem that cannot be resolved through policing alone, but we have a clear role in preventing the harm they cause to our communities and our people and holding them to account for it.
- ❖ Organised crime – We have set the goal of making New Zealand the hardest place in the world for organised criminal groups and networks to do business. A key opportunity in tackling organised crime is to go after the illicit gains made by offenders, removing the incentive for offending.
- ❖ Youth – intervening early with children and young people who are at risk of becoming involved in offending represents the greatest opportunity to prevent future crime and harm.

The infographic is titled "WHAT WE DO" and is divided into two main columns: "OUR OUTCOMES" and "OUR APPROACH".

OUR OUTCOMES:

- SAFE COMMUNITIES:** People are safe wherever they live, work and visit.
- SAFE ROADS:** Preventing death and injury with our partners.
- SAFE HOMES:** Free from harm and victimisation.
- We contribute to:**
 - GOVERNMENT TARGETS BY 2029:**
 - Reduce violent crime by 20,000 victims
 - Reduce serious youth offenders by 200
 - Improve court timeliness
- INCREASED PUBLIC PLACE VISIBILITY:** People feel safe because we are...

OUR APPROACH:

- We prevent crime and harm by:**
 - Holding offenders to account with the right resolutions
 - Community-focused problem solving
 - Supporting victims

In the center of the infographic is a triangle diagram with "OFFENSES" on the left side, "CRIME AND HARM" in the middle, "LOCATION" on the right side, and "VICTIM" at the bottom.

At the bottom of the infographic is a photograph of three police officers in uniform, with the text "VISIBLE REASSURING RESPONSIVE" overlaid on the right side.

- ❖ Drug harm – drug use and the activities associated with it, including dishonesty crime, are key drivers of harm in our communities. Methamphetamine, in particular, causes disproportionate harm.
- ❖ Alcohol-related harm – alcohol is a huge driver of crime and harm in our communities, both in homes and in the public domain. Alcohol-fuelled violence is a common feature across the country. We can have a positive impact on reducing this.

Safe Roads

Police is one of a number of agencies with responsibility for ensuring our roads are safe for all road users. We have an important contribution to make through our focus on key contributors to death and serious injury.

Police’s most significant opportunity to prevent deaths and serious injuries is on our roads. While approximately 70 people will die from homicide each year, over 300 are killed on our roads, with many more seriously injured. Alongside our road safety partners, Police’s role is to ensure consistent enforcement across our roading network, with a particular focus on those behaviours that most significantly contribute to deaths and serious injuries: restraints, impairment, distractions and speed.

Safe Homes

When people do not feel safe in their homes it can have a significant impact on their lives. How police respond to burglary and theft, or to violence in their home directly affects how safe people feel.

Feeling and being safe in the home is important to our overall sense of safety, in terms of fundamental human wellbeing and in achieving our mission. A home should be a place of sanctuary. We consistently see the connections between harm occurring in homes—particularly family violence—and other types of harm including youth offending and gangs. Our focus is on responding to offending in the home, and referring those experiencing it to our partners who are best placed to provide support to change behaviours.

Our Approach

The crime triangle highlights that most crimes require a victim, an offender, and a location. If we can positively influence any aspect of this triangle, then we can reduce crime and harm. For example, by dealing effectively with prolific offenders we can reduce victimisation or, by bringing a problem-solving approach to a location, we can change the factors that make it likely for crimes to occur there. It reflects the **be safe** component of what we do.



Our own Police target is **Increased Public Visibility**.

This reflects our recognition of the growing fear of crime in our communities which, for most people, impacts people more significantly than actual crime.

We know that by being visible, reassuring, and responsive, both with our deployment and in the way we communicate, we can increase feelings of safety in the community.

This is the **feel safe** component of what we do and reflects the importance of a few key things that we can do to improve feelings of safety:

Visible – the visible presence of police in public spaces makes a huge difference to public perceptions of safety as well as their willingness to engage with us and provide us with information to prevent and solve crime. Seeing a police officer walking the beat can make people feel safe, even in relatively higher crime area.

Being on foot and engaging with the public and businesses can lead to valuable intelligence that also aids us in the **be safe** aspect of what we do.

Reassuring – when people are fearful about crime in their communities they first want to see and hear what Police will do in response to their problem.

When we deploy proactively to reassure in response to community concerns, we build trust and confidence. It’s almost always true that other have a role to play, which is something we get more space to talk about when we have already created greater reassurance through our actions.

Responsive – as crime patterns change, so do community concerns.

