

In Confidence

Office of the Prime Minister  
Office of the Minister of Police

Chair, Cabinet

## **COMMISSIONER OF POLICE: APPOINTMENT**

### **Proposal**

- 1 This paper notes the Prime Minister's intention to recommend to the Governor-General that Andrew David Coster be appointed as the Commissioner of Police, New Zealand Police, for a five year term commencing on 3 April 2020 and expiring on 2 April 2025.

### **Background**

- 2 The term of the current Commissioner of Police, Mike Bush, MNZM, ends on 2 April 2020.
- 3 The Commissioner of Police is appointed by the Governor-General, on the recommendation of the Prime Minister, for a term not exceeding five years, under section 12(1) of the Policing Act 2008.
- 4 Under section 12(2) of the Policing Act, the Commissioner of Police holds office at the pleasure of the Governor-General.

### **Requirements for the Position**

- 5 The statutory requirement for the position is that the appointment be of a fit and proper person (s12(1) Policing Act).
- 6 To be a fit and proper person for this role, we consider the incoming Commissioner of Police needs to have strong, credible experience in Police, with a good understanding of the role and work of New Zealand Police.
- 7 The elements of the role include:
  - 7.1 system leadership, including building close relationships with key stakeholders including Ministers, Public Service chief executives, and others. It also includes building and strengthening relationships with Māori as the Treaty partner. The Police's relationship with Pasifika and ethnic communities will also be strengthened.

- 7.2 strategic leadership, including developing and implementing a vision and strategic direction for the organisation and its response to externalities;
  - 7.3 delivery management, including operational and organisational management, and ensuring there is a strong, positive culture;
  - 7.4 operational command of the statutory functions and powers of the Commissioner under the Policing Act 2008; and
  - 7.5 enhancing diversity and inclusion in the organisation at all levels.
- 8 The Commissioner of Police must be able to obtain and maintain a Top Secret Special security clearance.

### **Recommended Appointee**

- 9 We propose the Prime Minister recommends to the Governor-General the appointment of Andrew David Coster for the role of Commissioner of Police, New Zealand Police, for a term of five years commencing on 3 April 2020.
- 10 The State Services Commissioner has advised that Deputy Commissioner Coster is a fit and proper person to undertake the role and has the ability to perform the elements of the role set out above. We have accepted that advice.
- 11 Deputy Commissioner Coster is currently Acting Deputy Commissioner, Strategy and Partnerships at Police. Earlier in his career he had frontline and investigative roles, before rising to be the Area Commander for the Auckland City Central area, including being the Commander of the Armed Offenders Squad in Auckland. He then had a period as the District Commander in the Southern Police District (Otago and Southland) before moving to Police National Headquarters where he was Assistant Commissioner, Strategy and Transformation. Before taking up his current role, he was Acting Deputy Commissioner, Resource Management.
- 12 He has also gained experience outside of New Zealand Police, first as a Solicitor in the office of the Crown Solicitor in Auckland, and on a more recent secondment to the Ministry of Justice.
- 13 Deputy Commissioner Coster is well qualified academically, holding a Bachelor of Laws (Hons), and a Master of Public Management.
- 14 He currently holds<sup>9(2)(a)</sup> privacy security clearance.
- 15 Attached is a summary of his curriculum vitae.

### **Remuneration**

- 16 The remuneration for the Commissioner of Police is set by the Remuneration Authority.

