



## New Zealand Police - Firearms Management and Administration

# Quarterly Update – February 2016 – Firearms Community Advisory Forum

*Safe People and Safe Environments*

*Safe Firearms and Safe Use*

### Background

In August 2015 development of a multi-stream project was initiated as a result of a number of reviews and subject matter expert advice.<sup>1</sup> Analyses of the reviews found that the current management and administration for firearms has numerous opportunities to promote more efficient processes and identified areas for improvement in quality management and assurance. There is further opportunity to improve the use of technology, to promote a high quality service delivery model both internally and for the public.

These improvements will enable performance reporting and cost analysis to be performed easily, efficiently and quickly, which is not possible within the current framework. The current decentralised firearms management structure is spread between the Districts and PNHQ and does not provide entirely consistent advice to the public in regard to issues pertaining to firearms.

The current processes do not adequately monitor completeness or authenticity under s43A of the Arms Act 1983 (online sales) or the appropriate firearms categorisations around restricted airguns.

Workload analysis is not available and as such it is difficult to determine correct numbers of Firearms staff, and while firearms' training is undertaken, no approved nationally moderated training is in place, and there has been no agreement regarding specific performance measures. Improvements are required to provide measurement and benchmark monitoring for the 176 Firearms vetting staff.

Further areas that can be improved and reviewed have arisen in regard to the Arms Act 1983. For example there are three principle problems which are part of a wider issue about whether or not the distinction between MSSAs and other semi-automatic firearms (rifles and shotguns) is sustainable or enforceable.

Robust monitoring can help Police understand more about the extent to which the requirement to have a Police issued import permit, is being ignored by individuals, and what checks are available within Customs to identify non-compliant items. Police has identified evidence gaps within data entry, data structure, tariff data, completion of import permits, sporterised MSSAs, online sales, seizure of firearms, recorded stolen firearms (burglary), and succession planning for staff with firearms expertise.<sup>2</sup> These will be part of the wider review of management processes.

### National Multi-Agency Firearms Working Group (NMFWG)

A National Multi-Agency Firearms Working Group (NMFWG) has been formed (since November 2015). The group is made up of representatives from MFAT, DIA, Customs and Police. This group

<sup>1</sup> The project is still being developed and issues identified as part of an ongoing business analysis

<sup>2</sup> A briefing to the Minister of Police is currently being finalised detailing potential legislative changes through an Arms Amendment Bill 2016 which will impact some of these issues

is tasked with informing the strategic direction of the administration and management of firearms and other weapons, promoting a collaborative connected New Zealand Inc.

The NMFWG will ensure the purpose of the Arms Act is being achieved, promoting "Safe people and environments" and "Safe firearms and use of firearms and other weapons".

This multi-stream project will deliver one of the largest reviews, development and implementation of policy, standards, training and technology in the firearms arena ever attempted by Police.

The deliverables of this work will:

- impact police personnel through policies and processes either directly or indirectly,
- include the wider community and commercial businesses and traders,
- impact our partner agencies (MFAT, Customs, DIA) through the sharing of information and joint initiatives combining resources and expertise,
- contribute to reducing officers and police personnel administrative tasks through smart technology,
- position New Zealand as a leader within the firearms administration and management functions, and
- provide the foundation for greater investigative and intelligence based development.

### The future

The strategic vision of Firearms Management and Administration will align with effective efficient policing and service to the community and partner agencies. To that end each work-stream needs to provide the structure, process, guidance, management, training, support, investigative capability and technology to take Police through 2016 and beyond. Planning will focus on providing Police with access to appropriate tools and information to perform their jobs to the highest standard.

**Progress** - The first step to be completed is the engagement of a Business Analyst (BA) to understand and document the required process, policies and responsibilities within the firearms area. Recruitment of this position is underway in-conjunction with the Police Enterprise Portfolio Management Office (EPMO).

### Work-streams

Due the complexity of firearms management and administration, a multi-stream project with five sections has been developed, described below.

#### 1. Alignment – A Strategic Direction

Development of clear documented strategic direction, establishing an agreed approach to firearms administration and management, to ensure long term success.

