

18 July 2025

s 9(2)(a) OIA

Tēnā koe s 9(2)(a) OIA

Thank you for your Official Information Act 1982 (OIA) request dated 26 May 2025 in relation to contractors employed at Te Tari Pūreke – Firearms Safety Authority. I have responded to each part of your request below.

1. *How many contractors have been employed by the police's Firearms Safety Authority in the previous calendar year from 01.05.2024 to 30.04.2025?*

I refer you to table 1 below that shows the number of contractor roles at Te Tari Pūreke broken down by role, month and total from 1 May 2024 to 30 April 2025.

Table 1: Number of contractors at Te Tari Pūreke broken down role, year and total from 1 May 2024 to 30 April 2025

Contractor Roles	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25
Business Analysis & Service Design	6.8	6	5	7	7	7	7	8	8	8	8	8
Change Management & Communications	6	6	6	6	5	5	5	5	5	5	5	5
Leadership Support	1	1	0	0	0	0	0	0	0	0	0	0
Learning & Development Specialist	2	2	1	1	1	1	1	0	0	0	0	0
Operating Model & Organisational Design Specialist	3	3	2	1	1	1	1	1	1	1	1	1
Programme Coordinator	1	1	1	1	1	1	1	1	1	1	1	1
Programme Management & Leadership	3	3	3	3	3	3	2.8	2.8	2.8	2.8	2.8	2.8
Programme Management Office	3	3	3	3	3	3	3	3	3	3	3	3
Project Managers	4	4	4	4	4	4	4	3	3	3	3	3
Solution Architect	0	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5
Totals	29.8	30	26	27	26	26	25.8	24.3	24.3	24.3	24.3	24.3

Please note that roles that have similar functions have been aggregated for the purpose of reporting.

By way of comparison, I can advise that there were 7 contractors employed at Te Tari Pūreke as at 30 June 2025.

Leadership Governance & Support	1	1	1	1	1	1	1	2	2	2	2	2
Learning & Development Specialist	2	2	2	2	3	4	4	4	5	5	5	5
Licencing Management	1	1	1	1	1	1	1	7	7	7	9	9
Operating Model & Organisational Design Specialist	2	2	4	4	4	4	2	2	2	2	1	0
Programme Coordinator	2	2	5	6	5	4	3	3	6	3	2	2
Programme Management & Leadership	2	3	2	2	2	2	3	3	3	3	3	3
Programme Management Office	3	3	3	3	3	3	3	3	4	4	4	4.2
Project Managers	7	7	5	5	5	5	5	5	5	4	6	6
Recruitment	1	1	1	1	1	0	0	0	0	0	0	0
Totals	45	49	52	50	52	50	46	54	62	57	58	56.2

Please note that roles that have similar functions have been aggregated for the purpose of reporting.

4. *Can I please have an outline of their rolls broken down by the same years?*

Please refer to my responses to questions 1 to 3 above.

5. *What were the contractors' daily charge-out rates?*

Please see tables 4 to 6 below which provides rates in New Zealand Dollars (NZD) (excluding GST) for functional groups and aggregated roles within those groups for years 2022 to 2025.

Note that contractor roles with similar functions have been aggregated for the purpose of reporting.

Where there are multiple staff performing one function, the average hourly rates are taken.

Table 4: Contractors rates in NZD broken down by function / role, rate per hour and daily rate for 2022 / 2023.

Functional Group / Role	Hourly rate	Daily rate
Business Analysis & Service Design	\$138.26	\$1,106.06
Change Management & Communications	\$154.71	\$1,237.64
Compliance Specialist	\$100.00	\$800.00
Policy Analyst	\$137.50	\$1,100.00
Leadership Governance & Support	\$123.88	\$991.00
Learning & Development Specialist	\$133.56	\$1,068.48
Licencing Management	\$71.55	\$572.36
Operating Model and Organisational Design Specialist	\$154.70	\$1,237.56
Programme Coordinator	\$108.85	\$870.82
Programme Management & Leadership	\$193.65	\$1,549.16
Programme Management Office	\$119.80	\$958.38
Project Managers	\$160.89	\$1,287.09
Recruitment	\$116.66	\$933.28

Table 5: Contractors rates in NZD broken down by function / role, rate per hour and daily rate for 2023 / 2024.

Functional Group / Role	Hourly rate	Daily rate
Business Analysis & Service Design	\$131.65	\$1,053.18
Change Management & Communications	\$160.57	\$1,284.53
Compliance Specialist	\$100.00	\$800.00
Policy Analyst	\$137.50	\$1,100.00
Intel & Assurance	\$184.00	\$1,472.00
Leadership Support	\$63.75	\$510.00
Learning & Development Specialist	\$133.56	\$1,068.48
Licencing Management	\$71.55	\$572.36
Operating Model and Organisational Design Specialist	\$150.21	\$1,201.68
Programme Coordinator	\$115.80	\$926.36
Programme Management & Leadership	\$196.31	\$1,570.48
Programme Management Office	\$122.54	\$980.34
Project Managers	\$162.35	\$1,298.77

Table 6: Contractors rates in NZD broken down by function / role, rate per hour and daily rate for 2024 / 2025.

Functional Group / Role	Hourly rate	Daily rate
Business Analysis & Service Design	\$132.93	\$1,063.45
Change Management & Communications	\$154.81	\$1,238.44
Leadership Support	\$63.75	\$510.00
Learning & Development Specialist	\$119.04	\$952.32
Operating Model and Organisational Design Specialist	\$150.21	\$1,201.68
Programme Coordinator	\$111.29	\$890.32
Programme Management & Leadership	\$194.44	\$1,555.48
Programme Management Office	\$106.16	\$849.29
Project Managers	\$146.21	\$1,169.69
Solution Architect	\$174.04	\$1,392.32

6. *How much has been spent on contractors each year?*

Funding for contractors was divided between Capital Expenditure (CAPEX), and Operating Expenditure / expenses (OPEX).

