



9 June 2026

9(2)(a) privacy

9(2)(a) privacy

Official Information Request
Our Ref: OIA 2025-0101

I refer to your Official Information Act 1982 (OIA) request received on 20 April 2026 for:

“...all correspondence, briefings and reports between the Public Service Commission and Police in relation to PSC's latest PIR on police.”

On 19 May 2026, the Public Service Commission (the Commission) notified you of an extension to the timeframe required for us to make our decision on your request, to 9 June 2026. This was because consultations needed to make a decision on your request were such that a proper response could not reasonably be made within the original time limit.

Background

The Commission's Performance Improvement Review (PIR) programme is an important mechanism for strengthening performance across the public sector. The programme involves independent reviews of agencies, carried out at the invitation of agency chief executives, to provide clear, future-focused direction and support continuous improvement.

The Performance Improvement Review of New Zealand Police (the Review), released on 23 April 2026, reflects this approach. It sets out clear direction and objectives for the Police Commissioner and the organisation over the next four years, including the capability and performance required to meet future expectations.

Information being released

Please find enclosed the following documents:

Item	Date	Document Description	Decision
1	26 June 2025 – 21 April 2026	Correspondence sent to and from the Commission and New Zealand Police regarding the Review	Released in part

I have decided to release the documents listed above, subject to information being withheld under the following sections of the OIA:

- section 9(2)(a) – to protect the privacy of natural persons, including deceased people.
- section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty.
- section 9(2)(j) – to enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).

We have redacted information that we have deemed as administrative in nature or outside the scope of your request.

In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

Information publicly available

The following information is also covered by your request and is publicly available on the Commission's website at the link provided in the table below.

Item	Date	Document Description	Website Address
2	12 November 2025	MoSR 2025-0756 - REPORT - Update on the Performance Improvement Review Programme	MoSR-2025-0756-REPORT-Update-on-the-Performance-Improvement-Review-Programme.pdf
3	11 February 2026	MoSR 2026-0033 - REPORT - Update on the Performance Improvement Review of New Zealand Police	Publicly available soon Publications - Te Kawa Mataaho Public Service Commission

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the OIA on the grounds the information requested is or will soon be publicly available.

Some relevant information has been removed from documents listed in the above table and should continue to be withheld under the OIA, on the grounds described in the documents.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this response (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Public Service Commission - Te Kawa Mataaho

From: Rob Anderson
Sent: Thursday, 26 June 2025 9:27 pm
To: CHAMBERS, Richard
Cc: Christina Connolly; Heather Baggott; SAYER, Laura; SHERSON, Kyle; WEBB, Michael (Mike)
Subject: RE: [EXTERNAL] NZ Police - Performance Improvement Review

Excellent, thanks Richard. That's great. We will be back in touch tomorrow with a final copy of that letter.

I spoke with ^{9(2)(a) privacy} tonight and he is all good to go. Belinda is also good to go, and I agree a process like this would be very beneficial for her stepping into the ARC role.

Happy to chat.

Cheers

Rob

Robert Anderson

Manager, Public Sector Performance

Phone: ^{9(2)(a) privacy} | **Email:** robert.anderson@publicservice.govt.nz



Te Kawa Mataaho
Public Service Commission

Te Kawa Mataaho Public Service Commission

www.publicservice.govt.nz | www.govt.nz



From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Thursday, June 26, 2025 7:13 PM
To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Cc: Christina Connolly <Christina.Connolly@publicservice.govt.nz>; Heather Baggott <Heather.Baggott@publicservice.govt.nz>; SAYER, Laura <Laura.Sayer@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>
Subject: FW: [EXTERNAL] NZ Police - Performance Improvement Review

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Rob.

Apologies for slight delay coming back to you.

I am all fine with the draft letter. I particularly welcome the focus on integrity, conduct and safe, positive workplaces.

In terms of reviewers, great that 9(2)(a) privacy is able to assist and likewise if Belinda can too then that would be valuable. I would happily delay Belinda starting on my ARC in the interests of her being able to assist with the PIR. In fact it would be a nice lead in to her role on the ARC because it would enable her to gain a deeper understanding of Police and the opportunities which would support her role on ARC and discussions that we have.

In terms of the timings, September is ideal. And in terms of the contact points, may I ask that be me for now, and I can get my EA Laura Sayer, Chief Advisor, Inspector Kyle Sherson and Chief Assurance Officer Mike Webb to assist as required. I have copied Laura, Kyle and Mike into this for their information.

Will await final letter.

Laura, Kyle and Mike – heads up that I have had discussions with PSC about the opportunities to undertake a PIR. Last time we did this in Police was over 10 years (PIF) ago. With a number of things on the horizon I believe there is an opportunity for a PIR to bring some focus and expectation on areas of opportunity. Once I receive the finalised letter from Rob I will raise at ELT and SLT for broader awareness. Please keep to yourselves for now.

R

Richard Chambers
Commissioner



From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Tuesday, June 24, 2025 7:57 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: Christina Connolly <Christina.Connolly@publicservice.govt.nz>; Heather Baggott <Heather.Baggott@publicservice.govt.nz>
Subject: [EXTERNAL] NZ Police - Performance Improvement Review

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Richard,

Good to catch up last week and hear how you are going!

Attached is a draft copy of the initiation letter for the Performance Improvement Review for NZ Police. Very happy to chat on this if you have any comments before we send a final copy to you.

On reviewers, 9(2)(a) privacy has confirmed he would be happy to undertake one of the Lead Reviewer roles. He's also happy to connect directly with you for a discussion at some point if useful too.

We've spoken with 9(2)(a) privacy and 9(2)(a) privacy. Both are unfortunately unavailable due to other commitments. The other alternative we think would be good is Belinda Clark. She is currently on our approved reviewer panel. Our view is that she would be a strong candidate given her deep leadership experience in the Public Sector, and in particular, the justice sector. Belinda also has capacity to take this on in September.

I am aware you are separately talking to her about joining your Risk and Audit Committee. I think there would be benefit in Belinda being a Lead Reviewer as part of this NZ Police process given her extensive experience. If you were happy to proceed with her for the Review, she'd need to delay taking on the Risk and Audit role until the

Review was complete. We will take your lead on what would work best for you. If that didn't work, we can test other alternate names.

In terms of next steps, if you are happy with the letter, we can get that finalised and sent to you this week. From there, we can work with your team on ensuring we are good to go from September. Just let us know who you'd like us to connect in with at your end. We will provide a more detailed timeframe for the Review in due course once reviewers are confirmed.

Very happy to pick up a conversation on this.

Cheers

Rob

Robert Anderson
Manager, Public Sector Performance
Phone: 9(2)(a) privacy | Email: robert.anderson@publicservice.govt.nz



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From: [WYSE, Kelly](#)
To: [Bethan Streatfield](#)
Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List
Date: Thursday, 7 August 2025 5:12:44 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.gif](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[image011.png](#)

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Great thanks!!

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, August 7, 2025 5:03 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

[IN-CONFIDENCE]

Hi Kelly,

It looks great, we can see some real value in the answers that you'll get on this and we'd be interested in seeing the results at the end as well. Also think your approach with the workshops will work well.

It is quite long though, and will need a bit more explanation of the purpose of the review to justify the length. I have provided a one pager that might help with this. The main things would be to explain the purpose of a PIR, that the Commissioner has invited PSC to do this (particularly important in the Police context) and that it's run by independent Lead Reviewers appointed by the Commission in collaboration with the Commissioner.

Info to Lead Reviewers - if they have any links or documents this would be really helpful to capture as well.

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Wednesday, July 30, 2025 3:17 PM

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Here is the draft survey link I have been working on: <https://www.surveymonkey.com/r/WNTDY6T>. Can you please let me know if this works for you?

Based on my initial discussions this is the group I would be intending to survey initially (in effect those that the reviewers are proposed to meet with):

9(2)(a) privacy



The intent of the survey is to gather initial structured feedback on strengths, challenges, opportunities, and performance ratings.

We would then have workshops with the Senior Leadership Team and the Executive Leadership Team to discuss survey insights, validate key themes, and agree performance ratings for the final self-assessment.

I look forward to hearing from you.

Thanks

Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Tuesday, July 29, 2025 2:26 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

[IN-CONFIDENCE]

Hi Kelly,

out of scope

Could I please have a quick look over it before it goes out? I don't need to inspect it in detail but think it would be helpful to see.

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Tuesday, 29 July 2025 12:19 pm

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

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Hi Bethan

Early next week would be great thanks – how is your Monday morning looking? At this stage, I am free until 11.30am.

In the meantime, I am looking to release an initial survey to senior leaders to gather perspectives that will inform our self-assessment and identify areas for improvement across core functions. Do you want to review the survey before it is released or simply be kept informed with the steps we are taking as we work towards the development of our self-assessment?

Thanks

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz

wordmark transparent




From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Tuesday, July 29, 2025 10:14 AM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

[IN-CONFIDENCE]

Thank you so much Kelly.

Is there any chance we could meet later this week or early next week to chat through some feedback from the Lead Reviewers?

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 24 July 2025 4:12 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: FW: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

As promised, please find **attached** an updated stakeholder list.

We have worked to your proposed timeframes in this but may need some flexibility on specific dates in that three-week window once we get into detailed logistics with individuals. You may also wish to consider whether travelling for District visits is optimal back-to-back or if it would be better for the reviewers if they were paced across the three weeks. I will await your feedback on next steps, before commencing any formal engagement with the Police interviewees around availability.

In the meantime, I am working with our Evidence Based Policing team on the plan for Police's self-assessment and look forward to engaging with you on that approach in due course.

Please let me know if you need anything further at this stage. I am looking forward to working with you.

Ngā mihi

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz

wordmark transparent




From: SHERSON, Kyle <Kyle.Sherston@police.govt.nz>

Sent: Thursday, July 24, 2025 4:00 PM

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>; WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>

Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

Hi Bethan

Kelly Wyse from Police's Assurance team (cc'd) will help coordinate and support the PIR from the Police side.

She has been working away on the stakeholder list for us, and will send through shortly.

Thanks

Kyle.

Inspector Kyle Sherson

Chief Advisor to the Commissioner

Police National Headquarters

M 9(2)(a) privacy

E kyle.sherson@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Thursday, July 24, 2025 2:28 PM

To: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>

Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

[IN-CONFIDENCE]

Kia ora kōrua,

Just checking in on how discussions are progressing on your end.

We have made progress on the procurement of Lead Reviewers and are keen to land the timing with you, along with getting your feedback on the other documents.

Rob and I are available to chat if need be.

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | īmēra: bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, 17 July 2025 2:48 pm
To: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>
Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

Sounds good, thanks for the update.

Have a lovely rest of your week.

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | īmēra: bethan.streatfield@publicservice.govt.nz

From: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Sent: Thursday, 17 July 2025 9:34 am
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>
Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Bethan.

Mike and I met yesterday to discuss the stakeholder engagement list and an approach to the district engagement visits for the lead reviewers.

We are bringing on board a member of Mike's team to take the lead role in coordination from our side, and will get back to you by the end of next week on all the documents.

Regards

Kyle.

Inspector Kyle Sherson

Chief Advisor to the Commissioner

Police National Headquarters

M 9(2)(a) privacy

E kyle.sherson@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Thursday, July 17, 2025 9:18 AM

To: WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>

Subject: [EXTERNAL] [IN-CONFIDENCE] Re: NZ Police PIR - Timing and Stakeholder List

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[IN-CONFIDENCE]

Ata mārie,

As promised, please find attached the following documents:

- Guide to the Performance Improvement Review model
 - currently in draft form as it needs to go through our design team
- Agency Input Guide
- Self-assessment template and training slides
 - noting that we will come facilitate this training prior to commencing the self-review
- Document request list (guide only)

Looking forward to hearing from you on these documents and the previous set.

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Friday, July 11, 2025 4:25 PM

To: WEBB, Michael (Mike) <michael.webb@police.govt.nz>; SHERSON, Kyle <kyle.sherson@police.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>

Subject: NZ Police PIR - Timing and Stakeholder List

Kia ora kōrua,

Thank you for coming down to Te Iho to chat yesterday, it was lovely to see you both.

As agreed, please find attached the draft stakeholder list and a draft timing layout for the NZ Police Performance Improvement Review.

We are open to any feedback you may have and are happy to re-work these with you over the next week or so. The last page of the stakeholder list is indicative only as it does not consider the Lead Reviewer's availability. Please also note that the draft timing assumes that the self-assessment could start in the first week of September and would be signed out by the Commissioner.

Next week I will send through some further documentation to support your discussions with the Commissioner and help with further planning. This will include the:

- Guide to the Performance Improvement Review model
- Agency Input Guide
- Self-assessment template

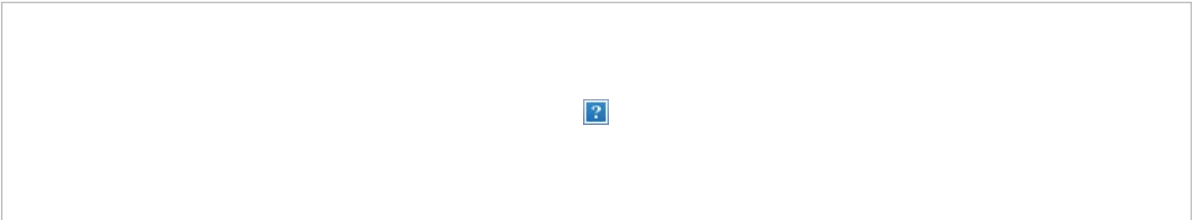
We will also start looking at planning the interview phase over the next few weeks, so if you could think about who would be best suited to coordinate these and help book them in, that would be really helpful, thank you.

If you have any questions or need anything further, please don't hesitate to get in touch with Rob or myself.

Have a lovely weekend!

Noho ora mai,
Bethan

Bethan Streatfield [\(she/her\)](#)
Kaitohutohu | Advisor
Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz



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From: [WYSE, Kelly](#)
To: [Bethan Streatfield](#)
Subject: DRAFT Agenda - PIR Lead Reviewers Interviews
Date: Monday, 1 September 2025 4:59:21 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[DRAFT Agenda - PIR Lead Reviewers Interviews.docx](#)

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Hi Bethan

Here is take 2 of the draft schedule.

I have made the changes we discussed (including adding 9(2)(a) privacy and ESR, adding in debriefs, removing the extra interviewees, and reducing meetings to 5 per day + debrief).

There's a couple of Police names still highlighted in green – mainly where they are not on your latest list but I am suggesting they are added to existing meetings to broaden the scope, and I have also the added suggestion of meeting with the 9(2)(a) privacy, and the senior leaders responsible for Prosecutions, Resolutions, and Service (105) as a group given their relevant to performance. I've moved the other proposed internal interviewees to the back so they can be considered – noting the Liaison Officers group would likely need to be a 6-7pm meeting given the time differences.

Let me know your thoughts

Cheers

Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: [WYSE, Kelly](#)
To: [Bethan Streatfield](#)
Subject: RE: [EXTERNAL] RE: Police PIR - Initial convo with Commissioner
Date: Monday, 1 September 2025 4:51:52 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

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Hi Bethan

Sorry for the delay - I've now confirmed it will be just the Lead Reviewers and the Commissioner, so we can proceed with our own separate meeting as planned.

Out of scope, Administrative in nature



Thanks
Kelly

Out of scope, Administrative in nature



Out of scope, Administrative in nature

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 1 September 2025 12:35 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] RE: Police PIR - Initial convo with Commissioner

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Fabulous thank you so much!

The self-assessment update is quite straight forward:

- The initial survey is currently active with 45 senior leaders – due to close on Sunday 7 September
 - Monday 8th – Wednesday 10th - I will consolidate the findings and prepare an SLT paper which will be lodged to SLT on Thursday 11th
 - Tuesday 16th is the self-assessment workshop at SLT – feedback will be incorporated into the draft self-assessment document
 - Monday 22nd is the self-assessment workshop at ELT where the final draft will be workshopped and endorsed subject to any final edits
 - Still on track for a 30 September release to you (which also allow time for further engagement with SLT/ELT if required after the two workshop sessions).
-

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, September 1, 2025 12:28 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] RE: Police PIR - Initial convo with Commissioner

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Kia ora Kelly,

I did thank you, hope you did too!

I've just emailed to ask so I'll let you know as soon as they reply

I think the main thing we need on Thursday for our end of the meeting is just an update on the self-assessment process and a meet and greet with Erwin, so happy for it to consume part of the meeting.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 1 September 2025 12:04 pm
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Subject: Police PIR - Initial convo with Commissioner

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

I hope you had a nice weekend?

The Commissioner's office has asked whether it would be possible to arrange an initial introduction/discussion between the Lead Reviewers and the Commissioner ahead of the first visit on Friday?

Out of scope, Administrative in nature

Out of scope, Administrative in nature

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

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Out of scope

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Tuesday, September 2, 2025 5:26 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: Re: [EXTERNAL] RE: PIR Visit - Mihi whakatau

Hi Kelly,

Okay, thanks for that!

