

# Recommendations from the Commission of Inquiry into Police Conduct

## Current Status and Progress for the Quarter ended June 2007

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police policies and procedures</b>			
R1	New Zealand Police should review and consolidate the numerous policies, instructions, and directives related to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations.	Underway	<p>Police 'will' review and consolidate 'all' policies, instructions and directives with actions specific to this recommendation as noted</p> <ul style="list-style-type: none"> <li>• In order to effectively consolidate, update and monitor uptake of policies, instructions and directives, Police initiated the "Corporate Instruments" initiative in 2006 to develop and implement a Corporate Document Management System (CDMS)</li> <li>• This recommendation together with recommendations R1; R2; R3; R11 and R43 will be delivered as part of the Corporate Instruments initiative</li> <li>• A review of the current state of all policies, instructions and directives was completed in November 2006 and the requirements for the CDMS were defined</li> <li>• All policies, instructions and directives are in the process of being converted and/or consolidated onto the CDMS</li> <li>• The priority is the conversion and/or consolidation of those related to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations. This work will be carried out by the relevant Police business units</li> <li>• A person has been identified to commence this work and he will be seconded to the relevant business units in July 2007 (this work will be done in conjunction with recommendations R10; R16; R52 and R54).</li> </ul>	<p>CDMS database in place October 2007</p> <p>Policies, instructions and directives, relating to this recommendation, will be consolidated and then converted to the CDMS by June 2008</p>
R2	New Zealand Police should ensure that general instructions are automatically updated when a change is made to an existing policy.	Completed	<ul style="list-style-type: none"> <li>• A new set of standardised instrument templates and instructions have been developed and implemented online</li> <li>• Formal development, consultation and approval processes have been implemented to ensure that general instructions are updated when a change is made to an existing policy</li> <li>• This process will be incorporated in the CDMS as part of the "Corporate Instruments" initiative noted in recommendation R1.</li> </ul>	Completed 2006
R3	New Zealand Police should develop a set of policy principles regarding what instructions need to be nationally consistent and where regional flexibility should be allowed.	Underway now Partially complete	<ul style="list-style-type: none"> <li>• A set of policy principles for ensuring consistency in national instructions have been developed</li> <li>• Guidelines for where regional flexibility is allowed, are to be developed</li> <li>• These principles and guidelines will be</li> </ul>	National phase completed April 2007, regional phase by June 2008

			incorporated in the CDMS as part of the “Corporate Instruments” initiative noted in recommendation R1.	
R4	An enhanced policy capability should be developed within the Office of the Commissioner to provide policy analysis on sound data, drawing upon the experience of front-line staff and upon research from New Zealand and beyond.	Underway now Completed	<ul style="list-style-type: none"> <li>As part of a review undertaken in 2006, it was agreed that the policy capability within the Office of the Commissioner needed to be enhanced</li> <li>A National Manager Policy was appointed, on a two year secondment, to establish the policy team structure and processes</li> <li>All the necessary appointments were made, the policy team was established in June 2007 and a work plan has been drawn up</li> <li>As part of the policy process, relevant research and front-line staff will be involved in varying degrees in the development of all operational policy.</li> </ul>	Completed June 2007
	<b>Police policies and procedures for complainants</b>			
R5	New Zealand Police should develop an explicit policy to notify the Commissioner of Police when there is a serious complaint made against a Police officer. This policy and its associated procedures should specify who is to notify the police commissioner and within what time frames.	Underway now Completed	<ul style="list-style-type: none"> <li>An explicit policy was developed and published in June 2007 that specifies: <ul style="list-style-type: none"> <li>that the Commissioner of Police must be notified of any serious complaint made against a Police officer or any Police staff member</li> <li>who is to notify the Police Commissioner and within what time frames.</li> </ul> </li> </ul>	Completed June 2007
R6	New Zealand Police should ensure that members of the public are able to access with relative ease information on the complaints process and on their rights if they do make a complaint against a member of the police.	To be done	<ul style="list-style-type: none"> <li>This will be dealt with as part of an initiative for reviewing complainants rights</li> <li>It is in the early stages and is in the process of identifying a person who will be able to document the requirements for the solution</li> <li>The decision made in regard to the survey tool option referred to in Recommendation R7 will contribute to this recommendation partly through monitoring public satisfaction in relation to clarity of processes for handling problems and also plans for improving the public counter area and the information available to the public there.</li> </ul>	Ongoing and estimated to complete June 2008
R7	New Zealand Police should undertake periodic surveys to determine public awareness of the processes for making a complaint against a member of the police or a police associate.	Underway	<ul style="list-style-type: none"> <li>Police are evaluating a number of options in this regard</li> <li>A survey tool that is being considered is being evaluated in conjunction with SSC and is based on the Canadian Citizens First approach</li> <li>This tool will greatly improve the survey results as it is more holistic, more consistent and will allow comparison with other NZ and Canadian government agencies</li> <li>The tool will allow a standardised and systematic approach to monitoring public satisfaction with Police services</li> <li>This recommendation together with recommendations R57 will be delivered as part of the same initiative</li> </ul>	Ongoing with dates to be confirmed once the preferred option is approved

