



# Te Kawa Mataaho

Public Service Commission

14 February 2025

9(2)(a) privacy

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## Official Information Request

Our Ref: PSCR 2025-0028

I refer to your official information request received on 14 January 2025 where you asked:

*“Can I please have copies of any Letter of Expectations received from the Minister of Police over the past 10 years”*

## Information being released

The Public Service Commissioner supports the Minister of Police in the issuing of expectations for the Commissioner of Police in accordance with section 16(1) of the Policing Act 2008.

Please find enclosed and listed in the table below the Ministerial Letter Expectations held by the Te Kawa Mataaho Public Service Commission (the Commission) that were sent by the Minister for Police to the Commissioner of Police in the previous 10 years. The Commission does not hold a record of whether Ministerial Letters of Expectations were sent to the then Commissioners of Police during 2015-2019 or in 2021.

Item	Date	Document Description	Decision
1	2020	Hon Stuart Nash Ministerial expectations for the Commissioner of Police	Released in full
2	2022	Hon Chris Hipkins Ministerial expectations for the Commissioner of Police	Released in full

## Information publicly available

Listed in the table below is information which is publicly available on the Commission’s website at the link provided in the table below.

Item	Date	Document Description	Website address
3	2023	Hon Mark Mitchell Ministerial expectations for the Commissioner of Police	<a href="https://www.publicservice.govt.nz/publications/government-expectations-of-commissioner-of-police">https://www.publicservice.govt.nz/publications/government-expectations-of-commissioner-of-police</a>

I am therefore refusing your request for the document listed in the table above under section 18(d) of the Official Information Act 1982 (OIA) on the grounds the information requested is or will soon be publicly available.

If you wish to discuss this decision with us, please feel free to contact [Enquiries@publicservice.govt.nz](mailto: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](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

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

Yours sincerely



Nicky Dirks

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



6 August 2020

Mr Andrew Coster  
Commissioner of Police  
Police National Headquarters  
180 Molesworth Street  
Wellington

Dear Andrew

## **Expectations for the Commissioner of Police role**

Congratulations on your appointment to the role of Commissioner of Police.

As Commissioner of Police, I expect you to fulfil your responsibilities to me as Minister of Police under section 16(1) of the Policing Act 2008 (the Act). In addition to these responsibilities, this letter sets out my key expectations for the role and for the New Zealand Police.

I have requested the State Services Commissioner undertake an annual performance review on my behalf, consistent with section 16 of the Act.

## **Government priorities**

### **COVID-19 response**

- Lead the Police response, working collaboratively with the All of Government Operational Response Controller and government agencies to ensure the delivery of essential services to New Zealanders.
- Lead Police exercise of powers relating to COVID-19-related Health Act notices and the State of National Emergency.
- Ensure Police continues to do its core business in response to the different patterns of crime which we anticipate will result from COVID-19.
- Ensure the safety of Police staff at work and in the community.

### **Support healthier, safer and more connected communities**

- Continue to lift Police performance in the five key target areas; reducing harm on our roads, reducing serious victimisations, reducing Māori reoffending, lifting public trust and confidence, and reducing the harm caused by gangs and organised crime.
- Contribute to Te Hāpaitia te Oranga Tangata Safe and Effective Justice reform agenda, including the development and implementation of the Government's response

to the most recent *Inaia Tonu Nei*, *Turuki! Turuki!* and *Te Tangi o te Manawanui* reports.

#### Family Violence Sexual Violence

- Work collectively with public service chief executive colleagues to make the Family Violence Sexual Violence joint venture a success through the delivery of the National Strategy to prevent and reduce family violence and sexual violence and effectively govern agencies to deliver agreed work programmes.
- Work effectively with Te Rōpū to ensure enduring Māori partnership in the model.

#### System leadership

- Build and strengthen relationships with justice and social sector agencies for a more joined-up sector and collective approach to shared initiatives.
- Actively contribute to key cross-agency change programmes as a member of the Justice Sector Leadership Board, the Family Violence Sexual Violence joint venture, the CE Group on Homelessness.
- Ensure your senior leaders are also working with a system focus and leading out across the system.

