

Current Status and Progress for the Quarter ended 30 September 2008

	Recommendations	Status	Progress	Estimated time to completion
	Police policies and procedures			
R1	New Zealand Police should review and consolidate the numerous policies, instructions, and directives related to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations.	Partially Complete	<p>NZ Police continue to review and consolidate "all" police Corporate Instruments (all police administrative and operational policies and instructions).</p> <p>Corporate Instruments staff continue to prioritise, review and consolidate those instruments related to investigating complaints of misconduct against police officers, as well as those relating to the investigation of sexual assault allegations is a priority (COI Recommendations).</p> <p>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.</p> <p>This work will be completed in conjunction with recommendations R2; R3; R10; R11; R16; R33; R39; R40; R52; R54.</p>	<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 25 August 2008.</p> <p>All instruments will be fully reviewed within two years, estimated to be completed 30 June 2009.</p>
R2	New Zealand Police should ensure that general instructions are automatically updated when a	Completed	<ul style="list-style-type: none"> A new set of standardised instrument templates and instructions has been developed and 	Completed 2006.

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	change is made to an existing policy.		<p>implemented online</p> <ul style="list-style-type: none"> 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 This process will be applied to the Corporate Instrument Document Management site as part of the “Corporate Instruments” initiative noted in recommendation R1. 	
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"> A set of policy principles for ensuring consistency in national instructions has been developed and implemented. The process on regional flexibility has also been completed through the development and implementation of Memorandum of Understanding templates and instructions. These principles and guidelines will be applied to the Corporate Instruments online library as part of the Corporate Instruments initiative noted in recommendation R1. The new policy around local instructions is 	<p>National phase completed April 2007.</p> <p>Regional phase completed August 2008.</p>

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			being generalised to encompass the new Policing Act.	
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"> All the necessary appointments are made, the policy team was established in June 2007 and a work plan has been drawn up. 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. 	Completed June 2007.
	Police policies and procedures for complainants			
R5	New Zealand Police should develop an explicit policy to notify the Commissioner of Police when there is a serious complaint made against a Police officer. This policy and its associated procedures should specify who is to notify the Commissioner and within what time frames.	Completed	<p>An explicit policy was developed and published in June 2007 that specifies:</p> <ul style="list-style-type: none"> that the Commissioner of Police must be notified of any serious complaint made against a Police officer or staff member who is to notify the Police Commissioner and within what time frames. <p>The programme of work has combined Recommendations 14, 16, 10, 8, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p>	<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.</p> <p>The solution is expected to be identified by the next quarter.</p>
R6	New Zealand Police should ensure that	Underway	Access to information on the complaints process will be	This recommendation is dependant on

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	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.		<p>dealt with as part of an initiative for reviewing complainants' rights.</p> <p>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.</p> <p>A national Service Charter documenting the process for making a complaint, including your rights as a complainant is currently being 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.</p>	<p>the Service First Project's delivery of the Service Charter.</p> <p>Timeline for delivery is expected to be confirmed by the end of the next quarter.</p>
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	<p>New Zealand Police have contracted Gravitas Research and Strategy Ltd, a research company, to undertake a Citizen's Satisfaction Survey on its behalf through the Service First Project. This survey replaces the previous satisfaction research that NZ Police have used as a performance measure over many years and is conducted by telephone.</p> <p>The baseline survey was run between February and June 2008 and is now complete.</p>	<p>As at the end of June the field work for the first periodic survey has been completed and the results will be reported in the next quarter.</p> <p>The next quarter will also see the continuation of the ongoing research.</p>

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			<p>A sample of 8,300 people were spoken to about their levels of trust and confidence in NZ Police, the perceptions of safety, and for those who had contact with NZ Police in the last six months, their satisfaction with the service experience.</p> <p>One of the questions asked of those who had contact with NZ Police was:</p> <ul style="list-style-type: none"> ○ Q15a - Did you have any problems or experience any negative incidents or interactions with the [Communications Centre Staff/Police officers] involved in the service you received? If yes, got to Q15b. ○ Q15b - Regarding the problems or negative interactions you had, please indicate if you agree or disagree that: "It was clear what to do if I had a problem." <p>The results of the survey are currently being analysed and will be released in the next quarter.</p> <p>The field work for the 2009 survey has commenced.</p>	
R8	New Zealand Police should develop its database recording the number of	Underway	<p>This database exists currently and will form part of an early intervention solution.</p> <p>A series of</p>	Analysis phase expected to be completed early next quarter.