Out of scope

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Tuesday, 2 September 2025 3:03 pm

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] RE: PIR Visit - Mihi whakatau

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks for this Bethan

I have a meeting tomorrow with the person in Assurance Group who is pulling together the documentation with business owners, so I'll follow this up and come back to you.

Regarding Rob, it appears the Commissioner does want a 1:1 with just the LRs before they commence their engagement with his staff – so best we all stand down on this one.

Any issues let me know!

Cheers
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, September 1, 2025 5:16 PM
To: WYSE, Kelly <kelly.Wyse@police.govt.nz>
Subject: RE: [EXTERNAL] RE: PIR Visit - Mihi whakatau

Kia ora Kelly,

Ahh thank you so much. That's really helpful.

For documents, we are looking to do our own analysis and start drafting the strategic context section to then share back with yourselves for confirmation. In a matter of prioritising the documents requested, do you have anything that could be provided to us this week that would speak to this? For example, things like your 2024/25 unaudited annual report, future oriented material, research reports (from your emerging tech advisory group or the Evidence based policing centre) etc.

Out of scope

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <kelly.Wyse@police.govt.nz>
Sent: Monday, 1 September 2025 4:17 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] RE: PIR Visit - Mihi whakatau

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks!

Yes you're right – we are testing that through the self-assessment process. This is one of the questions in the initial survey:

9(2)(g)(i) free and frank



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Monday, September 1, 2025 4:14 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: [EXTERNAL] RE: PIR Visit - Mihi whakatau

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Thanks Kelly that's really helpful, I'll enquire with the men and let you know.

For a very different question – do you have confirmed your core functions? I think we discussed these in reference to the self assessment but I can't recall off the top of my head.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | ĭmēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Monday, 1 September 2025 3:28 pm

To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>

Subject: PIR Visit - Mihi whakatau

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan,

When we arrive at the College on Friday, we'll be escorted to the Kāpiti Room for the mihi whakatau.

Out of scope



Out of scope

Ngā mihi

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



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Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

From: [WYSE, Kelly](#)
To: [Bethan Streatfield](#)
Cc: [JACOBSON, Grace](#)
Subject: Police PIR - Document request
Date: Wednesday, 3 September 2025 6:31:56 pm
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[PSC PIR Document Request List - Police.docx](#)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

We've done a large upload of documents to the shared site today, together with our working document (also attached).

This includes our draft 2024/25 annual report as requested earlier today.

You'll see from our working document there are a few documents we are still tracking down for you and will continue to work on these!

Please let me know that these have all been received and any questions you may have.

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 10 September 2025 6:59 pm
To: Bethan Streatfield
Cc: Erwin Ricketts
Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx
Attachments: DRAFT Agenda - PIR Lead Reviewers Interviews.docx

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Yes absolutely – it is with our Comms team at the moment, I'll let you know when the draft is ready 😊

In the meantime, I've just uploaded another document to Folder 52 (in case it doesn't alert you), and I've updated my working draft of the interview schedule now that I have some timings for the Commissioner (**attached**). (This guide doesn't account for Belinda's potential unavailability on Monday mornings yet so I'll continue to play with it when I get their detailed availability from you and any preferred travel dates for District visits)

I'll look forward to hearing from you so I can start locking in the District visits and internal Police interviews.

Cheers
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Wednesday, September 10, 2025 2:52 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Police PIR - Report Timeline.xlsx

Thanks Kelly, that looks good! Would we please be able to see a copy of the media release before it goes out?
😊

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: ^{9(2)(a) privacy} | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 10 September 2025 11:48 am
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx

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Amazing thanks Bethan – hope you're feeling better. Nothing else I need from you at the moment I don't think. I'll let you know when I've uploaded more documents into the folder (we have been doing more chasing this week).

As an FYI we are planning to release an update to the Minister in his weekly report this week as follows:

Topical Items

Performance Improvement Review (PIR) of New Zealand Police

As you are aware, at the invitation of Commissioner Chambers, the Public Service Commission (PSC) is undertaking a PIR of New Zealand Police. This is part of a wider review programme across the public sector aimed at lifting agency and system performance. The Commissioner has asked the two nominated PIR Lead Reviewers - Belinda Clark and Kevin Jenkins - to pay particular attention to organisational integrity and culture, alongside other focus areas.

In the week commencing 15 September, it is anticipated an external media release will confirm the PIR of New Zealand Police will shortly get underway. The Commissioner will write to a number of external stakeholders identified by Police, supported by the Lead Reviewers, to thank them in advance for offering important insights into the PIR process. PSC will then follow-up directly to arrange interviews during the period 20 October to 7 November. We understand PSC will also be contacting your colleagues, Hon Casey Costello – Associate Minister of Police, Hon Paul Goldsmith – Minister of Justice, and Hon Chris Bishop – Minister of Transport to arrange interviews. The PIR will also engage with a wide range of internal Police representatives, including the Commissioner, Deputy Commissioners, Assistant Commissioners, and a selection of function leads and subject matter experts. In addition, several site visits will be conducted to engage with District leadership, frontline officers, and relevant tactical and operational units. Insights from these interviews will inform the final Police PIR report, due to be published in early 2026.

Police will keep you informed of progress with the PIR as the process unfolds.

Chief Assurance Officer Mike Webb (9(2)(a) privacy)

Please let me know if you have any questions!

Cheers
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Wednesday, September 10, 2025 11:04 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Police PIR - Report Timeline.xlsx

Hi Kelly,

Thanks for all this!

I have just reached out to Belinda and Kevin for their detailed availability again, so hopefully they fill it out this time and we can start booking in interviews! Out of scope, Administrative in nature

Personally, I would think that for a first draft your team would be sufficient if the Commissioner is happy with that. Asked for both dates just in case though 😊

Is there anything you need from me in advance of their availability coming through?

Noho ora mai,
Bethan

Bethan Streatfield (she/her)

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Tuesday, 9 September 2025 4:30 pm

To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>; Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx

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Thanks! out of scope

The

alternative is the LR's meeting with me, Mike, and Kyle – and/or one of his Deputies. I will need to check that he will be comfortable with us submitting feedback in his absence in that leave period – I suspect so given it is a first draft and he will have been briefed on the findings and had the opportunity to provide feedback through that, as well as getting further opportunity through the second draft. Happy to run that up the chain but let me know if you have other thoughts first?

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>

Sent: Tuesday, September 9, 2025 4:13 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>; Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: Re: [EXTERNAL] Police PIR - Report Timeline.xlsx

I was doing a review of the timeline with Rob and we think it would also be valuable to have a debrief session between the Lead Reviewers and the Commissioner on 10 December following delivery of the draft report. Gives him a day to flick through the report - and deliver his early impressions. Also enables the Lead Reviewers to communicate how they are thinking through the report/ratings/recommendations.

Do you agree, and if so can you find some availability for this meeting please?

Police Performance Improvement Review - Timeline

	Mon 8 Sep	Tue 9 Sep	Wed 10 Sep
Week 1			
Week 2	Mon 15 Sep LR-PSC FEH Workshop	Tue 16 Sep	Wed 17 Sep
Week 3	Mon 22 Sep	Tue 23 Sep	Wed 24 Sep LR-PSC Follow up
Week 4	Mon 29 Sep	Tue 30 Sep Police submits final Self-Assessment to PSC	Wed 1 Oct
Week 5	Mon 6 Oct	Tue 7 Oct	Wed 8 Oct
Week 6	Mon Oct 13	Tue Oct 14	Wed Oct 15
Week 7	Mon 20 Oct INTERVIEWS	Tue 21 Oct INTERVIEWS	Wed 22 Oct INTERVIEWS
Week 8	Mon 27 Oct Labour Day	Tue 28 Oct INTERVIEWS	Wed 29 Oct INTERVIEWS
Week 9	Mon 3 Nov INTERVIEWS	Tue 4 Nov INTERVIEWS	Wed 5 Nov INTERVIEWS
Week 10	Mon 10 Nov LR send PRELIMINARY FINDINGS to Police Com	Tue 11 Nov	Wed 12 Nov LRs PRELIMINARY FINDINGS debrief with Police Com
Week 11	Mon 17 Nov	Tue 18 Nov	Wed 19 Nov
Week 12	Mon 24 Nov	Tue 25 Nov	Wed 16 Nov
Week 13	Mon 1 Dec REVIEW (peer and Central Agency)	Tue 2 Dec REVIEW (peer and Central Agency)	Wed 3 Dec REVIEW (peer and Central Agency)
Week 14	Mon 8 Dec Send DRAFT REPORT to Police for feedback	Tue 9 Dec	Wed 10 Dec LRs DRAFT REPORT debrief with Police Com
Week 15	Mon 15 Dec Police DRAFT REPORT written feedback returned to LR	Tue 16 Dec	Wed 17 Dec

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Tuesday, September 09, 2025 2:17 PM

To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>; Bethan Streatfield
<Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx

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Sounds good thank you 😊 Confirming it has been placed as a hold in his diary.

Out of scope, Administrative in nature

Cheers

Kelly

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, September 9, 2025 2:13 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>; Bethan Streatfield
<Bethan.Streatfield@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Police PIR - Report Timeline.xlsx

In my experience, provided we properly air out issues at the preliminary finding stage and first draft stages, the second round of feedback is lite touch. I suspect we will feel our way through this one and we will know better by the time you receive the first draft. Comments by 15 Jan - provided they are not too major - should have no impact on the timeline from our perspective.

[@Bethan Streatfield](#) will confirm with the LRs and get back to you on this 12 Nov meeting. Probably best to put a hold on that slot - if that's the only available one as it is well placed for the overall process.

Thanks,

Erwin

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, September 9, 2025 2:05 PM
To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx

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Beautiful thanks! My challenge is that PNHQ has been officially closed by ELT from COB 19th December 2025 through to 12th January 2025. So while I have no doubt that the Commissioner, Mike, Kyle and I will be available through that period – getting feedback from other individuals (as necessary) may be more difficult. We could be looking at the end of that first week back, 15th January, if I need to consult with people on leave during the closedown. Does that impact your timelines?

out of scope

Thanks

Kelly

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, September 9, 2025 1:56 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Police PIR - Report Timeline.xlsx

Thanks Kelly - I've blocked out Labour day. And the team is committed to the timeline - I'm very confident we will get you the preliminary findings on time (ambitious as it may be)! I've attached a PDF version for your convenience.

Bethan will keep working with you on timings when she gets back.

Regarding your weeks 16-20 suggestion: if I do that the timeline doesn't fit comfortably on one A3. What I will do is create a new timeline once we are through the interview weeks.

For both our understanding, it is helpful to keep these dates in mind:

Final feedback (agency and CA)	w/c 12 January
Ministerial feedback	w/c 19 January
Final report prepared	w/c 26 January

So I think the moment you get the final draft on 19 December you can email it out to those who need to have it. You can prep your cover note and whatever else you need to prepare the way for sharing the draft report with your Minister in those last couple of weeks leading up to Christmas. We can talk more about this when the time gets closer.

Also if you ever need anything urgently feel free to give me a bell or text at 9(2)(a) privacy

Thanks,

Erwin

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, September 09, 2025 1:34 PM
To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Police PIR - Report Timeline.xlsx

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Erwin – that is super helpful! Out of scope

I'll reach out to see if I can find a placeholder time on or around the 13th November and come back to you. I have a few placeholders in his calendar now for the weekly debriefs during the interview period, and for his own interview. I'm just waiting on Bethan to confirm Lead Reviewers availability so I can start reaching out to the internal interviewees and Districts to get things locked in. The attached is the rough draft that I sent through to Bethan for feedback.

Out of scope, Administrative in nature

My only observation is that releasing preliminary findings on the Monday after final interviews appears to be highly efficient, but I'll leave that in your capable hands!



Cheers!

Kelly

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, September 9, 2025 10:42 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: [EXTERNAL] Police PIR - Report Timeline.xlsx

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Hi Kelly,

I want to get this timeline product confirmed (attached). Out of scope

Can you take a look please at the attached and make sure this lines up with your understanding.

A couple of things for your attention:

- I've added a debriefing session on 13 November. This would be a session for the Commissioner and the LRs to talk about the preliminary findings. I'm unsure if Bethan has been in touch about organising this

- but if you could confirm Commissioner availability around then and then we can lock a time in with the LRs.

- If there are any significant interviews you are aware of that are worth calling out during the interview period let me know and I can write them into this timeline visual.

Keen to get this product finalised so we can all start using it for our planning purposes.

Police Performance Improvement Review - Timeline

Week 1	Mon 8 Sep	Tue 9 Sep	Wed 10 Sep
Week 2	Mon 15 Sep LR-PSC FEH Workshop	Tue 16 Sep	Wed 17 Sep
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Week 4	Mon 29 Sep	Tue 30 Sep Police submits final Self-Assessment	Wed 1 Oct
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Week 13	Mon 1 Dec REVIEW (peer and Central Agency)	Tue 2 Dec REVIEW (peer and Central Agency)	Wed 3 Dec REVIEW (peer and Central Agency)
Week 14	Mon 8 Dec Send DRAFT REPORT to Police for feedback	Tue 9 Dec	Wed 10 Dec LRs DRAFT REPORT debrief with Police Com
Week 15	Mon 15 Dec Police DRAFT REPORT written feedback returned to LR	Tue 16 Dec	Wed 17 Dec

Thanks,

Out of scope, Administrative in nature

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, September 16, 2025 11:57 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Bethan sent a message

Out of scope, Administrative in nature

This is what I've attempted to do, of course without being able to see anyone's availability. You'll note too that we have had to extend a week. I think we're going to have to drop the Commissioner check ins but happy for you to put some in if his diary allows. If anyone's been removed from the list that was by choice of the LR or an accident so please check if you have any questions.

 [DRAFT Agenda - PIR Lead Reviewers Interviews - 16 Sep.docx](#)

It's in the shared folder so it can be a live document 😊

Let me know what you think please!!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: ^{9(2)(a) privacy} | imēra: bethan.streatfield@publicservice.govt.nz

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, September 16, 2025 8:59 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Bethan sent a message

Hi Kelly,

Strange! I'll just continue to email then 😊

The LR availability was a bit tough today... I've compiled the following table to outline when they have free time but tomorrow or tonight I will send through an edited agenda using your template.

Out of scope, Administrative in nature



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 17 September 2025 2:14 pm
To: Bethan Streatfield
Cc: JACOBSON, Grace
Subject: PIR Document Request - Bargaining and Remuneration Strategy

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan,

One of the points on your document list relates to Police's bargaining and remuneration strategy. We have received the following response from the People Strategy team:

9(2)(j) prejudice to negotiations, Out of scope



In summary - we have not identified any specific documents that are relevant to this particular item, but please let us know if there is something specific in this area that the Reviewers are interested in.

Kind regards
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 18 September 2025 10:35 am
To: Bethan Streatfield
Subject: Police PIR - Meeting with Commissioner to discuss Preliminary Findings

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Mōrena Bethan

Regarding the change in dates for a preliminary findings session, Out of scope, Administrative in nature

We can arrange scheduling in a time that week of the 17th November around his commitments, but it will have to be either early morning or evening NZ time.

Will the Reviewers be ok with that and do you have a date preference and morning/night?

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 18 September 2025 4:59 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Re: Queries re PIR Interview Schedule

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan – me again!

Out of scope, Administrative in nature

Re the Australian representative question, we wonder if meeting with the International Liaison Officers would give a broader perspective on international policing perspectives. You already have ANZPAA on your list and Carl McLennan will be able to give a good overview of his experiences as a Senior Liaison Officer in Canberra. We would suggest Bruce O'Brien (UK), Glyn Rowland (Pacific), and Hamish McCardle (formerly Jakarta, Beijing, and Hong Kong) for a range of perspectives. The only challenge would be finding a suitable time – it would probably need to be 6 or 7pm?

Re the second District visit – to ensure your South Island coverage point, we suggest Tasman may be a good choice for you to consider. It's easy access to Nelson, and they've had, and have, a lot to navigate down there with the death of one of our officers this year, challenging geography, infrastructure challenges, Gloriavale, as well as all the usual policing challenges. Let me know your thoughts?

Yes - re the Emergent Tech panel and the Focus Forums, we would like to write to them first, but have PSC approach them for the interview/logistics etc. We are happy for you to arrange all interviews not for internal Police staff, provided that the Commissioner is able to issue correspondence to thank them first.

I haven't managed to confirm new date options for the Commissioner for preliminary findings yet but will keep on that.

Cheers
Kelly

From: WYSE, Kelly
Sent: Thursday, 18 September 2025 12:50 PM
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Re: Queries re PIR Interview Schedule

Thank you! I've popped a few comments in the document for you based on what I have learned so far on availability...

1. I've asked when the District Commanders are meeting and will come back to you on that. I'll also check on the Australian representative vs. international liaison officers.
2. I'll check in with Kyle re District (Napier is pretty easy to access though!)
5. I'll check re the Panels and Focus Forums 😊
6. I've popped the hold times back in as comments for you
7. Great I'm checking what he has available later in that week too.



