

Recommendations from the Commission of Inquiry into Police Conduct

Current Status and Progress for the Quarter ended 31 March 2007

	Recommendations	Status	Progress	Estimated time to completion
	Police policies and procedures			
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	<ul style="list-style-type: none"> > A review of all policies, instructions and directives was completed in November 2006 and opportunities, enhancements and improved processes were identified > A new online Police database is being developed and is due for completion October 2007 > Police will load policies, instructions and directives into the new system and all Police staff will be able to easily search and locate information. 	Database will be in place 2007. Policies, instructions and directives will be loaded into the database progressively with completion in June 2008.
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"> > A new set of standardised instrument templates and instructions has been developed and implemented online > Formal development, consultation and approval processes have been implemented. 	Implemented 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	<ul style="list-style-type: none"> > A nationally accessible online facility will be developed to record and publish district orders and Memorandum of Understanding > A new set of standardised instrument templates and instructions has been developed and implemented online > Formal development, consultation and approval processes have been implemented. 	Progressively until June 2008
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	<ul style="list-style-type: none"> > Review of Policy Capability undertaken mid 2006 and decisions taken to significantly expand policy resource. National Manager Policy appointed, on 2 year secondment, to embed the policy function in the operations of organisation > Policy team structures and functions defined and appointments, including some sworn officers, to be completed in April 2007 > Definition of expanded work programme underway in consultation with operational arms > Frontline staff will be involved in varying degrees in the development of all operational policy. 	Estimated to complete June 2007
	Police policies and procedures for complainants			
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	<ul style="list-style-type: none"> Current status > All serious incidents, including serious complaints made against a Police Officer, are notified via an electronic system to the Commissioner Future development > Policy to be developed. 	Estimated to complete 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	> Complainants rights currently in the programme of work for 07/08.	Ongoing
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	> Complainants rights and awareness currently in the programme of work for 07/08.	Ongoing
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	> Currently Districts maintain a spreadsheet which is consolidated at PNHQ > This system is being enhanced to capture more complaint information for complaints as part of early intervention management.	Estimated to complete June 2008
	Adult Sexual Assault Investigation Policy			
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	Training > Since 2003 a specialised one-week Adult Sexual Assault Investigation (ASAI) Course has been in place > Around 2,440 staff have received training as the first point of contact for a person reporting a sexual crime > Recruits receive a similar 2 hour training session and around 1,000 Police recruits have received this training since 2005	Estimated to complete June 2009
			Resources > The Commissioner of Police has initiated work with Accident Compensation Corporation and Ministry of Health to implement multi agency Sexual Abuse centres > The recently announced Sexual Violence Taskforce, includes the Accident Compensation Corporation, Ministry of Health and Police. There is a significant research component to this work Review > An evaluation of the ASAI policy will be done in 2008.	
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	> The Commissioner has implemented a new structure where "Police manuals" will replace "Manuals of Best Practice". > Each subject manual will consolidate and refer to all instructional material on that subject, providing a single source location and delivery > An advanced computer search facility will be provided.	Estimated to complete June 2008
	Communication of policies and training			
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	Underway	Police will provide an online facility for Police staff, which will be capable of: > Tracking delivery of online publications > Tracking opening of the documents	Progressively to June 2009

	duties and any changes thereto.		by staff > Providing a facility to require each staff member to answer on-line, a series of questions from the content of the policy or instruction and record that data. This will ensure that staff have read and understood the instruction.	
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	> Police have established behavioural competencies and have commenced a process of identifying technical competencies. These will be linked to training and communication.	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	> Mandated training is defined annually and considered by the Training Governance Committee and then presented to the Executive. The 2006/07 mandated training included Staff Safety and Tactical Training, Human Rights Act and Ethics training for all staff > A new District training model has been successfully trialled in one District and will be extended to all other Districts from 1 July 2007. Its purpose is to target training to individuals on a needs basis and to ensure national consistency > This will be reviewed in 2009.	Estimated to complete June 2009
	Consistency and transparency in complaint processes			
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	Current General Instructions include investigator responsibilities and expectations of process > Criminal investigation manuals provide guidelines of best practice across the country > Best practice in the Districts identified by the Commission of Inquiry, will be implemented across all Districts.	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 > realistic expectations at the start of an investigation about when key milestones are likely to be met > the opportunity to comment on the choice of investigator > regular updates on progress, and advance notice if the investigation is likely to be delayed for any reason > assistance in understanding the reasons for any decision not to prosecute	To be done	Current status > Police have recently implemented a "five step best practice model" for interviewing complainants, which helps set realistic expectations > Best practice in the Districts identified by the Commission of Inquiry, will be implemented across all Districts. Future Development > Police are also looking to assess and redevelop the Adult Sexual Assault Investigation policy in consultation with those outside agencies jointly involved in the response to this crime type > The recently announced Sexual Violence Taskforce, includes the Accident Compensation Corporation, Ministry of Health and Police. There is a significant research component to this work.	Estimated to complete June 2008
	Independence of investigations			