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	complaints against police officers to allow identification of the exact number of complaints and the exact number of complainants for any one officer.		<p>workshops with key senior professional standards, human resources and employee practice managers, and police staff have been held to look at the existing processes, procedures and policies, and to identify where improvements can be made.</p> <p>The programme of work has combined Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	<p>Technical option identified by end of the next quarter.</p> <p>Timeline for implementation will be determined based on the solution.</p>
	Adult Sexual Assault Investigation Policy			
R9	New Zealand Police should review the implementation of the Adult Sexual Assault Investigation Policy to ensure that the training and resources necessary for its effective implementation are available and seek dedicated funding from the Government and Parliament if	Underway	<p>Stocktake of the NZ Police district implementation of the ASAI policy has been completed. This provides a further means to monitor this implementation and promotes ways forward for further work.</p> <p>Continued work around the revision of the ASAI policy within the new NZ Police Manual and the involvement of the ASA Core Reference Group (ASA-CRG)</p> <p>Final action reports and the status of ASAI</p>	Estimated to be completed in the next quarter.

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	necessary.		<p>policy have been submitted from districts back to PNHQ for assessment.</p> <p>Establishment of districts' position around ASAI policy application is to be aligned to the Sexual Violence Process Map.</p> <p>The ASAI policy under review and has been forwarded around ASA-Core Reference Group after the last meeting (15 August 2008). Once this review is completed, some further consultation will be required. Implementation plans for districts will be completed, which take into account snapshot assessments obtained from the action point returns. It is recognised that many districts have already undertaken action and enhancement as a result of the action point return.</p>	
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	<p>Corporate Instruments have provided the basis of the ASAI policy, Manual of Best Practice and training material into the one forum. Compilation and assessment by National Coordinator, Policy Group and then ASA-CRG members is being undertaken.</p> <p>At the first two ASA-CRG meetings (26 March and 15 August 2008) ASAI Policy revision was undertaken. Near final revised policy</p>	Estimated to be completed in the next quarter.

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			<p>has been created and disseminated for consultation at next ASA-CRG meeting in October 2008. Further consultation will follow prior to final acceptance of the revised policy.</p> <p>Implementation will involve an information sharing process and formal launching onto the Police Intranet within the Police Manual.</p>	
	Communication of policies and training			
R11	New Zealand Police should strengthen its communication and training practices by developing a system for confirming officers have read and understood policies and instructions that affect how they carry out their duties and any changes thereto.	Underway	<p>Requirements have been defined for providing an online facility for NZ Police staff that will:</p> <ul style="list-style-type: none"> ○ Track delivery of online publications ○ Track opening of documents by staff ○ Provide a facility for testing staff understanding by requiring each staff member to answer a series of questions online, from the content of the policy or instruction. <p>These requirements will be incorporated in the document management system as part of the "Corporate Instruments" initiative noted in R1.</p> <p>Further options are currently under consideration to satisfy this</p>	Progressively to June 2009.

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			recommendation.	
R12	New Zealand Police should strengthen its communication and training practices to ensure the technical competencies of officers are updated in line with the new policies and instructions.	Underway	<p>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.</p> <p>Identification of interdependencies between recommendations has also enabled NZ Police to effectively communicate key changes to policies and instructions.</p> <p>New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" has been completed and will be piloted in October.</p> <p>Subject to the successful pilot the training package will be rolled out to districts for national delivery.</p> <p>This recommendation is being delivered in conjunction with R14, 17, 45 and 55.</p>	Estimated to be completed 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	Partially completed	Nationally mandated training is determined annually, reviewed and prioritised against set criteria by the Training Governance Committee, and approved by the NZ Police Executive.	Estimated to be completed June 2009

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	national level and what should be left to the discretion of the districts.		<p>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.</p> <p>Nationally mandated annual and cyclic training is determined by PEC in March or April each year.</p> <p>New National Ethics training package titled "Contemporary Policing in NZ - Discretion Ethics and Professionalism" has been completed and will be piloted in October.</p> <p>Subject to the successful pilot the training package will be rolled out to districts for national delivery.</p> <p>This recommendation is being delivered in conjunction with R13, 17, 45 and 55.</p>	
	Consistency and transparency in complaint processes			
R14	New Zealand Police should ensure that the practice of providing investigating officers with a reminder of the	Underway	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	<p>Analysis phase expected to be completed early next quarter.</p> <p>Technical option identified by end of the next</p>