#### Organisational management

##### Diversity and inclusion

- Support and encourage a greater representation of women, Māori, Pasifika and other ethnicities at senior executive leadership level to ensure more diverse and representative candidate selection for the next Commissioner of Police and statutory Deputy Commissioner of Police.
- Develop and implement a multi-faceted plan to increase representation of women, Māori, Pasifika and ethnic groups in senior leadership throughout the organisation, to better reflect our diverse society.
- Encourage and continue to strengthen gender and ethnic diversity in the recruitment, advancement and retention of Police staff.

##### Organisational culture

- Develop a plan to strengthen internal leadership culture, including investing in leadership development at all levels of the organisation and building a more cohesive senior executive leadership team to exemplify and embed this change.
- Implement recommendations from the independent external review into systems and processes for the prevention and management of bullying at New Zealand Police.

##### Māori-Crown relationship

- Support the Crown's relationship with Māori under the Treaty of Waitangi, ensuring that Police direction, strategies and operational work reflect the principles of partnership, participation and protection.

- Develop New Zealand Police's capability to engage and partner with Māori on strategic initiatives.

#### Relationship with Minister

- Operate in accordance with the Cabinet Manual protocol of "no surprises" where my Office and I are keep notified of significant events, Police actions or other operational incidents that carry a high possibility of public interest.
- Continue to provide well developed policy advice on areas of policy interest to the government in terms of reducing harm to our communities, and/or innovative thinking around solving crime, keeping your staff safe and preventing harm.

I look forward to working with you in the role.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Stuart Nash".

Hon Stuart Nash  
**Minister of Police**

# Office of Hon Chris Hipkins

MP for Remutaka

Minister of Education

Minister of Police

Minister for the Public Service

Leader of the House



**Mr Andrew Coster**  
**Commissioner of Police**

Dear Andrew

## **Expectations for the Commissioner of Police**

I want to take the opportunity to thank you for your service as Commissioner of Police. Your leadership plays an important role in ensuring communities across New Zealand are safe, and that we have a trusted Police service that all New Zealanders have confidence in.

The Government is committed to keeping our communities safe, targeting the drivers of crime, providing more rehabilitation to reduce offending, empowering victims, and addressing the disproportionate impact of the justice system on vulnerable groups, including Māori.

As Commissioner of Police, I expect you to fulfil your responsibilities to me as Minister of Police under section 16(1) of the Policing Act 2008 (the Act). In addition to these responsibilities, this letter sets out my key expectations for you, as Commissioner, and the New Zealand Police. I have requested that the Public Service Commissioner undertakes an annual performance review on my behalf, consistent with section 16 of the Act.

## ***Government priorities***

Continue to strengthen Police performance, working with others as appropriate, in the following key areas:

- reducing the harm caused by gangs and organised crime
- enabling safe firearms use and improving the firearms licensing system, following the recent passing of the Firearms Prohibition Orders Legislation Bill
- addressing and preventing youth crime
- enhancing Police frontline safety, including through the delivery of the Tactical Response Model
- increasing road safety through implementing Police actions under the Road to Zero strategy.

## ***System leadership***

Work effectively and cohesively with colleagues, including:

- as a member of the Te Puna Aonui Executive Board, (“Family Violence Sexual Violence Joint Venture”), to implement Te Aorerekura, including supporting the delivery of the Integrated Community Response model
- to implement whole-of-system approaches to target the drivers of harm in communities, particularly in the justice and social sectors.



### ***Organisation leadership***

Continue your focus on the following four areas:

- addressing unconscious bias in the Police through the 'Understanding Policing Delivery' research programme
- ensuring a greater representation of women, Māori, Pasifika and other ethnicities, disabled people and rainbow communities at senior executive leadership level and as potential candidates for the next Commissioner of Police
- strengthening the internal culture of Police
- progressing improvements to the Police remuneration system.

### ***Key relationships***

Continue supporting the Crown's relationship with Māori under the Treaty of Waitangi by:

- ensuring that Police direction, strategies and operational work reflect the principles of partnership, participation, and protection
- developing the New Zealand Police's capability to engage and partner with Māori including identifying new and different ways to support Māori to improve wellbeing for their communities.

Support me in my capacity as Minister of Police, including through:

- operating in accordance with the Cabinet Manual protocol of "no surprises" where my Office and I are advised of significant events, Police actions or other operational incidents that carry a high possibility of public interest
- providing well-developed policy advice on areas of interest to the government, including reducing harm to our communities, and/or innovative thinking around solving crime.

I want to thank you for your continued leadership.

Yours sincerely



Chris Hipkins  
**Minister of Police**