



<b>Position</b>	<b>Commissioner of Police</b>
<b>Agency</b>	<b>New Zealand Police</b>
<b>This position is a member of the Public Service Leadership Team</b>	

### Position purpose

Operating across twelve Police districts and nearly 400 locations nationwide, New Zealand Police (Police) is the government's lead agency responsible for preventing crime and enhancing community safety.

Police work in a dynamic environment and hold responsibilities across law enforcement, keeping the peace, crime prevention, national security, emergency management and community support and reassurance. Working in partnership with individuals, communities, businesses, and other public sector agencies, Police are focused on ensuring that everybody can be safe and feel safe in New Zealand.

The Commissioner of Police (Commissioner) is responsible for leading and managing the organisation, including a workforce of over 15,000 staff and a budget of over \$2.7 billion, across its diverse roles and functions.

Restoring law and order and ensuring the safety of New Zealanders is a key Government priority. Clear expectations have been set for Police to concentrate on core policing activities and increase visibility in communities. Police are also expected to play a key role in achieving the Government's targets of reducing violent crime and child and youth offending.

### Accountabilities

Agency Under the Policing Act 2008, the Commissioner of Police is responsible to the Minister of Police for:

- Carrying out the functions and duties of the Police;
- The general conduct of the Police;
- The effective, efficient, and economical management of the Police;
- Tendering advice to the Minister and other Ministers of the Crown; and
- Giving effect to any lawful ministerial directions.

In achieving this, the Commissioner will give effect to all priorities as laid out in the Minister of Police's letter of expectations for the Commissioner, set periodically.

Under the Policing Act 2008, the Commissioner is not responsible to and is required to act independently of any Minister of the Crown regarding the maintenance of order or the enforcement of the law in relation to individuals (or group of individuals), the investigation and prosecution of offences, and decisions about Police employees.

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Critical success priorities The Commissioner of Police will direct their effort and achieve success in the following areas:

- Give effect to the eight functions of the Police detailed in section 9 of the Policing Act 2008: keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participation in policing activities outside New Zealand and emergency management.
- Enhancing Police visibility in public places and focusing on issues of public concern, e.g. gang crime, youth offending, providing reassurance and strengthening relationships with local communities.

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- Supporting victims and holding offenders to account with the right resolutions.
  - Recruiting and training additional officers in line with the Government's commitment to an increased Police frontline.
  - Providing strong leadership to Police staff at all levels, offering clear direction and purpose to maintain and support a strong organisational culture focused on community and frontline safety. Ensure that Police employees act with professionalism, ethics, and integrity in their interactions with the community.
  - Ensure Police operations are financially sustainable. Oversee the development of Police's long-term investment plan, taking a value-for-money approach to maintaining effective service delivery.
  - Think strategically about issues relating to policing in New Zealand, identifying and responding to the challenges of changing trends and policing pressures, such as a growing population, demographic changes, and emerging crime priorities.
  - Collaborate with other justice sector agencies through the Justice Sector Leadership Board on shared outcomes, including working to improve court timeliness, create efficiencies within the criminal justice pipeline and reduce reoffending, violent crime and serious and repeat youth offending in our communities.
  - Develop and maintain relevant and effective relationships with the defence, foreign affairs and intelligence sectors to enhance security and support New Zealand's strategic priorities at national and international levels.
  - Foster and sustain effective working relationships with relevant Ministers and chief executives, ensuring Police is contributing to the development of high-quality policy advice for the Government and giving effect to Government priorities where applicable.
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System

As a member of the Public Service Leadership Team, the Commissioner is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

Police work requires active engagement at a system level, in addition to the organisation's core operational responsibilities. Every day, Police engage with public sector agencies to address systemic issues and advance the Government's priorities in a variety of sectors, and the Police Commissioner plays a key leadership role in this regard. The Commissioner is a member of the Justice Sector Leadership Board, Te Puna Aonui, the Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence, Hazard Risk Board, Officials' Committee for Domestic and External Security Coordination and the National Security Board.