## Appointment process and consultation

- 17 Section 14 of the Policing Act 2008 provides for the State Services Commissioner to manage the appointment process and to provide advice on nominations to the Prime Minister and the Minister of Police.
- 18 The process the State Services Commissioner managed included the following steps:
  - 18.1 Advertising the position through multiple channels from 19 September through to closure on 13 October 2019.
  - 18.2 Those applicants who met the criteria of being current or previous New Zealand Police constables were background checked, including verifying tertiary qualifications, and conducting credit and criminal checks.
  - 18.3 The State Services Commissioner convened a Panel to assist him in the examination of applicants. The Panel comprised Mr Peter Hughes (Chair), State Services Commissioner; Ms Helene Quilter, Deputy State Services Commissioner; Ms Arihia Bennett, Kaihautū / Chief Executive, Te Rūnanga o Ngāi Tahu; Dame Margaret Bazley, retired Public Service chief executive, and previous Chair of the Commission of Inquiry into Police Conduct; and Mr Brian Dickey, Partner, Meredith Connell, Crown Solicitor at Auckland.
  - 18.4 Applicants were interviewed by the Panel to consider their suitability for the role. The Panel formed a view on each applicant based on material provided by the applicants (including self-assessments and curricula vitae) and their performance at interview.
  - 18.5 The State Services Commissioner then recommended to the Minister of Police which applicants should be shortlisted. The Minister of Police accepted the recommendation.
  - 18.6 The shortlisted applicants underwent an external assessment centre (including psychometric assessment, an interview with a psychologist, and an interview with a media specialist), and were interviewed again by the Panel.
  - 18.7 Detailed conduct and integrity checking was undertaken for all shortlisted applicants.
  - 18.8 Referee checks were conducted with both nominated and non-nominated referees to provide a 360-degree view of each shortlisted applicant.
  - 18.9 The Panel was reconvened to consider the findings from the conduct and integrity and referee checks. The Panel also discussed which of the shortlisted applicants to recommend as nominees for the appointment as Commissioner of Police.
  - 18.10 The State Services Commissioner provided advice to the Prime Minister and the Minister of Police on the nominations for the role.
- 19 It has been the practice for the Government to advise the Leader of the Opposition of the appointments to this position before the appointment is announced. We intend to continue this practice.

## Conflicts of interest

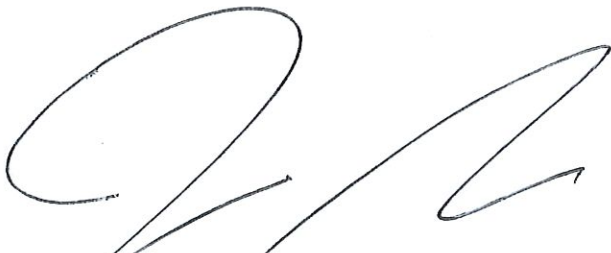
- 20 We can confirm that appropriate enquiries concerning conflicts of interest have been carried out, in accordance with the State Services Commission appointment guidelines, to identify any conflict of interest that could reasonably be identified, and no conflicts of interest have been identified.

## Timing and Publicity

- 21 Once the Governor-General has appointed Deputy Commissioner Coster as the Commissioner of Police, the Office of the Minister of Police will coordinate the announcement.

## Recommendation

- 22 It is recommended that the Committee **note** the Prime Minister's intention to recommend the Governor-General appoints Andrew David Coster as Commissioner of Police, New Zealand Police, for a five year term of office commencing on 3 April 2020 and expiring on 2 April 2025.



Rt Hon Jacinda Ardern  
Prime Minister



Hon Stuart Nash  
Minister of Police

RELEASED BY SSC UNDER OUR COMMITMENT TO OPEN GOVERNMENT



Wellington, / / 2020

Her Excellency the Governor-General is respectfully advised to appoint,  
pursuant to section 12(1) of the Policing Act 2008

**Andrew David Coster**

as the Commissioner of Police, New Zealand Police  
for a term of five years commencing on 3 April 2020 and ending on 2 April 2025.

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Rt Hon Jacinda Ardern  
Prime Minister

Appointed

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Governor-General

/ / 2020



## **Appointment of the Commissioner of Police**

Governor-General

Pursuant to section 12(1) of the Policing Act 2008,  
I, the Right Honourable Dame Patsy Reddy, GNZM, QSO, Governor-General of New Zealand,  
hereby appoint:

**Andrew David Coster**

as the Commissioner of Police, New Zealand Police, for a term of five years  
commencing on 3 April 2020.

