



DECISIONS DOCUMENT

# PROJECT BALANCE

Organisational Alignment  
Central District

December 2016

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IN CONFIDENCE



# OUR BUSINESS

TĀ TĀTOU UMANGA



## WHY WE'RE HERE HE AHA TĀTOU I TŪ AI HEI RŌPŪ

### OUR PURPOSE

**BE SAFE  
FEEL SAFE**

HOW WE POLICE  
MAKES PEOPLE  
FEEL SAFE

WHAT WE DO  
KEEPS PEOPLE SAFE

### OUR MISSION



### OUR VISION

TO HAVE THE TRUST AND  
CONFIDENCE OF ALL



### OUR MOTTO

SAFER  
COMMUNITIES  
TOGETHER

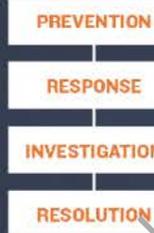
### OUR GOALS

#### TO REDUCE:

- CRIME AND VICTIMISATION
- DEATH AND SERIOUS INJURIES ON OUR ROADS
- SOCIAL HARM IN OUR COMMUNITIES

## WHAT WE DO HE AHA Ā TĀTOU MAHI

### OUR MODEL



### KEY STRATEGIES



### OUR TARGETS

- BY 2017
  - 80% HIGH OR VERY HIGH TRUST AND CONFIDENCE
- BETTER PUBLIC SERVICES
  - BY 2017
    - VIOLENT CRIME REDUCTION OF 20%
    - YOUTH CRIME REDUCTION OF 25%
  - BY 2018
    - TOTAL CRIME REDUCTION OF 20%

### TURNING OF THE TIDE

BETTER OUTCOMES FOR NZ BY WORKING IN PARTNERSHIP WITH IWI



### SAFER JOURNEYS

REDUCING AND PREVENTING ROAD RELATED TRAUMA



## HOW WE DO IT HE PEHEA E MAHIA AI E TĀTOU

### OUR PEOPLE ARE:

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

### OUR VALUES



- PROFESSIONALISM
- RESPECT
- INTEGRITY
- COMMITMENT TO MĀORI & THE TREATY

### OUR TRANSFORMATION PROGRAMME

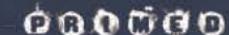
POLICING EXCELLENCE THE FUTURE

SAFER FAMILIES & IWI PARTNERSHIPS

EVIDENCE-BASED POLICING

SERVICE DELIVERY MODEL

- EMPATHY
- VALUING DIVERSITY



PHPF – POLICING THROUGH A HIGH PERFORMANCE CULTURE

## OVERVIEW

1. This document outlines the revised organisational structure for Central District, following a round of consultation with staff conducted in the second half of November 2016.
2. The impetus for Project Balance includes:
  - Police like all public sector organisations must manage within means.
  - The current organisation structure is not sustainable in that it identifies more positions than the provision to Central District.
  - The District needs to ensure that its resources are in the right place to meet demand and deliver Policing services across a network of locations and communities.
3. There are five underlying objectives for Project Balance outlined in the consultation document.
  - manage the number of positions to RAT. Project Balance begins with 673 and ends with 673 Constabulary positions.
  - recognise the fundamental transformation of Policing through the Policing Excellence (PE)<sup>1</sup> change programme by aligning the District structure to the National Police structure.
  - respond to existing and emerging demand and risks so that resources are best deployed to meet the needs across communities that we serve.
  - is evidence based in terms of requirements for Policing service delivery and provide equitable and fair distribution across communities.
  - reflects the strategic priorities of the Police; our mission to be the safest country requires the commitment of Police to ensure that our people are having the greatest impact they can to make New Zealand the safest country.
4. Central District is responsible for the delivery of Policing services in line with *Our Business* (inside cover) which outlines our aspirations to deliver outstanding results for the people of New Zealand.
5. In achieving our mission to be the safest country, Police need to identify and plan for challenges and opportunities in our operating environment. Project Balance is vitally important in terms of managing within baseline and also addressing emerging challenges and the evolving nature of crime, victimisation and social harm.

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<sup>1</sup> <http://www.police.govt.nz/about-us/publication/policing-excellence-overview-30-june-2013>

## CONSULTATION

6. On 14<sup>th</sup> of November a consultation document was released to staff proposing a series of changes to the structure within Central District.
7. The consultation document was disseminated to staff via 12 formal consultation meetings across the District where the proposed structures, potential affects, and processes were outlined to staff. In addition managers were available to discuss the proposal with staff.
8. The proposals in the consultation document provided an opportunity to consult with staff and gave staff an avenue to contribute to the decision-making process.
9. Staff submissions closed on 28<sup>th</sup> of November 2016 to [central.consultation@police.govt.nz](mailto:central.consultation@police.govt.nz).
  - A total of 71 questions were received during the consultation phase and answers published on the District Bulletin Board in nine separate Q&A updates.
  - A subsequent update to the Q&A's for questions identified as part of the submissions or received at the close of the submission period identified an additional 8 questions and responses, was published after 28<sup>th</sup> November.
  - 75 submissions were received totalling 340 pages. Some were representative of stations or groups, and most from individuals.
10. The quality of submissions was high with many detailed submissions and proposals for changes and improvements to the proposals.

