

Recommendations from the Commission of Inquiry into Police Conduct

Current Status and Progress for the Quarter ended 31 March 2011

	Recommendations	Status	Progress	Estimated time to completion
	Police policies and procedures			
R1	New Zealand Police (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	Complete	<p>Corporate Instruments, together with Professional Standards and Crime Services have completed the review and consolidation of those instruments relating to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations. This fully addresses the requirements under R1 which Police considers complete.</p> <p>A related (but not part of this recommendation) Police initiated project continues to review and consolidate all Police Corporate Instruments (administrative and operational policies and instructions). This work is ongoing and has led to the permanent establishment of the Corporate Instruments team as a permanent Police group to ensure oversight, monitoring and regular review of all Police corporate instruments.</p> <p>Police considers the review and consolidation of 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 <u>under R1 as complete</u>. Police has gone further and permanently established the Corporate Instruments team as stewards and gatekeepers of all Police instructions and other documents.</p>	Complete
R2	New Zealand Police should ensure that general instructions are automatically updated when a change is made to an existing policy.	Reopened (pursuant to the OAG 2nd monitoring report)	<p>Police through the Corporate Instruments team has implemented and is practicing 'business as usual' procedures to ensure:</p> <ul style="list-style-type: none"> business owners are advised 3 months before a GI is due for review (all operational policy is on set cyclic review) and are required to review those policies for currency and integrity (note: a review can also be triggered by other factors, e.g. legislative change, policy changes, government direction etc) follow up with business owners if no timely response is received and escalation up to Police Executive level if business units take no action ensuring that there is no conflict in policy any related general instruction that is affected is updated or cancelled if no longer required <p>General Instruction review includes:</p>	Completed December 2010

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	Police policies and procedures			
			<ul style="list-style-type: none"> • impact assessment on other groups and other corporate instruments • consultation as required • ensuring that no conflict arises with any other policy or process • any related General Instruction or policy is automatically updated to reflect the change • determining whether any training is required • process check by Team Leader Corporate Instruments • Commissioner issuing/cancelling GI after review • publication with new review/bring-up date. <p>In short, <u>any</u> change to existing corporate instruments involves the identification of other instruments (whether general instructions, Police Manual chapter or otherwise) that are impacted upon by the change. These instruments are automatically updated in tandem by the business owner under the oversight and monitoring of the Corporate Instruments team. Systems are in place to ensure this happens.</p> <p>Police considers R2 complete.</p>	
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<p>R3 was re-opened on Audit's assessment that under R2 Police are still reviewing General Instructions. Police consider R2 complete and closed as detailed above. While General Instructions (and other corporate instruments) continue to be reviewed under the oversight and monitoring of the Corporate Instruments team, this should have no bearing on R3 as this is a Police initiative and not a COI recommendation.</p> <p>Also, as General Instructions are national instructions and cannot be issued by districts, the R3 review has no relevance to R2 and thus should again be closed as national 'business as usual' procedures through the Corporate Instrument team are in place and functioning as acknowledged in the Audit report.</p> <ul style="list-style-type: none"> • Instructions were developed and implemented as business as usual regarding national instructions as well as regional and flexibility was incorporated into regional instructions (Local orders). Separate instructions, processes and controls exist around this. • Regional instructions are consulted by districts with the Team Leader: Corporate Instruments, to ensure that they do not repeat or conflict with national policy. When published in the national electronic database they are also placed on a cyclic review 	Completed December 2010