			<ul style="list-style-type: none"> <li>• Funding for the preferred option is to be confirmed prior to the commitment of end dates, with the funding to be confirmed by end June 2007.</li> </ul>	
R8	New Zealand Police should develop its database recording the number of complaints against police officers to allow identification of the exact number of complaints and the exact number of complainants for any one officer.	Underway	<ul style="list-style-type: none"> <li>• Currently Districts maintain a spreadsheet which is consolidated at Police National Head Quarters</li> <li>• The Initiative for delivering this recommendation is “Early Intervention”, which is in the setup phase and includes recommendations R8; R47 and R48.</li> <li>• The early intervention system will be developed to include the requirements of this recommendation, which will record the number of complaints against police officers to allow identification of the exact number of complaints and the exact number of complainants for any one officer.</li> </ul>	Estimated to complete June 2008
	<b>Adult Sexual Assault Investigation Policy</b>			
R9	New Zealand Police should review the implementation of the Adult Sexual Assault Investigation Policy to ensure that the training and resources necessary for its effective implementation are available and seek dedicated funding from the Government and Parliament if necessary.	Underway	<ul style="list-style-type: none"> <li>• There are currently a number of courses where training is carried out on the Adult Sexual Assault Investigation Policy: <ul style="list-style-type: none"> <li>- All Criminal Investigation Branch (CIB) officers undergo an initial Selection and Induction Course, which includes training in interviewing and investigation</li> <li>- A specific Sexual Offences module within the Detective training syllabus also addresses this area</li> <li>- Since 2003 a specialised one-week Adult Sexual Assault Investigation (ASAI) Course has been in place</li> <li>- Another training package recently developed, pursuant to the ASAI Policy, addresses the roles and responsibilities for staff that are the first point of contact with a person reporting a sexual crime</li> </ul> </li> <li>• As part of this initiative these courses together with the best way to implement the policy, will be reviewed</li> <li>• The initiative for reviewing the implementation of this policy is the “ASAI implementation review” and includes recommendation R18</li> <li>• The team for carrying out the review is in the process of being identified.</li> </ul>	Estimated to complete June 2009
R10	New Zealand Police should incorporate the Adult Sexual Assault Investigation Policy in the "Sexual Offences" section of the New Zealand Police Manual of Best Practice for consistency and ease of reference.	To be done	<ul style="list-style-type: none"> <li>• The Commissioner has implemented a new structure where "Police Manuals" will replace "Manuals of Best Practice"</li> <li>• Each subject manual will consolidate and refer to all instructional material on that subject, including links to the Adult Sexual Assault Investigation Policy</li> <li>• These requirements will be incorporated in the CDMS as part of the “Corporate Instruments” initiative noted in recommendation R1 and will</li> </ul>	Estimated to complete June 2008