## Consideration

11. There were a wide range of issues raised in submissions and these were considered by the District Governance Group. The District Governance group meet to consider the submissions on the 1<sup>st</sup> December 2016 and again on the 8<sup>th</sup> of December 2016.
12. As a direct result of the submissions a number of changes were made to the proposal and this document sets out the revised organisational structure.

- 13. The changes are reflected in the requirement for an additional 10 positions above the 673 positions in the RAT for Central.
- 14. Table 1 sets out the identified additional positions for Central District which offset originally proposed reductions as a result of consultation.

**TABLE 1  
ADDITIONAL RAT POSITIONS**

<b>LOCATION/POSITION</b>	<b>RAT</b>
Waitara	+3
Dannevirke	+2
Pahiatua	+1
Taumarunui Rural	+1
Raetihi	+1
Woodville	+1
Bulls	+1
<b>District</b>	<b>10</b>

- 15. These additional positions should not be considered as any more or less “secure” than the positions that are nominated as falling within RAT. The identification of this set of positions is somewhat arbitrary and could equally be described in any number of other sets of positions.
- 16. If Central District is required to reduce constabulary positions to RAT at any time in the future, all positions will need to be revaluated at the time, taking into consideration the operating environment and the current strategic direction of Police.

Released under the Official Information Act

**GENERAL THEMES**

17. The following sections identify general submission themes.

**Living within Means**

18. Many submitters identified the value that particular positions have or suggestions which would require (significant) additional positions across the District.
19. The decision to disestablish a position does not mean that the contribution that position makes to the organisation is not valuable. In each and every case there are cogent and persuasive submissions in support of positions. Ideally, these positions could be in the organisational chart; and we can think of many other positions that we would like to have.
20. However, we have to establish a structure with the number of positions that we have; we cannot exceed that number.
21. The decision to disestablish a position reflects that it has not been possible to identify funding for that position within the boundary of Constabulary RAT positions afforded to the District.
22. Again, if all of the desires for positions were totalled, or if all our communities were resourced at the level of the most favourably resourced communities, this would far exceed the available capacity of Constabulary RAT positions. Every community deserves the best service we can provide, however, not at the expense of others.
23. This inevitably means that difficult decisions have to be made about where staffing resources are placed for the best overall benefit of the District.
24. The District acknowledges that the structures outlined in this decision document create challenges for individuals and for some areas of our business which may result in changes to the way that various groups currently work.

**Public Consultation**

- 25. In the main we propose minimal changes with the potential to impact communities and service delivery therefore we are not proposing to consult externally.
- 26. A common theme in both the Q&A's submitted and in the final submissions was in regard for the need for Police to consult with communities and other stakeholders.
- 27. As identified in the Project Balance Proposal document, Constabulary numbers for resourcing for Areas (and Stations) is likely to attract considerable community and stakeholder scrutiny.
- 28. Whilst there is an internal and external inclination to focus on Constabulary resources assigned directly to a Station this poorly reflects modern Policing. Approached from the perspective of a single community or station has the potential to fail to address the basic premise that every victim deserves equitable access to Policing services.
- 29. Many of the initial proposals are revised as a direct consequence of feedback from our staff.

**Police Model**

- 30. Submitters also frequently identified that some positions were more valuable than others (e.g., that Road Policing should be reduced in favour of PST, or that Prevention resourcing should be increased).
- 31. The Police model recognises that Police make investment decisions across a range of functions including prevention, response, investigation and resolution. Broadly, these reflect the investment levels that Government make in Police (i.e., as represented in Vote:Police appropriations).
- 32. An important component of Project Balance is that the investment in a particular component of the Police model cannot be at the detriment of other parts of the Police model.