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, 18 September 2025 12:06 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] Re: Queries re PIR Interview Schedule

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Hi Kelly,

Thank you for looking over it! I'll attempt to answer these!

1.

When we were going through their availability, the Lead Reviewers requested that we cut down the list, so a decision was taken to reduce these. I can see from that list you've done that some of them haven't been transferred over in the way I wanted. I've highlighted below the ones we actually want to cut.

- could we please have the details in that document on when the District Commanders forums are?
- I had thought the expert panel on emergent technology was still in there so I'll go check!
- I am interested in adding into the list either an Australian representative or a few of the overseas liaison officers if possible - open to your feedback on which would be better.
- keen for the Service / Victims / Resolutions people to be incorporated into the Kapiti Digital visit please 😊 I had accidentally missed them

When we book in the meetings, if the person we've put down isn't available at that time we're all good with moving any of them around - just in there to show availability.

(2) We are open to a different region, however the Lead Reviewers have requested it is a relatively simple place to access and that we have South Island representation. Open to your thoughts though!

9(2)(g)(i) free and frank

(4) I will just make a couple of changes today and then go for it to book in anything for Police internal meetings!

(5) We will start reaching out to external people next week. If you have an existing relationship, could you please highlight these external parties though as it would be more appropriate coming from you - e.g. all panels or focus forums

(6) I think my messaging got a bit confusing - happy for the Commissioner's weekly check ins to continue, however timing is really tight, so we would need to be able to include it into the slots already there. Keep the holds in while we work out if they can still work! At least one is needed for sure.

(7) In response to your other email! I'm sure we could make an evening or morning time work. I will make a note of this travel and look if they have any preferences (Wednesday-Friday is best to allow you all to read the document first). If the Commissioner would prefer, we can also do a session with yourselves to go through the findings. As long as you all have the preliminary findings document and have the ability to ask questions if need be that's the most important part 😊

Noted RE media, thank you!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: ^{9(2)(a) privacy} | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Wednesday, September 17, 2025 4:05 PM

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: Queries re PIR Interview Schedule

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Thanks for putting the latest itinerary on our shared page – I've had a proper look over it today as promised. A few queries for you below sorry, and an update about external media.

1. Can I confirm I have correctly reflected the changes to proposed interviewees correctly below? Is there any relevant context Police should be aware of for these changes?

Additional Interviewees

- Victims Support

Removed Interviewees

- Hon Paul Goldsmith
- NZTA – Brett Gliddon
- Secretary for Transport – Ruth Fairhall
- Eastern District visit
- Australian Representative
- UK Representative
- District Commanders Forum
- Police Leaders' Guild
- Expert Panel on Emergent Technology
- Professor Khylee Quince
- Service / Victims / Resolutions – ED Service, Director Service, Director Resolutions [Query below re this]

2. As the Reviewers intend to visit a metro centre (Auckland) I wonder if a regional centre (e.g., Eastern) is a better opportunity to see different aspects of policing (rather than Canterbury) if only two visits are possible now?
3. 9(2)(g)(i) free and frank
[REDACTED]
4. Are you comfortable that I can start testing the dates/arranging the internal Police interviews based on this schedule now, or are further changes expected?
5. In relation to the Kāpiti visit should I assume that the Reviewers are wanting to meet with these relevant senior leaders at this visit: Service / Victims / Resolutions – ED Service, Director Service, Director Resolutions?
6. When does PSC want to start reaching out to external interviewees to schedule those in?
7. What is the rationale for dropping the Commissioner's weekly check-ins? This was recommended by Erwin to ensure the Commissioner remained across and engaged with the direction of travel, particularly given his unavailability at crucial points of the engagement process. While I can ask for the holds to be removed from the calendar, I'll need to explain to his office why the Reviewers no longer want/require them.
8. Re the change to the Preliminary findings meeting – I've sent a request to the Commissioner's EA to see his availability that following week and will come back to you 😊

Regarding external media – the Commissioner's office has advised today that following further consideration we do not intend to issue any proactive media at this time. However, the Commissioner would still like to issue letters to external interviewees, ahead of PSC contact, once the interview list is confirmed.

I look forward to hearing from you! 😊

Regards

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 22 September 2025 3:11 pm
To: Rob Anderson; Bethan Streatfield; Erwin Ricketts
Subject: Submission of NZ Police Self-Assessment and Supporting Materials
Attachments: Self-Assessment and Supporting Material.pdf

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Rob, Erwin and Bethan,

Please find **attached** a package of documents submitted on behalf of NZ Police as part of our Performance Improvement Review. This includes:

- Our finalised Self-Assessment, which has been workshopped by SLT and approved by ELT this morning
- A further copy of New Zealand Police's *Our Business*
- A further copy of the *Commissioner's Workplan*
- To provide fuller context to Police's approval of the Self-Assessment, the covering ELT paper considering the draft Self-Assessment, which incorporates SLT's feedback, and the survey results for the additional areas the Commissioner explored as part of the Self-Assessment survey. The Commissioner is keen on ensuring the Lead Reviewers have full visibility of the advice ELT received, and the results of the additional questions he asked survey recipients.

These documents are provided together as they contain interrelated insights and context relevant to the review. We draw your particular attention to Appendix B of the ELT paper, which offers important commentary and individual reflections that may be of interest to the Lead Reviewers.

We very much welcome your feedback on the Self-Assessment document and our overall approach. We are submitting this ahead of the formal deadline to allow time for any further enhancements, should you consider that additional context or alternative emphasis would be helpful for the Reviewers in any areas. Otherwise, SLT and ELT look forward to engaging with the Reviewers through their upcoming interviews and sharing their perspectives on the matters raised through the Self-Assessment process.

In the meantime, the Commissioner has asked me to extend his invitation to the Lead Reviewers to participate in ride-alongs with frontline staff as part of their schedule. While these could be incorporated into the proposed District visits, we believe there may be additional value in experiencing an out-of-business-hours visit which could be in a different location to those being visited if preferred - similar to what I understand Rob undertook over the weekend. These could be scheduled separately, and in different locations, depending on the Lead Reviewers availability.

Please let me know if this would be of interest, and I will support the coordination.

I look forward to hearing from you.

Ngā mihi nui,
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 22 September 2025 2:19 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] PIR Budget

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

out of scope

I understand this was advised directly by Tara to Jane in your finance team, but we may have missed a step!

Let me know if you need anything else!

Thanks
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 22 September 2025 1:47 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] PIR Budget

Kia ora Kelly,

Do you have any info on what the purchase order number is please? I'm getting some queries on my end.

Noho ora mai,
Bethan

Bethan Streatfield (she/her)

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Thursday, 21 August 2025 12:38 pm
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] PIR Budget

Thanks Kelly. We don't need anything further from our perspective.

Robert Anderson

Manager, Public Sector Performance

Phone: 9(2)(a) privacy | **Email:** robert.anderson@publicservice.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, August 21, 2025 12:01 PM
To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: RE: [EXTERNAL] PIR Budget

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Rob

We'll set up a purchase order and come back to you on process. To double check – do you need anything more than that in writing from us or is the previous exchange of correspondence with the Commissioner sufficient?

Thanks
Kelly

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Thursday, August 21, 2025 10:56 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; Jane Fan <Jane.Fan@publicservice.govt.nz>
Subject: [EXTERNAL] PIR Budget

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Hi Kelly,

I am just touching base on the budget for the PIR process. Our budget at this point will be:

- Lead Reviewers (Kevin Jenkins and Belinda Clark) - 9(2)(b)(i) prejudice.com
- Travel for district visits for Lead Reviewers/review team - \$8,000
- Admin and publication costs - \$4,000.

Would you be able to confirm Police's approach around the recovery of the review costs, including any invoicing protocols/purchase order numbers.

I've also looped in Jane from our Finance team if it's easier to connect Finance teams together.

Happy to discuss if there are any questions.

Thanks

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 23 September 2025 5:30 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Range of requests

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

I've added these to the shared document list and will see what I can find for you 😊

I've also popped in the folder tonight a couple of things – summarised organisational diagram (this only goes to District Commander level) and an image of our hierarchy/ranks. Given the wide range of frontline roles, I'm not sure it is possible to show the full organisation on a diagram – but hopefully this is a start depending on the particular area of interest?

I've also uploaded some workforce related reporting – if you can be super specific with any query around workforce, our analysts can do their best to produce what you need.

On the draft agenda for the interviews etc – everything I've coloured in purple I have put placeholders in internal calendars today 😊 I just need your confirmation of District visit (Canterbury v Tasman/other) and timing of Auckland visit so I can start shaping up agendas. I'll get you a draft agenda for Kāpiti soon for consideration.

Hopefully that brings me up to date and I haven't missed anything! Let me know!

Thanks heaps
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 22 September 2025 3:37 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: [EXTERNAL] Range of requests

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Kia ora Kelly,

Some random requests have come through! Would you please be able to look at the following, and please correct me if it's already in the material provided:

- Time series on workforce numbers, both frontline and not.
- Stakeholder map of all stakeholders that Police interacts with
- Criminal justice pipeline diagram
- Summarised organisational diagram (e.g. Commissioner -> frontline)

If you don't that's okay, just sending these through as they're being asked for.

By the end of the week we will have a context section (appendix) for your review and approval!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 1 October 2025 11:40 am
To: Bethan Streatfield
Subject: FW: FYI - Announcement of A/AC: Investigations, Serious and Organised Crime (Corrie Parnell) - 6 October to 14 November

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Morning Bethan

As below, the acting AC for Investigations, Serious and Organised Crime has been confirmed.

I'm assuming it is still important to meet with leadership from this area – but in reflection of Corrie being a month into the role, would suggest that I get him to include a couple of members of his leadership team in that discussion.

Is that OK with you?

Thanks
Kelly

From: RANDLE, Terriann <Terriann.Randle@police.govt.nz> **On Behalf Of** JOHNSON, Michael (Mike)
Sent: Wednesday, 1 October 2025 10:55 am
To: DL_District Commanders <DL_DistrictCommanders@police.govt.nz>; DL_SLT Members <DL_SLTMembers@police.govt.nz>; DL_ELIT Members <DL_ELITMembers@police.govt.nz>
Cc: DL_Executive Services Team <DL_ExecutiveServicesTeam@police.govt.nz>; DL_Executive Governance Team <DL_ExecutiveGovernanceTeam@police.govt.nz>
Subject: Assistant Commissioner: Investigations, Serious and Organised Crime - Acting announcement

Kia ora

I am pleased to announce Supt Corrie Parnell has been selected following an EOI process to act in the role of Assistant Commissioner: Investigations, Serious and Organised Crime. The term of this appointment is from 6 October to 14 November 2025.

I'm looking forward to welcoming Corrie to this role which is an important one for the organisation.

A relieving District Commander for Wellington will be appointed and announced separately.

Thanks to all applicants for the EOI process, all of which were to a very high standard.

Ngā mihi

MJ

Mike JOHNSON
Acting Deputy Commissioner – Central and Southern Districts
M 9(2)(a) privacy
E michael.johnson@police.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 3 October 2025 3:45 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Context section - for your review
Attachments: DRAFT - Context Section Appendix - NZ Police PIR 2025.docx

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

out of scope

I've done a bit of work on this and raised a few concerns, queries, and suggestions.

Keen to get your thoughts on moving forward and really happy to do further work on it. I'd like to run it past Mike and Kyle when we are closer to a final draft too.

I look forward to hearing from you.

Thanks

Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, 25 September 2025 10:05 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] Context section - for your review

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Kia ora Kelly,

Attached is the draft context that will go in the appendix. Could you please review and make tracked changes to anything you see necessary. This needs to be a factual account of Police, without going into too much detail about what will be in the core report.

Let me know if that needs any further clarification. Happy for you to share as needed.

Then, one last question! Have you sent out any comms from the Commissioner about the external reviews and if so, what went out? Apologies if I've already received this, **out of scope**

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

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waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz



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From: RYAN, Kelly <Kelly.Ryan@police.govt.nz>
Sent: Tuesday, 7 October 2025 1:08 pm
To: TODD, Lane; Bethan Streatfield
Subject: Re: [EXTERNAL] Invitation - interview for NZ Police PIR

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Yes works for us both thanks
ill be there in person.

Kind Regards,
Kelly

Superintendent Kelly Ryan
Director: Emergency Communications and Dispatch

From: TODD, Lane <Lane.Todd@police.govt.nz>
Sent: Tuesday, October 7, 2025 12:09:40 PM
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; RYAN, Kelly <Kelly.Ryan@police.govt.nz>
Subject: RE: [EXTERNAL] Invitation - interview for NZ Police PIR

Hi Bethan

Yes, I can make that work, I will Teams in out of scope .

Regards

Lane

Superintendent Lane Todd
Metro Commander
Christchurch

P 9(2)(a) privacy
M 9(2)(a) privacy
E lane.todd@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, 7 October 2025 11:57 AM
To: RYAN, Kelly <Kelly.Ryan@police.govt.nz>; TODD, Lane <Lane.Todd@police.govt.nz>
Subject: Re: [EXTERNAL] Invitation - interview for NZ Police PIR

Kia ora kōrua,

We could do 4.30-5pm on 11 November if that works for you?

We have a room in PNHQ booked, but will also have Teams - happy to accommodate both or just Teams.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: ^{9(2)(a) privacy} | īmēra: bethan.streatfield@publicservice.govt.nz

From: RYAN, Kelly <Kelly.Ryan@police.govt.nz>
Sent: Monday, 6 October 2025 3:23 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; TODD, Lane <Lane.Todd@police.govt.nz>
Subject: RE: [EXTERNAL] Invitation - interview for NZ Police PIR

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Afternoon Bethan

Both Lane (based in Christchurch) and I can be available on either the 10th or 11th of November if there is a time that works for you.

Many thanks
Kelly

President
NZ Police Leaders Guild

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 6 October 2025 2:32 PM
To: RYAN, Kelly <Kelly.Ryan@police.govt.nz>; TODD, Lane <Lane.Todd@police.govt.nz>
Subject: [EXTERNAL] Invitation - interview for NZ Police PIR

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Kia ora,

I hope this email finds you both well 😊

We would like to invite you to participate in an interview to inform the Performance Improvement Review for the New Zealand Police in the context of your roles with the Police Leaders' Guild (and with any further insights from your substantive jobs as well).

As you will be aware, the Commissioner of Police has invited the Public Service Commission to undertake this review. Performance Improvement Reviews are an initiative to lift performance in the public sector, and interviews with staff and stakeholders are an important input into this process. As a stakeholder for the New

Zealand Police we would like to hear your valuable insights into current and future challenges and opportunities for the agency.

For more information on Performance Improvement Reviews and the model that underpins it, please see: [Performance Improvement Review Programme](#)

This review of Police will be conducted by independent Lead Reviewers Belinda Clark and Kevin Jenkins and supported by Erwin Ricketts and myself, the Performance Review Team from the Public Service Commission.

Interviews

The interviews phase for the review is planned for 24 October – 14 November. Interviews are about 30-45 minutes with the Lead Reviewers and will focus on topics relevant to your role and expertise. They will aim to understand your insights on the agency's performance, and challenges and opportunities for lifting it.

You don't need to do any preparation for the interview, and we encourage you to be open and honest. Interviews are undertaken in confidence, and the review report won't include any identifiable information about interviewees or attribute comments to individuals (only a list of organisations that participated).

The interview can be held via Teams, up at PNHQ or at Te Iho, 1 Bowen Street, Wellington.

We would greatly appreciate your time to share your insights for this review. If you wish to take part, please let us know and we'll arrange a suitable time and location for your meeting with the Lead Reviewers. You can also nominate someone to attend on your behalf if you are unavailable. I appreciate, Kelly, you have already been generous with your time, so please let me know if this is unreasonable.

If you have any questions, please don't hesitate to let me know.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

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waea pūkoro: [9\(2\)\(a\) privacy](#) | īmēra: bethan.streatfield@publicservice.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 9 October 2025 1:05 pm
To: Bethan Streatfield
Subject: Draft Agenda - PIR Lead Reviewers visit to Tāmaki Makaurau
Attachments: Draft Agenda - PIR Lead Reviewers visit to Tāmaki Makaurau.docx

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan,

Here's a draft agenda proposed for your Auckland visit.

We've tried to maximise the time as best as possible, ensuring you see a good diversity of functions across the three Districts.

I am looking to arrange a local Police staff member to provide transport for the two days, and hold the liaison role on Day Two to support logistics as required out of scope

I look forward to your thoughts.

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 13 October 2025 6:19 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Re: Police PIR - Emergent Technology

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Confirming we got a letter out to 9(2)(a) privacy tonight from the Commissioner.

His email is: 9(2)(a) privacy

Thanks
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 13 October 2025 11:58 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] Re: Police PIR - Emergent Technology

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Yes please to interviewing him, and if you have his contact details, could we please have them?

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 10 October 2025 4:13 pm
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Subject: Police PIR - Emergent Technology

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Hi Bethan

As briefly mentioned today, it appears 9(2)(a) privacy has dropped off the draft agenda and stakeholder list.