			commence once the CDMS is in place in October 2007.	
	<b>Communication of policies and training</b>			
R11	New Zealand Police should strengthen its communication and training practices by developing a system for confirming officers have read and understood policies and instructions that affect how they carry out their duties and any changes thereto.	Underway	<ul style="list-style-type: none"> <li>• Requirements have been defined for providing an online facility for Police staff, which will: <ul style="list-style-type: none"> <li>- Track the delivery of online publications</li> <li>- Track the opening of the documents by staff</li> <li>- Provide a facility for testing staff's understanding by requiring each staff member to answer a series of questions on-line, from the content of the policy or instruction</li> </ul> </li> <li>• These requirements will be incorporated in the CDMS as part of the "Corporate Instruments" initiative noted in recommendation R1.</li> </ul>	Progressively to June 2009
R12	New Zealand Police should strengthen its communication and training practices to ensure the technical competencies of officers are updated in line with the new policies and instructions.	Underway	<ul style="list-style-type: none"> <li>• Police have established behavioural competencies and have commenced a process of identifying technical competencies</li> <li>• The process has started for incorporating these competencies in the position descriptions</li> <li>• These will then be linked to training and communication.</li> </ul>	Estimated to complete June 2009
R13	Bearing in mind the mobility of the workforce, New Zealand Police should conduct a review of what training should be mandatory at a national level and what should be left to the discretion of the districts	Underway	<ul style="list-style-type: none"> <li>• A process for mandating national training has been document and is being applied</li> <li>• Mandated training is defined annually and considered by the Training Governance Committee and then presented to the Executive, who then approve the training that should be mandated nationally for the year</li> <li>• A new District training model has been successfully trialled in one District and will be extended to all other Districts from 1 July 2007</li> <li>• The purpose is to target training to individuals on a needs basis while ensuring national consistency</li> </ul>	Estimated to complete June 2009
	<b>Consistency and transparency in complaint processes</b>			
R14	New Zealand Police should ensure that the practice of providing investigating officers with a reminder of the standards for complaint investigation is applied consistently throughout the country	Underway	<ul style="list-style-type: none"> <li>• Current General Instructions include investigator responsibilities and expectations of process</li> <li>• Criminal investigation manuals provide guidelines of good practice across the country</li> <li>• The practice of providing a reminder of the standards will be developed and applied consistently across Police.</li> </ul>	Estimated to complete June 2008
R15	New Zealand Police should improve the process of communicating with complainants about the investigation of their complaint, particularly if there is a decision not to prosecute. Complainants and their support people should be given <ul style="list-style-type: none"> <li>• realistic expectations at the start of an investigation about when</li> </ul>	To be done	<ul style="list-style-type: none"> <li>• Police have recently implemented a "five step best practice model" for interviewing complainants, which helps set realistic expectations</li> <li>• This practice and the full adult sexual assault investigation policy will be reviewed in the light of this recommendation.</li> </ul>	Estimated to complete June 2008

	<p>key milestones are likely to be met</p> <ul style="list-style-type: none"> <li>• the opportunity to comment on the choice of investigator</li> <li>• regular updates on progress, and advance notice if the investigation is likely to be delayed for any reason</li> <li>• assistance in understanding the reasons for any decision not to prosecute</li> </ul>			
	<b>Independence of investigations</b>			
R16	<p>New Zealand Police should develop a consistent practice of identifying any independence issues at the outset of an investigation of a complaint involving a police officer or a police associate, to ensure there is a high degree of transparency and consistency. The practice should be supported by an explicit policy on the need for independence in such an investigation. In respect of the handling of conflicts of interest, the policy should, among other things,</p> <ul style="list-style-type: none"> <li>• identify types and degrees of association</li> <li>• define a conflict of interest</li> <li>• provide guidelines and procedures to assist police officers identify and adequately manage conflicts of interest (including in cases where cost or the need to prompt investigation counts against the appointment of an investigator from another section or district)</li> <li>• ensure that the risk of a conflict of interest involving investigation staff is considered at the outset of any investigation involving a police officer or police associate.</li> </ul>	Underway	<ul style="list-style-type: none"> <li>• Late 2005 the Commissioner issued a directive which required all serious complaints against Police to be referred to National Manager Professional Standards to ensure the investigator has sufficient independence</li> <li>• The current practice and policy will be reviewed in the light of this recommendation and will be incorporated in the CDMS as noted in recommendation R1</li> <li>• This is likely to be completed sooner than June 2009.</li> </ul>	Commence 07/08 and estimated to complete June 2009
R17	<p>New Zealand Police should expand the content of its ethics training programme to include identifying and managing conflicts of interest, particularly in respect of complaints involving police officers or police associates.</p>	Completed	<ul style="list-style-type: none"> <li>• The original national ethics training package has been revised and incorporates material on conflicts of interest involving complaints against or observed offending by members of Police</li> <li>• The revised supervisors' ethics training package includes material on identifying and managing members who may be subject to such conflicts of interest.</li> </ul>	Completed
	<b>Support for sexual assault investigations</b>			
R18	<p>New Zealand Police should ensure that training for the Adult Sexual Assault Investigation Policy is fully implemented across the country, so that the skills of</p>	Underway	<ul style="list-style-type: none"> <li>• This recommendation will be delivered as part of the "ASAI implementation review" as noted in recommendation R9</li> </ul>	Estimated to complete June 2009