I refer you to tables 7 to 9 below that show the contractor spend (NZD) broken down by OPEX expenditure, CAPEX expenditure, month, year and total from 1 May to 30 April 2022 to 2025.

All data in tables 7 to 9 were extracted from the Police SAP (Systems, Applications & Products in Data Processing) Finance System on 11 June 2025.

Table 7: Te Tari Pūreke contractor spend (\$000s) broken down by OPEX expenditure, CAPEX expenditure, month, year and total 1 May to 30 April 2022 - 2023

	2022								2023				
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
OPEX	851	864	695	814	485	786	867	839	233	945	852	821	9,052
CAPEX	228	276	337	329	282	229	158	236	280	263	300	331	3,249
TOTAL	1,079	1,140	1,032	1,143	767	1,015	1,025	1,075	513	1,208	1,152	1,152	12,301

Table 8: Te Tari Pūreke contractor spend (\$000s) broken down by OPEX expenditure, CAPEX expenditure, month, year and total 1 May to 30 April 2023 - 2024

	2023								2024				
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
OPEX	873	1,143	766	627	779	623	524	458	275	401	491	418	7,378
CAPEX	189	299	418	293	333	316	157	292	318	294	271	384	3,565
TOTAL	1,062	1,442	1,184	920	1,112	939	681	750	593	695	762	802	10,943

Table 9: Te Tari Pūreke contractor spend (\$000s) broken down by OPEX expenditure, CAPEX expenditure, month, year and total 1 May to 30 April 2024 - 2025

	2024								2025				
	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
OPEX	434	667	708	813	681	677	675	706	369	657	701	579	7,667
CAPEX				28	28	55	80	54	35	111	32	21	388
TOTAL	434	667	708	841	653	732	755	760	404	768	733	600	8,055

7. *Any communications to and from the Executive Leadership Team relating to concerns around costs of contractors.*

I refer to your email dated 29 May 2025 where you clarified that the communications timeframe "from February 2024 to February 2025". Please find attached correspondence in scope of this clarified request. Note that correspondence dated March 2025 is supplied to provide you with more context in their related email threads.

Some information in this document has been withheld under the following sections of the OIA:

- 9(2)(a), to protect the privacy of natural persons
- 9(2)(f)(iv), to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials
- 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 services agency or organisation in the course of their duty.

The withholding of this information is not outweighed by other considerations which render it desirable, in the public interest, to make that information available.

Please note that as part of its commitment to openness and transparency, Police proactively releases some information and documents that may be of interest to the public. An anonymised version of this response may be publicly released on the New Zealand Police website.

I trust this information is satisfactory in answering your request. If you are not satisfied with the way I have responded to your request, you have the right under section 28(3) of the OIA to ask the Ombudsman to review my decisions. Information on how to do this is available online at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Mike McIlraith

**Kaihautū Kōtui Tāngata | Director Partnerships & Communities, and
Kaikawe Rautaki, Āheitanga | Acting Director Strategy, Performance & Capability
Te Tari Pūreke | Firearms Safety Authority**



From: [CHAMBERS, Richard](#)
To: [BRAZIER, Angela](#)
Cc: [CONLAN, Andrea](#); [PANNETT, Michael \(Mike\)](#); [HANLON, Phil](#); [WOOD, Linda](#); [BIRD, Bruce](#); [SHERSON, Kyle](#)
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources
Date: Tuesday, 25 February 2025 9:27:53 PM
Attachments: [image001.png](#)
[Arms Transformation Programme Resource Extensions 25Feb25.pdf](#)
[image002.png](#)

Hi Angela.

I approve the following:

- Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
- Recruit **1 fixed term employee position** to June 2027 (**s.9(2)(a) OIA**) to replace 2 Contractor roles, reference Appendix A, section 2;
- Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;

However I do not approve the following as it requires further discussion:

- The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4.

I may loop PSC into the discussion around these 17 roles because extending these at the proposed annual rates is inconsistent with recent expectations communicated by the PSC Commissioner and Minister for the Public Service.

R

Richard Chambers
Commissioner



From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Tuesday, February 25, 2025 3:07 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SAYER, Laura <Laura.Sayer@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Commissioner,

In adherence to the new Contractor Policy, the Firearms Safety Authority (FSA) is seeking approval to extend contractor and fixed term resources to June 2027.

Please find attached a short briefing which provides further background and recommendations for your consideration ahead of your meeting with Andrea tomorrow.

Happy to discuss further as needs be.

Rgds

A

Angela Brazier *(She/Her)*
Executive Director
Te Tari Pūreke | Firearms Safety Authority
E angela.brazier@police.govt.nz
M +s 9(2)(a) OIA



[SeeMail]

FIREARMS SAFETY AUTHORITY

Subject: Arms Transformation Programme Team Resources
To: Richard Chambers, Commissioner of Police
From: Angela Brazier, ED Firearms Safety Authority
Date: 25 February 2025

Purpose

1. In adherence with the new Police Contractor Policy, the Firearms Safety Authority (FSA) is seeking exemption from the Commissioner and approval to extend contractor and fixed term resources to June 2027.