Are you able to check for me that you still intend to interview him for the PIR – if so, we'll make sure we get a letter to him from the Commissioner ahead of your contact.

out of scope

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 16 October 2025 2:58 pm
To: Erwin Ricketts
Cc: Bethan Streatfield
Subject: Final Agenda - PIR Lead Reviewers visit to Tasman
Attachments: Final Agenda - PIR Lead Reviewers visit to Tasman.pdf

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Kia ora Erwin

Please find **attached** the finalised agenda for Tasman (I'll link it into Bethan's master agenda).

Note that Operation Sabine relates to the death of Lyn Fleming.

In relation to the frontline engagement session, I've been asked I could provide any clarity around what the Reviewers may ask or particular topics of interest. The other sessions will be more free flowing led by senior leaders, but we're keen to ensure the frontline staff are a bit more prepped with what to expect. Any guidance you could give would be much appreciated.

Thanks!
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: Erwin Ricketts
Sent: Monday, 20 October 2025 5:03 pm
To: WYSE, Kelly
Cc: Bethan Streatfield
Subject: Re: Interview information

This looks great - just a couple of tweaks below highlighted. Otherwise that is good to go. And feel free to send that three pager I prepared as well if helpful.

Thanks,
Erwin

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, October 20, 2025 4:31 PM
To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: Interview information

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Thanks Erwin – that’s perfect. What I was hoping to do with the internal staff is be a bit more specific. Here’s a draft email I would propose to send with their calendar invites, attaching the more general guidance. Are you comfortable with this?

Kia ora,

Thank you for agreeing to participate in an interview for the Performance Improvement Review (PIR) of New Zealand Police. This interview time has been confirmed by the Public Service Commission on behalf of the Lead Reviewers.

What to expect

You will be interviewed by the Lead Reviewers Belinda Clark and Kevin Jenkins. They will be supported in the room by Bethan Streatfield and Erwin Ricketts from the Public Service Commission. I may also be present if requested by the Public Service Commission. The conversation will focus on topics relevant to your role and area of expertise, and your views on future opportunities and challenges for Police.

You are encouraged to attend your interview in person, although Teams can be accommodated if required.

Interviews are confidential, and the final PIR report will not include individual attributions.

How to prepare

While no formal preparation is required, you may wish to:

- Be ready to speak for a few minutes about your role, responsibilities, and an overview of your workgroup.
- Reflect on key challenges and opportunities in your portfolio area.

- Consider how your work contributes to Police's strategic priorities and core functions over the next 5 years.
- Think about any lessons, insights, or innovations that could support Police's future capability.
- Identify any system-level, interagency, or internal factors that influence performance in your area.
- Consider how public confidence and stakeholder engagement are being managed in your context.

You are encouraged to have productive free and frank conversations to support the Lead Reviewers in building their understanding of our operating context, and the challenges and opportunities ahead of us.

Further information from the Public Service Commission is attached, and you are also welcome to contact me with any questions.

Ngā mihi nui,
Kelly

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Monday, 20 October 2025 12:39 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Re: Two things!

Hi Kelly,

I have pulled this document together: [NZ Police PIR - Information for Interviewees.docx](#)

For that material you are working on, if you can fold it into here that would be great. Let me know once that is done and we can get this sent out asap.

Cheers
Erwin

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, October 20, 2025 9:13 AM
To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Re: Two things!

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Morning Erwin

How is the interview guide coming along? Is there any guidance available I can give to the internal interviewees meeting with the Reviewers on Friday? They're particularly keen to know what they should prepare in advance.

Thanks
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Wednesday, 15 October 2025 11:17 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>; Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: [EXTERNAL] Re: Two things!

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Hi Kelly,

Apologies, I will send through an updated context section now. I have shortened it a bit, but hopefully still accurate for you.

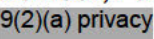
@Erwin Ricketts - you may be better placed to do this as you've worked the closest with the guide itself for the second question below. I can only say that by the end of the week we are expecting the updated guide, with the full list of questions to be loaded onto our website. We're just doing a proofread of it now.

In practice, the interview will likely use those questions and consider the person's expertise to which questions will be most relevant.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro:  9(2)(a) privacy | Īmēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Wednesday, 15 October 2025 10:41 am

To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>

Subject: Two things!

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hey Bethan

I hope you're not too crazy today trying to get out the door.

Two things I wanted to check in about (although of course they can wait until you're back).

1. I never heard back about the content section – is there a revised draft coming soon you would like me to look at?
2. Some internal interviewees are keen on explicit direction from me on what the reviewers will want them to speak about, and what they should prepare in advance (e.g., a verbal or PPT overview of their functions/resourcing/work programme). Would it be possible for you to whip up a bit of a guide/notes of what the reviewers would like, as well as key areas of questioning, that I could provide to them?

 out of scope 

Thanks heaps
Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 22 October 2025 9:58 am
To: Bethan Streatfield
Cc: Erwin Ricketts; WEBB, Michael (Mike)
Subject: Apologies for delay – Strategic data request

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan,

I'm writing to apologise that you are only hearing from me today regarding the strategic data request due today 22 October.

Despite earlier indications from our internal teams that delivery was imminent, I've only just been advised that the request will not be met on time. I understand this is particularly disappointing given your upcoming meeting with the Commissioner this Friday, where Police's responsiveness is likely to be discussed.

Our data team is working urgently to finalise the material and have committed to a new submission date of 29 October.

I appreciate this delay may impact your planning, and I regret that I wasn't able to communicate this earlier to help manage expectations.

Please let me know if you have any questions.

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

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E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 22 October 2025 2:06 pm
To: Erwin Ricketts
Cc: Bethan Streatfield
Subject: Command Assessment

Follow Up Flag: Flag for follow up
Flag Status: Flagged

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Erwin

I wanted to draw to your attention that I've uploaded two documents to our shared site today under Command Assessment.

One is for Counties and one for Tasman – it may be worth providing these to the Lead Reviewers to read ahead of their District visits.

In general terms, a Command Assessment is a structured, district-level review conducted by the Commissioner (supported by other senior Police leadership) to evaluate how a district is performing operationally, strategically, and culturally. The overarching purpose (as I understand it) is to:

- surface strengths, identify challenges, and capture opportunities for improvement.
- ensure alignment with the Commissioner's priorities and broader organisational goals.
- provide a platform for frontline staff, senior sergeants, and leadership teams to share insights directly with the Commissioner and other senior leadership present.

I have not attended one of these myself as yet, but Mike Webb and Tracey Thompson can speak more to the Tasman Assessment on your visit next week.

Any questions let me know!

Cheers
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 24 October 2025 10:08 am
To: Bethan Streatfield
Cc: Erwin Ricketts
Subject: FW: Defensive Tactics - Feedback

Follow Up Flag: Flag for follow up
Flag Status: Completed

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

As previously signalled, the RNZPC would be grateful for feedback on the defensive tactics demonstration.

I would be grateful if you and Erwin could complete this short survey, and also ask Rob and Belinda to complete it: out of scope

Thanks in advance and please let me know if you have any questions.

Thanks
Kelly

From: WYSE, Kelly
Sent: Tuesday, 14 October 2025 3:35 PM
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Subject: Defensive Tactics - Feedback

Hi Bethan

One thing that might pop up while you're away, is that the RNZPC phoned today to ask how best to get feedback from you and Belinda on the visit last Friday.

They are particularly interested in any risks you may have identified in the training, or any broader feedback you may have on the approaches they outlined.

Inspector Callum Young has said he will send me through a few questions that are of particular interest to them, as they work to finalise the latest iteration of the Defensive Tactics Manual. I'll forward these through (to you and Erwin) when received, but just wanted to give you a heads up this may come through in your absence.

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 24 October 2025 1:24 pm
To: Bethan Streatfield
Cc: Erwin Ricketts
Subject: RE: [EXTERNAL] Strategic context and evidence needed
Attachments: 20251023 PSC part two- Final.xlsx

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan/Erwin

I've received the final instalment in the data this afternoon as below and attached:

➔ Family Harm:

- Police recorded family harm investigations

Family Harm Investigations (FHIs) – the number of occurrences that relates to an episode of Family Harm that police respond to and investigate. This includes all instances where crime or non-crime incidents occurred.

- Proportion of total recorded violent offences flagged as family harm

Police have defined violence as all reported victimisation flagged as family harm containing an offence from ANZSOC division 2 – Assaults, 3 – sexual assaults or the ANZSOC group 0511 – Aggravated robbery.

A victimisation counts each occasion of a person being victimised for each given type of offence division. Victimisations are classified according to the most serious offences within an offence division.

- Family violence-related homicides

Police have defined family violence homicides as reported victimisations for ANZSOC subdivisions 011- Murder and 013- Manslaughter or driving causing death. This excludes offences for '1161-Aids Suicides Etc', '1162 Incite/Counsel/Procure Suicide', and offences for 'Driving Causing Deaths'.

Figures for this period are provisional and includes homicides where investigations are still ongoing and is based on what is currently recorded in NIA. Caution is advised when interpreting this provisional information and please note that the figures provided herein will differ to figures published in Police's annual [Homicide Victims Report](#).

➔ Youth crime:

- Police apprehensions or charges for offenders aged 10-17

A proceeding counts each separate occasion when Police deal with an alleged offender for one or more offences. Proceedings for official statistics are usually classified according to the most serious offence that the offender is dealt with on that occasion.

- Youth court appearances and outcomes

Police have defined this as a proceeding against a offender aged 0-17 and the Method in which they were Proceeded against

Below is a description of the methods of proceeding:

- Court Action refers to when a person is charged in court (including diversion and youth court).

- Non-Court Action not further defined (NFD) refers to a non-court or diversionary against a person by Police in relation to a criminal conduct this includes Youth Aid referrals and cautions.
- Formal/Informal Warning refers to when a person is proceeded against by the administration of an formal/written or informal/verbal warning
- Non-Court Referred Conference refers to when a youth offender is dealt with by a family group conference.
- Non-Court Action not elsewhere classified (NEC) refers to a non-court action against a person other than those defined above. This includes Alternative Action Plans, Community Justice Panels, etc.

Not Proceeded With refers to when police action against a person is not proceeded with. For instances when further investigation may be pending or action may be halted because the person is deceased

- Youth reoffending rates

The below is a count of all Offenders that have been proceeded against once each year and then looking back over a period of 36 months to see if the offence in that year was the first in that period, if it was not then they are a historic offender. A person who committed an offence in 2019, but had been proceeded against in 2015 will not be counted as historic in this dataset.

Please let me know if you have any questions or need further information.

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: WYSE, Kelly
Sent: Friday, 24 October 2025 9:18 AM
To: 'Bethan Streatfield' <Bethan.Streatfield@publicservice.govt.nz>
Cc: 'Erwin Ricketts' <erwin.ricketts@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Strategic context and evidence needed

Hi Bethan/Erwin

A further instalment today in the Road Policing space.

We regularly publish road policing data that is historically of high public interest directly on the Police website each quarter. The data available includes total alcohol and drug driving offences and speeding offences, broken down by month and Police Area. The latest data is available here:

<https://www.police.govt.nz/about-us/publication/road-policing-driver-offence-data-january-2009-june-2025>

In respect of death and serious injury data - this is not owned or held by Police. Road death data is published daily by the Ministry of Transport, this can be found here: <https://www.transport.govt.nz/statistics-and->

[insights/safety-road-deaths/](#). In addition, the number of deaths and serious injuries is monitored by the Ministry of Transport under its Road Safety Objectives workstream. The Ministry publishes quarterly reports which provide detail here: <https://www.transport.govt.nz/area-of-interest/safety/new-zealands-road-safety-objectives>

Please let me know if you require anything further in this area.

Thanks
Kelly

From: WYSE, Kelly
Sent: Wednesday, 22 October 2025 5:04 PM
To: 'Bethan Streatfield' <Bethan.Streatfield@publicservice.govt.nz>
Cc: 'Erwin Ricketts' <erwin.ricketts@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Strategic context and evidence needed

Hi Bethan/Erwin

Further to the fraud data provided earlier today, I've received further context below from our Financial Crime Group.

White-collar crime primarily means everyday fraud and deception cases affecting individuals, small firms, and community institutions, plus cyber-enabled financial scams - while the SFO and regulators focus on systemic or high-value corporate crime.

Commentary on:

- Fraud and deception offences

Data has been provided to PSC. We have also attached our 2024 Fraud Internal review which has been released under OIA. This might be valuable background and contains commentary on the demand picture. We have also attached the Anti-scam alliance which provides an overview of the system work underway at present.

- Serious fraud office volumes

The SFO are resourced to take on approximately 12 cases per year. By default, anything else comes to Police. Please let us know if you require any further detail on this point, or you may wish to engage with the Serious Fraud Office.

- Financial sector – FMA, Inland Revenue for tax evasion, and cartel behaviour.

We are not certain what is being looked for here. Tax evasion is Inland Revenue's mandate, and we do not investigate it. Likewise, cartel behaviour is the Commerce Commission's mandate, and we do not investigate that either.

If you are seeking information on our engagement with various agencies relevant to 'financial crime', then we can speak to:

1. The Financial Intelligence Unit role and some statistics re the increasing demand for reporting under the AML/CFT Act
2. The Financial Crime Prevention Network (Police chaired PPP) – 2024 annual report attached.
3. The Anti-Scam Alliance
4. Increasing demand for Corruption/Joint work with SFO and PSC on anti-corruption taskforce
5. Foreign Bribery
6. Russia Sanctions and UN Sanctions breaches

You are having a detailed session with the Director Financial Crime Group, some of his senior leaders, and a selection of staff during your Auckland visit and you could explore this area in more detail at that meeting. However, please let me know if you require anything further in the meantime in this space.

Thanks
Kelly

From: WYSE, Kelly
Sent: Wednesday, 22 October 2025 2:20 PM
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Cc: Erwin Ricketts <erwin.ricketts@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Strategic context and evidence needed

Hi Team

I've received the first instalment of data from the data team as below and attached, with more still to come by 29 October.

Please let me know if you have any questions about it and I will do my best to clarify.

Please find attached the data for the below sections along with the relevant caveats

The below has been provided using our Reported Crime Victimisation Statistics (RCVS)

➔ *Violent crime:*

- *Serious assaults resulting in injury*
- *Sexual assault and related offences*
- *Robbery and aggravated robbery*
- *Homicide and related offences*

All of ANZSOC Division 1 – Homicide has been provided , Figures for this period will include homicides where investigations are still ongoing, and this is based on what is currently recorded in NIA. Caution is advised when interpreting this provisional information and note that the figures provided herein will differ to figures published in the Homicide Victims Report(HVR) in the future as attempted murder and driving causing death offences are excluded from the HVR but included in this count.

➔ *Theft:*

- *Total theft and related offences*
- *Burglary, breaking and entering*
- *Theft from retail premises*
- *Theft of motor vehicle*

A victimisation counts each occasion of a person being victimised for each given type of offence division. Victimisations are classified according to the most serious offences within an offence division.

The below has been provided using our Reported Crime Offender Statistics (RCOS)

➔ *White collar crime:*

- *Fraud and deception offences*

A proceeding counts each separate occasion when Police deal with an alleged offender for one or more offences. Proceedings for official statistics are usually classified according to the most serious offence that the offender is dealt with on that occasion.

Thanks

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Tuesday, 7 October 2025 11:31 AM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>

Subject: [EXTERNAL] Strategic context and evidence needed

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Kia ora Kelly,

We are trying to form the strategic context up a little before we go into interviews and want to get it right. As you have the best knowledge of Police operations, would you please be able to glance over this and see if you can expand any of the points? or have any data to add in?

We will continue to expand, but wanted to hear your insights as well.

Enduring demand for core policing

Violent crime

Commentary on the following:

- Serious assaults resulting in injury
- Sexual assault and related offences
- Robbery and aggravated robbery
- Homicide and related offences

Family harm

Commentary on:

- Police recorded family harm investigations
- Proportion of total recorded violent offences flagged as family harm
- Family violence-related homicides

Youth crime

Commentary on:

- Police apprehensions or charges for offenders aged 10-17
- Youth court appearances and outcomes
- Youth reoffending rates

Theft

Commentary on:

- Total theft and related offences
- Burglary, breaking and entering
- Theft from retail premises
- Theft of motor vehicle

White collar crime

White-collar crime primarily means everyday fraud and deception cases affecting individuals, small firms, and community institutions, plus cyber-enabled financial scams—while the SFO and regulators focus on systemic or high-value corporate crime.

Commentary on:

- Fraud and deception offences
- Serious fraud office volumes
- Financial sector – FMA, Inland Revenue for tax evasion, and cartel behaviour.