	Recommendations	Status	Progress	Estimated time to completion
	Police policies and procedures			
			<p>process.</p> <ul style="list-style-type: none"> Police has 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. <p>Police consider R3 complete as the ongoing 'business as usual' review of General Instructions has no relevance to R3.</p>	
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.	Complete		Completed June 2007
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> Notifications that fit the criteria are recorded in IAPro and reported to Executive & Ministerial Support who also maintains a manual schedule of such notifications. Compliance is audited by Police Conduct Group staff on an ongoing basis. 	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	Police Policies and procedures for complaints			
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"> Planning for testing the draft Operational Policing Service Delivery Standards and Service Charter in an operational environment is nearly complete. They will be tested in Auckland West and Waikato East Areas in May and June. Work continues on finalising the brochure on <i>How to Make a Complaint about Police</i> which will inform the public how to find information on the complaints process. 	<p>This recommendation is being delivered as part of the Service First Project.</p> <p>Operational Service Delivery Standards and the Service charter are estimated to be completed mid to late 2011 followed by national implementation in 2012.</p>
	Police policies and procedures for complainants			
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> Police reviewed the Citizens' Satisfaction Survey questions in light of the Office of the Auditor General's report. The wording of the questions has been altered to ask specifically about public awareness of the complaints process. Results will be available around October 2011 as part of the public release of the Citizens' Satisfaction Survey 2011. 	Ongoing
R8	New Zealand Police should develop its database	Reopened	<ul style="list-style-type: none"> The next stage of IAPro, BlueTeam4 has been successfully rolled 	Ongoing

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	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.	(pursuant to the OAG 2nd monitoring report)	<p>out to all Districts. This allows District staff to load complaint detail and inquiry progress directly into the database.</p> <ul style="list-style-type: none"> Work continues on the development of an Early Intervention process which will be based on IAPro and incorporate a range of other information sources contained on the Police IT platform. 	
	Adult Sexual Assault Investigation Policy			
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.	Open	<p>A slowdown in activity in this area was brought about by Police's commitments to the Christchurch Earthquake of February 2011 however the results from the 2010 ASAI File audits (2 x 60 files from across the country) indicated a significant rise in specially trained investigators undertaking these enquires. It also showed a rise in favourable file outcomes with fewer victims withdrawing and more offender warnings and prosecutions.</p> <p>The recording of investigative processes, such as within the NIA file management functionality, has also been enhanced with more detail being captured.</p> <p>The ASAI Guidelines promotes working with a specialist crisis support agency from the earliest stage of an investigation. This presents a difficulty outside the main centres where such agencies do not exist or do not regularly work with Police. Police's National Crime Group is working with Victim Support's head office in order to use that agency as a back-up to fulfil this role.</p> <p>The National Coordinator: Victim Services has relocated to be part of PNHQ National Criminal Investigation Group to support better coordination.</p> <p>Work has been undertaken to enhance the CIB Induction & Selection Course, which finished 1 April 2011, where more ASA and Child Protection aspects have been introduced.</p> <p>Achievements planned next period: More dip sampling (60 files) from across the country is planned for May 2011.</p> <p>The new CIB Selection & Induction course around its enhanced sexual violence component is also to be done.</p> <p>A national conference for District ASAI Coordinators is being planned for later in 2011. A stock take of District responses to ASAI will form the predominate part of the agenda.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
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.	Complete		Completed June 2009.
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.	Reopened (pursuant to the OAG 2nd monitoring report)	Police is well advanced with the development of a risk assessment tool which will be applied to all new and significantly amended policies. The tool will be used to identify policies are "critical" and require employees to confirm that they have read and understood them. The existing police electronic learning process (I Learn) will be used to confirm that Police officers have read and understood critical police policies.	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	Communication of policies and training			
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> TSC has met Corporate Instruments and agreed to using Te Puna to publish and assess knowledge and understanding of critical policies of those staff for whom understanding of a policy is a technical competency or requirement of their job. PeopleSoft Training Management System (a project in the XCED program) - business case approved through ICT and awaiting sign off at PNHQ will enable the management of COI Rec. 12 through the development of Individual Training and Development plans in PeopleSoft. Programs will be assigned to staff based on their role/position number in PeopleSoft. This system would provide the functionality to advise staff when a technical competency has changed for their role. 	Ongoing
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> Management of Learning Solutions project (part of the XCED Change Program at the TSC) is underway, with implementation by 1 July 2011. The objectives of the project are to : <ul style="list-style-type: none"> create a more flexible and dynamic process to manage learning better inform decision makers provide optimum learning solutions for staff create a central gateway at TSC to manage requests for learning followed by clear robust analysis, approvals and prioritisation process. clarify roles and responsibilities of all stakeholders clarify types of training (e.g. certification, role requirement/mandatory and district selection). <p>PeopleSoft Training Management System (a project in the XCED program) - business case approved through ICT and now awaiting sign off at PNHQ. Will enable the management of COI Rec. 12 through the development of Individual Training and Development plans in PeopleSoft. Programs will be assigned to staff based on their role/position number in PeopleSoft. This system gives visibility to staff and managers about what training they must do for their role.</p>	Ongoing
	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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> The existing instruction to investigators is being reviewed to ensure it meets the requirements of the recommendation. 	Mid 2011