**SPECIFIC CONSIDERATIONS**

Theme	Changes made as a result of submissions																																																																		
<p><b>1/2/3 Stations</b>                      A number of submissions were made in regard to proposed 1/2/3 person station sizes. These identified:</p> <p>a) the need to maintain resources in many of the locations where reductions were proposed;</p> <p>b) potential reductions, usually to support positions in another location.</p>	<p>The appropriate sizing of stations were reviewed and an additional 3 positions are identified as required to maintain current deployment.</p> <ul style="list-style-type: none"> <li>• Bulls +1</li> <li>• Rural Community Constable based at Taumarunui to cover wider than Ohura</li> <li>• Woodville +1</li> </ul> <table border="1" data-bbox="719 719 1299 1464"> <thead> <tr> <th>Station</th> <th>Proposed</th> <th>Confirmed</th> </tr> </thead> <tbody> <tr><td>Bulls</td><td>1</td><td>2</td></tr> <tr><td>Eketahuna</td><td>1</td><td>1</td></tr> <tr><td>Eltham</td><td>2</td><td>2</td></tr> <tr><td>Foxton Beach<sup>(1)</sup></td><td>1</td><td>1 (CPC)</td></tr> <tr><td>Hunterville</td><td>1</td><td>1</td></tr> <tr><td>Inglewood</td><td>2</td><td>2</td></tr> <tr><td>Kimbolton</td><td>1</td><td>1</td></tr> <tr><td>Manaia<sup>(2)</sup></td><td>1</td><td>1</td></tr> <tr><td>Mokau</td><td>1</td><td>1</td></tr> <tr><td>National Park</td><td>2</td><td>2</td></tr> <tr><td>Norsewood</td><td>1</td><td>1</td></tr> <tr><td>Ohura<sup>(3)</sup></td><td>0</td><td>1</td></tr> <tr><td>Okato</td><td>1</td><td>1</td></tr> <tr><td>Opunake</td><td>2</td><td>2</td></tr> <tr><td>Patea</td><td>2</td><td>2</td></tr> <tr><td>Pongaroa</td><td>1</td><td>1</td></tr> <tr><td>Raetihi</td><td>1</td><td>1</td></tr> <tr><td>Shannon</td><td>1</td><td>1</td></tr> <tr><td>Waiouru</td><td>2</td><td>2</td></tr> <tr><td>Waverley</td><td>1</td><td>1</td></tr> <tr><td>Woodville</td><td>1</td><td>2</td></tr> </tbody> </table> <p>(1) Foxton Beach designated as a CPC and the position is retained locally and deployed as part of a Foxton / Foxton Beach sub-area.</p> <p>(2) Although a position is identified as Manaia the position is assigned to Opunake and the Opunake station has responsibility for Manaia.</p> <p>(3) The position for Ohura is transferred into a Rural Community Policing position providing additional resource for Ohura and rural policing based at Taumarunui.</p>	Station	Proposed	Confirmed	Bulls	1	2	Eketahuna	1	1	Eltham	2	2	Foxton Beach <sup>(1)</sup>	1	1 (CPC)	Hunterville	1	1	Inglewood	2	2	Kimbolton	1	1	Manaia <sup>(2)</sup>	1	1	Mokau	1	1	National Park	2	2	Norsewood	1	1	Ohura <sup>(3)</sup>	0	1	Okato	1	1	Opunake	2	2	Patea	2	2	Pongaroa	1	1	Raetihi	1	1	Shannon	1	1	Waiouru	2	2	Waverley	1	1	Woodville	1	2
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<p><b>CPC Designations</b></p> <p>In addition, the proposal that some of these stations were designated as Community Policing Centres attracted a number of submissions.</p>	<p>Designations were reviewed and the following changes made.</p> <table border="1" data-bbox="699 371 1273 544"> <thead> <tr> <th></th> <th>Proposed</th> <th>Confirmed</th> </tr> </thead> <tbody> <tr> <td>Foxton Beach</td> <td>CPC</td> <td>CPC</td> </tr> <tr> <td>Inglewood</td> <td>CPC</td> <td>2 Person Station</td> </tr> <tr> <td>Pongaroa</td> <td>CPC</td> <td>1 Person</td> </tr> <tr> <td>Raetihi</td> <td>CPC</td> <td>2 Person Station</td> </tr> </tbody> </table> <p>The designation of all 1/2/3 person stations may be considered in the future when positions become vacant based on deployment needs at that time.</p>		Proposed	Confirmed	Foxton Beach	CPC	CPC	Inglewood	CPC	2 Person Station	Pongaroa	CPC	1 Person	Raetihi	CPC	2 Person Station												
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<p><b>Waitara</b></p> <p>The largest number of submissions were received in regard to the proposal to deliver response services for Waitara as part of the PST for New Plymouth.</p>	<p>The existing service delivery model of 1+5 for PST and 1 Community Constable at Waitara is reinstated.</p> <p>The proposed investment of dedicated prevention positions at Waitara (1 Prevention Sgt, 2 Community Constables, 1 Youth Aid Officer) is retracted.</p>																											
<p><b>Sgt Stations</b></p> <p>Submissions were made in regard to the inconsistency of resourcing across similar demand Sgt Stations.</p>	<p>The proposed sizing of stations were reviewed and:</p> <ul style="list-style-type: none"> <li>• Additional funding sought for 3 positions (Dannevirke +2, Pahiatua +1).</li> <li>• It is proposed that the YAS/SCO position at Marton be disestablished and reinvested in Marton as a PST position.</li> <li>• The proposal to pool Waitara PST with New Plymouth PST is retracted (discussed above).</li> </ul> <table border="1" data-bbox="719 1301 1310 1700"> <thead> <tr> <th>Station</th> <th>Proposed</th> <th>Confirmed</th> </tr> </thead> <tbody> <tr> <td>Dannevirke</td> <td>1+4</td> <td>1+6</td> </tr> <tr> <td>Foxton<sup>(1)</sup></td> <td>1+6</td> <td>1+6</td> </tr> <tr> <td>Otaki</td> <td>1+6</td> <td>1+6</td> </tr> <tr> <td>Marton</td> <td>1+5</td> <td>1+6</td> </tr> <tr> <td>Ohakune</td> <td>1+5</td> <td>1+5</td> </tr> <tr> <td>Taihape</td> <td>1+5</td> <td>1+5</td> </tr> <tr> <td>Pahiatua</td> <td>1+3</td> <td>1+4</td> </tr> <tr> <td>Waitara</td> <td>Included within provision for PST for New Plymouth</td> <td>1+5</td> </tr> </tbody> </table> <p>(1) Including Foxton Beach position.</p>	Station	Proposed	Confirmed	Dannevirke	1+4	1+6	Foxton <sup>(1)</sup>	1+6	1+6	Otaki	1+6	1+6	Marton	1+5	1+6	Ohakune	1+5	1+5	Taihape	1+5	1+5	Pahiatua	1+3	1+4	Waitara	Included within provision for PST for New Plymouth	1+5
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<p><b>Feilding</b></p> <p>A number of submissions expressed concern about</p> <ul style="list-style-type: none"> <li>a) the loss of services to Feilding through the proposal to pool response resources with Palmerston North PST in a Manawatu North PST pool.</li> <li>b) Workability of resourcing level</li> </ul>	<p>The proposal is redrawn to make clear that the level of resourcing for PST staffing at Feilding is unchanged. The pre-existing model for Feilding had three sections of 4 PST staff (12 PST staff) and this level of resourcing is retained in the proposed structure.</p> <p>The other affects for Feilding are reporting line changes for Investigations, STU, and Youth which now report to supervision in other locations which does not directly impact the service delivery for Feilding.</p>
<p><b>District Coordinator SAR</b></p> <p>A large number of submissions were received in opposition to the disestablishment of the position and the devolvement of responsibility to portfolio holding NCOs in Areas.</p>	<p>It was originally proposed that this role be disestablished and the responsibility be devolved to Area based portfolio holders.</p> <p>In response to the feedback, it is proposed that this responsibility (along with the responsibility for other specialist squads) be transferred to the existing S/Sgt role reporting to District Manager Operations. This may require the devolvement of administrative and project responsibilities currently held by this role (to DCC, Area S/Sgts).</p>
<p><b>AHRO</b></p> <p>Submissions were received identifying :</p> <ul style="list-style-type: none"> <li>a) inconsistency of approach across Areas (different portfolio holders in Whanganui and Taranaki, and an identified position for Manawatu)</li> <li>b) the desirability of identified positions in all Areas</li> <li>c) the possibility of supporting the administration of the role centrally (e.g., in the CASE group)</li> </ul>	<p>The inconsistency across Areas reflects the different capacities in each Area to identify a consistent approach.</p> <p>The intent of the proposed structure is to clearly assign the responsibility for the AHRO portfolio. It is an Area decision how the work is shared across a number of roles (including Community, Custody, and TAG).</p>

