

**Recommendations from the Commission of Inquiry into Police Conduct  
Current Status and Progress for the Quarter ended 31 December 2008**

	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.	Partially completed	<ul style="list-style-type: none"> <li>➤ NZ Police continue to review and consolidate "all" police Corporate Instruments (all police administrative and operational policies and instructions).</li> <li>➤ Corporate Instrument staff continue to prioritise, review and consolidate those instruments relating to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations (COI Recommendations).</li> <li>➤ NZ Police have developed and implemented a national framework consisting of policy principles, standards and templates that ensure all instructions are nationally consistent while allowing regional flexibility in implementing policies.</li> <li>➤ This work will be completed in conjunction with recommendations R2; R3; R10; R11; R16; R33; R39; R40; R52; R54.</li> <li>➤ Work continues in accordance with the above</li> </ul>	<p>Policies, instructions and directives, relating to this recommendation, have been consolidated and converted to the new online library- completed June 2008.</p> <p>The new mechanism for publishing this online library of Corporate Instruments went live on the 25 August 2008.</p> <p>All instruments will be fully reviewed within 2 years, estimated to be completed by 30 June 2009.</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 applied to the Corporate Instrument Document Management site 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.	Completed	<ul style="list-style-type: none"> <li>➤ A set of policy principles for ensuring consistency in national instructions has been developed and implemented.</li> <li>➤ The process for regional flexibility has also been completed through the development and implementation of Memorandum of Understanding templates and instructions.</li> <li>➤ These principles and guidelines have been applied to the Corporate Instruments online library as part of the "Corporate Instruments" initiative noted in recommendation R1.</li> <li>➤ The new policy around local instructions is being generalised to encompass the new Policing Act.</li> </ul>	<p>National phase completed April 2007.</p> <p>Regional Phase completed August 2008.</p>

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police policies and procedures</b>			
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.	Completed	<ul style="list-style-type: none"> <li>➤ All the necessary appointments have been 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 to 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.	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; and</li> <li>○ who is to notify the Police Commissioner and within what time frames.</li> </ul> </li> <li>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	<p>Phase 1 relating to the policy completed in June 2007.</p> <p>Phase 2 - Ongoing improvement - to provide a robust and more effective system - implementation planning for IAPro to be completed in the next quarter.</p>
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.	Underway	<ul style="list-style-type: none"> <li>➤ Access to information on the complaints process will be dealt with as part of an initiative for reviewing complainant's rights.</li> <li>➤ Preliminary meetings have been held with the Editorial and Publishing Section of NZ Police. This is around enhancements to Police websites and other publications including pamphlets and the like for distribution across New Zealand.</li> <li>➤ A national Service Charter documenting the process for making a complaint, including your rights as a complainant continues to be developed as part of the Service First Project. Once complete this charter will be made readily available via police station public counters, websites and the like.</li> </ul>	This recommendation is being delivered as part of the Service First Project's delivery of the Service Charter - timeline for delivery is expected to be confirmed by the end of the next quarter.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police policies and procedures for complainants</b>			
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>➤ The baseline Citizens' Satisfaction survey was completed in June 2008 by Gravitas Research and Strategy Ltd and the results were made available to Police Executive Committee (PEC) and communicated to districts October to December 2008. The overall survey results were released to the public in December 2008</li> <li>➤ The fieldwork for the 2009 survey has commenced and the survey will be completed June 2009. The results will then be analysed and released.</li> </ul>	<p>Baseline survey completed 2008.</p> <p>2009 survey field work to be completed June 2009.</p> <p>Surveys to continue annually.</p>
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>➤ This database exists currently and will form part of an Early Intervention solution.</li> <li>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	Implementation planning for IAPro to be completed in the next quarter.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Adult Sexual Assault Investigation Policy</b>			
R9	New Zealand Police should review the implementation of the Adult Sexual Assault Investigation (ASAI) 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>➤ Revision of the ASAI Policy progressing and implementation planning of the revised policy is underway. The policy has been distributed to ASA Core Reference Group members after the last meeting (30 October 2008) for final review prior to being sent for wider internal and external consultation.</li> <li>➤ Districts' position around ASAI Policy application aligned to Sexual Violence Process Map.</li> </ul>	Reviewed policy estimated to be implemented in the next quarter.
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.	Underway	<ul style="list-style-type: none"> <li>➤ Corporate Instruments have provided the basis for bringing ASAI Policy, Manual of Best Practice and training material into the one forum.</li> <li>➤ Policy progressing as per R9 and formatted in preparation for adding to the Police Manual once finalised.</li> </ul>	Estimated to complete in the next quarter dependant on R9.
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 on-line facility for NZ Police staff, which will: <ul style="list-style-type: none"> <li>○ Track the delivery of on-line 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 document management system as part of the "Corporate Instruments" initiative noted in recommendation R1.</li> <li>➤ Options are currently under consideration to satisfy this recommendation.</li> </ul>	Progressively to June 2009.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Communication of policies and training</b>			
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.	Partially completed	<ul style="list-style-type: none"> <li>➤ As a result of the identification of the key linkages and dependencies within the Commission of Inquiry Programme of work, the Training Service Centre is now in a position to implement any training programmes required as a result of the development of policies and instructions.</li> <li>➤ Identification of interdependencies between recommendations has also enabled NZ Police to effectively communicate key changes to policies and instructions.</li> <li>➤ New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" was successfully piloted in October.</li> <li>➤ Training at a national level to commence early 2009.</li> <li>➤ This recommendation is being delivered in conjunction with R13, 17, 45 and 55.</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.	Partially completed	<ul style="list-style-type: none"> <li>➤ Nationally mandated training is determined annually, reviewed and prioritised against set criteria by the Training Governance Committee, and approved by the NZ Police Executive.</li> <li>➤ The process for determining mandated and discretionary district training has been confirmed by Police Executive Committee (PEC). This process allows for approximately 50% of training hours to be mandated nationally and the remaining 50% left to the discretion of the districts.</li> <li>➤ Nationally mandated annual and cyclic training is determined by PEC in March or April each year.</li> <li>➤ New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" was successfully piloted in October.</li> <li>➤ Training at a national level to commence early 2009.</li> <li>➤ This recommendation is being delivered in conjunction with R12, 17, 45 and 55.</li> </ul>	Estimated to complete June 2009.