Background

2. The Arms Transformation Programme (ATP) is responsible for delivering on the Government priorities and full implementation of the Arms Information Solution (AIS) that enables a range of legislative obligations. Since 2022, the programme has successfully digitised all high-volume paper-based application forms, introduced a digital payments engine, launched the Firearms Safety Authority (FSA), implemented the Firearms Registry for individuals and are currently implementing the ability to capture ammunition sales to drive activating events in support of the Firearms Registry uptake by 2028.
3. The scope of delivery to date has been largely driven by legislative requirements, under significant time pressure and complex regulations. Successful delivery to date is attributed to the high performing, professional delivery team working on the Arms Transformation Programme. This delivery team is largely contractor based, with some employee and fixed term positions, with highly proven skills and experience in navigating through ambiguity and delivering a complex solution under very tight timeframes.
4. The programme is halfway through delivery of the initial scope, with the remaining scope largely focussed on the implementation of the Dealer Registry by June 2027. In addition to the implementation of the Dealer Registry, the programme is also supporting the implementation of the government's priority on the Firearms Reform Work programme, which includes two large and complex initiatives - Transfer of the Firearms Safety Authority and Rewrite of the Arms Act.
5. The contracts for all contractors are currently ending by June 2025. s 9(2)(g)(i) OIA
[REDACTED] the FSA is seeking to secure the delivery team for the duration of the work programme. s 9(2)(g)(i) OIA
[REDACTED]
6. The FSA was funded via a detailed business case (DBC) which was approved by Government. The DBC included funding for contract resources to deliver the Arms Transformation Programme. The budget for the ATP contract resources is fully funded within the FSA appropriation. All contractors within the ATP are fully utilised on the firearms legislative work programme.

Programme Resource Profile

7. The current programme team consists of 34 resources - 7 permanent employees (secured from Transformation and Change), 2 fixed term employees and 25 contractors (3 are contracted through the Transformation and Change team).

8. The programme is downsizing the team to align with the capability required to deliver the Dealer Registry, which will mean a **further reduction in 5 contractors** by June 2025 and **s 9(2)(a) OIA**
9. The programme leadership have proactively focused on reducing costs where possible:
- **Permanent/Fixed Term Employees versus Contractor ratio** – The programme will have a 35:65 ratio of permanent/fixed term employees versus contractor resource by end 2025, versus 10:90 ratio at the peak of delivering the Registry in 2023.
 - **Agency Fees** – proactive focus on reducing and moving contractors to an administration fee only, after the first 12 months of contractor duration is over. This has saved the organisation ~\$0.5 million per annum.
 - **Limiting Rate Increases** – all contractor resources on the programme have been on the programme for 1-3 years and have been on a rate freeze since joining the programme. This rate freeze has been maintained for the proposed extension period to June 2027.
 - **Converting Contractors to Fixed Term Positions - s 9(2)(a) OIA** could attract a candidate at the level required. Wider analysis has been completed on converting the entire contractor cohort to fixed term positions but is only feasible if we can offer above the current remuneration bands. Given the current placement policy only allows appointments to be made up to 93% of the Grades or Bands, this would not attract contractors to fixed term positions.

Approval

10. The associated funding is available within Te Tari Pūreke current baseline CAPEX and OPEX funding for FY25/26 and FY26/27 to fund the programme team as outlined in this paper.
11. We seek your approval to:
- Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
 - Recruit **1 fixed term employee position** to June 2027 (**s.9(2)(a) OIA**) to replace 2 Contractor roles, reference Appendix A, section 2;
 - Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;
 - The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4;
 - If for any reason the programme cannot retain the resources above, then the programme is seeking your pre-approval to automatically go to market to find a replacement.

Approved:

Richard Chambers

Commissioner of Police

APPENDIX A – Breakdown of Roles, Rates and Total Cost for FY25/26 and FY26/27

Note: The provisional budget each of the 2 financial years (FY25/26 and FY26/27) includes All of Government provider fees. The market rates provided are from the Contracts Team in National Procurement Group where similar functions exist; where functions do not, the market rates have been provided by **s 9(2)(a) OIA** (currently hold the largest market share in the Wellington market).

ROLE TYPE	NAME	AGENCY	MARKET RATES	HOURLY RATE	FY25/26 BUDGET (Incl. Provider fees)	FY26/27 BUDGET (Incl. Provider fees)
1. FIXED TERM EXTENSIONS – EXTEND END DATE FROM JUNE 2026 TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA		Fixed Term	Existing positions budgeted in current baseline funding.			
2. NEW FIXED TERM ROLE – TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA		Fixed Term			\$125,000	\$125,000
3. TEMPORARY CONTRACTOR EXTENSION – PARTIAL EXTENSIONS THROUGH FY25/26						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-185	\$185	\$87,466	\$0
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$100-110	\$110	\$60,666	\$0
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$160-\$180	\$160	\$206,905	\$0
4. 2 YEAR CONTRACT EXTENSION – EXTEND END DATE TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-185	\$185	\$364,402	\$364,402
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-185	\$180	\$348,940	\$348,940
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$140	\$273,100	\$273,100
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$125-145	\$140	\$273,100	\$273,100
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$145	\$285,452	\$285,452
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$100-110	\$100	\$197,260	\$197,260
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$100-120	\$125	\$243,894	\$243,894
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-\$150	\$142.50	\$277,840	\$277,840
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$135	\$264,290	\$264,290
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$130-\$135	\$130	\$279,590	\$279,590
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$130	\$253,182	\$253,182
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$120	\$256,474	\$256,474
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$125-160	\$150	\$297,805	\$297,805
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA				\$147	\$292,117	\$292,117
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$100-120	\$120	\$257,393	\$257,393
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$130-160	\$140	\$273,100	\$273,100
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$143-180	\$160	\$186,612	\$186,612
TOTAL COST					\$5,135,091	\$4,749,551

s 9(2)(f)(iv) OIA, s 9(2)(a) OIA

From: [CHAMBERS, Richard](#)
To: [KURA, Tania](#)
Cc: [CHAMBERS, Richard](#)
Subject: FW: Contractors and consultants
Date: Wednesday, 11 December 2024 10:07:11 PM
Attachments: [Briefing paper NZP Contractors and Consultants.docx](#)
[image001.png](#)
[Contractor and Consultant final.xlsx](#)

Hi Tania.