**Progress** - An initial draft of the strategic framework is currently being developed and consulted. An initial meeting of the sub working group was held on the 21<sup>st</sup> of December 2015, and one workshop involving key personnel on the 23<sup>rd</sup> of December 2015. Further workshops are planned prior to finalising a draft for presentation at the next NMFWG meeting.





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2. Systems – changes to ICT and other business systems, changes to technology, platform, infrastructure, methods, and procedures). *These changes will be aligned with BPS utilising existing systems and applications suitable for service delivery i.e. iGovt (Realme), LTSA Driver Licensing, query-me.*

Development of an end to end full online licensing application and processing service i.e.:

- Applications (new, dealer, import, visitor), Renewals, Change of address, Logging of personal information (email, contact information), Notification of deceased persons, Notification of proposed revocation, Management of expiration follow-up and processing;
- Integration with NIA case management processes, including review of the relationship between alerts for burglary and firearms notation;
- Aligned electronic reporting (internal and partner agencies);
  - including a national and district report for stolen firearms as a result of burglary both metropolitan and rural.
- Alignment to the national vetting and validation processes (National Communications Centres), with the ability for a service call to NIA for a Firearms Licence Query aligned to the iGovt agreement.

Progress – once a BA is established within the overall project their work will inform and direct those processes and systems that will be ultimately automated and potentially self validated.

The BA will engage with the Police ICT group, including the correct subject matter experts and wider stakeholders to develop a set of requirements suitable for transition to ICT and training and development documents.

3. People – (changes to capacity, role, terms and conditions, location, organisational structure, skills, knowledge, behaviour)

The organisational structure and service delivery model have not been changed for over a decade, resulting in varied supervisory guidance and monitoring across Districts. This workstream will:

- Review workload parity and distribution;
- Establish agreed, moderated national training for internal staff;
- Create national standardised induction training;
- Create a consistent standard position description(s);
- Ensure conditions and remuneration are consistent and appropriate for all functions;
- Establish quality, performance and assurance measures.

Progress - Basic analysis is underway looking at standardising a position description for each of the key roles. No further change will be undertaken until the introduction of a BA and mapping.

4. Environment – (changes to legislation, regulations, culture, stakeholder perception, organisational reputation, community relationships)

The Arms Act 1983 and Arms Regulations 1992 have not kept pace with technology or increased demand for services; a review is required of the current policing environment.

In particular review of;

- Use of online services, sales and uncorroborated access to firearms;
- Incorporation of import and export permit cost recovery (including importation of firearms and firearm parts);
- Review of firearms licence endorsement categories in relation to restricted firearms and air-pistols;
- Updated costing of a firearms licence application, (new, renewal, expired, visitor, dealer);
- Review of prescribed fees vs. levies within the legislation and regulations;
- Regulation of forms, online presentation of, and information data capture.

Progress - The last significant review of the Arms Act was in 1997. Some work around an Arms Amendment Bill is underway and this contains a significant tidy up of a number of concerns already raised. Further discussion of other key aspects of the project will require consideration as part of this process.

5. Processes – (changes to information, business processes, budgets/revenue, operating model, policies)

Current processes and operating models are paper based, duplicating effort and resulting in an inefficient long-winded service delivery. These require change to:

- Reflect technology advancements, for example use of web based forms, query-me, iGovt, (Realme) and online solutions for paper based processes currently undertaken throughout the Districts;
- Enhance statutory, performance, and assurance reporting;
- Provide statistics for use in standard OIA response processes;
- Ensure suitable training, training support and monitoring is available to staff;
- Provide financial analysis and monitoring on a monthly automated basis;
- Provide strong agreement between Police and online traders around assurance checkpoints and validation of firearms licence details.

Progress - One of the key deliverables of the BA will be to determine where a technology solution will operate within the process and where changes to our business and operating model are required.

Once this is complete, analysis of the time taken vs. the deliverable will be used to inform the financial modelling process and determine costs and required revenues moving forward.

The Firearms Management and Administration Project

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