	Recommendations	Status	Progress	Estimated time to completion
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> <ul style="list-style-type: none"> a) realistic expectations at the start of an investigation about when key milestones are likely to be met b) the opportunity to comment on the choice of investigator c) regular updates on progress, and advance notice if the investigation is likely to be delayed for any reason d) assistance in understanding the reasons for any decision not to prosecute. 	Open	<p>The results from the 2010 ASAI File audits (2 x 60 files from across the country) indicated a significant rise in favourable file outcomes with fewer victims withdrawing and more offenders given warnings and prosecutions. Police believes that this drop in victim withdrawal outcomes, and therefore longer engagement with the Police investigation process, is partly indicative of enhanced communication processes.</p> <p>The ASAI Guidelines promote working with a specialist crisis support agency from the earliest stage of an investigation. A common issue outside the main centres is that no such agencies exist or do not regularly work with Police. This can make communication with victims more difficult. . PNHQ is currently working with Victim Support National Office in order to use that agency as a back-up to fulfil this role.</p> <p>Work is continuing with the NIA File Management Programme to enhance the file prioritisation process, information recording and transparency as well as auditing processes. This is aimed to improve services to victims, complainants, and witnesses.</p> <p>A sector overview is provided by the ASA National Tripartite Forum (Police, DSAC and Crisis Support) which meets 2 or 3 times a year.</p> <p>The National Coordinator: Victim Services has relocated to be part of Police's National Crime Group and better coordination and interface is now occurring.</p> <p>Achievements planned next period: More dip sampling (60 files) from across the country is planned for May 2011.</p> <p>A national conference for District ASAI Coordinators is being planned for later in 2011. A stock take of District responses to ASAI will form the predominate part of the agenda.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	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. 	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> • The existing instruction to investigators is being reviewed to sure it meets the requirements of the recommendation. 	Mid 2011

	Recommendations	Status	Progress	Estimated time to completion
R17	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.	Partially complete	<ul style="list-style-type: none"> The mandated training on performance management (incorporating ethics) which was approved by PEC for 2010/11 has been amended from the original proposed package. It is now targeted at supervisors only and focuses on performance management. Ethics scenarios are currently being developed to be delivered nationally, including management of conflicts of interest and fostering a culture of encouraging and support for staff in the reporting of allegations of wrongdoing by police officers. TSC will work with HR this quarter to determine the business requirements for ethics training, and determine a robust learning solution that is planned for an extended period (rather than addressed annually through the old National Training Requirements process). This solution will be presented to Training Advisory Committee (TAC) for endorsement for the 11/12 year. 	Estimated completion: mid 2011.