The attached briefing and spreadsheet is helpful.

Out of scope

Richard Chambers
Commissioner



From: CHAMBERS, Richard
Sent: Wednesday, December 11, 2024 9:56 PM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: FW: Contractors and consultants

Out of scope

R

Richard Chambers

Commissioner



From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Sent: Wednesday, December 11, 2024 12:33 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: RE: Contractors and consultants

Hi Commissioner

Further to your question below, please find attached a short memo covering our current and improving approach to contractors. Also attached is a spreadsheet of contractors, outsourced services, seconded in resources and resources that are at no cost to the organisation.

Very happy to discuss any aspect.

Regards
Andrea

Andrea Conlan
Deputy Chief Executive, Strategy and Performance

M s 9(2)(a) OIA

From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Sent: Thursday, November 28, 2024 7:46 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Re: Contractors and consultants

Hi Richard

I can get this through to you. We do quarterly reporting to PSC on our contractor and consultant spend so they can track public sector progress towards the Governments target.

Getting the list of current active contractors is a different source though. **Out of scope**

[Redacted]

The new contractor policy and approval process (going live next week) will make sure we have equal visibility of all contractors.

Out of scope

Get [Outlook for iOS](#)

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>

Sent: Thursday, November 28, 2024 7:11:49 PM

To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>

Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>

Subject: Contractors and consultants

Hi Andrea.

Following comments raised at PSLT this morning who can I go to for access to the list of contractors and consultants currently employed in NZ Police?

R

Richard Chambers
Commissioner



9 December 2024

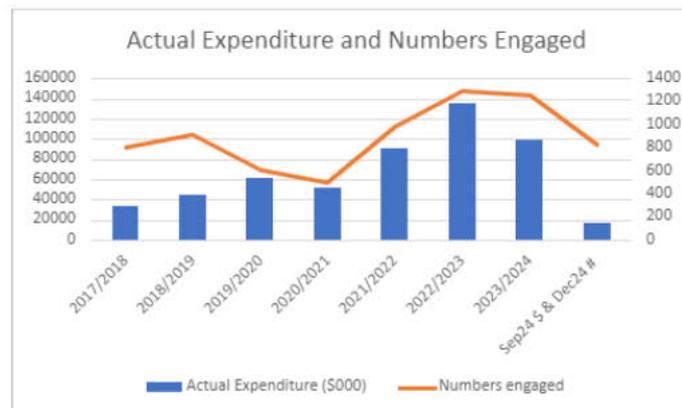
NZP Contractors and Outsourced Services

PURPOSE

1. The purpose of this paper is to provide the list of current contractors and consultants employed by NZ Police. This paper also details how contractors and consultants are currently managed.

Background

2. Police have taken steps to reduce expenditure on contractors and consultants over the past year. This was driven by the concerted decision to reduce reliance on contractors and consultants throughout the organisation (OPEX) and the scaling back of IT projects (CAPEX) in response to the fiscally constrained environment.
3. Contractor and consultant expenditure for Police has reduced by \$36.8 million from \$135.6m in 2022/23 to \$98.7m in 2023/24.
4. The number of people engaged in December is at the same levels as 2017.



5. The further breakdown of the 2023/24 total costs by keys programmes are as follows:

Group	\$000		
	2023/24	2022/23	2021/22
Out of scope			
Arms Safety and Control	4,372	14,875	7,729
Out of scope			
	98,797	135,612	91,241

6. Out of scope

8. Note, Police are also moving towards operating under the Public Service Commission's guidelines which states people from consultancies working under Police direction are considered contractors. Also, under PSC consulting doesn't just capture traditional advisory services but also arrangements where Police have only partially outsourced functions (for example, providing additional SAP support).
9. Externally we have continued to report on contractor and consultants spend using as one category. As we continue to validate the information, the reporting will become clearer and aligned to the PSC guidelines.

Current practise and guidelines

10. In October 2024, the Executive approved key changes to the Contractor's Policy.
11. Roles where contractor use is common, Police are now using rate bands that indicate what a low/medium/high current market rate is for the role (not the previously higher market rates). This will be provided to hiring managers when roles are approved for sourcing to ensure appropriate rates are being proposed for the level of experience being sought.
12. In the Contractor's Policy there are explicit controls set out in the General Principles summarised below:
 - **Business Need and Resourcing Options:** Contractors should only be engaged when there is a defined and justifiable business need, and all other resourcing options have been considered.
 - **Public Value and Policy Compliance:** Each engagement or extension must provide public value and meet all policy requirements.
 - **Budget Types:**
 - **Personnel Budget:** For backfill contractors.
 - **Investment Plan/Chargeable Resource Budget:** For delivery contractors.
 - **Specific ELT Approved Budget:** For temporary capacity contractors.
 - **Contractor Tenure Limits:**
 - **Backfill and Temporary Capacity Contractors:** Tenure should not exceed 1 year.
 - **Delivery Contractors:** Tenure should not exceed 2 years or the length of the project, whichever is longer. Extensions past 3 years require a transition plan endorsed by the Commissioner.
 - **Engagement Through Preferred Suppliers:** Contractors must be engaged through a Police-preferred supplier and comply with rate band guidelines.
 - **Internal Approvals and Contracts:** Contractors cannot start work without internal approvals and a signed, valid contract.
 - **Rates:** Contractors move to payroll-only rates (if applicable) after 12 months continuously at Police.
 - **Documentation and Record Keeping:** All contracts and related documents must be logged in the Police contract register and maintained by the Hiring Manager.
 - **Hiring Manager Responsibilities:** Hiring Managers are responsible for day-to-day management, ensuring contractor suitability, and completing all induction and exit requirements.
 - **Compliance:** All contractors must comply with Government Procurement Rules and the Police Procurement chapter.
13. The process is now streamlined through Service Now and used for all contractor engagements, enabling the following benefits:

- Guided steps for the hiring manager including automated reminders.
- Automated chain of approval based on the contractor type, reporting lines and value.
- Automated task management for contractor onboarding steps (eg vetting, conflict of interest, reference checks, provision of onboarding pack etc).
- Easy logging of contracts in the new contracts register and oversight by National Procurement.
- Simplified generation of contractor reporting (noting a manual step to reconcile with actual expenditure will still be required).
- Increased accuracy of data entry into SAP by providing key details (GL code, cost centre etc) for purchase order creation.
- Reduce the likelihood of contracts being engaged outside of the policy and approval processes.

14. Note, there is no budget allocation any more for contractors or outsourced services. An existing RAT position with the budget holder's delegation can be utilised following the process outlined above.

Out of scope

18. This paper covers:

- a) risks associated with the current use of long tenure contractors
- b) a proposed switch in balance between permanent and contractor roles
- c) a standardised set of developer roles based on industry stand competencies and appropriately sized
- d) a conversion strategy and offer, subject to ELT approval for the positions,

Out of scope

Out of scope

Out of scope

Out of scope

22. **Out of scope** Firearms and **Out of scope** continue to have a pool of contractors to support their specific programme delivery.

Next steps underway to continue to strengthen the control settings

23. Traditionally management and processes for contractors has been decentralised and variable. That means that in some business groups, contractors are in use that we are unaware of. The new integrated process recently launched will identify these situations as existing contractors reach renewal point as system access is tied to completion of this process.
24. The work around contractors, consultants and professional services continues to develop. Please find attached the spreadsheet of contractors, outsourced services, seconded in resources and resources that are at no cost to the organisation.
25. We would welcome a further discussion with you to continue to strengthen these settings.

From: [KURA, Tania](#)
To: [CHAMBERS, Richard](#)
Cc: [BIRD, Bruce](#)
Subject: FW: Contractors and consultants
Date: Thursday, 12 December 2024 3:57:00 PM
Attachments: [Briefing paper NZP Contractors and Consultants.docx](#)
[image001.png](#)
[Contractor and Consultant final.xlsx](#)

Out of scope

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Wednesday, December 11, 2024 10:07 PM
To: KURA, Tania <Tania.Kura@police.govt.nz>
Cc: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Subject: FW: Contractors and consultants

Hi Tania.

Out of scope

Richard Chambers
Commissioner



From: CHAMBERS, Richard
Sent: Wednesday, December 11, 2024 9:56 PM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: FW: Contractors and consultants

Out of scope

Richard Chambers
Commissioner



From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Sent: Wednesday, December 11, 2024 12:33 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: RE: Contractors and consultants

Hi Commissioner

Further to your question below, please find attached a short memo covering our current and improving approach to contractors. Also attached is a spreadsheet of contractors, outsourced services, seconded in resources and resources that are at no cost to the organisation.

Very happy to discuss any aspect.

Regards
Andrea

Andrea Conlan
Deputy Chief Executive, Strategy and Performance

M s 9(2)(a) OIA

From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>

Sent: Thursday, November 28, 2024 7:46 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Re: Contractors and consultants

Hi Richard

I can get this through to you. We do quarterly reporting to PSC on our contractor and consultant spend so they can track public sector progress towards the Governments target.

Getting the list of current active contractors is a different source though **Out of scope**

The new contractor policy and approval process (going live next week) will make sure we have equal visibility of all contractors.

We've brought numbers down considerably but still have a large number. I'll get the current list through to you.

Get [Outlook for iOS](#)

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Thursday, November 28, 2024 7:11:49 PM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Contractors and consultants

Hi Andrea.

Following comments raised at PSLT this morning who can I go to for access to the list of contractors and consultants currently employed in NZ Police?

R

Richard Chambers
Commissioner



[seemail]

From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Wednesday, February 26, 2025 9:27 AM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: Re: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Thanks Commissioner,

Please let me know what you need from me to further this discussion.

Rgds

A

Te Tari Pūreke | Firearms Safety Authority
[seemail]

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Tuesday, February 25, 2025 9:27:37 PM
To: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Angela.

I approve the following:

- Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
- Recruit **1 fixed term employee position** to June 2027 (**s.9(2)(a) OIA**) to replace 2 Contractor roles, reference Appendix A, section 2;
- Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;

However I do not approve the following as it requires further discussion:

- The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4.

I may loop PSC into the discussion around these 17 roles because extending these at the

proposed annual rates is inconsistent with recent expectations communicated by the PSC Commissioner and Minister for the Public Service.

R

Richard Chambers
Commissioner



From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Tuesday, February 25, 2025 3:07 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SAYER, Laura <Laura.Sayer@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Commissioner,

In adherence to the new Contractor Policy, the Firearms Safety Authority (FSA) is seeking approval to extend contractor and fixed term resources to June 2027.