Road safety offences

Commentary on:

- Trend in DSI
- Speeding offences
- Impaired driving

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | īmēra: bethan.streatfield@publicservice.govt.nz



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Public Service Commission

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Family Harm Investigations

2019	2020	2021
153,500	171,444	172,809

Reported victimisation for Violent Offences flagged as family harm

2019	2020	2021
34,418	40,533	45,941

Reported victimisation for ANZSOC Div -01 flagged as Family Harm

2019	2020	2021
33	23	32

Proceedings against offenders aged 0 -17

2019	2020	2021
16,131	13,954	13,648

Proceedings against offenders aged 0 -17 by Method of Proceeding (MOP)

Mop Division	Mop Subdivision	Mop Group
Court Action	Court Action N.E.C.	Prosecution
		FGC - Court Ordered
Non-Court Action	Non-Court Action, N.F.D.	Youth Aid, N.F.D.
	Informal Warning	Informal Warning
	Formal Warning	Formal Warning
	Non-Court Referred Conference	FGC - 247(B) Police Referred
		FGC - 14(1e) Child Offending
	Non-Court Action, N.E.C.	Alternative Action Plan
		Community Justice Panel
		Mental Health
		Referred To ARLA
Not Proceeded With	Not Proceeded With	Custody Clearance
		Deceased
		Proceeding Impeded
		No Further Action
Total		

Youth Reoffending Rates

	All Offenders Aged 0 - 17	Historic Offenders Aged 0 - 17
2019	9,580	3,625
2020	8,547	3,261
2021	7,871	2,825
2022	7,618	2,719
2023	8,538	2,879
2024	8,006	2,834
Jan - Jun 2025	4,062	1,855

2022	2023	2024	Jan - Jun 2025	Total
174,286	178,113	171,610	85,151	1,106,913

2022	2023	2024	Jan - Jun 2025	Total
47,026	50,989	50,372	25,725	295,004

2022	2023	2024	Jan - Jun 2025	Total
31	17	25	14	175

2022	2023	2024	Jan - Jun 2025	Total
13,657	15,047	13,774	6,177	92,388

2019	2020	2021	2022	2023	2024	Jan - Jun 2025
4,657	2,766	2,901	3,473	4,053	3,677	1,792
11	1	-	-	-	-	-
1,643	2,009	2,165	2,520	2,907	2,801	1,326
305	27	18	25	21	16	4
3,835	3,698	3,169	2,407	2,540	2,356	1,077
984	1,125	1,152	1,095	1,058	908	445
348	318	426	448	423	340	137
2,783	2,395	2,324	2,168	2,133	2,168	991
137	41	59	145	124	101	33
1	1	-	-	-	-	1
-	-	1	1	-	-	-
-	-	-	-	2	1	-
-	1	1	-	-	-	-
5	-	3	4	3	-	-
1,422	1,572	1,429	1,371	1,783	1,406	371
16,131	13,954	13,648	13,657	15,047	13,774	6,177

Total
23,319
12
15,371
416
19,082
6,767
2,440
14,962
640
3
2
3
2
15
9,354
92,388

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 24 October 2025 12:57 pm
To: Erwin Ricketts
Cc: Belinda Rose Clark; Bethan Streatfield
Subject: Sovereign Citizens

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Erwin

Further to our brief discussion this morning, I have uploaded three documents to our shared site relating to Sovereign Citizens.

1. Our Police policy (developed by my team last year)
2. Our Police intranet site (this is managed by our National Intelligence Centre and also lists some of intelligence products on this topic which I can provide if relevant)
3. The snapshot received from our Australian partners yesterday.

Note that some of this material is classified as sensitive or contains non-public contact information.

Please let me know if you need more on this topic.

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

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From: WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>
Sent: Friday, 31 October 2025 12:21 pm
To: Bethan Streatfield; Erwin Ricketts
Cc: WYSE, Kelly
Subject: IN CONFIDENCE - Performance Improvement Review input - Quick follow up
Attachments: ELT_25_187 Conclusion of 24_25 external audit process.pdf

Follow Up Flag: Flag for follow up
Flag Status: Completed

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hey team

In a similar way to earlier, attached is an e-copy of the hard copy of our new external auditor's report to the Commissioner at the conclusion of our FY24/25 audit, which has some interesting commentary on assessed risks.

In case it helps with context, I'm attaching the report with the covering paper that Police's ELT will consider at their meeting next Monday.

Regards

Mike Webb
Chief Assurance Officer
Police National Headquarters

M 9(2)(a) privacy
E mike.webb@police.govt.nz



From: WEBB, Michael (Mike)
Sent: Friday, 24 October 2025 9:38 am
To: Erwin Ricketts <erwin.ricketts@publicservice.govt.nz>
Cc: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: IN CONFIDENCE - Performance Improvement Review input - Quick follow up

Nice to meet you just now, Erwin.

In case you were after an e-copy of that A3 which I spoke briefly into this morning, please find a copy attached.

It is another way of helping tell the story of some of our recent history, which was used to frame an ELT discussion towards the end of last year.

Good luck with the rest of the process ...

Mike Webb

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 3 November 2025 1:52 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Interview questions

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

There isn't one at this stage – that was just a gap waiting for the DCs to be announced... You're already meeting with those that have been acting (Mike Johnson, Jill Rogers, Tusha Penny, Mike Pannett) through other meetings – let me know if there is someone missing that you want prioritised!

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 3 November 2025 1:49 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Interview questions

Also, who's the DC booked in tomorrow morning at 11am?

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 3 November 2025 1:48 pm
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Interview questions

Amazing, thank you. Yes - as long as we have minimum 25 minutes to go down to Parliament please. Could he do 2.45 to 3.15? or 3-3.30?

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 3 November 2025 1:40 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Interview questions

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

I've agreed to tomorrow at 10.30 with Jeremy's EA – live schedule updated.

Unfortunately, none of these time slots work for Sam based on his EA's review - he has pre-existing clashes for the first four, and the 5.30-6 slots are a bit late in the day as they start around 7ish. Should I try that 3pm slot on Wednesday 12th? Or do you have any others for the week following?

If those don't work, I'll reinforce that those 5.30pm slots are all you have available and see how we go.

I think you're still finding a time suitable to meet with Bruce O'Brien/Liaison Officers too right?

Thanks

Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Monday, 3 November 2025 1:15 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: [EXTERNAL] Interview questions

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Hi Kelly,

Do we have a meeting booked with Sam - property and fleet? Paul just referred to him and I wondered if that was my fault missing him off the list.

Could him or Jeremy do the following times:

- 2.45-3.15 today (noting Jeremy can't)
- 10-10.30am Tues 4 November
- 10.30-11am Tues 4 November
- 4.30-5pm Tues 4 November
- 5.30-6pm Friday 7 November
- 5.30-6pm Tuesday 11 November

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 3 November 2025 12:16 pm
To: Bethan Streatfield
Subject: Re: [EXTERNAL] 9(2)(a) privacy

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Looks like 9(2)(a) privacy so might not be able to get into his diary but I'd definitely try. 9(2)(g)(i) free and frank so I assume it would definitely be taken in the right way.

Get [Outlook for iOS](#)

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, November 3, 2025 12:11 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] 9(2)(a) privacy

Do you think it would come across okay to ask 9(2)(a) privacy to bring 9(2)(a) privacy on Friday?

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 3 November 2025 12:09 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] 9(2)(a) privacy

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi – I just checked in with Kyle 9(2)(g)(i) free and frank It sounds as though we were thinking 9(2)(g)(i) free and frank but 9(2)(a) privacy 9(2)(g)(i) free and frank Let me know if you need me to do anything or if you'll just reach out to make those changes!

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 3 November 2025 11:32 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] 9(2)(a) privacy

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

We've just been looking at the MAG report on Transnational and Serious Organised Crime and now looking at it can see we have a meeting with 9(2)(a) privacy now the Chair or is 9(2)(a) privacy still the Chair?

out of scope

Noho ora mai,
Bethan

Bethan Streatfield (she/her)

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 4 November 2025 10:12 am
To: Bethan Streatfield
Subject: Follow-up info - Exit Data
Attachments: Final OCGG Paper Exit survey 08.09.23.docx

Follow Up Flag: Flag for follow up
Flag Status: Completed

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Morning Bethan

Further to Leigh's request for follow-up information to be sent through to you, I have attached a Governance Group paper that was presented back in 2023. It highlights the exit survey trends and data from 2022/23 and much of it remains relevant and consistent through to 2024/25.

For 2025, Kia Tū (Police's speak up/bullying team) has the following information:

- Of the 8 interviews undertaken by Kia Tū this year, the following themes were identified:
 - Bullying, harassment and discrimination – colleague to colleague, supervisor to employee
 - Toxic workplace culture
 - Lack of trust and confidence in Police management
 - Lack of support
 - Psychological health factors

Work is underway to develop a dashboard that is centrally driven from People Strategy & Operations that will include Kia Tū data. This will be a great opportunity to share the anonymised data and insights with leadership.

Please let me know if you require any further information.

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



=====

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 4 November 2025 12:11 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] 4 November - updates through the day
Attachments: DRAFT --- Wing 394 4-Section Timetable (as at 041125) --- DRAFT.xlsx; Police deployability.pdf

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

I've had quick responses from the College today on this for you 😊 The 20-week plan is attached and detail around ongoing training is below. I've also attached our Police deployability policy for further context.

Please let me know if this needs any further detail or a follow-up conversation with the College.

The Frontline Safety Training (FST) is delivered to all frontline responders, Level 1 primary and Level 2 secondary, as well as sworn (uniform) Level 2 officers (not frontline).

The training is separated into the relevant 'deployability requirements for each of the three groups.

Level 1 Primary Responder (3 mandatory days for deployability plus an expectation to attend as many of the 4 enhancement days as possible)

- Live fire (rifle / Pistol / Taser) Mandatory
- (M1) Mandatory 1: Defensive Tactics, Gangs Act, Tactical Rescue Options (TRO), Clearance and Rescue Tactics (CRT)
- (M2) Mandatory 2: Defensive Tactics, Tactical Communication, in car ambush, active armed offender
- Enhancement day 1: Post critical incident, CRT
- Enhancement 2: TRO, AAO
- Enhancement 3: In car ambush, vehicle stops
- Enhancement 4: Defensive Tactics, Scenario training, Group Scenario Training

Level 1 Secondary Responder (3 mandatory days only)

- Live Fire (rifle / pistol / Taser) Mandatory
- M1
- M2

Level 2 (4 hours only)

- Defensive Tactics
- AAO

Depending on the officer's role determines what Level they fall within and therefore what training they must attend. Examples:

- Frontline staff (PST) deploying to jobs on shift – Level 1 primary
- Public Service Unit (PSU) – Level 1 primary
- Police Dog handlers – Level 1 primary
- Police Beat officers: Level 1 Primary
- Criminal Investigation Bureau (CIB) – Level 1 secondary
- Uniform staff in high rank leadership – Level 2

- Uniform staff in admin type positions within stations or Royal New Zealand Police College – Level 2

Staff that are on Specialist Squads will receive additional specific training organic to their specialist role. The type and amount of training per year will differ between the groups. Some examples are: Special Tactics Group (STG), Armed Offenders Squad AOS), Search and Rescue (SAR), Police Negotiation Team (PNT), Disaster Victim Identification (DVI).

Regards
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, 4 November 2025 9:48 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] 4 November - updates through the day

Okay thank you. Is there also a Police college 20 week curriculum agenda to give Belinda and Kevin a sense of how much time recruits spend on each topic? We're getting feedback from a number of people saying they need to add this add that, but we don't think that's necessarily reasonable and want to confirm the training is already packed in.

Would you also be able to provide some additional ELT minutes please?

Sorry I feel so demanding, but whenever you or someone in your team can please for all of these requests, no immediate rush!

and thank you for morning tea!!

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | **imēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 4 November 2025 9:41 am
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] 4 November - updates through the day

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I'm checking in with the College to see what exists – it may need a follow-up conversation.

out of scope

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, 4 November 2025 9:27 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] 4 November - updates through the day

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Hi Kelly,

We're done with Ruth and just debriefing 😊

Do you think Police has a file on any of the ongoing training offered to Police officers from various specialties and general beat cops? In the essence of each year they need to do XYZ to keep up their training? and what's offered in District training.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | īmēra: bethan.streatfield@publicservice.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 5 November 2025 7:44 am
To: Erwin Ricketts
Cc: Bethan Streatfield
Subject: FW: [EXTERNAL] Help on the PIR strategic context section

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Morning Erwin

Here's a first draft for you – I look forward to your feedback and what more you may require.

Police Assets Under Strain

New Zealand Police is facing a significant and growing challenge in maintaining and modernising its core assets — physical, digital, and human. Many of these assets are aged, under pressure, or no longer fit for purpose, and the scale of the investment required to address these issues is substantial. Without a step change in funding and strategic planning, Police risks falling behind in its ability to deliver safe, trusted, and effective policing in a rapidly changing environment.

Property and Infrastructure

Police owns 76% of its 638-property portfolio, including 88% of operational hubs and 100% of residential properties. A high proportion of these buildings are over 40 years old, and many are degraded, outdated, and increasingly unfit for modern policing. The portfolio has reached a critical tipping point — buildings in suboptimal locations, with poor seismic resilience and limited accessibility, are constraining Police's ability to meet the expectations of staff, the public, and those in our care.

Historically, property investment has been reactive and project-based, driven by immediate operational needs rather than long-term strategy. The absence of strategic planning tools has left the portfolio vulnerable to shocks, such as the damage caused by Cyclone Gabrielle to uninsured assets, which diverted already limited funding and delayed other critical projects.

With capital budgets projected to decline from \$26 million in FY25/26 to just \$16 million by 2035, and with current funding largely consumed by essential maintenance, Police lacks the capacity for major upgrades or strategic redevelopment. At the current rate of replacement, it would take over 600 years to renew the entire portfolio.

Fleet and Operational Equipment

The Police vehicle fleet is under increasing pressure from rising per-vehicle costs, clean-car standard levies, and deferred replacements. Many vehicles are operating beyond their optimal lifecycle, incurring higher whole-of-life costs. While upgraded telematics and new District Fleet roles are helping to manage risk and improve efficiency, current internal funding is insufficient to sustain the portfolio.

Operational equipment faces similar affordability challenges, driven by rising safety standards, exchange rate volatility, and global supply chain disruptions. Equipping frontline staff with the right tools is critical for safety and effectiveness, yet funding constraints continue to limit Police's ability to meet these needs.

Technology Infrastructure

Police's digital environment spans a vast portfolio of systems — including NIA, IMT, RIOD, ABIS, and the 111 emergency platform — many of which are facing capacity, reliability, and integration challenges. The

exponential growth in digital evidence has outpaced current cloud storage capabilities, and legacy systems are increasingly misaligned with modern ways of working.

Sustaining and evolving this infrastructure requires external funding uplifts, as internal baselines are insufficient to support the scale and pace of transformation needed. The Enterprise Resource Management (ERM) programme is a key priority, aiming to modernise core systems and align with All-of-Government digital standards.

Workforce and HR Systems

Police's workforce has grown by nearly 4,000 FTEs over the past decade, from 11,800 in 2015 to 15,700 today. This growth has placed pressure on recruitment, training, and deployment systems. At the same time, the organisation faces a demographic challenge: nearly 2,000 constabulary employees are over the age of 55, and attrition is projected to rise to 7% by the mid-2030s — a rate not seen since the 1960s. To respond, Police is developing a comprehensive People Strategy focused on workforce capability, wellbeing, diversity, and modern employment frameworks.

Meanwhile, core HR systems are reaching end-of-life. The rostering and deployment system (Kronos) will lose all support by March 2027, and the HRMIS system must be upgraded by 2030. These systems are not fit for purpose, rely on manual workarounds, and pose compliance and operational risks. The ERM transformation is essential to maintaining operational continuity and enabling strategic workforce planning.

Thanks
Kelly

Kelly Wyse

Senior Assurance Manager
Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, 28 October 2025 3:42 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: [EXTERNAL] Help on the PIR strategic context section

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Hi Kelly,

Thanks for your crime data over the last week. We are working through it.

We are still working through drafting the strategic context section, and once that is ready we will share with you for your feedback.

One of those sections is titled "Police Assets under Strain".

I suspect your team may be better placed to draft this narrative than we are.

Would you be able to provide us with about 4 paragraphs of content covering issues such as:

- Aging equipment and assets and infrastructure
- Vehicle Fleet management challenges
- Technology infrastructure challenges (digital evidence - data cloud storage? 111 system)
- Staff challenges (frontline, expertise, back office)
- HR system upgrade
- Any other aspects of Police that need highlighting.

We need this weaved into a coherent narrative which makes the point that Police has a large investment challenge over the coming years.

Keen on your ideas on how we do this. If you team highlights some material we can draw on that would be helpful. Or we could have some informal chats over the phone and I can draft something up. If you are positioned to draft the material yourself that would be most helpful!

Let me know how best to proceed.

Cheers

Erwin

Erwin Ricketts

Review Manager

Email: Erwin.Ricketts@publicservice.govt.nz



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From: Kevin Jenkins <kevin@kevinjenkins.co.nz>
Sent: Thursday, 6 November 2025 9:11 am
To: Bethan Streatfield; Belinda Rose Clark
Cc: Erwin Ricketts
Subject: RE: Attrition data

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks.