	Recommendations	Status	Progress	Estimated time to completion
	Support for sexual assault investigations			
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.	Open	<p>Response to this recommendation parallels the response to Recommendation 9.</p> <p>The ASAI Guidelines promotes working with a specialist crisis support agency from the earliest stage of an investigation. This presents a difficulty outside the main centres where such agencies do not exist or do not regularly work with Police. Police's National Crime Group is working with Victim Support's head office in order to use that agency as a back-up to fulfil this role.</p> <p>The National Coordinator: Victim Services has relocated to be part of PNHQ National Criminal Investigation Group to support better coordination.</p> <p>Work has been undertaken to enhance the CIB Induction & Selection Course, which finished 1 April 2011, where more ASA and Child Protection aspects have been introduced.</p> <p>Achievements planned next period: More dip sampling (60 files) from across the country is planned for May 2011.</p> <p>The new CIB Selection & Induction course around its enhanced sexual violence component is also to be done.</p> <p>A national conference for District ASAI Coordinators is being planned for later in 2011. A stock take of District responses to ASAI will form the predominate part of the agenda.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
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.	Open	<p>The focus of this recommendation is the promotion of the Sexual Abuse Assessment and Treatment Service (SAATS), a nationwide medical forensic model delivered via District Health Boards of which 15 of the 19 are currently contracted.</p> <p>SAATS is jointly funded by Police, ACC and Ministry of Health and a first evaluation was completed in November 2010. Enhancements to SAATS have been worked through by the SAATS Working Group and new contracts go live from 1 May 2011.</p> <p>A service delivery and funding agreement between DSAC and Police was initially signed for a Sexual Assault Medical Forensic Advisor Service (SAMFAS) that finished end of June 2010. A new and ongoing SAMFAS contract was re-signed on 4 March 2011.</p> <p>The ASAI Guidelines promote working with a specialist crisis support agency from the earliest stage of an investigation. A common issue outside the main centres is that no such agencies exist or do not regularly work with Police. The PNHQ is currently working with Victim Support National Office to better equip that agency as a back-up to fulfil this role.</p> <p>Achievements planned next period:</p> <p>PNHQ will work with ACC, MoH, respective DHB's as well as local Police and service providers to secure SAATS contracts within the last few non-SAATS locations.</p> <p>Continuing interaction with Victim Support National Office around the enhancement of that agency to fulfil a back-up role in ASA victim support.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	Management assurance			
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"> • 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. 	In progress	<ul style="list-style-type: none"> • Police systems provide that on receipt of a complaint the National Manager Professional Standards is to be advised. • The criminal investigation process provides for an independent investigator to be identified, tasked and terms of reference for the investigation to be agreed. • Investigations are monitored and the outcomes independently reviewed. • Employment investigation processes relevant to the matter are implemented in tandem. • Improved standards and procedures for the investigation process have been developed to ensure that Police procedures eliminate any potential or perceived conflicts of interest that may arise from the investigation process. • Consultation has been completed and the agreed process is now contained in the Independence of Investigations (Safe Processes) policy. • The policy covering Police Investigations of Complaints and Notifiable Incidents has also been approved. 	In progress.

	Recommendations	Status	Progress	Estimated time to completion
	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.	Complete	<ul style="list-style-type: none"> New Regulations were gazetted and took effect 1 February 2008. Government sign off of new regulations allowed the implementing of recommendations 34; 35; 37; 38; 39; 40; and 49 in addition to recommendation 33. 	Completed
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> the revised disciplinary system is now established and embedded into everyday employment activities. The operation of the disciplinary process is kept under review The OAG report (2010) states that feedback indicates the disciplinary system based on the Code of Conduct is working. State Services Commission has commissioned further work to determine whether the system is consistent with best practice in the state sector 	Ongoing
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> the new disciplinary process allows for independent investigation and does not include the use of a formal disciplinary tribunal. the independence of investigation is being supported by the work of Rec 16 	Ongoing
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.	Partially Complete	<ul style="list-style-type: none"> Human Resources and Professional Standards continue to consolidate and implement policies and changes, including the development of disciplinary processes under the revised Regulations. Human Resources and Professional Standards are working together enabling the integration of processes and systems. Integration of District Human Resources and Professional Standards functions as occurred in all Districts reflecting their size and local preferences. PNHQ Strategic Alignment process managers alerted to this requirement. 	Monitoring to continue on an ongoing basis to ensure philosophy is embedded.