## Leadership Roadmap

The Commissioner is a fit and proper person with current or previous experience in the Police sector, who must demonstrate competency and applied experience across a number of the dimensions set out in the table below:

Organisational Leadership	Operational Delivery	System Leadership	Context and Relationship Management
Leadership that inspires followership and high morale, including with the frontline, while exemplifying integrity, humanity and service to the community.	Significant operational leadership experience at the most senior level within a policing environment.	Leading and contributing to high quality advice across a broad range of Police and criminal justice related matters.	Building and maintaining effective relationships with a diverse range of stakeholders and business, community, iwi and Māori organisations.
Leading through change, whilst continuing to drive performance, delivering on core policing business and government priorities.	Ability to respond to the challenges of changing trends and demands on policing, including implementing new legislative requirements.	Working collaboratively with chief executives in the justice sector and broader public sector for collective impact.	Hold the trust and confidence of Ministers and work at the political interface.
Strong background in financial management and oversight, with experience managing large budgets, seeking efficiencies and ensuring fiscal accountability.	Strong analytical and problem-solving skills, with experience addressing and resolving complex operational and strategic issues in a dynamic environment.	Ability to challenge the status quo and view things from different perspectives when needed, fostering innovative thinking and continuous improvement.	Successfully navigate a complex and contested environment, including with unions, other agencies and jurisdictions with competing demands.
Ability to support a healthy, diverse and inclusive culture in New Zealand Police.	Working in collaboration with the defence, foreign affairs and intelligence sectors to maintain domestic and international partnerships to advance New Zealand's national security priorities.	Ability to articulate complex issues clearly and persuasively to various audiences, including the public and media.	Ability to identify and manage strategic and reputational risk, to maintain high levels of public trust and confidence in Police.
			In-depth understanding of the Crown's relationship with Māori and a commitment to upholding te Tiriti o Waitangi   Treaty of Waitangi principles.

## Key relationships

### Statutory

- The Commissioner is a statutorily appointed official under the Policing Act 2008 (the Act)
- The Commissioner holds office at the pleasure of the Governor-General of New Zealand. Under section 12 of the Act, the Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister. These structures of holding office provide important safeguards for the office-holder's independence

Government	<ul style="list-style-type: none"> <li>• The Commissioner is responsible to the Minister of Police under section 16(1) of the Policing Act 2008</li> <li>• Prime Minister</li> <li>• Cabinet and Cabinet Committees</li> <li>• Parliament and Select Committees</li> <li>• Other Ministers whose portfolios relate to the outcomes sought by Police</li> </ul>
Public Service	<ul style="list-style-type: none"> <li>• Members of the Public Service Leadership Team: Includes relationships with central agencies such as the Department of the Prime Minister and Cabinet, Treasury and the Public Service Commission</li> <li>• Justice, Social, and Health Sectors: Collaboration focused on preventing crime and harm</li> <li>• Transport and Border Sectors: Key partnerships for road safety and border protection</li> <li>• Defence, Foreign Affairs, and Intelligence Sectors: Work together to enhance security and support New Zealand’s strategic priorities at national and international levels</li> <li>• Emergency Services Sector: Coordination with central and local government on emergency management and search and rescue</li> <li>• Population Agencies: Engagement with agencies representing Māori, Pasifika, and other ethnic groups</li> <li>• Oversight Officials and Bodies: Office of the Controller and Auditor General, the Office of the Ombudsman, and the Independent Police Conduct Authority</li> <li>• The Commissioner’s various cross-agency groups</li> </ul>
Iwi and wider communities	<ul style="list-style-type: none"> <li>• Māori as the Crown’s Treaty partners, and organisations representing the interests of Pacific, ethnic and other communities</li> <li>• The Commissioner’s Māori, Pacific and Ethnic focus forums</li> <li>• Local government and community organisations, including NGOs supporting or working with victims, offenders, and other members of society</li> <li>• Emergency management sectors, including central and local government and voluntary search and rescue organisations</li> </ul>
International	<ul style="list-style-type: none"> <li>• Police has a key role in furthering New Zealand’s foreign policy objectives, including enhancing national security, supporting compliance with our international obligations and border protection</li> <li>• Police are also regularly deployed overseas in post-conflict, nation-building roles</li> </ul>
Security Clearance	Appointment will be subject to a New Zealand Government <b>Top Secret Special</b> security clearance.

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

Other useful information is also available at the following links:

- Police’s Our Business overview: <https://www.police.govt.nz/sites/default/files/about-us/about-nz-police/our-business-2024.jpg>
- Legislation: <https://www.legislation.govt.nz/act/public/2008/0072/latest/whole.html>
- Annual Reports: <https://www.police.govt.nz/about-us/publication/annual-report-2023>
- Statement of Intent: <https://www.police.govt.nz/about-us/publication/new-zealand-police-statement-intent-2023-2027>