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<p><b>STU</b></p> <p>Submissions were received identifying that:</p> <ul style="list-style-type: none"> <li>a) STU should report directly to the Road Policing group</li> <li>b) different area based allocations, which then would free up positions for other Policing duties</li> </ul>	<p>The District organisational chart identifies 98 specialist road policing positions, of which, 36 are STU positions.</p> <p>In the proposal, the explicit resourcing of these as dedicated specialist positions is affirmed but no changes are proposed at this time in terms of reporting lines.</p>																																				
<p><b>YAS/SCO</b></p> <p>Submissions were received that identified</p> <ul style="list-style-type: none"> <li>a) in-equality in the distribution of positions between (and across) Areas</li> <li>b) The value of additional positions</li> <li>c) Forthcoming changes to age jurisdiction</li> <li>d) Supervisory span for Manawatu North supervisor</li> </ul>	<p>Additional re-analysis of data supports the proposed distributions of YAS/SCO Officers, although a change is identified for the Marton SCO/YAS position.</p> <p><b>SCO</b></p> <table border="1" data-bbox="699 770 1366 954"> <thead> <tr> <th>Area</th> <th>Schools<sup>(1)</sup></th> <th>Enrolled<sup>(1)</sup></th> <th>Decile 1-3<sup>(1)</sup></th> <th>Proposed</th> </tr> </thead> <tbody> <tr> <td>Manawatu</td> <td>114</td> <td>27,380</td> <td>6,843</td> <td>5</td> </tr> <tr> <td>Whanganui</td> <td>86</td> <td>12,387</td> <td>5,676</td> <td>4</td> </tr> <tr> <td>Taranaki</td> <td>95</td> <td>20,253</td> <td>2,146</td> <td>3</td> </tr> </tbody> </table> <p>(1) from <a href="http://www.educationcounts.gov.nz/statistics/schooling/student-numbers/6028">www.educationcounts.gov.nz/statistics/schooling/student-numbers/6028</a></p> <p><b>YAS</b></p> <table border="1" data-bbox="699 1057 1291 1240"> <thead> <tr> <th>Area</th> <th>YAS CASES</th> <th>Decile 1-3<sup>(1)</sup></th> <th>Proposed</th> </tr> </thead> <tbody> <tr> <td>Manawatu</td> <td>447</td> <td>6,843</td> <td>2+8</td> </tr> <tr> <td>Whanganui</td> <td>286</td> <td>5,676</td> <td>1+5</td> </tr> <tr> <td>Taranaki</td> <td>377</td> <td>2,146</td> <td>1+7</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Marton YAS/SCO position proposal for disestablishment (reinvested in Marton PST)</li> <li>• Taihape YAS position to have responsibility for Rangitikei and Ohakune YAS matters.</li> <li>• Whanganui SCO's to have responsibility for Rangitikei SCO delivery.</li> </ul> <p>The Government decision to increase the age of jurisdiction for Youth Court to include 17 years olds from 2019 will be revisited when this is implemented. This will also require a detailed understanding of the impact on workload of this change.</p> <p>SCO's in Manawatu are realigned to the prevention supervisor in Feilding to reduce the number of direct reports for the Manawatu North YAS Supervisor and to provide consistent supervision.</p>	Area	Schools <sup>(1)</sup>	Enrolled <sup>(1)</sup>	Decile 1-3 <sup>(1)</sup>	Proposed	Manawatu	114	27,380	6,843	5	Whanganui	86	12,387	5,676	4	Taranaki	95	20,253	2,146	3	Area	YAS CASES	Decile 1-3 <sup>(1)</sup>	Proposed	Manawatu	447	6,843	2+8	Whanganui	286	5,676	1+5	Taranaki	377	2,146	1+7
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<p><b>Inquests</b> Submissions were received identifying the need to retain capacity in Areas and the need for local liaison with Coroners.</p>	<p>The feedback was considered, and it is noted that advocacy responsibility is identified as formally being with PPS.</p> <p>The proposal to manage Coronial requirements centrally is unchanged.</p>
<p><b>Case (CJSU/ISU/FMC)</b> Submissions were received identifying different structures than the three section model proposed.</p>	<p>Two CJSU sections are drawn, with ISU remaining as a separate team.</p> <p>Functional splitting of responsibilities for JAT, Disclosure, OIA, and Coronial across CJSU teams, and rostering, is a management decision.</p>
<p><b>SGT Position Taumarunui</b> Submissions were received identifying the need to retain a Sergeant position at Taumarunui.</p>	<p>A Prevention Sgt position is drawn on the organisation chart funded from a reduction in the proposed increase in the court section at Whanganui.</p>
<p><b>Custody</b> Submissions identified that:</p> <ul style="list-style-type: none"> <li>a) Custody at Levin needs to be formally recognised and staffed</li> <li>b) Custody in Palmerston North should be managed by a NCO</li> <li>c) Lack of clarity over the distinction between Court and Custody sections</li> </ul> <p><b>Court Orderly</b></p> <ul style="list-style-type: none"> <li>d) Desirability of identified court liaison role</li> </ul>	<p>A Position of Custody/Court Manager is proposed in Levin.</p> <p>This also responds to submissions regarding the desirability for an O/C Station position / existing Operational support Sgt position at Levin, with Court managed out of existing resources.</p> <p>The proposal to manage Custody at Palmerston North is that this be done within the existing PST capacity, replicating the model at New Plymouth and Whanganui.</p> <p>With proposed changes at New Plymouth (from a Custody section to a Court Section), the model will be aligned across Palmerston North, Whanganui and New Plymouth with each location running a Court section. Respective organisation charts have been labelled to reflect this. With AVL there may be greater capacity for staff in these sections to provide more coverage into Police custody rather than Courts although this will require benefits to flow from AVL technology.</p> <p>Responsibility for Court Liaison is recognised within the Court section.</p>