	Recommendations	Status	Progress	Estimated time to completion
	<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>➤ The instruction to complaint investigators on the standards required for complaint investigations forms part of a generic template that is forwarded to investigators following receipt of a complaint against police.</li> <li>➤ A specific 'investigation standards' policy has been drafted and will be implemented in the next quarter.</li> <li>➤ The Independent Police Conduct Authority (IPCA) has implemented new practices relating to complaint categorisation that aid in standardising and enhancing existing processes.</li> <li>➤ Ongoing dialogue continues with the investigations and review team at the IPCA in order to streamline systems and processes.</li> <li>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	Implementation planning for IAPro to be completed in the next quarter.
	<b>Consistency and transparency in complaint processes</b>			
R15	<p>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</p> <ol style="list-style-type: none"> <li>realistic expectations at the start of an investigation about when key milestones are likely to be met</li> <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> </ol>	Underway	<ul style="list-style-type: none"> <li>➤ The review and implementation of the Adult Sexual Assault Investigation Policy (R9) by way of Adult Sexual Assault Investigation training in districts and RNZPC as well as work around the improvement and promotion of Police form POL1060 continues to address this recommendation.</li> <li>➤ The processes for better communication with complainants reinforced and outlined within the reviewed ASAI Policy is being incorporated within a specific chapter of the Police Manual (R10).</li> <li>➤ The Adult Sexual Assault Core Reference Group (ASA-CRG) has looked to ensure the communication aspect is firmly entrenched into revised part of the ASAI Policy and Police Manual.</li> </ul>	Estimated to complete in the next quarter dependant on R9 and R10.