	officers involved in sexual assault investigations continue to increase and complainants receive a consistent level of service.		<ul style="list-style-type: none"> <li>• Key parts of this initiative is the continued upskilling of the relevant officers and the ensuring of consistent levels of service</li> <li>• This upskilling and consistency is by: <ul style="list-style-type: none"> <li>- Police training given by subject matter experts</li> <li>- Accreditation of training courses</li> <li>- Refresher courses and ongoing assessment</li> </ul> </li> <li>• Standards of excellence are being established across Police for officers and centres, to assist with the upskilling and consistency at the investigative response.</li> </ul>	
R19	New Zealand Police should initiate cooperative action with the relevant Government agencies to seek more consistent Government funding for the support groups involved in assisting the investigation of sexual assault complaints by assisting and supporting complainants	Ongoing	<ul style="list-style-type: none"> <li>• Police will continue to support partner agencies to develop capability and resources and examples of this are: Puawaitahi - multi agency child advocacy centre and Doctors for Sexual Abuse Care</li> <li>• The Commissioner of Police has initiated work with Accident Compensation Corporation, Ministry of Health and District Health Boards to implement multi agency funding streams for medical providers</li> <li>• The Government recently announced the establishment on the Taskforce for Action on Sexual Violence. The Ministry of Justice will lead the work with membership of the Taskforce including Chief Executives from Police, ACC, Health and representatives from non-government organisations. The Taskforce will develop a programme of action for responding to and preventing sexual violence and will: <ul style="list-style-type: none"> <li>- provide strategic leadership</li> <li>- review learning and activity to date</li> <li>- make recommendations on changes to policy, legislation, service development and delivery to make a sustained difference in this area</li> </ul> </li> <li>• There is also ongoing interaction from Police with non government organisation support groups.</li> </ul>	Estimated to complete June 2009
	<b>Management assurance</b>			
R20	<p>In relation to investigations of sexual assault complaints against police officers or police associates, New Zealand Police should have in place systems that</p> <ul style="list-style-type: none"> <li>• verify that actual police practices in investigating complaints comply with the relevant standards and procedures</li> <li>• ensure the consistency of practice across the country, for instance in the supervision of smaller and rural stations</li> <li>• identify the required remedial action where practice fails to comply with relevant standards</li> </ul>	Underway now Partially completed	<ul style="list-style-type: none"> <li>• In relation to the investigation of all complaints against Police officers, there is a three step review process <ul style="list-style-type: none"> <li>- First review of practice takes place at District level and a report with recommendations are sent to the national manager professional standards</li> <li>- Second review takes place at Police National Head Quarters by or on behalf of the national manager professional standards</li> <li>- Third review is done by Police Complaints Authority</li> </ul> </li> <li>• These reviews check that the relevant standards and procedures have been applied and that there is consistency of practice</li> <li>• As a result of the process, police officers' knowledge is evaluated</li> </ul>	Ongoing and estimated to complete June 2008

	<ul style="list-style-type: none"> <li>• monitor police officers' knowledge and understanding of the relevant standards and procedures</li> </ul>		<ul style="list-style-type: none"> <li>• In order to complete this recommendation, remedial action needs to be defined where practice fails to comply with relevant standards and this will be developed in conjunction with recommendation R49, which relates to performance management</li> </ul>	
	<b>Police disciplinary system procedures</b>			
R33	Those provisions of the Police Regulations 1992 that establish the disciplinary tribunal system be revoked as soon as possible to enable a more efficient system to come in force.	Underway	<ul style="list-style-type: none"> <li>• The Police Regulations 1992 are being re-written</li> <li>• Draft regulations have been prepared and are being developed in line with the best practice State Sector disciplinary process</li> <li>• The Police Act Review Officials Group (Justice, Treasury and SSC) have been consulted regarding the intention to amend the regulations</li> <li>• The draft regulations have been sent for legal review and comments have been received and incorporated</li> <li>• The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Estimated to complete December 2007
R34	New Zealand Police should implement a best practice State sector disciplinary system based on a code of conduct in keeping with principles of fairness and natural justice as part of the employment relationship.	Underway	<ul style="list-style-type: none"> <li>• The disciplinary system, in line with State Sector best practice, has been developed and agreed in principle with Police Association</li> <li>• The disciplinary system is based on a code of conduct in keeping with principles of fairness and natural justice as part of the employment relationship</li> <li>• The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Estimated to complete December 2007
R35	The new disciplinary process should allow independent investigation of alleged misconduct where necessary or appropriate (in accordance with section 5A and 12 of the Police Act 1958) but should not include the use of a formal disciplinary tribunal.	Underway	<ul style="list-style-type: none"> <li>• The disciplinary process allowing clear separation of criminal matters from disciplinary matters, to allow an appropriate independent investigation of disciplinary matters, has been agreed in principle with the Police Association</li> <li>• A process has been developed for serious misconduct, whereby matters are referred to an independent disciplinary hearing that will undertake an inquisitorial role to inquire into the misconduct</li> <li>• This work has been done in consultation with the team that is working on the new Police Act</li> <li>• The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Estimated to complete December 2007
R36	New Zealand Police should ensure that the human resource and professional standards functions are fully integrated in all aspects of their operations and systems.	Underway	<ul style="list-style-type: none"> <li>• The National Manager Professional Standards now reports directly to the General Manager Human Resources</li> <li>• Joint working between Human Resources and Professional Standards has started on planning</li> </ul>	Estimated to complete June 2009