Theme	Changes made as a result of submissions
<p><b>TCU/OCU Supervisor</b> Submissions were received identifying:</p> <ul style="list-style-type: none"> <li>a) Desire for the supervisor to be a D/Sgt rather than the identified Sgt or D/Sgt</li> <li>b) Size of investment</li> </ul>	<p>The Detective resource previously identified in the TCU/OCU units is moved to report to the general squad provision for Whanganui and Taranaki Areas. Areas will resource OCU activity out of this capacity as required.</p> <p>Decision as to the designation of the supervisor role will be determined at the time of advertising.</p>
<p><b>Investigator Distribution</b> Submissions were received identifying different distributions of Investigators within the Taranaki organisation chart.</p>	<ul style="list-style-type: none"> <li>• 1+4 identified for South Taranaki (from 1+3).</li> <li>• Identified capacity for OCU increased to 3 (from 2)</li> <li>• The effect in the General Squad is then to decrease from 2+12 to 2+10 (-1 OCU, -1 to South Taranaki).</li> <li>• ASA team is reduced to 1+3 (-1) and the CPT team increased to 1+6 (+1).</li> </ul>
<p><b>Safer Whanau</b> Submissions were received in response to proposals identifying resources under Safer Whanau</p> <ul style="list-style-type: none"> <li>a) Size of investment</li> <li>b) Need to formalise rotational positions (Manawatu)</li> <li>c) Span of influence for NCO positions (Taranaki)</li> <li>d) Additional resource for Ruapehu</li> </ul>	<p>No additional capacity has been able to be identified, although it is noted that a Police Employee is assigned to this work stream in Ruapehu.</p>
<p><b>Reporting line Changes</b> Submissions were received identifying different reporting line arrangements.</p> <ul style="list-style-type: none"> <li>a) National Park, Waiouru.</li> <li>b) Levin Community position</li> </ul>	<ul style="list-style-type: none"> <li>a) National Park reporting to Taumarunui</li> <li>b) Waiouru reporting to Taihape</li> <li>c) Levin Community position reporting line moved to NPT (consistent with approach in Whanganui)</li> </ul>