	Recommendations	Status	Progress	Estimated time to completion
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	<ul style="list-style-type: none"> Consistent with the agreed review programme SSC has now completed two reviews of performance management and change management; one in 2007/08 and the other in 2008/09. Third phase of review (2010) will report in progress with change management. Terms of reference are agreed for the programme of work for three to five years after December 2009. 	This as an ongoing initiative that will run until 2017.
	Recommendations	Status	Progress	Estimated time to completion
	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.	Complete		Completed 2008
	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.	Complete	<ul style="list-style-type: none"> The policy is now in place. The Sexual Harassment Policy has been revised to apply to all forms of harassment and allows for parties to attend mediation where the harassment is at a low level and it is within the powers of the wrong doer to remedy e.g. through an apology. Under the policy all mediation settlements will be signed by the parties and by the mediator so that they are full, final and binding. Extensive revisions were made after consultations both internally and with service organisations. Revisions have also ensured that the Code of Conduct is appropriately referenced. 	Completed 2010

	Recommendations	Status	Progress	Estimated time to completion
	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 • 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 • emphasise the ethical dimensions of sexual conduct, including the need for police officers to avoid bringing the police into disrepute through their private activities. 	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> • The professional distance policy is in place and operating. • OAG report (2010) has indicated that the prohibitions in the Professional Distance Policy should be incorporated into the Code of Conduct to meet the Commission's expectations. • Disciplinary and other corrective action have been taken where breaches of the professional distance policy have occurred 	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	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.	Complete		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.	Reopened (pursuant to the OAG 2nd monitoring report)	<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>Recruits are given a full copy of the policy, which they must read, and are led through the basic process of logging in and out of the Police IT systems. The application of the policy is discussed using examples and recruits are required to sign a letter stating they have read and understood the policy.</p> <p>Discussions continue to determine how an electronic survey tool could be used to fulfill this recommendation.</p>	Ongoing
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.	Reopened (pursuant to the OAG 2nd monitoring report)	Draft policy to require the acknowledgement of changes to police computer use policies has been developed and is being consulted. It has been agreed that an existing police electronic learning process (I Learn) will be used for this acknowledgement process.	Ongoing
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).	Reopened (pursuant to the OAG 2nd monitoring report)	<p>Regular reporting of Internet use was implemented prior to the CoI report being released.</p> <p>A new gateway was implemented that has significantly improved the organisation's ability to monitor individual user's Internet use and identify potential issues requiring early intervention.</p> <p>A Use of Information Steering Committee was formed in 2008 to oversee trends and issues relating to web/email use and instigate action in order to determine discrepancies.</p> <p>Employees that are reported to the Use of Information Steering committee as being in breach of Internet Usage will be entered into the Early Warning System (IAPRO). This will be in place by June 2011.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
	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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> The mandated training on performance management (incorporating ethics) which was approved by PEC for 2010/11 has been amended from the original proposed package. It is now targeted at supervisors only and focuses on performance management. Ethics scenarios are currently being developed to be delivered nationally, including management of conflicts of interest and fostering a culture of encouraging and support for staff in the reporting of allegations of wrongdoing by police offers. TSC will work with HR this quarter to formally determine the business requirements for ethics training going forward, and determine a robust learning solution that is planned over an extended period (rather than addressed annually through the old National Training Requirements process). This solution will be presented to Training Advisory Committee (TAC) for endorsement for the 11/12 year. This will include the approach to ensure compliance with the requirement to attend ethics refresher training. 	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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> Police will continue to monitor the activity, make-up and effectiveness of ethics committees to ensure they are meeting expectations. 	Ongoing