			and implementing changes.	
R37	The Commissioner of Police should invite the State Services Commission to review the police approach to performance management and discipline to ensure their systems and processes are adequate, standardised, and managed to a standard that is consistent with best practice in the public sector.	To be done now Completed	<ul style="list-style-type: none"> <li>On 17 May 2007, the Commissioner of Police invited the State Services Commission to review the police approach and progress to date on performance management and discipline, to ensure the Police systems and processes are adequate, standardised and managed to a standard that is consistent with good practice in the public sector.</li> </ul>	Completed May 2007
	<b>Code of conduct for police officers</b>			
R38	A code of conduct for sworn police staff should be implemented as a matter of urgency. Subsequently, the existing code of conduct for non-sworn staff should be brought in line with the new code for sworn members.	Underway	<ul style="list-style-type: none"> <li>A code of conduct has been developed covering sworn and nonsworn</li> <li>The need for a code of conduct has been incorporated into collective agreements as follows:  <i>"A joint arrangement for managing the development and implementation of a Code of Conduct that would enable more flexible management of employment related issues. The process would separate employment and criminal matters and provide agreed processes that enable those issues to be resolved in an appropriate manner."</i> </li> <li>The code of conduct has been consulted with internal parties and service organisations</li> <li>People have been appointed to document the policies, processes and procedures</li> <li>The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Estimated to complete December 2007
	<b>Police Sexual Harassment Policy</b>			
R39	New Zealand Police should amend its Sexual Harassment Policy to include a requirement that any mediated resolution of a complaint of sexual harassment be finalised in writing and signed by both parties	Underway	<ul style="list-style-type: none"> <li>The Sexual Harassment Policy has been re-written to apply to all forms of harassment and allows for parties to attend mediation where the harassment is at a low level and the remedies are within the power of the respondent e.g. apology</li> <li>Under the policy all mediation settlements will be signed by the parties and by the mediator so that they are full, final and binding</li> <li>The policy has been through initial consultation internally and with service organisations, with extensive revisions made that require further consultation</li> <li>The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Estimated to complete December 2007
	<b>Police policy on inappropriate sexual conduct and relationships</b>			
R40	New Zealand Police should develop standards, policies, and guidelines on appropriate sexual conduct towards, and the forming of sexual relationships with, members of the public. These should be incorporated into all	To be done	<ul style="list-style-type: none"> <li>A Professional Relationship Policy will be developed in conjunction with the code of conduct</li> <li>The initiative relating to code of conduct issues will deliver recommendations R33; R34;</li> </ul>	Estimated to complete June 2008



	<p>codes of conduct and relevant policy and training materials. The standards, policies, and guidelines should be developed with the assistance of an external expert in professional ethics and should</p> <ul style="list-style-type: none"> <li>• specify actions and types of behaviour of a sexual nature that are inappropriate or unprofessional</li> <li>• prohibit members of police from entering any relationship of a sexual nature with a person over whom they are in a position of authority or where there is a power differential</li> <li>• provide guidance to members and their supervisors about how to handle concerns about a possible or developing relationship that may be inappropriate</li> <li>• emphasise the ethical dimensions of sexual conduct, including the need for police officers to avoid bringing the police into disrepute through their private activities.</li> </ul>		R35; R38; R39; R40; and R49.	
	<b>Police email and computer use policies</b>			
R41	<p>Directions given by New Zealand Police management on what constitutes inappropriate use of police email and the Internet should not allow for any individual interpretation of appropriateness by police officers.</p>	Completed	<ul style="list-style-type: none"> <li>• A new policy that addresses this recommendation, was introduced in 2006</li> <li>• All users of Police computer systems are required to acknowledge the new policy on computer use, including email and internet usage, each time the user logs on</li> <li>• The logon screen reads as follows:  <i>"Use of this computer system is subject to statutory requirements and Police policy - refer to General Instructions A400-406, C800-803 and S600-603.  All usage of the system and information on it may be subject to review. There should be no expectation of privacy of information or communication.  Proceeding with the logon, beyond this screen, is deemed to be an acknowledgement of the conditions of use  Misuse of the system or information on it may result in disciplinary action or prosecution.  To accept and continue press Ctrl-Alt-Delete and enter your QID and password."</i> </li> </ul>	Completed 2006
R42	<p>New Zealand Police should introduce a requirement that all staff sign a document to confirm that they have read and understood the acceptable use policies for the Internet and email. These requirements should be fully explained to all recruits during their training.</p>	Completed	<ul style="list-style-type: none"> <li>• Each time a user logs on to the Police system they are required to acknowledge the acceptable use policies for internet and email</li> <li>• In relation to recruit training, recruits are given a full copy of the policy, which they must read. They are led through the basic process of logging in and out of the Police IT systems and application of the policy is discussed using examples. They are required to sign a letter</li> </ul>	Completed 2006