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"> > identify types and degrees of association > define a conflict of interest > 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) > 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. 	Underway	<ul style="list-style-type: none"> > Late 2005 the Commissioner issued a directive which required all serious complaints against Police (i.e. more serious than District Complaint Resolution) to be referred to National Manager Professional Standards to ensure the investigator has sufficient independence > Further policy, training and operational implications will be considered in the light of this recommendation. 	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"> > 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 > The training scenario bank is continually being updated with scenarios around topical issues. Recent scenarios developed include such conflicts of interest > The revised supervisors' ethics training package includes material on identifying and managing members who may be subject to such conflicts of interest. 	
	Support for sexual assault investigations			
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 officers involved in sexual assault investigations continue to increase and complainants receive a consistent level of service.</p>	Underway	<p>Current status</p> <ul style="list-style-type: none"> > All Criminal Investigation Branch (CIB) officers undergo an initial Selection and Induction Course, which includes training in interviewing and investigation. A two-hour training session on dealing with sexual violence complainants is included in this course. A specific Sexual Offences module within the Detective training syllabus also addresses this area > Since 2003 a specialised one-week Adult Sexual Assault Investigation (ASAI) Course has been in place > 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 	Estimated to complete June 2009

			reporting a sexual crime. Around 2,440 staff have received it so far > Recruits receive a similar 2 hour training session and around 1,000 Police recruits have received this training since 2005 Future Development > Action is required to ensure a wider catchment of Police staff is achieved in this area.	
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	> Police will continue to support partner agencies to develop capability and resources > Examples of this are: Puawaitahi - multi agency child advocacy centre; Doctors for Sexual Abuse Care and Victim Support > The Commissioner of Police has initiated work with Accident Compensation Corporation, Ministry of Health and District Health Boards to implement multi agency Sexual Abuse centres.	Estimated to complete June 2009
	Management assurance			
R20	In relation to investigations of sexual assault complaints against police officers or police associates, New Zealand Police should have in place systems that > verify that actual police practices in investigating complaints comply with the relevant standards and procedures > ensure the consistency of practice across the country, for instance in the supervision of smaller and rural stations > identify the required remedial action where practice fails to comply with relevant standards > monitor police officers' knowledge and understanding of the relevant standards and procedures	Underway	Current status For Police Officers there is a: > First review of practice and recommendations take place at District level > Second review takes place at PNHQ > Third review done by PCA Future actions.	Ongoing
	Handling of complaints by the Police Complaints Authority			
R21	The Police Complaints Authority should improve its accessibility to people who may wish to make a complaint, for instance, by publicising its newly established website and by wider distribution of its information pamphlet.	PCA	PCA	PCA
R22	The Police Complaints Authority should, in conjunction with the police, the Ministry of Justice, and other relevant agencies, develop a communications strategy to increase the general awareness of the Police Complaints Authority and its work.	PCA	PCA	PCA
R23	The Police Complaints Authority should actively facilitate the reception of complaints by accepting oral statements on the basis that the complainant will confirm the Police Complaints Authority's written record	PCA	PCA	PCA