**CONFIRMED DECISIONS**

33. Initial proposals confirmed as part of Project Balance.

<p><b>Subject to Rotation</b></p>	<p>All Constabulary positions (Constable, Sgt, D/Sgt, Senior Sgt, D/S/Sgt, Inspector, D/Inspector) are established as being subject to rotation, albeit, within the constraints placed on a geographically disperse District</p> <p><u>This places out of scope any changes that require by definition a change of location.</u></p> <p>The Policy Movements overarches and ensures consultation with employees, the Police Association and other appropriate service organisation representatives.</p>
<p><b>Consistent Position Descriptions</b></p>	<p>Reconfirmation process will ensure that similar positions have consistent position descriptions. Where it is appropriate, generic organisation position descriptions will be preferred.</p>
<p><b>Scale B</b></p>	<p>All Constabulary positions are proposed to be Scale B. This provides the appropriate mechanism for staff to be deployed to rostered hours of work after appropriate consultation. This change affects two staff below the rank of Inspector.</p>

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**CHANGE PROTOCOL**

34. This protocol sets out the overall approach to managing the people transition process.
35. This protocol does not supersede the policy for People and Restructuring and prevailing applicable conditions of employment agreements.
36. There is no option of redundancy for Constabulary members. The objective is to place all Constabulary members into the new organisational structure.
37. The change process is designed to:
- ensure a fair and transparent process
  - maximise the placement of staff into available positions
  - minimise uncertainty for staff
  - ensure minimum disruption to 'business as usual'
  - observe the restructuring provisions contained in the relevant employment agreements and policy.
38. In summary the process is:

**Reconfirmation**

If the duties of a position in the new structure are the same, or nearly the same as an employee's current position, the person will be reconfirmed in their role on their current terms and conditions. (Subject to their being sufficient uncontested positions).

The criteria for reconfirmation is :

- The job profile of the position in the new structure is the same (or nearly the same) as what the employee currently does;
- Salary for the position in the new structure is the same;
- The position has terms and conditions of employment (including career prospects) which are no less favourable, and
- Location is the same. If the new position is in a location where transfer expenses would be paid then the positions are different.

**Restricted reconfirmation pool**

If the analysis indicates that the position is the same or substantially the same, but there is more than one clear candidate because there are fewer positions, then Managers will consult with staff and Service organisations and one of the following options will apply:

- agreement reached amongst the employees concerned on who will take up the position.

Or

- the position will be advertised to these employees only, with appointment made as per the skills matching process for reassignment outlined in policy.

Employees not appointed by this process will be ABR and entitled to seek reassignment to new, vacant, and alternative positions.