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	standards for complaint investigation is applied consistently throughout the country.		<p>against Police.</p> <p>Ongoing dialogue continues with the investigations and review team at the Independent Police Conduct Authority in order to better categorise files and investigations and to streamline systems and processes.</p> <p>A series of workshops with key senior professional standards, human resources and employee practice managers, and policy staff have been held to look at existing processes, procedures and policies to identify where improvements can be made.</p> <p>The programme of work combines Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	<p>quarter.</p> <p>Timeline for implementation will be determined based on the solution.</p>
R15	New Zealand Police should improve the process of communicating with complainants about the investigation of their complaint, particularly if there is a decision not to	Underway	The continued implementation of 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.	<p>Further consultation with ASA-CRG required.</p> <p>Estimated to be completed by the end of the next quarter.</p>

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	<p>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. 		<p>Revision and enhancement of Adult Sexual Assault Investigation Policy into the Police Manual by way of Adult Sexual Assault Core Reference Group (ASA-CRG) subject matter experts. The specific suggestions within the recommendation are included within the new manual.</p> <p>The ASA-CRG will ensure the communications aspect is firmly entrenched into the version of the ASAI policy and the Police Manual.</p>	
	Independence of investigations			
R16	New Zealand Police should develop a consistent practice of identifying any independence issues at the outset of an investigation	Underway	<p>Work on the 'conflict of interest' component of this recommendation continues with draft guidelines prepared for refinement.</p> <p>A series of workshops with key senior</p>	<p>Analysis phase expected early next quarter.</p> <p>Technical option identified by end of the next</p>

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	<p>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 to identify and adequately manage conflicts of interest (including in cases where cost or the need to prompt investigation counts against appointment of an investigator from another section or district) 		<p>professional standards, human resources and employee practice managers, and policy staff have been held to look at existing processes, procedures and policies, and to identify where improvements can be made.</p> <p>The programme of work has elected to combine Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	<p>quarter.</p> <p>Timeline for implementation will be determined based on the solution.</p>

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	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.			
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 completed	<p>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.</p> <p>The revised supervisors' ethics training package includes material on identifying and managing members who may be subject to such conflicts of interest.</p> <p>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.</p> <p>The underlying principles of the draft policies will be included in the National Ethics Training programme with detail of the content to be added once the policies have been confirmed.</p> <p>New National Ethics Training package titled "Contemporary Policing in</p>	<p>Phase 1 completed.</p> <p>Phase 2 ongoing.</p>

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			<p>NZ - Discretion, Ethics and Professionalism" has been completed and will be piloted in October.</p> <p>Subject to the successful pilot the package will be rolled out to districts for national delivery.</p> <p>This recommendation is being delivered in conjunction with R12, 13, 45 and 55.</p>	
	Support for sexual assault investigations			
R18	<p>New Zealand Police should ensure that training for the Adult Sexual Assault Investigation Policy is fully implemented across the country, so that the skills of officers involved in sexual assault investigations continue to increase and complainants receive a consistent level of service.</p>	Underway	<p>Ongoing consultation between Training Service Centre and Nat. Coordinator ASA around oversight and coordination of RNZPC and district Adult Sexual Assault Investigation courses.</p> <p>With ongoing roll-out of district and RNZPC ASAI Training courses, 292 investigators were trained in the 2007/08 financial year. This is about 1/3 of the total targeted audience and would need to continue for two to three years for a near complete coverage.</p> <p>Training is focused on two fronts:</p> <ul style="list-style-type: none"> ○ ASA Investigators Course - training for investigators (one-week course at RNZPC or within district) ○ ASA Initial Complaint Action - 	<p>Estimated to be completed June 2009 as programme and processes will be in place.</p> <p>Then hand over to business as usual (Training Service Centre) to manage remaining training to achieve the "near complete coverage" state.</p>