	Recommendations	Status	Progress	Estimated time to completion
	<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>➤ Work on the 'conflict of interest' component of this recommendation continues with an interim policy implemented in November and final policy to be implemented next quarter.</li> <li>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	Implementation planning for IAPro to be completed in the next quarter.
	<b>Independence of investigations</b>			
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>	Partially 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 NZ 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> <li>➤ Phase 2 is subject to the promulgation of two draft policies: "Report and be Protected" and "Conflicts of Interest". Training will be modified and updated accordingly.</li> <li>➤ The underlying principles of the draft policies have been included in the National Ethics Training programme with the detail of the content to be added once the policies have been confirmed.</li> <li>➤ New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" was successfully piloted in October.</li> <li>➤ Training at a national level to commence early 2009</li> <li>➤ This recommendation is being delivered in conjunction with R12, 13, 45 and 55.</li> </ul>	Phase 1 completed. Phase 2 ongoing.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Support for sexual assault investigations</b>			
R18	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.	Underway	<ul style="list-style-type: none"> <li>➤ Consultation between Training Service Centre and National Coordinator: ASA around oversight and coordination of RNZPC and District Adult Sexual Assault Investigation Courses continues.</li> <li>➤ Roll-out of District and RNZPC ASAI Training courses continues with 292 investigators trained in the 2007/08 financial year. This is about 1/3 total targeted audience and will need to continue for 2-3yrs for a near complete coverage.</li> <li>➤ With the increased promotion of ASAI training at the Police College (TSC lead), which has 3 courses per year, and the District CIB Trainers, there is a drive to met critical mass of Investigators trained within 3 years.</li> <li>➤ ASAI Policy review continues under R9 and any changes will be reflected in training packages.</li> </ul>	Estimated to complete June 2009 as programmes and processes will be in place for hand over to business as usual (Training Services Centre) to manage remaining training to achieve the "near complete coverage" state...
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>➤ Continued promotion and roll-out of the Sexual Abuse Assessment and Treatment Service (SAATS) which promotes a medical/forensic model jointly funded by NZ Police, ACC and Ministry of Health. Auckland and Canterbury have undertaken the SAATS contract for regional services, other DHB's engaged in discussion with ACC and NZ Police.</li> <li>➤ All DHB's engaged and SAATS contracts signed at Northern, Auckland (North Shore, Auckland City &amp; Counties Manakau model), Canterbury (including West Coast), Mid Central, Whanganui and Wellington (&amp; Hutt) DHB's. Work continues with Taranaki, Wairarapa, Tairāwhiti, Hawkes Bay, Waikato, Bay of Plenty, Lakes, Southern, Mid Canterbury and Nelson/Marlborough DHB's with support from ACC where required.</li> <li>➤ Continued work with the SAATS workforce development plan and funding agreement between Police and Doctors for Sexual Abuse Care (DSAC). DSAC require further consultation time.</li> <li>➤ SAATS working group meeting held at Wellington, 2 December 2008 to review progress and successes achieved.</li> <li>➤ Districts provided copies of DRAFT national pricing schedule which will provide assistance in identifying funds required locally to compliment SAATS roll-out.</li> <li>➤ Taskforce for Action on Sexual Violence has a term of reference (No. 2) around funding for Crisis and supporting agencies in sexual abuse. Ministry of Social Development are leading this with Police support.</li> </ul>	Estimated to complete second half of 2009.