We need to be aware of how crime trends may be changing and be aware of what the community is concerned about. This enables us to be responsive to the things that are causing people to feel unsafe. It likely also points us to opportunities to improve actual safety, by focusing on the things that our repeat offenders are currently focused on.

Preventing crime and harm makes people safe. People who feel safe help us to prevent crime and harm. The two are inseparable and complementary components of what we do.

HOW WE DO IT

The final panel outlines **Our Priorities, Our People** and **Our Relationship with Māori**

Our Priorities

Our priorities help us meet the challenges of the next few years - and set us up to deliver on the concerns of our communities.

Enabling the Frontline

This priority expresses our focus as an organisation on giving officers the time, the tools and the training they need to make the biggest difference they can for our communities.

We will deliver on this by continually looking to enhance staff safety, and to improve how our processes and mobility solutions can be made easier and quicker. Our corporate functions play a really important role in delivering this priority.

Community Reassurance

This priority expresses the role Police have in reassuring communities that we are here to keep them safe. That flows from being visible to them and being responsive to their concerns.

To deliver on this we will update how we deploy, enabling beat teams to have more time to be visible on our streets and talking to members of the community.

HOW WE DO IT

OUR PRIORITIES

- ENABLING THE FRONTLINE**
Supporting the frontline to prevent harm and respond to, investigate and solve crime
- COMMUNITY REASSURANCE**
Improve feelings of safety by being highly visible and focusing on issues of public concern (e.g gangs, youth crime)
- FOCUS ON CORE POLICING**
Focusing Police effort on Our Functions. Working with others to reduce crime and the drivers of crime

OUR PEOPLE

Our people are

- Safe and well
- Valued
- Fair to all
- Compassionate and reflective

Our leaders

- Live our values collectively and individually
- Are inclusive
- Enable everyone to be their best, using PHPF
- Provide reassurance to their community
- Deliver value-for-money services

Our culture

- Community oriented
- Collective effort for shared outcomes
- Brings humanity to every interaction

OUR RELATIONSHIP WITH MĀORI

TE HURINGA O TE TAI

- Pou Mafaara**
Our people and our mindset
- Pou Mafaaho**
Effective initiatives and improved practice
- Pou Hourua**
Effective partnerships

WORKING TOGETHER WITH IWI MĀORI TO GET BETTER OUTCOMES FOR ALL

Focus on core policing.

This priority expresses how we are focusing on doing the things only police can do, so frontline officers spend less time doing things that others are better placed to do.

To deliver on this, we are working to free up more of our officers' time to prevent and resolve crime, and to spend less time in homes where no crime has occurred, often supporting individuals who require help from other professionals rather than Police.

This priority reinforces the need to utilise our Prevention First strategy and the many good initiatives we are leading through it. It also reflects a need for frontline time to be more focused on the things that only Police can do.

Our relationship with Māori

Police are uniquely placed to make a significant contribution to improving outcomes for Māori and Te Huringa o Te Tai recognises that, to succeed in our vision and mission, we must be successful with and for Māori. We will continue to build mutual trust and confidence with our iwi Māori partners, and support their aspirations, for the betterment of all.

Te Huringa o Te Tai - *The turning of the tide*

Te Huringa o Te Tai is our Māori strategy. Te Huringa o Te Tai is core to our success in delivering our mission and vision. For New Zealand to be the safest country, we must partner with iwi. If we are to be successful in delivering our vision, we must be successful with, and for, Māori. Police is committed to partnering in a way that reflects our commitment to Māori and te Tiriti. This includes an emphasis on fair and equitable outcomes for all people.

To that end, there must be complete alignment between the three pou in the strategy and Police's priorities in Our Business:

- ❖ Pou Mataara – Our people and our mindset. We will continue the focus on building our people, their skills, knowledge, mind-set, and performance and this includes applying a Te Ao Māori view, through the alignment of uara (values) Māori with Our Values.
- ❖ Pou Mataaho – Effective initiatives and improved practice. We will focus on a whanau ora approach of co-design and joint delivery of initiatives with Iwi Māori.
- ❖ Pou Hourua – Effective partnerships. We will focus on building relationships, which lead to more effective partnerships, with iwi, Māori, and other organisations.

It is vital that the priorities highlighted within Te Huringa o Te Tai are aligned within Police's practice. The outcomes envisaged under the strategy are not something that can be delivered by specialist groups alone; rather, every member of the organisation must understand how Te Huringa o Te Tai relates to their role. Police is committed to lifting the cultural and community capability of our people, to ensure that we can deliver our services in a way that achieves fair and equitable outcomes for Māori.