Please find attached a short briefing which provides further background and recommendations for your consideration ahead of your meeting with Andrea tomorrow.

Happy to discuss further as needs be.

Rgds

A

Angela Brazier (*She/Her*)
Executive Director
Te Tari Pūreke | Firearms Safety Authority
E angela.brazier@police.govt.nz
M s 9(2)(a) OIA



[SeeMail]

Rgds

A

Te Tari Pūreke | Firearms Safety Authority
[seemail]

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Wednesday, March 5, 2025 6:12 AM
To: PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: RE: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Mike.

I have taken advice from industry and the response I got was that to extend contractor arrangements for a period of over 2 years is inconsistent with general practice across the Public Service at this time. This is also inconsistent with expectations as outlined by the Public Service Commissioner and Minister for the Public Service. **s 9(2)(g)(i) OIA**

There are other options available to secure resource through to the end of June 2027. Angela will need to consider progressing advertisements **for fixed term options at more palatable and responsible remuneration**. Those persons currently occupying these roles and being paid as contractors have the option of applying. There are plenty of options in the market at present.

R

Richard Chambers
Commissioner



From: PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>
Sent: Tuesday, March 4, 2025 3:51 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Good afternoon Commissioner,

To Angela's email below are you able to advise if any advice has been received from PSC and any suggestions manner **s.9(2)(f)(iv) OIA, s.9(2)(a) OIA** as referenced by Angela.

Further Angela has asked to have the three (3) previously approved Operational Managers roles at FSA released to be advertised. **s 9(2)(g)(i) OIA**

Please let me know if you would like to discuss further.

Mike

Mike Pannett MNZM
Deputy Commissioner Operational Services and Road Policing
E Mike.Pannett@police.govt.nz



From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Tuesday, March 4, 2025 10:42 AM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>
Cc: HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>
Subject: RE: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi there,

Can one of you please advise where we're at with either approving s.9(2)(f)(iv) OIA, s.9(2)(a) OIA firearms programme contractors or enabling the FSA to s 9(2)(g)(i) OIA contractors to fixed term.

s 9(2)(g)(i) OIA

I'm willing to meet and discuss further or provide further information to progress this request.

Thanks

A

Te Tari Pūreke | Firearms Safety Authority
[seemail]

From: BRAZIER, Angela
Sent: Wednesday, February 26, 2025 10:07 AM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: RE: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Commissioner,

Further to my earlier email, if we were able to offer fixed term positions **s.9(2)(f)(iv) OIA, s.9(2)(a) OIA** a remuneration **s.9(2)(g)(i) OIA** (a ball park number) then we would likely be able to convert many to fixed term which would take the problem away. We can cover this cost in the FSA budget. Is this in line with your thinking?

Rgds

A

Te Tari Pūreke | Firearms Safety Authority
[seemail]

From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Wednesday, February 26, 2025 9:27 AM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: Re: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Thanks Commissioner,

Please let me know what you need from me to further this discussion.

Rgds

A

Te Tari Pūreke | Firearms Safety Authority
[seemail]

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Tuesday, February 25, 2025 9:27:37 PM
To: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Angela.

I approve the following:

- Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
- Recruit **1 fixed term employee position** to June 2027 **(s.9(2)(a) OIA)** to

replace 2 Contractor roles, reference Appendix A, section 2;

- Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;

However I do not approve the following as it requires further discussion:

- The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4.

I may loop PSC into the discussion around these 17 roles because extending these at the proposed annual rates is inconsistent with recent expectations communicated by the PSC Commissioner and Minister for the Public Service.

R

Richard Chambers
Commissioner



From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>

Sent: Tuesday, February 25, 2025 3:07 PM

To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>

Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SAYER, Laura <Laura.Sayer@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>

Subject: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Commissioner,

In adherence to the new Contractor Policy, the Firearms Safety Authority (FSA) is seeking approval to extend contractor and fixed term resources to June 2027.

Please find attached a short briefing which provides further background and recommendations for your consideration ahead of your meeting with Andrea tomorrow.

Happy to discuss further as needs be.

Rgds

A

Angela Brazier (*She/Her*)
Executive Director
Te Tari Pūreke | Firearms Safety Authority
E angela.brazier@police.govt.nz

From: [HANLON, Phil](#)
To: [KURA, Tania](#); [BRAZIER, Angela](#)
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources
Date: Thursday, 10 April 2025 1:28:53 PM
Attachments: [image001.png](#)
[Arms Transformation Programme Resource Extensions 25Feb25.pdf](#)
[image002.png](#)

Hi Tania and Ang,

You will receive in your approvals queue a request to extend a contractor in the programme. This is for **s 9(2)(a) OIA** and was approved by CoP on 25 February (attached and below refers).

The extension is for 3 months from current end date of June to new end date of September.

Any questions please let me know.

Cheers,

Phil.

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Tuesday, February 25, 2025 9:28 PM
To: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: FW: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Angela.

I approve the following:

- Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
- Recruit **1 fixed term employee position** to June 2027 (**s.9(2)(a) OIA**) to replace 2 Contractor roles, reference Appendix A, section 2;
- Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;

However I do not approve the following as it requires further discussion:

- The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4.

I may loop PSC into the discussion around these 17 roles because extending these at the proposed annual rates is inconsistent with recent expectations communicated by the PSC Commissioner and Minister for the Public Service.