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 3 November 2025 8:27 pm
To: Belinda Rose Clark 9(2)(a) privacy; Kevin Jenkins 9(2)(a) privacy
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Subject: Fw: Attrition data

Kia ora kōrua,

Please find below some content from Kelly today 😊

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 3 November 2025 3:02 pm
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Subject: Attrition data

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

After Leigh's meeting today he asked me to follow up with one of our Strategic Workforce Advisors for some data (noting a particular interest from the LR's on why people join, and leave, Police).

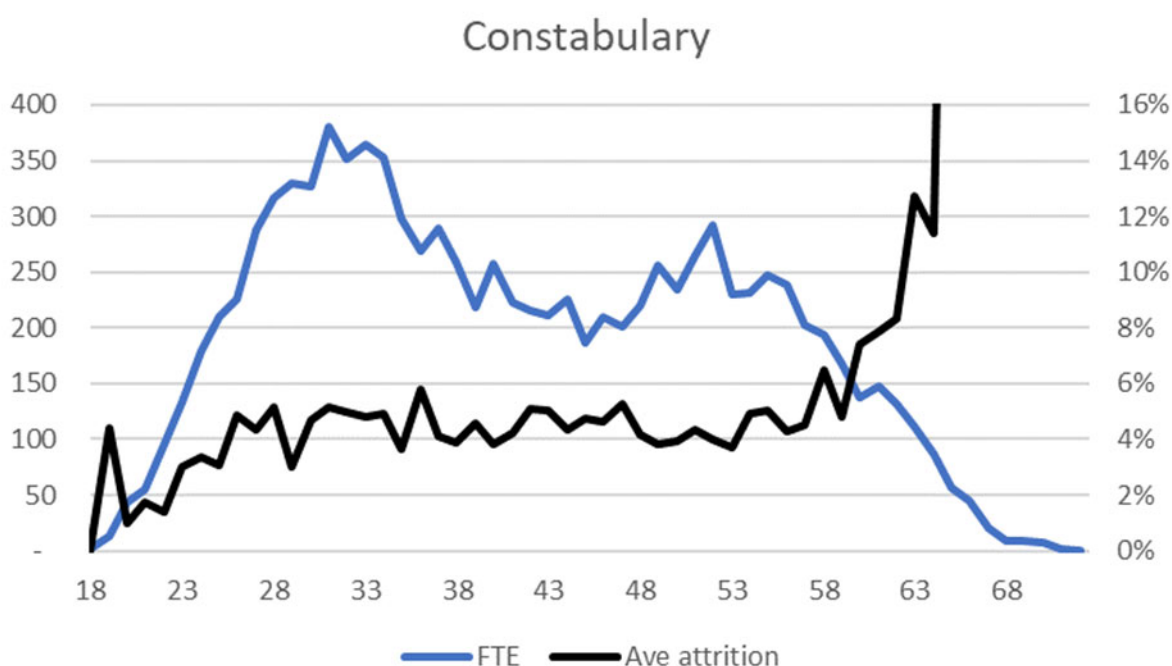
I've received an initial early response – noting that we have massive amounts of data but nothing standalone, but it would be easy to pull something together for you if you have specific questions to explore.

In terms of reasons for attraction I am not aware of any specific work in this space. Talking to people who we recruit they often talk about doing good and giving back, but I don't have any actual numbers to back this up. What we know is that if we don't do any active attraction we will get 4,000 – 5,000 applications per year, with very high male

and Pakeha rates. This is likely to be people who have dreamed of being an officer since they were kids, including a significant percentage who have family in the agency or the like. With targeted attraction we can get this up to 8,000 to 9,000 much more representative of the community. Ideally over time kids today will see a much different organisation than previous generations so this will hopefully have a positive feedback loop of a greater number and diversity of people wanting to be a cop. However, this is a generational change so will take time before we can know if it worked or not.

We are just going through a change of provide to our database on our exit survey so we don't have an ongoing report on this but I am sure I could get something together.

As a basic point the following graph shows the average attrition rate by age over the last five years. It shows just how low and stable our attrition is over pretty much all of peoples working lives, showing that for lots of people once they become a cop it will be the main job they do. Rates go up significantly from their mid 60's which I take it as people retiring at the end of their careers. So whilst we would want to reduce the number of people who leave for the sort of reason that Erin (Kia Tū – bullying) often gets involved in, otherwise I would suggest that we don't have any evidence of an attrition problem.



Let me know if there are any specific questions from the LRs that we could pull some data on for you 😊

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: NAIDOO, Rakesh <Rakesh.Naidoo@police.govt.nz>
Sent: Monday, 10 November 2025 5:56 pm
To: Bethan Streatfield; WYSE, Kelly
Subject: Final Update Re: Commissioner's Ethnic Forum - issues with connecting

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

Thank you for your kind assistance.

My apologies. A final update to the below.

9(2)(a) privacy would be grateful for the opportunity to be spoken to, if possible.
9(2)(a) privacy

Take care and thanks again.

Nga mihi
Rakesh

Superintendent Rakesh Naidoo MNZM
National Partnerships Manager – Ethnic. Iwi and Community Partnerships
A Police National Headquarters, Level 7. 180 Molesworth Street, Thorndon, Wellington 6011
M 9(2)(a) privacy
E Rakesh.Naidoo@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Monday, 10 November 2025 12:36 pm
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: NAIDOO, Rakesh <Rakesh.Naidoo@police.govt.nz>
Subject: [EXTERNAL] Re: Commissioner's Ethnic Forum - issues with connecting

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That's so strange! We didn't get any requests to join during the process. I'll reach out now 😊

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Monday, 10 November 2025 12:35 pm

To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>

Cc: NAIDOO, Rakesh <Rakesh.Naidoo@police.govt.nz>

Subject: Commissioner's Ethnic Forum - issues with connecting

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

I understand that the two forum members below were unable to connect to the Teams link on Friday (I'm not sure why, as I understand several others were able to join your link):

9(2)(a) privacy

They have asked for the opportunity to contribute their views to the Lead Reviewers if possible.

Can I please leave this in your capable hands to contact them to do so if the Lead Reviewers are supportive of that.

Ngā mihi
Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 11 November 2025 5:28 pm
To: Bethan Streatfield
Subject: ELT Minutes
Attachments: 2025.10.30 ELTHS confirmed minutes.pdf; 2025.10.13 ELTW confirmed minutes.pdf; 2025.10.20 ELTW confirmed minutes.pdf; 2025.10.06 ELTW confirmed minutes.pdf

Importance: High

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

As requested, please find attached the October ELT minutes.

In relation to the other two points:

1. We found mention of the Nelson re reroof as part of the CIC ELTW 2025 07 21 (not sure if this is what you are looking for)?

(viii) **Approved:** funding arrangements for remainder of Phase 1 (as detailed in ImBC Table as follows:

- Opex on-off of \$4.714m fully funded from Property Investment Plan – subject to approval to drawdown (cc 86312):
 - FY25/26 \$2.381m
 - FY26/27 \$2.333m

Opex ongoing of \$27.182m funded from Property baseline committed leases, lessor contributions (\$1.500m) and lease savings (\$13.677m) - (cc86311),

- FY27/28 – FY35/36 average approx. \$3.020m pa
- Capex of \$27.302m fully funded from Property Investment Plan (86312):
 - \$25.986m Police Investment Plan (PIP) Capex – Property CIC Baseline - approved provision

- FY25/26 \$1.000m PIP Property Reprioritisation - Nelson Reroof
- FY25/26 \$0.316m PIP Property Reprioritisation - Taupo HVAC

2. The team found mention of ‘centre of excellence’ in these two recent discussions (again, not sure if this is what you were looking for?):
 - a. ELT 2025 08 04 – Gangs operating Model – The NGU is viewed as a centre of excellence to help and support Districts in the way they respond to gangs and drive the action plan that sits below the disruption plan.

- b. ELT 2025 08 11 – Training Service Centre Operating Model – Training structure, an opportunity to establish a “Centre of Excellence” at RNZPC that can deliver all training requirements for the organisation. The finalised proposal is scheduled for 8 December ELT meeting.

Let me know if you need anything else!

Cheers

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: WYSE, Kelly

Sent: Tuesday, 4 November 2025 10:51 AM

To: Execgov <ExecGov@police.govt.nz>

Cc: WEBB, Michael (Mike) <Michael.Webb@police.govt.nz>

Subject: ELT Minutes - Public Service Commission request

Hi Team

As part of the Performance Improvement Review work, the PSC have asked for:

- All October ELT minutes
- Any minutes referencing the business case for Tasman property bid
- Any minutes referencing the Centre for Policing Excellence (they noted the Aug meeting refers to the invite to call them back in October).

Could you please send these through to me?

Thanks

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 12 November 2025 4:14 pm
To: Bethan Streatfield
Subject: RE: PIR - Engagement with District Commanders

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

As discussed today, please let me know what timing will work best for the LRs. The team pulling together the agenda has indicated **1-2pm** might be a better slot – but we'll leave this in your capable hands to confirm what is best for the LRs so we can finalise the agenda 😊

Looking forward to hearing from you.

Cheers
Kelly

From: WYSE, Kelly
Sent: Tuesday, 11 November 2025 5:52 PM
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Subject: RE: PIR - Engagement with District Commanders

Hi Bethan

I note you're still checking LRs timing availability – if it helps, the team has currently pencilled in 2-3pm?

Can you also please check with the LRs if their preference is just the District Commanders are present (noting they have engaged with the Deputies in other meetings)? (Generally these forums would have the District Commanders, the relevant Deputy Commissioners, and their Chief Advisors – it may be preferable to have them all there, or just the District Commanders depending on the type of conversation/focus the LRs would like)

Thanks
Kelly

From: WYSE, Kelly
Sent: Monday, 10 November 2025 2:42 PM
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Cc: BULFIN, Patrick <Patrick.Bulfin@police.govt.nz>
Subject: PIR - Engagement with District Commanders

Kia ora Bethan

As previously discussed, we are looking to schedule in the requested session between the Lead Reviewers and the District Commanders for their upcoming meeting on Thursday 20 November.

The District Commanders will remote (via Teams) although we can make a room available at PNHQ should you wish to join the meeting in person.

Are you able to let us know how long the Lead Reviewers will want (we are assuming up to one hour?) and if there are any time preferences that day?

It would also be helpful if we could prep them in advance on any specific areas that the LR's will want to dive into as they finalise the report – are you able to see if you could get me any specific areas of questioning beyond the general interviewee information I have been sending?

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: FORDYCE, Pauline <Pauline.Fordyce@police.govt.nz>
Sent: Friday, 14 November 2025 8:26 am
To: WYSE, Kelly; Bethan Streatfield
Cc: HUDSON, Charlotte (Char)
Subject: RE: Tomorrow's visit to North Shore

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Morning all,

Apologies for the further change - per my text to Kelly this morning, I can confirm that [REDACTED] will now be attending this afternoon's 1:1 with the Lead Reviewers at NSPC.

Please call me if required.

Kind regards,

Pauline Fordyce
Executive Assistant to Waitemata District Commander
Waitemata Police District Headquarters
M [REDACTED]
E pauline.fordyce@police.govt.nz



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, November 13, 2025 4:24 PM
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Cc: HUDSON, Charlotte (Char) <Charlotte.Hudson@police.govt.nz>
Subject: Tomorrow's visit to North Shore

Kia ora Bethan

As briefly mentioned, [REDACTED] is now unable to have her 1:1 with the Lead Reviewers tomorrow due [REDACTED]

Her District Leadership Team will still be present and available to provide a tour and answer any questions the Reviewers have.

Notwithstanding you are attending the District Commanders Forum next week, [REDACTED] is really keen to meet the Lead Reviewers in the coming weeks – and is in PNHQ on 19 November or 3 December (or we can arrange Teams on other dates) if the Reviewers end up with any available timeslots.

Please let me know if they would like to reschedule the interview once they've completed their visit this week.

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

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From: GEMMELL, Scott <Scott.Gemmell@police.govt.nz>
Sent: Friday, 14 November 2025 6:44 am
To: WYSE, Kelly; Bethan Streatfield
Cc: HUDSON, Charlotte (Char)
Subject: Re: Understanding Policing Delivery - Info for Lead Reviewers

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Kelly

it was nice meeting you and the team yesterday evening. My apologies for having to duck away .

That being said , I'm happy to answer any queries you may have that weren't asked for time constraints ,

Much appreciated

Nga mihi

Scott Gemmell
Superintendent
Tāmaki Makaurau Partnerships

M 9(2)(a) privacy
E scott.gemmell@police.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, November 13, 2025 5:32:54 PM
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Cc: HUDSON, Charlotte (Char) <Charlotte.Hudson@police.govt.nz>; GEMMELL, Scott <Scott.Gemmell@police.govt.nz>
Subject: Understanding Policing Delivery - Info for Lead Reviewers

Kia ora Bethan

The Understanding Policing Delivery (UPD) work came up in conversation today, and I realise it was not a topic the Lead Reviewers had heard much about in discussions to date.

To that end, please find attached a recent Executive Leadership Team paper and associated minutes, plus a summary below.

Key Messages

- The 'Understanding Policing Delivery' (UPD) research was conducted in two phases from 2021 to 2024.
- The three-year research programme sought to identify whether, where, and to what extent bias exists at a system level in New Zealand Police's operating environment.
- UPD had three focus areas: who police stop, when and why police use force, and who police charge.

- The research was managed arms-length from Police by an Independent Panel. An Operational Advisory Group of frontline officers worked alongside the Panel, helping to ground the research with practical insights and observations.
- The UPD programme has ended. All research reports were published on Police's website last November. (The full suite of published reports is available at <https://www.police.govt.nz/about-us/programmes-and-initiatives/understanding-policing-delivery/research>)
- The reports made various recommendations for Police to consider and identified several areas for improvement, as well as highlighting a range of innovative practices where Police actions are producing positive results.

Current status and next steps

- Police's ELT recently considered the 51 recommendations from the multi-year research programme.
- Police has accepted 15 recommendations and agreed to progress these through the delivery of the *Commissioner's 2025/26 Workplan*, refresh and implementation of *Te Huringa o Te Tai*, and alignment with business-as-usual work.
- Implementation of agreed actions will be overseen by the Commissioner's Māori Focus Forum (as part of monitoring progress on *Te Huringa o Te Tai*) and Police's independent Assurance and Risk Committee.
- A further 29 recommendations have been noted and acknowledged, which allows for future scoping and potential progression.
- Seven recommendations were rejected.

Please let me know if you require any further information on this.

Ngā mihi
Kelly

Kelly Wyse

Senior Assurance Manager
Assurance Group

Police National Headquarters | New Zealand Police

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E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 18 November 2025 10:46 am
To: Bethan Streatfield
Subject: Audit Results
Attachments: New Zealand Police ministerial letter 2025.pdf

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

For your information, please find **attached** the results of Police's annual audit.

Ngā mihi
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Tuesday, 18 November 2025 8:14 pm
To: Bethan Streatfield
Cc: Erwin Ricketts
Subject: Re: [EXTERNAL] Re: Confirm if there is a 1-2pm session with district commanders on Thursday? if not finalised cancel

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Yes there is :-) I sent you the invite on Friday to distribute. Did you receive it or should I resend?

Get [Outlook for iOS](#)

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, November 18, 2025 7:43 PM
To: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>; WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] Re: Confirm if there is a 1-2pm session with district commanders on Thursday? if not finalised cancel

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There is! I believe.

@WYSE, Kelly could you please confirm!

Erwin - you have an early meeting tomorrow at 7.30 with Alysha McClintock. Do you need any support for it? I
out of scope will have my phone in
case there's link issues!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, 18 November 2025 7:09 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: Confirm if there is a 1-2pm session with district commanders on Thursday? if not finalised cancel

Erwin Ricketts
Review Manager
Email: Erwin.Ricketts@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 11 December 2025 3:13 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

The below is pretty brief (it's from our intranet page) but won't quite hit the points you're wanting. The Governance team provided the previous content I sent you but I could ask them to draft something specifically along the lines of your query?

Organisational Governance

Introduction to our Governance Model

Governance refers to the systems and processes for leading and guiding an organisation. It is about the arrangements and practices that allow an entity to set its direction and manage its operations to achieve its outcomes and to fulfil its accountability obligations.

Our Governance Model enables the Executive Leadership Team (ELT) to focus on longer term strategic performance. ELT is supported by three sub-governance groups.

Sub-governance groups

There are three sub-governance groups to the ELT, each being responsible for the primary governance of different areas of Police's business:

- Senior Leadership Team (SLT)
- Strategic Tasking & Coordination Governance Group (STCGG)
- Health and Safety Governance Group (HSGG)

Most organisational decisions will be handled by these groups, freeing up the ELT to focus on its strategic purpose while retaining oversight over sub-governance group activity.

Responsibility for the operation of each of the sub-governance groups is jointly shared by the meeting's Chair(s) and their Chief Advisor, Senior Governance Advisor; with relevant functional leads operating together as a combined governance support function.