Scan the QR Code on the right, or click on the link below, to learn more:

Link: *Te Huringa o Te Tai*



Our People

This section helps people in all roles in police understand what is needed from you to help us deliver for our communities and to ensure Police is a great place to work. It describes how we want to 'be'. It also emphasises the role leaders need to play in reassuring our communities and delivering value for money.

[Link to Our Business: <https://tenone.police.govt.nz/page/our-business>]

Prevention First

Prevention First is the name of New Zealand Police's operating model. It describes how we will go about delivering our vision, that New Zealand is the safest country; and, our purpose, to ensure everybody can be safe and feel safe; and, our mission, to prevent crime and harm through exceptional policing.

Prevention of crime and harm

The idea behind Prevention First is that our first priority should always be the prevention of crime and harm. Quite simply, it is better not to be a victim of crime than to have a gold service when you are one.

The prevention of crime and harm is therefore the primary focus for all of Police, whether through direct delivery of safety outcomes or when working in an enabling role. Prevention can be achieved in many ways, whether it's successfully intervening with a repeat serious offender to reduce their opportunity to cause harm, or working with communities and partners to make a physical location is a less attractive place to offend. Prevention has the lens of both preventing crime today and reducing crime tomorrow.

The key to putting Prevention First at the heart of everything we do is understanding that prevention is first and foremost an outcome, as opposed to a function or activity. Police has previously characterised its functions along the continuum of prevention/response/ investigations/resolution. The effect of this functional view is to underplay the role that all functions contribute to the outcome of prevention. Prevention First speaks to every part of our business, as the outcome we are prioritising in everything we do.

For example, in a response capacity, a quick police attendance at a crime in progress can prevent further harm. Likewise, an investigation that effectively links an offender to many crime scenes can ensure the true gravity of the total offending is appropriately reflected in the response to an offender who would otherwise continue causing much harm.

Police plays a central and visible role in enabling safety in our communities. At the heart of our strategy is the idea of being smart on crime, recognising there is no one-size-fits-all approach to community safety. Some situations call for a strong enforcement response, whereas others are better addressed by dealing with the underlying causes. In all situations our focus will be on taking the actions most likely to prevent crime and harm.

However, many of the factors that lead to harm in our communities, on the roads and in our homes are beyond Police control. For that reason, you will see a strong focus on working in partnership to achieve the outcomes to which we aspire, particularly with iwi. If we are to be successful in delivering our vision, we must be successful with, and for, Māori. Police is committed to partnering in a way that reflects our commitment to Māori and te Tiriti o Waitangi. This includes an emphasis on fair and equitable outcomes for all people.

[Link to: [Prevention First digital booklet 2023-24 updated.pdf \(police.govt.nz\)](#)]

Community Inclusion Mindset and its contribution to policing by consent

Policing is often described as “the thin blue line”. This is an accurate description when we consider the number of police relative to the population. We rely on the support of and relationship with our communities to be successful.

The safest communities are those that take ownership of safety and work alongside Police. In addition, within our diverse communities there are potential solutions to problems that will be more effective than anything Police or government agencies alone can bring about.

Whereas government agencies will naturally approach problems through the lens of their core responsibilities, communities take a much more holistic view of the challenges they face.

This means that community partnerships are often much more successful at generating lasting solutions to problems, be they with individuals, whānau or more generally in the community.

A community inclusion mindset refers to a perspective that prioritises and actively works toward the integration, participation, and acceptance of all individuals within a community, irrespective of their differences. It involves fostering an environment where diversity is valued, and efforts are made to ensure that everyone has equitable access to opportunities, resources, and social interactions.

This mindset emphasises creating spaces and systems that embrace and celebrate the strengths and contributions of every individual, promoting a sense of belonging and social cohesion within the community where we work to build and sustain strong connections.

What does ‘policing by consent mean’?

Policing by Consent – to have the trust and confidence of all.

“This is the heart of the concept of policing by consent: the public as a whole gives consent to the idea that some members of the community are trusted to have and exercise the powers required to keep the peace on behalf of the community.” In 1829, Sir Robert Peel established the London Metropolitan Police Force. He was instrumental in the reform of the criminal laws of the day. Rising crime statistics led him to believe that law reform should be accompanied by improved methods of crime prevention.

Until then policing had been operated in a similar way to military. Peel became known as the “Father of Modern Policing,” and his commissioners established a list of policing principles. They contain three core ideas and nine principles.



Sir Robert Peel’s three core ideas

- I. The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don’t have to punish citizens or suppress their rights. An effective police department doesn’t have high arrest stats; its community has low crime rates.
- II. The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.