	of the complaint.			
R24	The Police Complaints Authority should ensure it has more regular communication with those people who complaints are under consideration.	PCA	PCA	PCA
R25	The Police Complaints Authority should seek feedback from complainants by way of random sampling on their experience of the complaint process.	PCA	PCA	PCA
R26	The Police Complaints Authority should develop strategies for addressing its current backlog of complaints, including seeking additional resources as appropriate.	PCA	PCA	PCA
R27	The Police Complaints Authority should be encouraged to exercise its discretion in favour of accepting historic sexual assault complaints. If there is any doubt about this matter, a further legislative amendment should be included in the independent Police Complaints Authority Amendment Bill.	PCA	PCA	PCA
	The Police Complaints Authority and legislative requirements			
R28	The requirements for the police to notify the Police Complaints Authority of any complaints received by them "as soon as practicable" (section 15 of the Police Complaints Authority Act 1988) should be amended by adding the words "and in any case no later than 5 working days after receipt of the complaint", and compliance with this requirement should be monitored by the Professional Standards section at the Office of the Commissioner	PCA	PCA	PCA
R29	The discretion in section 29(2)(a) of the Police Complaints Authority Act should be removed so that the Police Complaints Authority is required to notify the Attorney-General and Minister of Police if, within a reasonable time after the Authority makes a recommendation to the police under sections 27(2) or 28(2), the police fail to take action that seems to the Police Complaints Authority to be adequate and appropriate.	PCA	PCA	PCA
R30	The Ministry of Justice should review the secrecy provisions in the Police Complaints Authority Act, and make such recommendations as may be appropriate for those provisions to be repealed or amended (through the Independent Police Complaints Authority Amendment Bill) to ensure that the Act > encourages the Police Complaints Authority to provide a reasonable level of communication with complainants on the progress of complaints	PCA	PCA	PCA

	> does not inappropriately prevent the Police Complaints Authority from investigating complaints that may result in criminal or disciplinary proceedings being taken against a member of the police.			
R31	On the enactment of the Independent Police Complaints Authority Amendment Bill, the Government should ensure that the majority of members of the Police Complaints Authority are from outside the legal profession, If this is not possible with a three-person Authority (if the Authority and the deputy are both lawyers), the Government should give consideration to promoting further legislative change to enable a five-person Authority to be appointed.	PCA	PCA	PCA
R32	The Government should adopt a policy to ensure that those appointed as members of the Authority reflect community diversity and strengthen the community's perception of the Police Complaints Authority's independence.	PCA	PCA	PCA
	Police disciplinary system procedures			
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"> > Draft regulations have been prepared > The Police Act Review Officials Group (Justice, Treasury and SSC) have been consulted regarding the intention to amend the regulations > The draft regulations have been sent for legal review and comment > Code of Conduct incorporated into collective agreement. 	Estimated to complete 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"> > Code of Conduct developed and consulted with internal parties and service organisations > Disciplinary system, in line with State Sector best practice, has been developed and agreed in principle with Police Association > Draft regulations developed to implement the best practice State Sector disciplinary process. 	Estimated to complete 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"> > Disciplinary process agreed in principle with the Police Association to allow clear separation of criminal matters from disciplinary matters to allow an appropriate independent investigation of disciplinary matters > A process has been developed for serious misconduct, whereby matters are referred to an independent "Tribunal" that will undertake an inquisitorial role to inquire into the misconduct. 	Estimated to complete 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"> > National Manager (Professional Standards) now reports directly to General Manager (Human Resources) > Joint working between HR and Professional Standards has started on 	Estimated to complete June 2009

			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	> The Commissioner of Police will invite the State Services Commission to review these matters.	Estimated to complete 2008
	Code of conduct for police officers			
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	> Code of Conduct incorporated into collective agreement > Code of Conduct has been developed covering sworn and nonsworn > Consultation underway.	Estimated to complete 2007
	Police Sexual Harassment Policy			
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	> Policy amended 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 > Under the Policy all mediation settlements are signed by the parties and by the mediator so that they are full, final and binding > Policy has been consulted internally and with service organisations.	Estimated to complete 2007
	Police policy on inappropriate sexual conduct and relationships			
R40	<p>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 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"> specify actions and types of behaviour of a sexual nature that are inappropriate or unprofessional <ul style="list-style-type: none"> > 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 > provide guidance to members and their supervisors about how to handle concerns about a possible or developing relationship that may be inappropriate 	To be done	> The Commissioner of Police, in developing this policy, will consider the standards of other professionals and organisations.	Estimated to complete June 2008