This means taking an active role in driving the group's business. This includes:

- Forward planning and agenda setting to ensure the right conversations are landing at the right time and are inline with the organisations priorities
- Providing assurance that activity is joined up and understood between various parts of the business
- Communicating and following up on actions and decisions so that the right people are in the loop and held accountable for deliverables
- Providing assurance over the quality of meeting inputs so that our executive leaders are enabled to have robust and well-informed conversations

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, 11 December 2025 3:02 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

[IN-CONFIDENCE]

Okay perfect thank you!

Any chance you have anything that succinctly discusses the governance arrangements the Commissioner has put in, including ELT down and all the various groups and committees he has to monitor things? I'm trying to draft one of the performance and accountability sections and want to fairly represent the effort to improve this area he's made and what further will be done following the IPCA report.

Hopefully that makes sense? I'll only need a few sentences to a paragraph!

Noho ora mai,
Bethan

Bethan Streatfield (she/her)

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

[IN-CONFIDENCE]

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Thursday, 11 December 2025 2:57 pm

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

To be honest, we found it an easy read and while thorough it wasn't repetitive, and all the content seemed relevant.

If you've meaning that first bullet point list relating to the CoP's priorities – then yes I agree that could be cut back. This is the desktop 'shortened' version we all have on our screens which could be a good option to go with?



Cheers
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Thursday, 11 December 2025 2:05 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly

<Christina.Connolly@publicservice.govt.nz>

Subject: Re: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

[IN-CONFIDENCE]

Thank you so much Kelly!

Was there anything that you thought would be okay to remove? At present, I'm thinking the bullet pointed list. Let me know what you think!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: ^{9(2)(a) privacy} | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Thursday, December 11, 2025 1:23 PM

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly

<Christina.Connolly@publicservice.govt.nz>

Subject: RE: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

Thank you for the opportunity to review this.

My colleague and I have made some editorial changes and a couple of minor comments for your consideration.

We can scrutinise the data in more detail as needed when you're comfortable with it being shared with a slightly wider audience and viewed in the context of the draft report.

We hope this is helpful and look forward to hearing from you again soon.

Ngā mihi

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, 9 December 2025 11:18 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Christina Connolly <Christina.Connolly@publicservice.govt.nz>
Subject: [EXTERNAL] [IN-CONFIDENCE] Feedback please! Appendix - Context

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[IN-CONFIDENCE]

Kia ora Kelly,

We are still progressing the draft at pace!

We have found that the Appendix has gotten quite large due to the way we've constructed the report itself and wondered if you could please review it and recommend anything that could be adjusted/edited down? Any

feedback as a sense check over the material to ensure we are accurate in our organisational overview would be much appreciated too.

If possible, could you please do this by Friday morning, or at the latest COP Friday? I hope that's doable and not adding too much to your workload!!

The majority of this you may have already seen in some capacity!

Let me know if you have any questions 😊

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | **īmēra:** bethan.streatfield@publicservice.govt.nz



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[IN-CONFIDENCE]

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 15 December 2025 5:04 pm
To: Erwin Ricketts
Cc: Bethan Streatfield
Subject: RE: [EXTERNAL] Re: PIR - Draft Report (Meeting with Commissioner)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Erwin – Bethan already confirmed this with the Commissioner’s EA and it’s locked and loaded at our end.

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Monday, 15 December 2025 4:59 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>; Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; Kevin Jenkins <kevin@kevinjenkins.co.nz>; Belinda Rose Clark <bclarknz@hotmail.com>
Subject: [EXTERNAL] Re: PIR - Draft Report (Meeting with Commissioner)

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hey Kelly,

Yes can we please go ahead with this session tomorrow, and if possible, we would like to meet in person.

Attendees would be Kevin, Belinda, and Rob from our end.

Thanks,
Erwin

out of scope



From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 12 December 2025 5:30 pm
To: Bethan Streatfield <bethan.streatfield@publicservice.govt.nz>
Cc: SAYER, Laura <Laura.Sayer@police.govt.nz>
Subject: PIR - Draft Report (Meeting with Commissioner)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

It looks as though we still have the hold in the Commissioner's calendar to discuss the draft report with the LRs (11-12 Tuesday).

Is this still going ahead, and if so, would this be in person at PNHQ or could you send a Teams link through? And confirm who will be attending?

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 15 December 2025 11:59 am
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Hi! Quick question

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Unfortunately, A/AC Chapman has postponed today's NTGG sitting to 23/01/2026.

As a result, the DT manual won't make it to ratification until the new year now.

Please let me know if you have any queries.

Thanks
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Thursday, 4 December 2025 3:29 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Hi! Quick question

Nothing else from the College thank you and amazing, thank you for the update on the governance group!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: ^{9(2)(a) privacy} | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Wednesday, 3 December 2025 1:19 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Hi! Quick question

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

Just to let you know that the National Training Governance Group has been rescheduled to 12 December – I'll be able to give you an update on the Defensive Tactics Manual after that 😊

Cheers

Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Wednesday, 3 December 2025 11:09 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Hi! Quick question

Hi Kelly,

Thank you for all of this! I've shifted the wording from just the curriculum to a whole of College workplan.

Yes please to letting us know about Callum's presentation - we'd like to reflect their work as best we can 😊

I know that you're really keen to see the context section before we send it to the Commissioner, so I'm just working through with Erwin how we can make this work. It's now almost entirely in the appendix so I may be able to send this separately.

We have another request please! Do you have any workforce data on the proportion of Māori constables, at both recruit and senior levels separately? and maybe overall? I can only find the data for all employees.

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Friday, 28 November 2025 1:12 pm
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Hi! Quick question

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Bethan

The second question I need a bit more clarification on please.

Where you reference "College curriculum" - there isn't one curriculum and there are multiple pieces of work occurring across the RNZPC currently.

When AC Penny took over as the RNZPC AC she set a workplan which encompassed items for most of the RNZPC – as in the various workgroups and the campus as a whole (I recall you received a copy of this at the time). Supt Keats reports back to National Training Governance Group on the progress of this.

As tasks of that, the Strategic Leader course has been revised and RNZPC are also in the process of reviewing the Recruit Curriculum which will go live with the first Wing in January next year – as well as other work underway. None of which have specific operation names.

So we're not quite clear which piece of work you are requiring the information about – the whole of College Workplan - that was definitely spearheaded by AC Penny - or is it more specific about the new recruit curriculum?

Thanks
Kelly

From: WYSE, Kelly
Sent: Friday, 28 November 2025 12:43 PM
To: 'Bethan Streatfield' <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Hi! Quick question

Hey Bethan

out of scope

Re the Defensive Tactics Manual – Callum is scheduled to present it to the National Training Governance Group next week (3 December) where we are anticipating final endorsement. I can let you know next week if you like?

I'm following up on the other question and will come back to you!

Cheers
Kelly

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Friday, 28 November 2025 12:19 PM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: [EXTERNAL] Hi! Quick question

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Kelly,

out of scope

We are busy drafting the report and I just wondered if I could check a couple of things with you please? Would you please be able to look at the bold text in what Belinda has drafted and let me know if you know the answers?

We note that Police have already recognised this need and that a comprehensive review of the College curriculum is underway **{NB is there a name for the project that Tusha Penny is spearheading?}**. This review is due for completion **(when?)** and is expected to be implemented **(when?)**

We also note that Police have responded to feedback indicating that recruits do not feel they have the physical handling and grappling skills necessary to do their jobs and to do them in a safe manner. We commend the updating of the Defensive Tactics training manual – a project near completion at time of writing **{Approved yet?}**

Noho ora mai,

Bethan

Bethan Streatfield ([she/her](#))

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 15 December 2025 12:46 pm
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Question on Wings

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

I've been provided this data from our strategic workforce analyst – please let me know if you need further information around this 😊

The below table is all the wings that have started since 27 Nov 23. Wing 374 coincided with the initial training programme moving from a 16 week course to a 20 week course meaning wings moved from a 4 weekly cadence to a 5 weekly cadence. There was no increase in the number of wings themselves.

However, as part of the D500 the capacity of training increased from 80 recruits on a wing at a time up to 100 recruits at a time in addition to launching the Auckland RNZPC Campus (wing 390 and upcoming wing 397 in Feb 26).

Wing	Start	Graduate	Recruits Started on Wing
374	8/01/2024	23/05/2024	80
375	12/02/2024	27/06/2024	60
376	18/03/2024	1/08/2024	58
377	22/04/2024	5/09/2024	61
378	27/05/2024	10/10/2024	73
379	1/07/2024	14/11/2024	60
380	5/08/2024	19/12/2024	73
381	9/09/2024	6/02/2025	74
382	14/10/2024	13/03/2025	79
383	18/11/2024	17/04/2025	79
384	6/01/2025	22/05/2025	76
385	10/02/2025	26/06/2025	73
386	17/03/2025	31/07/2025	90
387	21/04/2025	4/09/2025	90
388	26/05/2025	9/10/2025	78
389	30/06/2025	13/11/2025	60
390 - TM	30/06/2025	13/11/2025	40
391	4/08/2025	18/12/2025	80
392	8/09/2025	5/02/2026	91
393	13/10/2025	12/03/2026	58
394	17/11/2025	16/04/2026	61

Please note that not all recruits graduate with the rest of their wing and may graduate at a later date. As such, the number of recruits who start on a wing may not align with the number that graduate on the given graduation date. For reference, the rolling success rate of recruits on a wing is 98.4%.

Thanks

Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Friday, 12 December 2025 3:52 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: [EXTERNAL] Question on Wings

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Kia ora Kelly,

Happy Friday!

No more info from yesterday needed thank you!

We just have one thing based on some feedback from DPMC - are you able to please provide the number of wings that have gone through the Police college since the D500 initiative started? and any detail on the increase in wings (if that's available?).

We currently have the constabulary applications listed but the wing number would help show the increase better I think!

Noho ora mai,

Bethan

Bethan Streatfield [\(she/her\)](#)

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: 9(2)(a) privacy | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: Rob Anderson
Sent: Wednesday, 21 January 2026 7:28 pm
To: CHAMBERS, Richard
Cc: Erwin Ricketts
Subject: Updated NZ Police PIR
Attachments: Performance Improvement Review of New Zealand Police - Version 3.0 - 21 January 2026.pdf

Hi Richard,

Good to chat yesterday and glad to get your early sense we are on the right track!

Attached is an updated version which includes some minor editorial updates.

Very keen to connect next week once you've had a chance to finish your review. From here, we will then work to finalise updates from you and then provide the report to Ministers for consideration.

Happy to chat if you need anything.

Cheers

Rob

Robert Anderson

Manager, Public Sector Performance

Phone: 9(2)(a) privacy | **Email:** robert.anderson@publicservice.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Wednesday, 28 January 2026 9:16 pm
To: Rob Anderson; Toni Vincent; Erwin Ricketts
Cc: CHAMBERS, Richard; Kevin Jenkins; Belinda Rose Clark; SAYER, Laura
Subject: Re: [EXTERNAL] RE: Police feedback on Draft Performance Improvement Review

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Rob

Thanks for getting back to us so quickly.

Absolutely - we would welcome the opportunity to host Sir Brian, alongside the Reviewers and the wider Team, at the Police Leadership Forum.

I'll touch base with Toni tomorrow to confirm a time that works. We will be flexible regarding scheduling, other than having the timings for the Minister and the Associate Minister already locked in.

Please don't hesitate to reach out if you should require anything further.

Ngā mihi

Cassandra Anderson
NZ Police

Sent via I-phone

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Wednesday, January 28, 2026 9:03 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>; Toni Vincent <Toni.Vincent@publicservice.govt.nz>; Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Cc: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>; Kevin Jenkins <kevin@kevinjenkins.co.nz>; Belinda Rose Clark <bclarknz@hotmail.com>
Subject: [EXTERNAL] RE: Police feedback on Draft Performance Improvement Review

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Cassandra,

Thanks for your email and the additional feedback on the PIR. That's useful. We will work our way through that over the coming days.

We would welcome the opportunity to meet with the new leadership team on 19 February. We would also be keen to have Sir Brian Roche at that meeting, along with Belinda Clark and Kevin Jenkins. If you could please confirm the timing for us attending with [@Toni Vincent](#) who runs Sir Brian's office.

In terms of next steps, we will revert back with a revised report before the end of next year. I'd like to be in a position to have a final version ready for the session on the 19th, and that we would release it publicly soon after that engagement. We will look to provide a draft of the report to Ministers after it is updated following consideration of Police's comments as well.

@Erwin Ricketts is the point of contact in my team who is the lead on the report and will be in touch if we require any further information.

Thanks again,

Rob

Robert Anderson

Manager, Public Sector Performance

Phone: 9(2)(a) privacy | Email: robert.anderson@publicservice.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>

Sent: Wednesday, January 28, 2026 12:51 PM

To: Rob Anderson <Robert.Anderson@publicservice.govt.nz>

Cc: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>

Subject: Police feedback on Draft Performance Improvement Review

Importance: High

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Rob

Further to Commissioner Chambers' discussion with you yesterday, I am writing to confirm feedback on the draft Performance Improvement Review (PIR).

9(2)(g)(i) free and frank

Next steps

We have greatly appreciated the constructive engagement with the Review Team throughout this process. The PIR provides a strong platform for our performance uplift over the next five years.

The Commissioner will convene the first meeting of his new Police Leadership Forum (ELT, SLT and District Commanders) on 19 February in Wellington. There is considerable interest in the PIR, and we would welcome the Review Team presenting their findings at that session if schedules allow. We are happy to coordinate a suitable time with your support.

Thanks Rob, happy to discuss.

Cassandra Anderson

Executive Director

Telephone: 9(2)(a) privacy E-mail: cassandra.anderson@police.govt.nz



**NEW ZEALAND
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Te Kaitiaki a Matariki



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From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Monday, 9 February 2026 9:18 am
To: Bethan Streatfield
Subject: RE: [EXTERNAL] Happy new year!

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi! Sorry just back on deck today – no updates from my end in my emails. The Commissioner's Chief of Staff sent feedback directly to Rob before I went on leave, and I see that Erwin has reached out to her directly last week for further input. Let me know if there's anything else I can do 😊

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Wednesday, 4 February 2026 11:57 AM
To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Subject: Re: [EXTERNAL] Happy new year!

Hi Kelly,

out of scope

Any chance you've heard anything about the written Police response for the PIR? Allgood if not 😊

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: ^{9(2)(a) privacy} | īmēra: bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Sent: Thursday, 22 January 2026 9:37 am
To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: RE: [EXTERNAL] Happy new year!

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Morning 😊

out of scope

I have checked in with the Commissioner's office which is apparently now expecting an updated version from Rob in the next day or so? When it arrives the Commissioner is going to send it to a small circle and will aim to send feedback by/on Monday.

I have also flagged the idea of media with his Chief Media Advisor and they may come back to you direct on that – or I can follow up again soon.

Apologies I'm not certain how much he is wanting me to manage from here versus his office – he is about to commence his new structure with a Chief of Staff so it's in a bit of flux at the moment and I haven't caught up with him this year. But just keep chasing me as you need anything and I'll hunt down the answer!

I'll reach out to the Branding team now around some images to test with him 😊

Thanks
Kelly

Kelly Wyse
Senior Assurance Manager
Assurance Group
Police National Headquarters | New Zealand Police

M 9(2)(a) privacy
E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Wednesday, 21 January 2026 2:04 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: Re: [EXTERNAL] Happy new year!

Gosh I forgot to attach it!

Noho ora mai,
Bethan

Bethan Streatfield (she/her)
Kaitohutohu | Advisor, Public Sector Performance
waea pūkoro: 9(2)(a) privacy | imēra: bethan.streatfield@publicservice.govt.nz

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Wednesday, 21 January 2026 1:59 pm

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: Re: [EXTERNAL] Happy new year!

Hi Kelly,

Out of scope

We've just heard from the Commissioner and he'll have his feedback to us next week. We're keen for you to do a fact check/review next week as soon as we have his feedback in, so thought it was worth another update 😊

The agency response is also needed soon, but we understand you can't fully write this until you see the report.

Attached is our rough runsheet for the end of the report process - please let us know if there's anything that might not work. Rob is also thinking about having a 30 min/hour long morning or afternoon tea with the Lead

Reviewers, our team, yourself and the Commissioner so that we can do a physical handover and photo op - do you think this would be possible and/or something the Commissioner would be keen for on announcement day?

And lastly! We need an image please, or a couple of images for the front of the report - would you please be able to arrange one that the Commissioner is comfortable with?

Noho ora mai,
Bethan

Bethan Streatfield (she/her)

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: 021 864 826 | **īmēra:** bethan.streatfield@publicservice.govt.nz

From: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Sent: Monday, 12 January 2026 9:46 am

To: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Subject: RE: [EXTERNAL] Happy new year!

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Bethan

Out of scope

Thank you for the update – you are correct that he would likely have held it tight over the break. Headquarters has only opened back up today after closing on the 19th as well. I'll let you know if I hear anything.

Really appreciate you keeping me informed, chat to you again soon.