R

Richard Chambers
Commissioner



From: BRAZIER, Angela <Angela.Brazier@police.govt.nz>
Sent: Tuesday, February 25, 2025 3:07 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>; PANNETT, Michael (Mike) <Michael.Pannett@police.govt.nz>; HANLON, Phil <Phil.Hanlon@police.govt.nz>; WOOD, Linda <Linda.Wood2@police.govt.nz>; BIRD, Bruce <Bruce.Bird@police.govt.nz>; SAYER, Laura <Laura.Sayer@police.govt.nz>; SHERSON, Kyle <Kyle.Sherston@police.govt.nz>
Subject: Paper for Commissioner Consideration: FSA Transformation Programme Resources

Hi Commissioner,

In adherence to the new Contractor Policy, the Firearms Safety Authority (FSA) is seeking approval to extend contractor and fixed term resources to June 2027.

Please find attached a short briefing which provides further background and recommendations for your consideration ahead of your meeting with Andrea tomorrow.

Happy to discuss further as needs be.

Rgds

A

Angela Brazier *(She/Her)*
Executive Director
Te Tari Pūreke | Firearms Safety Authority
E angela.brazier@police.govt.nz
M **s 9(2)(a) OIA**



[SeeMail]

FIREARMS SAFETY AUTHORITY

Subject: Arms Transformation Programme Team Resources
To: Richard Chambers, Commissioner of Police
From: Angela Brazier, ED Firearms Safety Authority
Date: 25 February 2025

Purpose

1. In adherence with the new Police Contractor Policy, the Firearms Safety Authority (FSA) is seeking exemption from the Commissioner and approval to extend contractor and fixed term resources to June 2027.

Background

2. The Arms Transformation Programme (ATP) is responsible for delivering on the Government priorities and full implementation of the Arms Information Solution (AIS) that enables a range of legislative obligations. Since 2022, the programme has successfully digitised all high-volume paper-based application forms, introduced a digital payments engine, launched the Firearms Safety Authority (FSA), implemented the Firearms Registry for individuals and are currently implementing the ability to capture ammunition sales to drive activating events in support of the Firearms Registry uptake by 2028.
3. The scope of delivery to date has been largely driven by legislative requirements, under significant time pressure and complex regulations. Successful delivery to date is attributed to the high performing, professional delivery team working on the Arms Transformation Programme. This delivery team is largely contractor based, with some employee and fixed term positions, with highly proven skills and experience in navigating through ambiguity and delivering a complex solution under very tight timeframes.
4. The programme is halfway through delivery of the initial scope, with the remaining scope largely focussed on the implementation of the Dealer Registry by June 2027. In addition to the implementation of the Dealer Registry, the programme is also supporting the implementation of the government's priority on the Firearms Reform Work programme, which includes two large and complex initiatives - Transfer of the Firearms Safety Authority and Rewrite of the Arms Act.
5. The contracts for all contractors are currently ending by June 2025. s 9(2)(f)(iv) OIA
[REDACTED]. The ability to deliver the legislative obligations for Dealers and support the Government's Firearms Work Programme will be s 9(2)(f)(iv) OIA
[REDACTED]. Assuming there was an ability to secure the required capability levels on a permanent basis, s 9(2)(f)(iv) OIA
[REDACTED]
6. The FSA was funded via a detailed business case (DBC) which was approved by Government. The DBC included funding for contract resources to deliver the Arms Transformation Programme. The budget for the ATP contract resources is fully funded within the FSA appropriation. All contractors within the ATP are fully utilised on the firearms legislative work programme.

Programme Resource Profile

7. The current programme team consists of 34 resources - 7 permanent employees (secured from Transformation and Change), 2 fixed term employees and 25 contractors (3 are contracted through the Transformation and Change team).

8. The programme is downsizing the team to align with the capability required to deliver the Dealer Registry, which will mean a **further reduction in 5 contractors** by June 2025 and a **further reduction of 3 contractors** by December 2025.
9. The programme leadership have proactively focused on reducing costs where possible:
 - **Permanent/Fixed Term Employees versus Contractor ratio** – The programme will have a 35:65 ratio of permanent/fixed term employees versus contractor resource by end 2025, versus 10:90 ratio at the peak of delivering the Registry in 2023.
 - **Agency Fees** – proactive focus on reducing and moving contractors to an administration fee only, after the first 12 months of contractor duration is over. This has saved the organisation ~\$0.5 million per annum.
 - **Limiting Rate Increases** – all contractor resources on the programme have been on the programme for 1-3 years and have been on a rate freeze since joining the programme. This rate freeze has been maintained for the proposed extension period to June 2027.
 - **Converting Contractors to Fixed Term Positions** - there are currently 2 contractors that provide programme office support and we believe a fixed term position could attract a candidate at the level required. Wider analysis has been completed on converting the entire contractor cohort to **s 9(2)(f)(iv) OIA** [REDACTED]. Given the current placement policy only allows appointments to be made up to 93% of the Grades or Bands, this would not attract contractors to fixed term positions.

Approval

10. The associated funding is available within Te Tari Pūreke current baseline CAPEX and OPEX funding for FY25/26 and FY26/27 to fund the programme team as outlined in this paper.
11. We seek your approval to:
 - Extend **2 fixed term employees** for an additional one-year period from end June 2026 to end of June 2027, reference Appendix A, section 1;
 - Recruit **1 fixed term employee position** to June 2027 (**s.9(2)(a) OIA** [REDACTED]) to replace 2 Contractor roles, reference Appendix A, section 2;
 - Extend **2 contractors** to the end of September 2025 and **1 contractor** from April 2025 to December 2025 to allow for a smooth transition and finalisation of initiatives, reference Appendix A, section 3;
 - The extension of **17 contract roles** until the end of June 2027, reference Appendix A, section 4;
 - If for any reason the programme cannot retain the resources above, then the programme is seeking your pre-approval to automatically go to market to find a replacement.