	> emphasise the ethical dimensions of sexual conduct, including the need for police officers to avoid bringing the police into disrepute through their private activities.			
	Police email and computer use policies			
R41	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.	Completed	<p>> A new policy was introduced in 2006</p> <p>> 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. For the majority this process is followed every day</p> <p>> The logon screen reads as follows: "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."</p>	Implemented 2006
R42	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.	Completed	<p>> Each time a user logs on to the Police system they are required to acknowledge the acceptable use policies for internet and email</p> <p>> 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 stating they have read and understood the policy.</p>	Implemented 2006
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	<p>Current status</p> <p>> Each time a user logs on to the Police system they are required to acknowledge the acceptable use policies for internet and email</p> <p>> 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 stating they have read and understood the policy</p> <p>Future Developments Police will provide an online facility for Police staff, which will be capable of:</p>	Estimated to complete June 2009

			<ul style="list-style-type: none"> > Tracking delivery of online publications > Tracking opening of the documents by staff > Providing a facility to require each staff member to answer on-line, a series of questions from the content of the policy or instruction and record that data. This will ensure that staff have read the instructions and understand it. 	
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"> > At present there is monthly reporting of internet usage > The early intervention system will incorporate this information. 	Estimated to complete June 2008
	Ethics training and ethics committees			
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"> > The revised national ethics training package is currently mandated for all members for the year 2006/07 > 85 members across all Districts have been trained over the past year to deliver this national training package within Districts and Service Centres > A refresher training package has been developed and is being delivered to staff who have received the initial training within the past 3 years. 	Ongoing
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"> > Most districts operate ethics committees > Guidelines and policy around the operation of ethics committees to be developed in 2007/08. 	Estimated to complete December 2007
	Early warning system and performance management			
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"> > Early intervention systems are being progressively implemented in the 12 Districts > The Districts will use nationally consistent data provided by way of implementing recommendation 48. 	Estimated to complete June 2008
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"> > The new integrated system will incorporate current human resource, tactical options, professional standards and internet/email systems. 	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	To be done	<ul style="list-style-type: none"> > The performance and development appraisals process will be reviewed as part of the introduction of the revised Code of Conduct > These changes including the early 	Commence 07/08 and estimated to complete June 2009

	documentation, and the methods in place to ensure that the follow-up identified in the performance improvement plans actually occurs.		intervention systems, will be supported by revised training.	
	Police Culture			
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"> > In 1980 there were 4.23% sworn women in police. As of February 2007, 16.6% of Police are sworn women > There have been small increases in Pacific Island Police, 3.6% to 4.2%, and Asian Peoples, 0.8% to 1.4%, since 2001 > While improvements have been made, Police acknowledge that on-going efforts in recruitment are still required. 	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	> The Police Commissioner will invite the State Services Commissioner to carry out annual health checks of Police culture using the range of instruments available. Police already participate in some of these surveys.	Estimated to complete by 2017
	Reporting of allegations of sexual misconduct			
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	> 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.	Estimated to complete June 2008
R53	New Zealand Police should ensure that the policy and the approach of "report and be protected" are well understood and implemented nationally.	Underway	> 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.	Estimated to complete 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	> 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.	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"> > This is a key focus of the current ethics training programme > 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 	Estimated to complete June 2008

			or disclose such wrongdoing > This training is delivered on all NCO and Commissioned Officer promotion Qualifying Courses as well as within Districts.	
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	> Police management are committed to promoting an environment which fosters transparency and confidence in the reporting of wrongdoing.	Ongoing
	Community engagement and feedback			
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	> Community engagement with such groups as Iwi, Pacific Island and rural communities is a vital part of policing New Zealand > The Police Act review has researched community relationships in some detail > The Canadian Service First project will enable Police to gather detailed information on citizen satisfaction with the services they receive and allow for service improvements at a District level.	Ongoing
	Implementation and monitoring of police initiatives			
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	> Police have established a programme management framework that has rationalised the Commission of Inquiry initiatives into a single programme of work > This programme is subject to management review and Executive and ministerial reporting. It will also be posted on the NZ Police website and updated quarterly.	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	> Police is committed to working with other public sector agencies in a collaborative manner and will ensure that each project and initiative in the Commission of Inquiry programme of work is appropriately consulted on.	Estimated to complete by 2017
R60	The Government should invite the Controller and Auditor-General to monitor, for the next 10 years, the New	To be done	> The Commissioner of Police welcomes accountability to Parliament.	Estimated to complete by 2017

	Zealand Police implementation of all the projects and initiatives of the type described in recommendation 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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Totals

Police	2 April 2007
Completed	4
Partially Completed	2
Ongoing	3
Underway	31
To be done	8
Total	48
Police Complaints Authority	12
Total Recommendations	60