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	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"> The IAPro database, implemented to capture and manage complaints against Police, and will be used to collect data as the basis for the Early Intervention (E I) solution. On track for late 2010 implementation of first stage of technology utilisation of IAPro tool which flags repeat subjects of complaints. Further work underway to scope the feasibility of interfacing other technology platforms with IAPro Policy draft finalised and being consulted internally. Australia and New Zealand Police Advisory Agency (ANZPAA) coordinating E I development at direction of Commissioners NZ Police will link in with this work to ensure best practice is reflected in our policy. 	Mid 2011
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.	Reopened (pursuant to the OAG 2nd monitoring report)	<ul style="list-style-type: none"> See Recommendation 47 	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
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.	In progress	<ul style="list-style-type: none"> • A review of performance management has been undertaken and documented in a number of papers presented to the Police executive over the last quarter. • The review findings are being used by Police as input to the process of defining the programme of work for the next three to five years undertaken in conjunction with SSC. • SSC has also completed two reviews of performance management and change management; one in 2007/08 and the other in 2008/09 under recommendation 37. • The performance and development appraisal process was previously reviewed in conjunction with the introduction of the revised Code of Conduct and District Employee Practice Managers are providing training in performance management as part of the revised discipline/Code of Conduct processes. • Performance improvement is now a routine aspect of the disciplinary processes. • Police has introduced an e-performance module which underpins performance management actions and delivers a greater level of consistency by managers. Application of this electronic tool started at Inspector level and above in July 2010. Modifications are being made to this tool for the 2011-12 year, prior to considering wider roll out of the system. • Supervisor training in performance management has been reviewed and will be rolled out by districts in 2011. • A new situational competency ("Building Talent & Managing Performance") was introduced in 2010 to support the improvement in performance management 	Ongoing (supervisor training to be delivered by end 2011)

	Recommendations	Status	Progress	Estimated time to completion
	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"> • A recruiting stall set up at the Pacifika Festival in Western Springs, staffed by the Pacific staff, who handed out pamphlets etc and answered any queries. • A recruiting stall at the Auckland Secondary Schools Polyfest at Valedrome in Manukau • Hosted Chinese New Year celebrations in Auckland and Wellington in partnership with Chinese Communities. Police recruitment display staffed by Chinese Police staff at the ASB show grounds in Auckland at the Chinese New Year celebrations. General recruitment messaging and information provided at other regional celebrations • Local ethnic Football tournaments held in February and March in Christchurch, Auckland and Rotorua in partnership with respective City Councils, Police and community groups. Police recruitment messaging provided at each tournament • Hosting meeting and dinner at Police College for 150 students in partnership with Wellington Hindu Council to provide recruitment and safety information • Race Unity Speech Award held in 14 regions around New Zealand. Recruitment information provided to all participants • Auckland Diversity Liaison Officers worked at the Big Gay Out providing information on recruitment • 17 DLOs from around the country worked at the Outgames in Wellington which incorporated the Out in the Square gay and lesbian fair, sporting and cultural events and the Human Rights conference. DLOs provided information on recruitment 	Ongoing
	Recommendations	Status	Progress	Estimated time to completion
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	<ul style="list-style-type: none"> • The 2011 Survey has been delayed from February 2011 to May due to the earthquake in Christchurch. • Results will now be available to PEC in Mid July.. • Action Plans continue to be implemented in Districts and Service Centres. 	Ongoing surveys will continue through to 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	<ul style="list-style-type: none"> 'Integrity Reporting Policy', previously known as 'Report and Be Protected' policy has been rewritten and approved by PEM for final consultation. IAPro will be evaluated against the business requirements for the capture of data relating to 'Integrity Reporting' once the policy is confirmed. Police have also signed up to the Integrity Plus service offered by Crimestoppers which provides an alternative and totally confidential method to raise issues of concern. Consultation feedback being considered prior to finalised policy being considered by PEM for sign off. 	The recommendation is now estimated to be completed by mid 2011 with the implementation of the 'Integrity Reporting' policy.
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"> This will be achieved as part of recommendation 52 'Report and Be Protected'. 	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"> This will be achieved as part of recommendation 52 'Report and Be Protected'. 	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"> The mandated training on performance management (incorporating ethics) which was approved by PEC for 2010/11 has been amended from the original proposed package. It is now targeted at supervisors only and focuses on performance management. Ethics scenarios are currently being developed to be delivered nationally. Scenarios including management of conflicts of interest and fostering a culture of encouraging and support for staff in the reporting of allegations of wrongdoing by police offers. TSC will work with HR this quarter to formally determine the business requirements for ethics training, and determine a longer term learning solution (rather than addressed annually through the old National Training Requirements process). This solution will be presented to the Training Advisory Committee (TAC) for endorsement for the 11/12 year. The fostering of a supportive environment for reporting wrongdoing continues to be incorporated through the initial training and promotions courses. 	