Approved:

Richard Chambers

Commissioner of Police

APPENDIX A – Breakdown of Roles, Rates and Total Cost for FY25/26 and FY26/27

Note: The provisional budget each of the 2 financial years (FY25/26 and FY26/27) includes All of Government provider fees. The market rates provided are from the Contracts Team in National Procurement Group where similar functions exist; where functions do not, the market rates have been provided by Robert Walters (currently hold the largest market share in the Wellington market).

ROLE TYPE	NAME	AGENCY	MARKET RATES	HOURLY RATE	FY25/26 BUDGET (Incl. Provider fees)	FY26/27 BUDGET (Incl. Provider fees)
1. FIXED TERM EXTENSIONS – EXTEND END DATE FROM JUNE 2026 TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA		Fixed Term	Existing positions budgeted in current baseline funding.			
2. NEW FIXED TERM ROLE – TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA		Fixed Term			\$125,000	\$125,000
3. TEMPORARY CONTRACTOR EXTENSION – PARTIAL EXTENSIONS THROUGH FY25/26						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-185	\$185	\$87,466	\$0
			\$100-110	\$110	\$60,666	\$0
			\$160-\$180	\$160	\$206,905	\$0
4. 2 YEAR CONTRACT EXTENSION – EXTEND END DATE TO JUNE 2027						
s 9(2)(f)(iv) OIA, s 9(2)(a) OIA			\$140-185	\$185	\$364,402	\$364,402
			\$140-185	\$180	\$348,940	\$348,940
				\$140	\$273,100	\$273,100
			\$125-145	\$140	\$273,100	\$273,100
				\$145	\$285,452	\$285,452
			\$100-110	\$100	\$197,260	\$197,260
			\$100-120	\$125	\$243,894	\$243,894
			\$140-\$150	\$142.50	\$277,840	\$277,840
				\$135	\$264,290	\$264,290
			\$130-\$135	\$130	\$279,590	\$279,590
				\$130	\$253,182	\$253,182
				\$120	\$256,474	\$256,474
			\$125-160	\$150	\$297,805	\$297,805
				\$147	\$292,117	\$292,117
			\$100-120	\$120	\$257,393	\$257,393
			\$130-160	\$140	\$273,100	\$273,100
			\$143-180	\$160	\$186,612	\$186,612
TOTAL COST					\$5,135,091	\$4,749,551

s 9(2)(f)(iv) OIA, s 9(2)(a) OIA

From: [CHAMBERS, Richard](#)
To: [KURA, Tania](#)
Cc: [BIRD, Bruce](#)
Subject: RE: Contractors and consultants
Date: Thursday, 12 December 2024 9:24:33 PM
Attachments: [image001.png](#)

Excellent, thank you Tania. I will brief Bruce on the Contractors and Consultants component tomorrow and we will discuss at ELT on Monday.

And yes keen for a briefing on the consistency work.

R

Richard Chambers
Commissioner



From: KURA, Tania <Tania.Kura@police.govt.nz>
Sent: Thursday, December 12, 2024 3:57 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: BIRD, Bruce <Bruce.Bird@police.govt.nz>
Subject: FW: Contractors and consultants

Hi Richard

I have spoken to Bruce, and he is happy to be involved.

Out of scope

Thanks Tania

From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Wednesday, December 11, 2024 10:07 PM
To: KURA, Tania <Tania.Kura@police.govt.nz>
Cc: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Subject: FW: Contractors and consultants

Hi Tania.

The attached briefing and spreadsheet is helpful.

For the year ending 30 June 2024 Police spent over \$98 million on contractors and consultants. This was recently highlighted as an issue at a sector meeting I attended although it is an

improvement on the \$135 million we spent the year before.

Out of scope

Richard Chambers
Commissioner



From: CHAMBERS, Richard
Sent: Wednesday, December 11, 2024 9:56 PM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: FW: Contractors and consultants

Thank you Andrea, a very useful briefing.

Out of scope

R

Richard Chambers
Commissioner



From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Sent: Wednesday, December 11, 2024 12:33 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>; HUTCHINGS, Sarah <Sarah.Hutchings@police.govt.nz>
Subject: RE: Contractors and consultants

Hi Commissioner

Further to your question below, please find attached a short memo covering our current and improving approach to contractors. Also attached is a spreadsheet of contractors, outsourced services, seconded in resources and resources that are at no cost to the organisation.

Very happy to discuss any aspect.

Regards

Andrea

Andrea Conlan
Deputy Chief Executive, Strategy and Performance

M **s 9(2)(a) OIA**

From: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Sent: Thursday, November 28, 2024 7:46 PM
To: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Re: Contractors and consultants

Hi Richard

I can get this through to you. We do quarterly reporting to PSC on our contractor and consultant spend so they can track public sector progress towards the Governments target.

Getting the list of current active contractors is a different source though. **Out of scope**

The new contractor policy and approval process (going live next week) will make sure we have equal visibility of all contractors.

We've brought numbers down considerably but still have a large number. I'll get the current list through to you.

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From: CHAMBERS, Richard <Richard.Chambers@police.govt.nz>
Sent: Thursday, November 28, 2024 7:11:49 PM
To: CONLAN, Andrea <Andrea.Conlan@police.govt.nz>
Cc: SHERSON, Kyle <Kyle.Sherson@police.govt.nz>
Subject: Contractors and consultants

Hi Andrea.

Following comments raised at PSLT this morning who can I go to for access to the list of contractors and consultants currently employed in NZ Police?

R

Richard Chambers
Commissioner