	Recommendations	Status	Progress	Estimated time to completion
	<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> <li>➤ monitor police officers' knowledge and understanding of the relevant standards and procedures</li> </ul>	Partially completed	<ul style="list-style-type: none"> <li>➤ NZP systems provide that on receipt of a complaint the National Manager Professional Standards is to be advised.</li> <li>➤ The criminal investigation process provides for an Independent Investigator to be identified, tasked and for the investigation's terms of reference to be agreed.</li> <li>➤ Investigations are subsequently monitored with the investigation outcome independently reviewed.</li> <li>➤ In tandem employment investigation processes relative to the matter are implemented.</li> <li>➤ Improved standards and procedures for the investigation process have been developed to ensure that NZP procedures eliminate any potential or perceived conflicts of interest arising during the investigation process. Consultation is currently being undertaken on these with the business and service organisations'.</li> <li>➤ Once the consultation process has been concluded the identified improvements to the investigation standards and procedures will be implemented.</li> </ul>	Estimated completion to be advised by the next quarter.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Handling of complaints by the Police Complaints Authority</b>			
R21	The [Independent Police Conduct 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.	Underway	<p>A website contractor has been engaged and work is proceeding on the design phase of the revamp. The aim is for the new site to be more interactive and more informative of both the Authority's processes and policies. A delay was unavoidable due to the Authority and Police reaching agreement on key processes. The revamped site will also allow greater flexibility and user-friendliness (by Authority staff) to facilitate updates and links to other services.</p> <p>The Service Centre became operational in December and now allows a greater degree of dedication to receiving and processing complaints, particularly oral complaints. The Service Centre provides a triage filter so that the Investigation and Review sections may operate more efficiently and effectively. The Service Centre receives complaints, classifies them, allocates them to the most appropriate response, monitors and tracks them, and provides all the necessary statistical data. It also maintains regular contact with complainants.</p>	<p>30 June 2009.</p> <p>Completed.</p>
R22	The [Independent Police Conduct Authority] should, in conjunction with Police, the Ministry of Justice, and other relevant agencies, develop a communications strategy to increase awareness of the [Independent Police Conduct Authority] and its work.	Underway	The external stakeholders' consultation phase of the draft communications strategy is now completed. Key components are now in train (revamping of website, completing of new information pamphlet now that the Authority and the Police have reached agreement on new streamlined complaint processes).	31 March 2009.
R23	The [Independent Police Conduct Authority] should actively facilitate the reception of complaints by accepting oral statements on the basis that the complainant will confirm the [Independent Police Conduct Authority's] written record of the complaint.	Completed	The Authority receives and actions oral complaints in the same way it processes written complaints.	
R24	The [Independent Police Conduct Authority] should ensure it has more regular communication with those people whose complaints are under consideration.	Completed	More focused effort is being made in regard to more regular contact with complainants. This is resulting in reduced complainant anxiety and frustration levels.	<p>New performance measures and the installation of a new database are expected to result in improvements to communication with complainants in 2008.</p> <p>New appointments may be made under the Independent Police Conduct Authority Act 1988 depending on the availability of resources.</p>

	Recommendations	Status	Progress	Estimated time to completion
	<b>Handling of complaints by the Police Complaints Authority</b>			
R25	The [Independent Police Conduct Authority] should seek feedback from complainants by way of random sampling on their experience of the complaints process.	Underway	The Authority has recently had the opportunity to assess the success of the Northern Ireland model in a recent visit to that jurisdiction. Consideration is now underway to determine the most cost-effective way of doing similar in New Zealand.	The Authority will consider the financial and operational implications arising from surveying complainants with a view to implementation in 2009.
R26	The [Independent Police Conduct Authority] should develop strategies for addressing its current backlog of complaints, including seeking additional resources as appropriate.	Completed	The Authority now has its key structures in place namely: the Service Centre, the Investigations Group and the Reviewing Group. Complaints (written and oral), and reports of Police action involving death, bodily injury or serious negligence or misconduct, are received by the Service Centre which classifies them, attends to any clarification enquiries, allocates them to either the Investigations or Reviewing Groups and thereafter monitors and tracks them while keeping in regular contact with complainants. The Investigations Section undertakes enquiries into the more serious complaints and Police action involving death and bodily injury or serious negligence or misconduct. The Reviewing Section continues to review Police investigation files into complaints or death, injury and misconduct matters, with a particular focus on reducing the backlog of old files. The Authority also has in place a more robust corporate structure to respond to governance, compliance, strategy, planning and management.	The Service Centre became operational in December 2008. The Authority is confident the backlog of old complaint files will be eliminated by 2009/ 2010 year end.
R27	The [Independent Police Conduct 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.	Completed	The Authority accepts historical sexual assault complaints.	The Independent Police Conduct Amendment Act came into force on 29 November 2007.  Work on establishing formal policies with Police is ongoing.
	<b>The Police Complaints Authority and legislative requirements</b>			
R28	The requirement for the police to notify the [Independent Police Conduct 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 of the Office of the Commissioner.	Completed	An amendment was included in the Independent Police Conduct Authority Amendment Act 2007.	The Independent Police Conduct Authority Amendment Act came into force on 29 November 2007.