			stating they have read and understood the policy.	
R43	All police officers should be required to acknowledge that they have read and understood any changes to police computer use policies. These requirements should also be fully explained to all recruits during their training.	To be done now Partially completed	<ul style="list-style-type: none"> <li>• Each time a user logs on to the Police system they are required to acknowledge the acceptable use policies for internet and email</li> <li>• In relation to recruit training, recruits are given a full copy of the policy and are taken through examples in training. They then sign a letter stating that they have read and understood the policy</li> <li>• These requirements for communicating and tracking acknowledgement of changes have been defined with recommendation R11 and will be delivered as part of the “Corporate Instruments” initiative noted in recommendation R1.</li> </ul>	Estimated to complete June 2009
R44	New Zealand Police managers should receive regular reports on the use of the Internet by their staff. This reporting requirement should be built into the early warning system that the police are developing (see recommendations R47, R48).	Partially completed	<ul style="list-style-type: none"> <li>• At present there is monthly reporting of internet usage</li> <li>• The early intervention system identified in recommendation R48, will incorporate this information.</li> </ul>	Estimated to complete June 2008
	<b>Ethics training and ethics committees</b>			
R45	All New Zealand Police districts should implement a nationally consistent ethics training programme that all police officers are required to attend. Police officers should also be required to attend regular refresher courses on ethics.	Partially completed	<ul style="list-style-type: none"> <li>• The revised national ethics training package is currently mandated for all members for the year 2006/07</li> <li>• 85 members across all Districts have been trained over the past year to deliver this national training package within Districts and Service Centres</li> <li>• A refresher training package has been developed and is being delivered to staff who received the initial training</li> <li>• This will be complete once a decision is reached in regard to the training programme for ongoing refresher courses</li> </ul>	Ongoing and estimated to complete June 2008
R46	New Zealand Police should ensure that the establishment of ethics committees is mandatory for all police districts. There should be a national set of guidelines to guide police districts on the purpose, operation, and membership of their ethics committees.	Underway	<ul style="list-style-type: none"> <li>• Most districts operate ethics committees</li> <li>• Ethics committees will be made mandatory for all districts</li> <li>• Guidelines and policy around the operation of ethics committees is to be developed.</li> </ul>	Estimated to complete December 2007
	<b>Early warning system and performance management</b>			
R47	New Zealand Police should implement a nationally mandated early warning system in order to identify staff demonstrating behaviour that does not meet acceptable standards and ensure such behaviour does not continue or escalate.	Underway	<ul style="list-style-type: none"> <li>• An national early intervention system is being defined, developed and implemented that will satisfy this recommendations requirements</li> <li>• Relevant triggers on what information is to be extracted and procedures on how the information is to be applied, are being defined</li> <li>• The Initiative for delivering this recommendation is “Early Intervention”, which is in the setup phase and includes</li> </ul>	Estimated to complete June 2008