	Recommendations	Status	Progress	Estimated time to completion
R56	New Zealand Police managers and supervisors should actively communicate to police members the expectation that they will report any allegations of sexual misconduct made against a colleague or a police associate. Police managers and supervisors should encourage and support members to report such allegations.	Underway	<ul style="list-style-type: none"> The approach for communicating this is being documented as part of the implementation of the 'Report and Be Protected' policy identified in recommendation 52. 	Refer recommendation 52.
	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).	Reopened (pursuant to the OAG 2nd monitoring report)	A community feedback model was implemented in Districts during 2009/10. The model will be reviewed during Q4 to assess how well it is addressing the requirements of Recommendation 57.	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.	Reopened (pursuant to the OAG 2nd monitoring report)	<p>The Deputy Commissioner hosted a workshop on 21 March 2011 to review the status of COI progress against the results of the recent reports from the State Services Commission and the Office of the Auditor General. The objective of this review is to refocus efforts on activities of greatest gain in changing behaviour and to areas of highest impact. In a lot of cases, Police have made the technical changes required to implement COI recommendations, but have not been able to fully demonstrate/prove a change in behaviour.</p> <p>The Commission of Inquiry into Police Conduct is a priority for Police, as will be stated in the 2011/12-13/14 Statement of Intent and 2011/12 National Business Plan.</p> <p>Within a broader context, other Police priorities relevant to the CoI relate to Policing Excellence, which is currently managed under a Programme Management Office with its own governance arrangements.</p>	Ongoing

	Recommendations	Status	Progress	Estimated time to completion
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	<p>Consistent with the agreed review programme SSC has now completed three reviews of performance management and change management; 2007/08, 2008/09 and 2009/10</p> <p>The last Review was completed in November 2010. The Deputy Commissioner Viv Rickard is focusing on key themes in order to drive change in a way that ensures the 'intention' of CoI and the subsequent SSC and the OAG Reports is achieved. The Deputy Commissioner met with SSC and OAG on 21 March to discuss this further.</p>	Police are treating this as an ongoing initiative that will run until 2017.
R60	The Government should invite the Controller and Auditor-General to monitor, for the next 10 years, the New Zealand Police implementation of all the projects and initiatives of the type described in recommendation 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	The next audit is expected towards the end of 2011 to produce the results of the third monitoring report to be made available in 2012.	Ongoing audits to continue through to 2017.
R61	<p>New recommendation from the Office of the Auditor General's second monitoring report (number 1 on page 7 of the June 2010 report):</p> <p>Support and develop leaders', supervisors,' and managers' capability to influence and persuade colleagues about the importance of and need to change, so that individual police officers better understand the benefits to them and the public of effectively implementing the recommendations if the COI into Police conduct and broaden their understanding of how important public confidence is to effective policing</p>	Underway	<p>This new recommendation is currently being considered to bring structure without duplicating current areas of work, particularly in the area of leadership development</p> <p>An internal workshop was held in March to consider how to drive cultural change, whilst focusing on priority COI activities, involving a range of Police representatives. Police has signalled to SSC and OAG that it will focus on a limited range of themes in order to achieve greater impact.</p>	Ongoing

Recommendations 21 - 32 belonging to the Ministry of Justice and the Independent Police Complaints Authority