	Recommendations	Status	Progress	Estimated time to completion
	<b>The Police Complaints Authority and legislative requirements</b>			
R29	The discretion in section 29(2)(a) of the Police Complaints Authority Act should be removed so that the [Independent Police Conduct Authority] is required to notify the Attorney-General and Minister of Police if, within a reasonable time the Authority makes a recommendation to the police under section 27(2) or 28(2), the police fail to take action that seems to the [Independent Police Conduct Authority] to be adequate and appropriate.	Completed	An amendment was included in the Independent Police Conduct Authority Amendment Act 2007.	The Independent Police Conduct Authority Amendment Act came into force on 29 November 2007.
R30	The Ministry of Justice should review the secrecy provisions in the Police Complaints Authority Act, and make such recommendation as may be appropriate for those provision to be repealed or amended (through the Independent Police Complaints Authority Amendment Bill) to ensure that the Act <ul style="list-style-type: none"> <li>➤ encourages the [Independent Police Conduct Authority] to provide a reasonable level of communication with complainants on the progress of complainants; and</li> <li>➤ does not inappropriately prevent the [Independent Police Conduct Authority] from investigating complaints that may results in criminal or disciplinary proceedings being taken against a member of the police.</li> </ul>	Underway	Cabinet has agreed to six proposals to enhance the role of the Authority, which will: <ul style="list-style-type: none"> <li>➤ allow the Authority to undertake its own investigations of complaints about Police misconduct in defined circumstances</li> <li>➤ allow the Authority to conduct own motion investigations into serious incidents or incidents of significant public interest</li> <li>➤ amend the current secrecy and privilege provisions so that information gathered during the Authority's investigations can be used in subsequent proceedings</li> <li>➤ give Authority investigators the necessary powers to carry out their enhanced investigatory role.</li> <li>➤ enable the Authority to decide whether there is sufficient evidence to warrant a criminal prosecution, in certain circumstances</li> <li>➤ allow the Official Information Act 1982 to apply to the Authority.</li> </ul> On 3 June 2008 Cabinet agreed the specific powers necessary for the Authority to fulfil its enhanced functions. Parliamentary Counsel Office is drafting a Bill.	Subject to final consultation on the draft Bill and Cabinet approval, it is anticipated a Bill will be ready for introduction in March 2009.
R31	On the enactment of the Independent Police Complaints Authority Amendment Bill, the Government should ensure that the majority of members of the [Independent Police Conduct 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.	Completed	Two Board members were approved by Parliament in October 2008 so that now the Board comprises two members (Allan Galbraith and Mel Smith, both non-legal professionals) and the Chair (Justice Goddard).	

	Recommendations	Status	Progress	Estimated time to completion
	<b>The Police Complaints Authority and legislative requirements</b>			
R32	The Government should adopt a policy that those appointed as members of the [Independent Police Conduct Authority] reflect community diversity and strengthen the community's perception of the [Independent Police Conduct Authority's] independence.	Completed	The Crown Entities Act 2004 requires that consideration be given to the desirability of promoting diversity in the membership of Crown entities.	The Ministry of Justice will provide advice to the Ministers as appointments are considered.
	<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.	Completed	<ul style="list-style-type: none"> <li>➤ The Cabinet Social Development Committee, on 15 August 2007, instructed the Parliamentary Counsel Office (PCO) to draft the Regulations.</li> <li>➤ NZ Police were able to provide the PCO with draft Regulations that had already been through a rigorous consultation process with the service organisations, allowing the PCO to complete their instruction by 21 September 2007.</li> <li>➤ New Regulations have been gazetted and took effect 1 February 2008.</li> <li>➤ Government sign off of new regulations will also allow the implementing of a number of other recommendations from the report, which are recommendations R34; R35; R37; R38; R39; R40; and R49.</li> </ul>	<p>New Regulations came into effect on 1 February 2008 and therefore this recommendation is complete.</p> <p>With the enactment of the Policing Act 2008 the new progressive disciplinary system and the Code of Conduct are now able to work fully.</p>
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.	Completed	<ul style="list-style-type: none"> <li>➤ The implementation of the new Regulations and the Code of Conduct, bring NZ Police's employment and disciplinary processes more into line with the general employment framework operated by Government and private sector employers in New Zealand.</li> <li>➤ The new Regulations that have been gazetted include the principles of the disciplinary processes.</li> <li>➤ Procedure and guidance notes for supervisors have been developed and distributed.</li> <li>➤ The Code of Conduct was distributed to all staff on 18 January 2008.</li> <li>➤ Disciplinary policy that reflects the new processes will be incorporated in collective agreements.</li> <li>➤ Collective agreements will incorporate that the Code of Conduct applies to all police employees.</li> <li>➤ Business implementation phase has come to an end with outstanding actions such as training to be completed.</li> <li>➤ Upskilling of supervisors continues as required.</li> <li>➤ The disciplinary system is now a Business as Usual activity.</li> </ul>	<p>Phase 1 complete - The new disciplinary process came into effect with the Regulations on 1 February 2008.</p> <p>Implementation completed.</p>