Given under the hand of Her Excellency the Governor-General of New Zealand and issued  
this        day of March 2020.

Rt Hon Jacinda Ardern  
Prime Minister

## SUMMARY CURRICULUM VITAE

ANDREW DAVID COSTER

### Employment History:

#### New Zealand Police

July 2018 – present Deputy Commissioner, Strategy and Partnerships (Acting)

March – June 2018 Deputy Commissioner, Resource Management (Acting)

#### Ministry of Justice

2016 – 2018 Deputy Chief Executive

#### New Zealand Police

2015 – 2016 Assistant Commissioner, Strategy and Transformation

2013 – 2015 District Commander, Southern Police District

2011 – 2013 Armed Offenders Squad Commander, Auckland

2009 – 2013 Area Commander, Auckland City Central

2006 – 2008 District Deployment Manager, Counties Manukau

2005 – 2006 Response Manager / Section Supervisor, Counties Manukau West

#### Legal Practice

2004 Solicitor, Meredith Connell, Auckland (Office of the Crown Solicitor)

2004 Admitted as Barrister and Solicitor of the High Court of New Zealand

#### New Zealand Police

1996 – 2003 Various frontline and investigative roles, Counties Manukau and Auckland Metro Crime

### Memberships:

Member, Institute of Directors New Zealand

(Previous) Trustee, Mangere Genesis Youth Trust



Position	Commissioner
Department	New Zealand Police
Position Purpose	<p>New Zealand Police (Police) is the government's key frontline response agency. Police serve the community on behalf of the Government by reducing the incidence and effects of crime, detecting and apprehending offenders, maintaining law and order and enhancing public safety. The organisation spans twelve Police districts and almost 400 domestic locations.</p> <p>Police has a number of statutory functions, including keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participation in policing activities outside New Zealand and emergency management.</p> <p>The Commissioner of Police leads and manages the organisation across its broad range of roles and functions.</p> <p>In addition to Police's operational role, Police works at a system level with Public sector agencies to address systemic issues and opportunities and to achieve the Government priority of healthier, safer and more connected communities. This includes contributing to Te Hāpaitia te Oranga Tangata justice system reform agenda, implementing initiatives to address family and sexual violence and tackling organised crime.</p> <p>Other key priorities for Police include strengthening the relationship with Māori, reducing reoffending and working with other justice sector agencies to reduce the prison population.</p> <p>The Commissioner of Police is responsible for Police's strategic direction that balances these operational and system roles.</p> <p>The Commissioner also has a key role in responding to incidents that challenge or threaten national security in New Zealand. The Commissioner has a co-operative role off-shore where New Zealand's security interests or the safety of New Zealand citizens are at risk from politically-motivated violence.</p>

Key external relationships

Government and Parliament:

- Minister of Police: the Commissioner is responsible to the Minister of Police under section 16(1) of the Policing Act 2008;
- Prime Minister; and
- Other Ministers whose portfolios relate to the outcomes sought by Police.



#### Public sector:

Police works closely with many agencies in pursuing its priority outcomes, including:

- Justice sector: Police works with agencies with law enforcement functions in respect of the criminal justice pipeline, the prevention and enforcement of crime and initiatives such as the reform of the Justice sector;
- Social sector: Police works with agencies on youth justice, prevention of crime, family and sexual violence initiatives;
- Defence, foreign affairs and intelligence and security sectors: Police has a key role in furthering New Zealand's foreign policy objectives, including enhancing national security, supporting compliance with our international obligations and border protection. Police are also regularly deployed overseas in post-conflict, nation-building roles;
- Transport sector: Police plays a key role in road safety and enforcing traffic laws;
- Emergency services sector: Police work with central and local government on emergency management and search and rescue;
- Population agencies: Police works with agencies representing the interests of Māori, Pasifika and other ethnic groups;
- Police works with oversight officials and bodies such as the Independent Police Conduct Authority; and
- The Commissioner of Police is also a member of various cross-agency groups, including the Justice Sector Leadership Board, as an additional Minister appointee to the Family Violence and Sexual Violence Joint Venture. Police is also a member of the Officials' Committee for Domestic and External Security Coordination (ODESC) governance board and the Security Intelligence Board.