**Affected by Restructuring**

Any staff member who is not reconfirmed into a position (i.e., their position is not in the finalised structure or there are insufficient positions for the number of candidates) is "**Affected by restructure**" (ABR) and eligible for reassignment to alternative positions.

Subject to applicable procedures, candidates have priority rights for jobs at the same band or lower, subject to processes outlined in Policy. Where an employee does not register an interest in a position, the employee may be reassigned.

Because there are a number of procedural steps set out for dealing with those subject to ABR provisions this will mean that there is a graduated approach to filling positions in the structure and it may take some time to implement the structure.

39. Reconfirmation and reassignment opportunities occur from an employee's appointed position. Usually this is the one that they were appointed to as a result of a formal vacancy process (or initially posted to). Many people are on secondment, EOI, or rotation so it is important to understand that the effect is on appointed position. Staff who are on temporary deployment to a position outside of their substantive role do not have priority rights to the temporary position they are deployed to.

**IMPLEMENTATION TIMELINE**

40. The timeline to implement changes is as follows:

Date	Stage
14 November 2016	Consultation Document released
28 November 2016	Consultation closes
28 November -12 December 2016	Submissions considered and evaluated by the District Governance Group
15 December 2016	Decisions document released
January 2017	Confirmation, reassignment and redeployment process commences
	Completion of reassignment and redeployment process
1 July 2017	New organisational structure fully implemented

41. Implementation will be progressive starting in January. Reconfirmation processes, especially where there are restricted pools and multiple contested positions may mean that a number of successive rounds are required to place individuals into positions hence a more specific date cannot be identified for full implementation.

42. Because this document identifies one new proposal (at para 47), a period of consultation is identified for this new proposals, closing 21 January 2017. Submissions on this should be made to [central.consultation@police.govt.nz](mailto:central.consultation@police.govt.nz)

**SUPPORT FOR STAFF**

43. Change proposals can be unsettling.
44. People wellbeing is of primary importance, and the District is committed to ensuring all staff have the support they need throughout the entire change process. Questions about the change or support in dealing with the impact the change may have on specific position can be directed to: [central.consultation@police.govt.nz](mailto:central.consultation@police.govt.nz), or one of the following people or groups will be able to support you or ensure you get the appropriate support:
- Managers
  - EAP – 0800 327669 (EAP NOW)
  - Human Resources representatives or Welfare Officer
  - Police Association/Police Managers Guild representatives
45. Assistance and guidance may also be found in the policy for people and restructuring, located on the intranet > Tools and Resources > Human Resources > Employment Conditions. You can also refer to your employment agreement which is also located as above

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## IMPACT OF PROPOSED CHANGES ON CURRENT ROLES

46. Note, this section is substantially revised to reflect the impacts from consultation with staff on the original proposals.

### New Proposals

47. The following table identifies additional positions that are affected as a result of proposed changes made in response to the staff consultation phase.

Area	Station/Group	Position	Impact
Whanganui	Marton	YAS/SCO Constable	Disestablished
Whanganui	Whanganui	SCO Constables	Role to incorporate Rangitikei SCO delivery
Whanganui	Taihape	YAS Constable	Role to incorporate Rangitikei YAS delivery

### Disestablished Positions

48. The following table identifies positions as being proposed for disestablishment. These roles have incumbents.

Area	Station/Group	Position	Impact	# of People Affected
DHQ	Prevention	Insp Community & Youth	Disestablished	(1)
DHQ	Operations	District SAR Coordinator	Disestablished	(1)
MANAWATU	Feilding	Youth Aid Constable	Disestablish 1 position	(2)
MANAWATU	Levin	NPT Constables resizing (4 to 3 Constable positions)	Disestablish 1 position	(4)
MANAWATU	Pahiatua	Youth Aid Constable	Disestablished	(1)
MANAWATU	Feilding	Feilding PST Sergeants	3 Positions Disestablished. (1 Position currently vacant)	(2)
MANAWATU	Feilding	O/C CIB	Disestablished	(1)
MANAWATU	Foxton	Community Constable - Problem Solver	Disestablished	(1)
TARANAKI	New Plymouth	Community Constable New Plymouth	Disestablish 1 position	(4)

Area	Station/Group	Position	Impact	# of People Affected
TARANAKI	New Plymouth	Senior Sergeants	Reduction reflecting the disestablishment of S/Sgt Waitara	(4)
TARANAKI	New Plymouth	AHRO Sgt	Disestablished	(1)
TARANAKI	New Plymouth	CIB Organised Crime Unit D/Sgt	Disestablished	(1)
WHANGANUI	Whanganui	Watchhouse Keeper	Disestablished	(1)
WHANGANUI	Whanganui	Community / IWI Constable	Disestablished	(1)
WHANGANUI	Whanganui	Admin Sergeant	Disestablished, Reduction in Sergeant positions in the station by 1	(11)