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police disciplinary system procedures</b>			
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.	Completed	<ul style="list-style-type: none"> <li>➤ The disciplinary process allows clear separation of criminal matters from disciplinary matters.</li> <li>➤ The process also allows 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 worked on the Policing Act 2008. Introduction coincides with the new regulations.</li> <li>➤ New disciplinary process is operational including disciplinary hearings for serious misconduct rather than tribunals.</li> </ul>	<p>Phase 1 complete - The new disciplinary process came into effect with the Regulations on 1 February 2008.</p> <p>Phase 2 - complete.</p>
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>➤ Joint work between Human Resources and Professional Standards has started on consolidating and implementing policies and changes, including joint work on disciplinary processes under the revised Regulations.</li> <li>➤ HR and Professional Standards employees have co-located within NZ Police. This co-location assists these groups to work more closely together and enables the integration of processes and systems to commence.</li> <li>➤ Existing processes and procedures have been reviewed and new processes developed to gain efficiencies and streamline processes.</li> <li>➤ These are in the process of being integrated.</li> </ul>	Estimated to complete June 2009.
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.	Ongoing SSC to complete	<ul style="list-style-type: none"> <li>➤ The first phase of implementing this recommendation was completed and the report delivered to the Commissioner in November 2007.</li> <li>➤ The next phase of review has commenced and is due for completion in March 2009.</li> <li>➤ Progress will be measured against five key elements, namely comprehensive infrastructure, culture of performance, attitudes and skills of leaders, integration with day to day work and integration with other HR processes.</li> <li>➤ The review will assess progress based on a Police self-assessment, Police focus groups and interviews, independent survey results including the Health Audit findings and analysis of a review of desk top and internet documentation.</li> </ul>	<p>Initial review complete. Next phase of review in progress.</p> <p>Police are treating this as an ongoing initiative - estimated to complete by 2017.</p>

	Recommendations	Status	Progress	Estimated time to completion
	<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.	Completed	<ul style="list-style-type: none"> <li>➤ A new NZ Police Code of Conduct now exists within NZ Police for both sworn and non-sworn staff.</li> <li>➤ The Code of Conduct sets clear standards and behaviours expected of all police employees, with breaches of these standards being dealt with under a new disciplinary system.</li> <li>➤ Awareness sessions for employees will continue to be provided to all staff as part of business as usual.</li> </ul>	The Code of Conduct introduced early this year and the Policing Act 2008, coming into effect 1 October 2008, together bring the completion of this recommendation.
	<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.</li> <li>➤ Extensive revisions were made that required further consultation and this process has started.</li> <li>➤ Further revisions have since been undertaken to ensure that the Code of Conduct is appropriately referenced.</li> <li>➤ Extended consultation continues with Police Association prior to completion of the policy in order to provide confidence in implementation.</li> </ul>	Completion of the Technical Phase delayed due to further consultation required. Estimate completion date next quarter.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police policy on inappropriate sexual conduct and relationships</b>			
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"> <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>	Completed	<ul style="list-style-type: none"> <li>➤ The Professional Distance Policy has been finalised and consulted on both internally and externally with the Police Association.</li> <li>➤ Policy published and communicated.</li> </ul>	Completed December 2008.