#### Communities and the public:

Police works in partnership with a number of organisations, including:

- Local government and community organisations and NGOs working with and representing victims, offenders and members of society;
- Māori communities, hapū, whānau and iwi and organisations representing Māori interests; and
- Pacific and ethnic communities and organisations.

Statutory role

The Commissioner of Police is a statutorily appointed official under the Policing Act 2008.

The Commissioner holds office at the pleasure of the Governor-General of New Zealand. Under section 12, the Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister. These structures of holding office provide important safeguards for the office-holder's independence.

**Performance profile**

Critical success priorities

The following priorities are critical for the Commissioner of Police to succeed in the position:

**System Leadership**

- Establishing and maintaining effective working relationships with the trust and confidence of Ministers, providing high quality policy advice to the Government and delivering on Government priorities for Police;
- Working collaboratively with Public Service Chief Executives and their agencies across the system through effective consultation and coordination at a strategic as well as operational level;
- Building closer relationships with Māori, Pasifika and Ethnic Communities;
- Implementing Government policy commensurate with the constitutional position of Police; and communicating with the public and fronting issues impacting our communities.

**Strategic Leadership**

- Thinking strategically about issues relating to policing in New Zealand, and developing and implementing a strategic direction for the organisation with a national, as well as a community focus;
- Proactively identifying and responding to the challenges of changing trends and policing pressures, such as a growing population, demographic changes and emerging crime priorities;

**Delivery Management**

- Providing strong leadership to Police staff at all levels and a clear sense of direction and purpose, to maintain and support a strong organisational culture which keeps our communities safe;
- Promoting and upholding policing principles, including the principled, effective and efficient provision of policing services, independence and impartiality and respect for human rights and the rule of law;
- Ensuring Police employees act professionally, ethically and with integrity in our communities;

**Talent Management**

- Deliberate and specific focus on growing diverse leaders into critical roles at all management levels of the Police.

Accountabilities	<p>Under the Policing Act 2008, the Commissioner of Police is responsible to the Minister of Police for:</p> <ul style="list-style-type: none"> <li>• Carrying out the statutory functions and duties of Police</li> <li>• The general conduct of Police</li> <li>• Effective, efficient and economical management of Police</li> <li>• Providing free, frank, timely and high quality advice to the Minister of Police and other Ministers on all aspects of policing</li> <li>• Giving effect to Ministerial directions for Police</li> </ul> <p>The Commissioner of Police has independence regarding the maintenance of order and the enforcement of the law in relation to individuals, the investigation and prosecution of offences and decisions about Police employees.</p> <p>Although Police is not covered by the State Sector Act 1988, it is expected that the Police Commissioner, wherever practicable and appropriate, oversees that Police operates as if they were a public service department under the State Sector Act. This includes performance management and annual review by the State Services Commissioner, as requested by the Minister of Police, as well as participation in relevant cross-government work.</p>
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**Person profile**

Leadership and Stewardship	<p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the high bar expected of chief executive behaviour.</p> <p>Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.</p> <p>The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.</p> <p>Chief executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Position specific competencies	<p><i>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to:</i></p> <p><a href="https://www.ssc.govt.nz/leadership-success-profile">https://www.ssc.govt.nz/leadership-success-profile</a></p>
Leading strategically	Think, plan and act strategically; to engage others in the vision and position teams, organisations and sectors to meet customer and future needs.
Leading with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.

Enhancing organisational performance	Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Enhancing System Performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Leading at the political interface	Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.
Managing work priorities	Plan, prioritise and organise work; to deliver on short and long-term objectives across the breadth of their role.
Enhancing team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Honest and courageous	Delivers the hard messages and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government <b>Top Secret Special</b> security clearance. New Zealand citizenship desirable.</i>

Up to date information on Police's outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.police.govt.nz/>

# Leadership Success Profile