49. The following table identifies remaining proposals to disestablish vacant positions.

Area	Station/Group	Position	Impact
DHQ	Prevention	FIO Levin	Disestablished
MANAWATU	Shannon	Shannon (resizing)	Change from 2 person station to 1 person station
MANAWATU	Otaki	Community Constable Otaki	Disestablished.
MANAWATU	Dannevirke	D/Sgt Taraqua	Disestablished
MANAWATU	Feilding	Area Manager Response	Disestablished
MANAWATU	Dannevirke	PST Constable	Station resized from 7 to 6 PST Constables
MANAWATU	Pahiatua	PST Constable	Station resized from 5 to 4 PST Constables
TARANAKI	Opunake	Opunake (resizing)	Position disestablished (Station maintained at 3 by Manaia position)
TARANAKI	Inglewood	Inglewood (resizing)	Disestablish 1 Position
WHANGANUI	Waiouru	Waiouru	Station resized from 3 to 2 person station.
WHANGANUI	Waverley	2 Person Station Constable	Station resized from 2 to 1 person station.
WHANGANUI	Whanganui	NPT resizing (5 to 3 Constable positions)	Disestablish 2 positions

**New Positions**

50. The following table identifies proposed new positions.

Area	Station/Group	Position
DHQ	Operations	Sgt CJSU (Formalise second NCO position)
DHQ	New Plymouth	Inspector Community and Youth
MANAWATU	Levin	Safer Whanau Constables (x2)
MANAWATU	Levin	S/Sgt Prevention
MANAWATU	Feilding	Sgt Prevention
MANAWATU	Palmerston North	Safer Whanau Constable
MANAWATU	Palmerston North	AHRO
MANAWATU	Levin	O/C Tactical Crime Unit
TARANAKI	South Taranaki	Safer Whanau Constable
TARANAKI	North Taranaki	Safer Whanau Constable (x2)
WHANGANUI	Whanganui	Safer Whanau Constable (x2)

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51. The following table identifies positions affected by administrative changes to the position (e.g., change in reporting line, position title, role scope).

Area	Station/Group	Position	Impact
DHQ	Prevention, DHQ, Palmerston North	S/Sgts	Change in roles to enhance DCC operations
MANAWATU	Levin	Area Manager Response Levin	Reflecting division of role into Response and Prevention Horowhenua
MANAWATU	Levin	Operational Support Sergeant	Renamed to Custody Manager
MANAWATU	Palmerston North	S/Sgt Community and Youth	Renamed to S/Sgt Prevention North
MANAWATU	Palmerston North	Custody S/Sgt Palmerston North	Renamed to S/Sgt Response
MANAWATU	Palmerston North	Coronial Inquests Officer	Change in reporting line to DHQ
MANAWATU	Feilding	Detectives	Change in reporting line
MANAWATU	Dannevirke	Detectives	Change in reporting line
MANAWATU	Feilding	STU	Change in reporting line
MANAWATU	Palmerston North	PST Sgts	Roles extended to include Feilding supervision and coverage
MANAWATU	Palmerston North	PST Constables	Roles extended to operate within Manawatu North deployment pool
MANAWATU	Feilding	PST Constables	Roles extended to operate within Manawatu North deployment pool
MANAWATU	Foxton Beach	Foxton Beach	Designation as a CPC, Role extended to include Foxton responsibility
MANAWATU	Foxton	PST Constable	Role extended to include Foxton Beach responsibility
TARANAKI	Hawera	Hawera PST	Change in role to enable deployment pool between Hawera / Stratford
TARANAKI	Stratford	Stratford PST	Change in roles to enable deployment pool between Hawera / Stratford
TARANAKI	Opunake	3 Person Station Constable	Change in role to reflect responsibility for Manaia and Opunake
TARANAKI	Manaia	Manaia (redesignation to CPC)	Designation to CPC (Position assigned to Opunake and deployment covered by Opunake)
TARANAKI	New Plymouth	Community Sgt	Change in role to include AHRO portfolio

Area	Station/Group	Position	Impact
TARANAKI	Waitara	STU Officer	Change in reporting line
TARANAKI	South Taranaki	Senior Sergeants (x2)	Reflecting division of role into Response and Prevention South Taranaki
TARANAKI	New Plymouth	Inquests Officer	Disestablish portfolio
WHANGANUI	Whanganui	Inquests Officer	Disestablish portfolio
WHANGANUI	Ohura	Ohura	Position formalised as Rural Community Policing resource
WHANGANUI	Whanganui	Dog Section Whanganui	Reduce 4 General Dog Handler roles to 3 and add 1 Sergeant. Managed when a position within the existing team becomes vacant.
WHANGANUI	Whanganui	Custody Sgt	Change in role to include AHRO portfolio

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