	Recommendations	Status	Progress	Estimated time to completion
	<b>Police email and computer use policies</b>			
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	<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 us.  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	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	<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 stating they have read and understood the policy.</li> </ul>	Completed 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.	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. They will be deemed as critical instructions.</li> </ul>	Completed 2008.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Police email and computer use policies</b>			
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).	Completed	<ul style="list-style-type: none"> <li>➤ The successful implementation of the new gateway has resulted in the completion of this recommendation. Whilst regular reporting of Internet use had already been implemented by the time the COI report was released, this issue remained open pending the implementation of new technology. The gateway significantly improves the organisations ability to monitor individual user's Internet use and identify potential issues requiring early intervention.</li> </ul>	Completed 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 was mandated for all members for the year 2006/07 and in most Districts was rolled over into the 2007/08 year.</li> <li>➤ 105 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 have previously received the initial training</li> <li>➤ New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" was successfully piloted in October 2008. Training at a National level to commence early 2009.</li> <li>➤ Ethics training is proposed to be mandated as cyclic training at the March or April PEC meeting 2009. This will see recommendation completed in June 2009.</li> </ul>	Ongoing and estimated to complete June 2009.
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.	Partially completed	<ul style="list-style-type: none"> <li>➤ An assessment has been made of the current state of ethics committees across NZ Police and has identified that most districts operate ethics committees.</li> <li>➤ Draft policy has been prepared, submitted to PEM and distributed for consultation to districts. Significant feedback of varying degrees was received. These have been considered, assessed and where appropriate incorporated into the policy. Next action was to elevate to PEM again for further consideration.</li> <li>➤ Policy has been finalised, guidelines approved by PEM and signed by the Commissioner.</li> <li>➤ Preparation for implementation has commenced.</li> </ul>	Technical Phase (National guidelines) complete. Implementation programme established.

	Recommendations	Status	Progress	Estimated time to completion
	<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>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	Implementation planning for IAPro to be completed in the next quarter.
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 programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro), to meet the identified business requirements, has been evaluated and approved for purchase.</li> </ul>	Implementation planning for IAPro to be completed in the next quarter.
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.	Underway	<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>➤ SSC seeking consultant partners to assist with the assessment of current performance management processes. This recommendation will also consider any findings from the review of performance management as noted in recommendation R37.</li> <li>➤ District Employee Practice Managers continue with training in performance management, as part of revised discipline/Code of Conduct processes. Focus is moving to training as needs require (i.e. guidance when handling specific cases) as many managers will have lengthy periods without applying the learning.</li> <li>➤ Performance improvement becoming a routine aspect of disciplinary processes.</li> </ul>	Estimate to complete June 2009.

	Recommendations	Status	Progress	Estimated time to completion
	<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>➤ Broadcasting in Mandarin and Cantonese on a range of radio stations that have a strong Chinese audience has commenced in terms of recruitment.</li> <li>➤ An agreement has been reached with Spasifik (Pasifica readership) which will see NZ Police sponsoring a two page health and fitness article in every edition.</li> <li>➤ Girls from St Orans College, Wellington, were given a tour of the police college hosted by female police employees with roles in Management, Human Resources, General Duties Policing, CIB, Recruit Instructors and Firearms and Physical Training.</li> <li>➤ Burundi Refugee Emile Ntahogwisiga, won the Talk With Me National Writing Competition. He was presented with his prize at an Awards Ceremony at Petone Settlers Museum by the Governor General. He indicated that he wants to pursue a career in the Police force.</li> <li>➤ Hawkes Bay Pacific representative to the Pacific Leaders Youth Forum in Wellington. Spent an afternoon at the college.</li> <li>➤ 10 members from Fitting the Bill recruitment programme in Whangarei co coordinated by People Potential spent three days and two nights at the police college.</li> <li>➤ Hosted 21 Career Advisors from the Auckland region who specifically came to experience life as a recruit and take the message of a police career back to their students at their respective areas. This was a joint initiative between RNZPC and Auckland recruitment.</li> <li>➤ Training Service Centre staff have also assisted in organising a recruitment seminar in Auckland for the Indian Community at the Hindu Heritage Centre. This seminar specifically targeted recruitment from the Indian community. This was again done in partnership with Auckland recruitment but TSC driven.</li> <li>➤ Latest wing 255 has twelve Asians out of a total of 80 recruits</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.	Ongoing (SSC to complete)	<ul style="list-style-type: none"> <li>➤ Health Audits are made up of findings from the engagement survey, additional specific questions, and other data.</li> <li>➤ The 2008 Health Audit will include results of an engagement survey of all staff and will look for better ways to better understand perceptions of organisational fairness to all employees, the tools and resources employees believe they need to do their jobs and employees freedom from sexual harassment.</li> </ul>	Baseline audit completed. Full 2008 Audit completed in August 2008. Annual Health Audit to be carried out in August of each year through to 2017.