- III. The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

Sir Robert Peel's nine policing principles:

- I. To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- II. To recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.
- III. To always recognise that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of securing observance of laws.
- IV. To recognise always that the extent to which the cooperation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objective.
- V. To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolute impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life.
- VI. To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any occasion for achieving a police objective.
- VII. To always maintain a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- VIII. To always recognise the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- IX. To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

The main theme that threads its way through these core ideas and principles is that the best way to provide an effective police service is by policing with the consent of the public, and through developing the trust and confidence of the communities police serve. These concepts, developed nearly 200 years ago, are as relevant today as they have ever been.

Scan the QR Code on the right or click on the link below to read the following article.

Link: "Policing by consent is not 'woke' – it's the only way it can work"



Reflective questions:

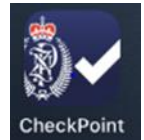
- What is a community inclusion mindset?
- How do we achieve community inclusion?
- What do you think policing by consent is about?
- What do you think this might look like, sound like, feel like when you are carrying out your duties?

He Tangata

He Tangata' is our Service Delivery Guide that applies to everyone in Police guiding all of our interactions.

People have told us they want us to:

1. Provide service that is good value for their tax dollars
2. Be competent
3. Do what we say we will do
4. Treat them fairly
5. Take their individual circumstances into account
6. Meet their service expectations



He Tangata provides some practical things we can do to ensure we deliver on our commitment to service:

Be POSITIVE

1. Greet people warmly and appropriately - offer your name, location, and ask how you can help
2. Use their name to help build rapport
3. Focus first on telling them what we CAN do to help them – not on what we can't do
4. Be helpful, especially when we must refer them on to other agencies
5. Close interactions positively and politely – today's offender could be tomorrow's victim, witness, or informant



Be EXPERTS at Policing

1. Stay up-to-date and knowledgeable about Our Business and your role in Police.
2. Communicate with people in a way that builds their confidence in you and in Police (remember the 10-step process, explained on the next page).
3. Help people, especially victims, to be safe and feel safe – offer prevention advice and be sensitive to privacy needs.
4. Get to know the people and cultures in your communities, so you can respond appropriately and build confidence and, over time, trust.
5. If you don't know something, find out (don't guess) – utilise the resources and people around you.

On the phone or by email...

1. Ensure your voicemail message is clear, welcoming, and professional.
2. Clear voicemail regularly – return calls and emails within 24 hours or arrange interim replies.
3. When you are away, use the out-of-office on your email, or the temporary message on your phone, to provide an alternative contact.
4. Always use the hold or mute function on your phone (so people can't overhear other conversations) – never leave people on hold for more than 60 seconds without checking in with them.

5. Always ask a person before you place them on hold or mute and thank them when you return to them – if there's been a delay, thank them for waiting.
6. Wherever possible, make transfers 'warm' by introducing the call.

Take OWNERSHIP

1. Own the interaction – make every effort to resolve their query then and there or connect them with someone who can.
2. Keep people (especially victims) fully informed throughout the entire process and keep all case information up to date.
3. Set realistic expectations – aim to delight rather than disappoint people.
4. Show people we are reliable and that we do what we say we'll do – don't make promises on behalf of others.
5. Recognise that service can include taking responsibility for putting something right, even when it has gone wrong elsewhere.

Stay 'PRIMED'

1. Understand the core values of Police and what they really mean in practice.
2. Examine your mindset – do our core values always underpin your thinking?
3. Stay aware of your language – does the way you communicate reflect PRIMED?
4. Keep our values at the centre of everything you do – are your actions and reactions always guided by PRIMED?
5. Take pride in all aspects of your presentation – how professionally do we present ourselves, our cars, our places and our business?

LISTEN without bias

1. Focus and fully engage, even when we have multiple priorities or demands – people shouldn't have to repeat themselves unnecessarily.
2. Show people that their problem matters (even if it's not a top priority for us) – never diminish the importance of their situation.
3. Be aware of your biases – listen without jumping to conclusions or forming opinions based on stereotypes.
4. Listen to what is said (as well as to what is unsaid) – are there indicators that there could be a deeper issue?
5. Be open to feedback and make it easy for people to offer praise, or to tell us when they are unhappy with our service.

Beat EXPECTATIONS

1. Keep asking yourself and each other – what is the best way to help this person?
2. Think “plus one” – is there something extra you don’t have to do, but that you could do to help?
3. Get it right the first time – if you do your bit right, you’re playing your part in a high-performance team.
4. Act on what we learn to improve our service and continually raise the bar.
5. Make every contact count towards building people’s trust and confidence in Police.