			recommendations R8; R44; and R48.	
R48	The early warning system should ensure that all relevant information, sufficient to give a complete picture of an officer's full record of service, is captured in a single database, and is accessible to police managers and supervisors when making appointments and monitoring performance, as well as to complaint investigators when appropriate.	Underway	<ul style="list-style-type: none"> <li>• The Initiative for delivering this recommendation is "Early Intervention", which is in the setup phase and includes recommendations R8; R47 and R48</li> <li>• The early intervention system will be developed to include the requirements of this recommendation.</li> </ul>	Estimated to complete June 2008
R49	New Zealand Police should review its approach to performance management, including the training provided to supervisors and managers, the performance appraisal process and documentation, and the methods in place to ensure that the follow-up identified in the performance improvement plans actually occurs.	To be done	<ul style="list-style-type: none"> <li>• The performance and development appraisals process will be reviewed as part of the introduction of the revised Code of Conduct</li> <li>• These changes including the early intervention systems, will be supported by revised training</li> <li>• The initiative relating to code of conduct issues will deliver recommendations R33; R34; R35; R38; R39; R40; and R49.</li> </ul>	Commence 07/08 and estimated to complete June 2009
	<b>Police Culture</b>			
R50	New Zealand Police should continue its efforts to increase the numbers of women and those from ethnic minority groups in the police force in order to promote a diverse organisational culture that reflects the community it serves and to enhance the effective and impartial investigation of complaints alleging sexual assault by members of the police or by associates of the police.	Ongoing	<ul style="list-style-type: none"> <li>• While improvements have been made, Police acknowledge that on-going efforts in recruitment are still required</li> <li>• Ongoing reviews are carried and advice is gathered and applied as necessary, from other organisations in New Zealand and the rest of Australasia</li> </ul>	Ongoing
R51	The Commissioner of Police should invite the State Services Commissioner to carry out an independent annual "health of the organisation" audit of the police culture (in particular, whether the organisation provides a safe environment for female staff and staff from minority groups). The need for the audit should be reviewed after 10 years.	Underway now Ongoing	<ul style="list-style-type: none"> <li>• On 17 May 2007, the Commissioner of Police invited the State Services Commissioner to advise on and carry out an annual audit of the police culture, in particular, whether Police provides a safe environment for female staff and staff from minority groups.</li> <li>• The Commissioner of Police also invited the State Services Commissioner to provide advice on a tailored staff engagement survey, common measurement tools, analysis of the data and action plans</li> </ul>	Estimated to complete by 2017
	<b>Reporting of allegations of sexual misconduct</b>			
R52	New Zealand Police should review its current policies, procedures, and practices on internal disclosure of wrongdoing, and actively promote a single stand-alone policy for all disclosures, including (but not limited to) those made under the Protected Disclosure Act 2000. The policy should ensure that proper inquiry is always made where information received indicates that a police member or associate may have committed a sexual offence.	Underway	<ul style="list-style-type: none"> <li>• Some new policy work has commenced and Police will consider options such as a hotline, confidants network and internal witness support unit. Examples of best practice and research will be incorporated into that work</li> <li>• The initiative relating to reporting of wrongdoing will deliver recommendations R52; R53; R54 and R56</li> <li>• These policies, procedures and practices will be reviewed, consolidated and updated on the CDMS as noted in recommendation R1.</li> </ul>	Estimated to complete June 2008
R53	New Zealand Police should ensure	Underway		Estimated to complete

	that the policy and the approach of "report and be protected" are well understood and implemented nationally.		<ul style="list-style-type: none"> <li>• The policy and the approach will be reviewed as part of the recommendation</li> <li>• The initiative relating to reporting of wrongdoing will deliver recommendations R52; R53; R54 and R56.</li> </ul>	June 2008
R54	New Zealand Police should ensure that all other relevant policies, procedures, and practices are consistent with the stand-alone policy on the reporting of serious wrongdoing and the approach of "report and be protected".	Underway	<ul style="list-style-type: none"> <li>• A person has been identified to do this work and will be seconded into professional standards in July.</li> <li>• The initiative relating to reporting of wrongdoing will deliver recommendations R52; R53; R54 and R56</li> <li>• These policies, procedures and practices will be reviewed, consolidated and updated on the CDMS as noted in recommendation R1.</li> </ul>	Estimated to complete June 2008
R55	The New Zealand Police ethics training programme should aim to foster a culture which encourages reporting of allegations of wrongdoing by police members or police associates and provide support to those who make disclosures, consistent with the "report and be protected" approach.	Underway	<ul style="list-style-type: none"> <li>• This is a key focus of the current ethics training programme</li> <li>• The ethics training emphasises the responsibility of supervisors and managers in determining the culture that exists and the need for the culture to support members who make allegation of wrongdoing against other members or disclose such wrongdoing</li> <li>• This training is delivered on all NCO and Commissioned Officer promotion Qualifying Courses as well as within Districts.</li> </ul>	Estimated to complete June 2008
R56	New Zealand Police managers and supervisors should actively communicate to police members the expectation that they will report any allegations of sexual misconduct made against a colleague or a police associate. Police managers and supervisors should encourage and support members to report such allegations.	Underway	<ul style="list-style-type: none"> <li>• Police management are committed to promoting an environment which fosters transparency and confidence in the reporting of wrongdoing</li> <li>• Improving on current practices and communication being done and enforcing the application of these practices requires further work.</li> </ul>	Ongoing
	<b>Community engagement and feedback</b>			
R57	Each police district should establish groups of community representatives, chaired by recognised community leaders, which meet regularly to provide comment and feedback on police service delivery and policing issues throughout the district. Relevant information obtained from the feedback from the community should be incorporated into the police early warning system (see recommendation R47, R48).	Underway	<ul style="list-style-type: none"> <li>• Research and analysis into mechanisms for obtaining systematic feedback from users of Police services was carried out in 2005/06.</li> <li>• Citizens panels were initially seen as the main option and consultation carried out into the concept in 2006. As a result of the consultation and further research into best practice, it was decided to review other options</li> <li>• The Canadian Citizens' First model - Service First is being considered by SSC, who is looking to introducing this approach for whole of government</li> <li>• The objective of Service First is to use a standardised and systematic approach to monitoring public satisfaction with Police services. The information obtained is then used to set service standards and improve service delivery. Results can be benchmarked against other agencies.</li> </ul>	Ongoing with dates to be confirmed once the preferred option is approved