	Recommendations	Status	Progress	Estimated time to completion
	<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>➤ Policy and practice relating to 'Report and Be Protected' (internal disclosure of wrongdoing) has been drafted and be presented to the COI Steering Committee for direction in the next quarter.</li> <li>➤ The programme of work combined recommendations 5, 8, 14, 16, 20, 47, 48, 52, 53, 54 and 56 with regards to determining a technical solution to best meet the business requirements identified in the previous quarter.</li> <li>➤ A technical solution (IAPro) has been identified and will be evaluated against the business requirements relating to recommendation 'Report and Be Protected' once the policy direction is confirmed.</li> </ul>	Policy direction to be confirmed by the COI Steering Committee next quarter. Implementation planning to be initiated in the next quarter.
R53	New Zealand Police should ensure that the policy and the approach of "report and be protected" are well understood and implemented nationally.	Underway	<ul style="list-style-type: none"> <li>➤ This will be achieved as part of Recommendation 52 'Report and Be Protected'.</li> </ul>	Refer Recommendation 52.
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>➤ This will be achieved as part of Recommendation 52 'Report and Be Protected'.</li> </ul>	Refer Recommendation 52.
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.	Partially complete	<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 within all NCO and Commissioned Officer promotion qualifying courses as well as within Districts.</li> <li>➤ The revised policy on report and be protected, as identified in recommendations R52 and R54, will be incorporated into the national ethics training content once signed off.</li> <li>➤ The underlying principles of the draft policy have been included in the National Ethics Training programme with the detail of the content to be added once the policy on "report and be protected" has been confirmed.</li> <li>➤ This recommendation is being delivered in conjunction with R12, 13, 17, 45 and 52.</li> </ul>	Refer Recommendations 12, 13, 17, 45 and 52.

	<b>Recommendations</b>	<b>Status</b>	<b>Progress</b>	<b>Estimated time to completion</b>
	<b>Reporting of allegations of sexual misconduct</b>			
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	The approach for communicating this is being documented as part of the implementation of the "Report and Be Protected" Policy identified in R52.	Refer Recommendation 52.
	<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>➤ PEM approved the community engagement feedback model and directed that an implementation plan be developed for full implementation during 2009-2010. PEM further directed that districts report progress through business quarterly plan reports.</li> <li>➤ The quarterly business plan template was discussed with the Corporate Instruments team to ensure it met the required standards.</li> </ul>	Estimated to complete June 2009.
	<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>➤ Interdependencies between recommendations have now been identified and logical workstreams have been confirmed. NZ Police will now work through the process of identifying any dependencies external to the recommendations.</li> <li>➤ COI Recommendations have been prioritised.</li> <li>➤ Those projects and initiatives identified in Appendix 4, Volume 2 of the Commission of Inquiry Report into Police Conduct are currently being reviewed.</li> </ul>	Estimated to complete by 2017.

	Recommendations	Status	Progress	Estimated time to completion
	<b>Implementation and monitoring of police initiatives</b>			
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.	Ongoing (SSC to provide update)	<ul style="list-style-type: none"> <li>➤ The State Services Commission's initial review of the Police approach and progress to the implementation of the programme of work was completed and the final report delivered to the Commissioner in November 2007.</li> <li>➤ The approach to combining the review of progress under R37 and R59 has been finalised and has now commenced. The wider work programme will be reviewed and the pace and success of change evaluated, including the extent to which the requirements for successful change management are in place.</li> </ul>	<p>Initial review complete. Next phase of review in progress.</p> <p>Police are treating this as an ongoing initiative - estimated to complete by 2017.</p>
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 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.	Ongoing	<ul style="list-style-type: none"> <li>➤ NZ Police met SSC and OAG and provided an overview of NZ Police's strategic direction, including key initiatives and priorities set out in the National Business Plan. This was to avoid duplication of effort by both SSC and OAG.</li> <li>➤ Terms of reference for OAG to conduct the audit in accordance with this recommendation have been completed.</li> <li>➤ The first report to parliament will be in June 2009.</li> </ul>	Estimated to complete by 2017.