Thanks
Kelly

Kelly Wyse

Senior Assurance Manager

Assurance Group

Police National Headquarters | New Zealand Police

M 9(2)(a) privacy

E kelly.wyse@police.govt.nz



From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>

Sent: Friday, 9 January 2026 3:37 PM

To: WYSE, Kelly <Kelly.Wyse@police.govt.nz>

Subject: [EXTERNAL] Happy new year!

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Kia ora Kelly,

Out of scope

Rob is going to chat to the Commissioner today or next week about whether he is comfortable for us to share the draft report with you as well for a fact checking exercise, so just wanted to give you a heads up that this may be coming your way in the next week or so. That's if he hasn't shared it already, although we think that he may have held it tight over the break.

Erwin, Rob and I are re-grouping on Monday to discuss engagement with yours and our Minister and a comms plan for release (post a few more edits!), so I'll let you know if anything comes out of this that you need to be aware of 😊

No actions yet, just wanted to keep you informed!

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor

Tutukinga Mahi a te Rāngai Tūmatanui | Public Sector Performance

waea pūkoro: ^{9(2)(a) privacy} | īmēra: bethan.streatfield@publicservice.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Tuesday, 10 February 2026 10:50 pm
To: Rob Anderson; CHAMBERS, Richard
Cc: Erwin Ricketts; Kevin Jenkins; Belinda Rose Clark
Subject: RE: [EXTERNAL] Performance Improvement Review of New Zealand Police - Version 4.0 - 10 Feb 2026

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora

Thanks Rob appreciate the email and the updated draft. Will connect with you in the morning once we've had a chance to read.

Ngā mihi

Caz Anderson
Chief of Staff

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Tuesday, 10 February 2026 10:47 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>; ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Cc: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>; Kevin Jenkins <kevin@kevinjenkins.co.nz>; Belinda Rose Clark <bclarknz@hotmail.com>
Subject: [EXTERNAL] Performance Improvement Review of New Zealand Police - Version 4.0 - 10 Feb 2026

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Richard and Caz,

I am just sharing a further version of the NZ Police PIR, which has now been updated to reflect comment from Police, as well as DPMC and Treasury. This week we will also provide copies of the report to Ministers Collins, Mitchell, Costello and Goldsmith for their information.

I wondered whether it would be useful to share the attached version of the PIR with the Police Executive ahead of the session we are attending at the Police College next week. We will bring a short presentation to cover the key points, however, some may be interested to read through the material in more detail.

Caz – Erwin will continue to work with you on progressing publication/comms post Ministerial engagement, including confirming Police's response to include the final report.

Very happy to chat.

Rob

Robert Anderson
Manager, Public Sector Performance

From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Tuesday, 10 February 2026 2:46 pm
To: Erwin Ricketts; WYSE, Kelly
Cc: Bethan Streatfield; Rob Anderson
Subject: Re: [EXTERNAL] Police Commitment commissioning

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

All good we will try and get it back to you tomorrow morning.

Thanks

Caz

Cassandra Anderson
NZ Police

Sent via I-phone

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, February 10, 2026 2:34:52 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>; WYSE, Kelly <Kelly.Wyse@police.govt.nz>
Cc: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>; Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: [EXTERNAL] Police Commitment commissioning

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi both,

I just want to clear up that there was a communication slip up on our end. I mistakenly believed that Police had been commissioned previously to prepare a commitment. Connecting the dots at our end this turns out to not be the case.

The error belongs with me. I hope this clears things up.

Thanks,
Erwin

Erwin Ricketts
Review Manager
Email: Erwin.Ricketts@publicservice.govt.nz

From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Monday, 2 March 2026 10:52 am
To: Erwin Ricketts
Cc: Rob Anderson; TREVETT, Claire
Subject: RE: [EXTERNAL] Police PIR release date

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora Erwin

Thanks for this confirmation.

Caz

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Monday, 2 March 2026 10:16 AM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: [EXTERNAL] Police PIR release date

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Morning Caz - confirming from our end that the Police report has been pushed out a week, so targeting 12 March now.

I'll keep you updated if we have any further developments.

Thanks
Erwin

Erwin Ricketts

Review Manager

Email: Erwin.Ricketts@publicservice.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Thursday, 5 March 2026 5:02 pm
To: Erwin Ricketts
Cc: Rob Anderson; TREVETT, Claire
Subject: RE: [EXTERNAL] Police PIR report

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Kia ora

Thanks for the update Erwin and yes tomorrow afternoon when it is final (final) would be great.

Tomorrow afternoon would be great.

I will check re: signature and let you know.

Thanks heaps.

Caz

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Thursday, 5 March 2026 4:43 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: [EXTERNAL] Police PIR report

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Caz,

I've received back a PDF of the final doc, and I'm working with the team on grammar and typos. We expect this final version to be ready tomorrow afternoon. To save any version control issues, I propose sharing that final PDF with you as soon as it is ready tomorrow.

We remain on track for publication on 12 March (Thursday next week)

Here is the front cover of the final design:



Te Kawa Mataaho
Public Service Commission

Performance Improvement Review of the **New Zealand Police**

FEBRUARY 2026



I'm working on getting signatures from the three central agency CEs for their response. Would Richard like to include his signature on his response? If so, please let me how he prefers to sign electronic documents, and I can work with our design team to achieve that outcome.

Comment from the Commissioner of Police

As a new Commissioner, last year I invited the Public Service Commission to undertake this PIR because I wanted a clear-sighted, independent look at how New Zealand Police was placed organisationally.

That was an important step both for public confidence and for my own confidence as leader of New Zealand Police.

I asked the Reviewers to put a particular focus on organisational culture, and integrity and conduct.

It has been a challenging period for our organisation, but I am incredibly proud of the progress we have made in the last 12 months and of the dedication shown by the New Zealand Police staff.

The review also points to what we have been doing well. It is pleasing to see acknowledged the gains from visible policing, including the beat teams, gang disruption, and a focus on retail crime, as well as the excellent progress in achieving the Government's targets to reduce youth offending and violent crime.

The Review also points to the challenges New Zealand Police face in the years ahead, both internally and operationally. I am confident that with the right focus we can meet those challenges.

The issues recently investigated by the IPCA were not the only reason for the Review, but that did reinforce the need for a hard look at our organisation.

The recommendations set out in this Review are extensive. They sit alongside a wider suite of changes underway in New Zealand Police, many of which are aimed at strengthening integrity and conduct.

As an Executive, we will now work through the recommendations and consider how to best prioritise them alongside other opportunities and within fiscal bounds.

I thank the Reviewers for the thorough report and wide-ranging recommendations.

Many elements of the Review are forward looking, and those recommendations will help ensure we are well-placed to meet future challenges.

I appreciate the participation of the many who contributed to this, including frontline and district staff, and others both inside and outside New Zealand Police.

I will work with the rest of the Executive and District Commanders to ensure we make positive progress.



Richard Chambers
Commissioner of Police

From: Rob Anderson
Sent: Saturday, 7 March 2026 12:44 pm
To: CHAMBERS, Richard; ANDERSON, Cassandra
Cc: Erwin Ricketts
Subject: PIR Report
Attachments: Police Performance Improvement Review_6 March.pdf

Hi Richard and Caz

Please see attached a copy of the Police PIR report.

I've picked up a couple of editorial/formatting issues we need to address on Monday.

Richard, happy to catch up at a time that works for you next week.

Cheers

Rob

Get [Outlook for iOS](#)

From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Tuesday, 10 March 2026 5:25 pm
To: Erwin Ricketts
Cc: TREVETT, Claire; Rob Anderson
Subject: Re: [EXTERNAL] Re: Police PIR - Updated release plan

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Erwin appreciate you making those changes why don't we have a final look overnight and see if there's anything further and get this back to you tomorrow morning. Would that work?

Caz

Cassandra Anderson
Chief of Staff
Head of Legal, Assurance, COMS, Service, Victims & Resolutions

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, March 10, 2026 5:09:19 PM
To: ANDERSON, Cassandra <cassandra.anderson@police.govt.nz>
Cc: TREVETT, Claire <Claire.Trevett@police.govt.nz>; Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Re: Police PIR - Updated release plan

Hi Caz,

9(2)(g)(i) free and frank

Cheers
Erwin

From: Erwin Ricketts <Erwin.Ricketts@publicservice.govt.nz>
Sent: Tuesday, March 10, 2026 1:29 PM
To: ANDERSON, Cassandra <cassandra.anderson@police.govt.nz>
Cc: TREVETT, Claire <Claire.Trevett@police.govt.nz>; Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: Re: [EXTERNAL] Re: Police PIR - Updated release plan

Hi Caz,

9(2)(g)(i) free and frank

Thanks,
Erwin

From: SAYER, Laura <Laura.Sayer@police.govt.nz>
Sent: Thursday, 2 April 2026 9:52 am
To: Toni Vincent
Cc: Christina Connolly; Rob Anderson; Sian Hilton; Sarai Matagi
Subject: Opportunity to discuss NZ Police PIR response with Sir Brian and key PSC leads

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Good morning Toni

I hope you are well and looking forward to the Easter break.

I am writing to seek diary availability for Sir Brian. The Commissioner would welcome the opportunity to meet with him to discuss the NZ Police Performance Improvement Review (PIR) response ahead of the PIR release. An embargoed copy would be provided prior to the meeting.

Appreciating this is relatively short notice, would Sir Brian have 45–60 minutes available on the morning of **Wednesday 15 April**? If Sir Brian is not available, the Commissioner is happy to meet with PSC delegates as he deems appropriate.

From our side, the Commissioner is available between 0730 and 1130 that morning and is happy to come to PSC.

Kind regards

Laura Sayer
Senior Executive Assistant to Commissioner Richard Chambers
Police National Headquarters

P 9(2)(a) privacy
E laura.sayer@police.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Monday, 13 April 2026 10:16 pm
To: Rob Anderson
Subject: Re: [EXTERNAL] RE: Draft PIR - feedback for PSC consideration

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

All good Rob, I know you're busy. Appreciate consideration of the matters we've raised.

Thanks

Caz

Cassandra Anderson
Chief of Staff
Head of Legal, Assurance, COMS, Service, Victims & Resolutions

From: Rob Anderson <robert.anderson@publicservice.govt.nz>
Sent: Monday, April 13, 2026 10:00:51 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Subject: [EXTERNAL] RE: Draft PIR - feedback for PSC consideration

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Hi Caz,

Thanks for this. I will consider this tomorrow and will be back in touch to let you know how we will progress once I've spoken with the reviewers.

Thanks

Rob

Robert Anderson

Manager, Public Sector Performance

Phone: 9(2)(a) privacy | **Email:** robert.anderson@publicservice.govt.nz



Te Kawa Mataaho
Public Service Commission

Te Kawa Mataaho Public Service Commission

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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Tuesday, 14 April 2026 2:20 pm
To: Bethan Streatfield
Cc: Rob Anderson
Subject: RE: [EXTERNAL] Re: Draft PIR - feedback for PSC consideration

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Bethan, appreciate the PSC's and Lead Reviewers consideration of these matters and the changes that have been made.

Ngā mihi

Caz

From: Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Sent: Tuesday, 14 April 2026 2:16 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Cc: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Subject: [EXTERNAL] Re: Draft PIR - feedback for PSC consideration

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Kia ora,

Hope this email finds you well!

Thank you for the feedback. As Rob discussed on the phone with you, here is the feedback on behalf of us and the Lead Reviewers.

We will get the changes needed progressed with our designer and have a final copy ready for publication back to you by the end of the week hopefully.

Please let us know if you have any questions.

Noho ora mai,
Bethan

Bethan Streatfield ([she/her](#))

Kaitohutohu | Advisor, Public Sector Performance

waea pūkoro: [9\(2\)\(a\) privacy](#) | Imēra: bethan.streatfield@publicservice.govt.nz

From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Monday, April 13, 2026 11:40:38 AM
To: Rob Anderson <robert.anderson@publicservice.govt.nz>
Subject: Draft PIR - feedback for PSC consideration

From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Wednesday, 15 April 2026 8:02 am
To: Rob Anderson
Subject: Re: [EXTERNAL] FW: Changes requested by Police - PIR

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Rob appreciate it.

Cassandra Anderson
Chief of Staff
Head of Legal, Assurance, COMS, Service, Victims & Resolutions

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Tuesday, April 14, 2026 8:32:07 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Cc: Kevin Jenkins <kevin@kevinjenkins.co.nz>; Belinda Rose Clark <bclarknz@hotmail.com>; Bethan Streatfield <Bethan.Streatfield@publicservice.govt.nz>
Subject: [EXTERNAL] FW: Changes requested by Police - PIR

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Caz,

Updated changes reflected in the attached. I will take a closer look tomorrow to check, but just wanted to share it so you have it now.

Thanks

Rob

Robert Anderson
Manager, Public Sector Performance
Phone: 9(2)(a) privacy | Email: robert.anderson@publicservice.govt.nz



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Happy to discuss by phone if helpful, or via email.

Ngā mihi,

Caz

Cassandra Anderson

Chief of Staff

Head of Service Victims & Resolutions | Legal Services | Assurance Group | Media & Communications

Mobile: 9(2)(a) privacy, E-mail: cassandra.anderson@police.govt.nz



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From: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Sent: Tuesday, 21 April 2026 8:47 am
To: Rob Anderson
Subject: RE: [EXTERNAL] FW: PIR document

Follow Up Flag: Follow up
Flag Status: Flagged

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Thanks Rob, we've forwarded to both Ministers Offices (Mitchell and Costello).

Did you have any feedback on our Response A3s? We are keen to finalise them today if at all possible.

Thanks

Caz

From: Rob Anderson <Robert.Anderson@publicservice.govt.nz>
Sent: Monday, 20 April 2026 1:11 PM
To: ANDERSON, Cassandra <Cassandra.Anderson@police.govt.nz>
Subject: [EXTERNAL] FW: PIR document

CAUTION: This email originated from outside the New Zealand Police Network. DO NOT click links or open attachments unless you recognise the sender and are assured that the content is safe.

Hi Caz

Could you please use this as the final PIR report for release. We've made some minor grammar/format changes. This will be the one that goes up on our website.

Thanks

Rob

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Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

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Fri, 6 Mar at 8:12 PM

Kia Ora Rob. Good to talk this afternoon. I haven't received the updated coms or final report from Erwin. The Commissioner and I are keen to review and confirm next steps. Grateful if you could send through. Thnx Caz Anderson

Thanks Caz. I'll send that to you. It's in my mail box, but want to read over before I send. I can send tomorrow AM

Thanks Rob appreciate it. Caz

Sat, 7 Mar at 12:23 PM

Hi Caz. Just a quick update, Richard dropped me a line and was keen to chat with me, your Mins office and comms people from Police/PSC next week. I'll flick you the report and we will work via Richard to do that meeting next week. Cheers Rob

Kia Ora. Yes caught up with him this morning. If you can flick coms through too that would be helpful. Thnx heaps talk next week. Caz.

Wed, 1 Apr at 1:01 PM

Kia Ora Rob. Caz Anderson here.
Apologies, I wanted to give you an
urgent heads up on behalf of the
Commissioner

out of scope

out of scope

9(2)(g)(i) free and frank

We are checking this date with Min
Mitchell's Office but wanted to give
you immediate line of sight.

Apologies for this change but
wanted to ensure our response is
well socialised before going live.
Thnx Caz.

Thu, 9 Apr at 9:00 AM

Kia Ora Rob, Caz Anderson here. Re the PIR, Would you be able to send me a couple of examples of Agency Response Plans so I can ensure we've got everything covered off in ours? Also the Commissioner and I have been through the report line by line and have a couple of queries and suggestions, which I'll send through today. Thnx heaps. Caz

All good. out of scope

out of scope

I'll touch base today

Thnx Rob appreciate it.

Wed, 22 Apr at 8:39 AM

Kia Ora Rob. I think I missed a call from you yesterday apologies. We need to get our finalised PIR documents down to our Ministers. If you want to have a quick call to discuss any queries you have on the A3s it would be great to talk to you this morning about these. Thanks, Caz

Wed, 22 Apr at 11:32 AM

Just spoke to my Chief Assurance Officer and there are some areas of the PIR already on the draft audit plan for assurance work in FY26/27. This is going out for internal consultation this week before coming to ELT for approval and then to ARC end of May so they already have this one vehicle covered which is great.

Excellent 👍

Delivered

Thu, 12 Jun at 8:33 AM

Hi Richard. Hope you are tracking well. Heather mentioned to me this morning to touch base with you on the Performance Improvement Review process. Christina out of scope out of scope and she was keen for us to have a chat with you on how these reviews work. Happy to come up or chat over the phone if useful. Cheers Rob Anderson

Thu, 12 Jun at 10:20 AM

Hi Rob.

out of scope

out of scope

Talk

next week. R

Fri, 5 Sep at 4:51 PM

Hi Richard. Hope you are well. Had a great day on the first day of the review. The work and the team at the college was really impressive. Very thorough plan and approach. Spent a bit of time at the Wellington Comms centre. Very useful insights to get us underway from there too. Cheers Rob

That's awesome to hear Rob. Thanks for letting me know. R