			<ul style="list-style-type: none"> <li>• A Business Case and plans have been developed for developing and piloting Service First - research, service standards, training, public counter enhancements etc.</li> <li>• This recommendation together with recommendations R7 will be delivered as part of the same initiative</li> <li>• Funding for the preferred option is to be confirmed prior to the commitment of end dates, with the funding to be confirmed by end June 2007</li> </ul>	
	<b>Implementation and monitoring of police initiatives</b>			
R58	New Zealand Police should rationalise the projects and initiatives currently in train (including those started in response to this Commission of Inquiry into Police Conduct, and the review of the Police Act 1958) and any further projects arising out of the Government's response to this report, to ensure that overlaps between projects are addressed, interdependencies are identified, priorities are assigned, and adequate resources are made available to do the work. New Zealand Police should address these issues in its annual statement of intent, and consult with the Minister of Police in respect of the priority to be given to projects.	Ongoing	<ul style="list-style-type: none"> <li>• Police have established a Commission of Inquiry into Police Conduct (CIPC) programme of work</li> <li>• The 48 Police recommendations have been rationalised into 28 initiatives</li> <li>• Dependencies between the CIPC programme of work and other Police initiatives have been identified and priorities are being established</li> <li>• A governance framework has been established with the Police Commissioner chairing the steering committee and Deputy Commissioner Operations confirmed as Sponsor</li> <li>• A programme director is in place and is in the process of defining the programme management plan</li> <li>• The programme of work will be managed within the existing Police management structure and Business owners have been identified for each initiative</li> <li>• This programme is subject to executive review and ministerial reporting</li> <li>• Progress will be posted on the NZ Police website on a quarterly basis</li> </ul>	Estimated to complete by 2017
R59	New Zealand Police should consult with and involve the State Services Commission and other public sector agencies, where appropriate, to ensure that the projects and initiatives of the type described in recommendation R58 take account of best practice in the public sector. The Government should take steps to remove any statutory impediment to such consultation and involvement.	Underway now Ongoing	<ul style="list-style-type: none"> <li>• On 17 May 2007, the Commissioner of Police invited the State Services Commissioner to provide advice on projects and initiatives that may be needed, ways of managing interfaces and the resourcing or timetabling of the overall programme and its parts as identified in recommendation R58</li> <li>• The Commissioner of Police has committed to working with other public sector agencies in a collaborative manner and will ensure that each initiative in the Police programme of work is appropriately consulted on.</li> </ul>	Estimated to complete by 2017
R60	The Government should invite the Controller and Auditor-General to monitor, for the next 10 years, the New Zealand Police implementation of all the projects and initiatives of the type described in recommendation	To be done	<ul style="list-style-type: none"> <li>• The Commissioner of Police welcomes accountability to Parliament, but this recommendation will be actioned by the State Services Commissioner</li> </ul>	Estimated to complete by 2017

	R58, and also the police implementation of the recommendations of this Commission of Inquiry into Police Conduct as approved by Government. The Controller and Auditor-General should report regularly to Parliament on this matter during the ten-year period.			
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