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			<p>training for those who may receive the first complaint/contact in ASA matters. Aimed at watchhouse, reception, Comms and frontline staff (three hours facilitated by CIB trainers or local CIB who are ASA trained).</p> <p>With the increased promotion of ASAI training at the RNZPC (TSC-led), which has three courses per year, and the district CIB trainers, there is a drive to meet critical mass of investigators trained within three years.</p> <p>Once critical mass is achieved, ongoing coverage could be maintained through RNZPC courses and induction course input if required.</p>	
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	<p>Continued promotion and roll-out of the Sexual Abuse Assessment and Treatment Service (SAATS) that 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 DHBs engaged in discussion with ACC and NZ Police.</p> <p>Continued work with Doctors for Sexual Abuse Care (DSAC) in providing</p>	Estimated to be completed June 2009.

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			<p>workforce development training and expertise for the creation of a critical mass of providers for SAATS implementation.</p> <p>Continued work with the Taskforce for Action on Sexual Violence where crisis support agencies will look to be better funded via appropriate government agencies.</p> <p>Continued work in identifying gaps around NZ where tripartite services are not in place, or are in place and need supporting.</p> <p>All DHBs now engaged and initial meetings completed. Very favourable meetings undertaken.</p>	
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	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> <p>verify that actual police practices in investigating</p>	Partially completed	<p>The verification of compliance of police practices in investigating complaints, ensuring consistency of practice, identifying remedial action and monitoring of NZ Police understanding of standards and procedures is a process that exists in NZ Police.</p> <p>In relation to investigation of all complaints against NZ Police, there is a three-</p>	<p>Analysis phase expected to be completed early next quarter.</p> <p>Technical option identified by the end of the next quarter.</p> <p>Timeline for implementation will be based on the solution.</p>

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	<p>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</p> <p>identify the required remedial action where practice fails to comply with relevant standards</p> <p>monitor police officers' knowledge and understanding of the relevant standards and procedures.</p>		<p>review process:</p> <ul style="list-style-type: none"> o First review of practice takes place at district level and a report with recommendations is sent to the National Manager Professional Standards. o Second review takes place at NZ Police National Headquarters by or on behalf of the National Manager Professional Standards. o Third review will be completed by the Independent Police Conduct Authority. <p>These reviews check that the relevant standards and procedures have been applied.</p> <p>As a result of the process, police officers' knowledge is evaluated.</p> <p>In order to ensure consistency and to comply fully with this recommendation, the applicable practice note will be reviewed and updated.</p> <p>A workshop with key senior professional standards managers and policy staff to review national standards and policies has yet to be convened and will now be held in the next quarter.</p> <p>Ongoing work with the IPCA to develop and agree on categorisation and standards continues.</p> <p>A series of</p>	

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			<p>workshops with key senior professional standards, human resources and employee practice managers, and policy staff have been held to look at existing processes, procedures and policies, and to identify where improvements can be made.</p> <p>The programme of work combines Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	
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	Handling of complaints by the Police Complaints Authority			
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	Underway	A planned substantial revamp of the Authority's website must await final agreement between the Authority and the Police on the mechanics and criteria governing treatment of complaints of varying levels of seriousness. It is intended that such decisions will be reflected in a public information pamphlet on the web and	<p>Work on the website revamp is ongoing. Options for engaging a web designer are under active investigation.</p> <p>Staff are currently being recruited and the Service Centre is on track to</p>

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	pamphlet.		for physical distribution. Work on the call-centre proposal is well-progressed. The unit will be known as the Service Centre and will be responsible for receiving all complaints, including oral and historical, and managing the processing of the complaints as appropriate (viz investigate itself, direct Police to investigate, conciliate, etc).	commence operations by the end of 2008.
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	A draft communications strategy will shortly be circulated for discussion with stakeholders.	The communications strategy is being revised to incorporate stakeholder feedback.
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.	

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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>
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 2008/ 2009.
R26	The [Independent Police Conduct Authority] should develop strategies for addressing its current backlog of complaints, including seeking additional	Underway	The Authority is making progress in implementing its initiative to meet this recommendation. The Service Centre will institute new processes to provide more efficient management of new complaints and facilitate the Authority's	The Service Centre will be operational by 1 November 2008, or earlier. Strategies will be in place before 1 November 2008 to ensure the file

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	resources as appropriate.		ability to dedicate separate efforts to removing the file backlog. The Authority is presently recruiting staff for the new Service Centre.	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.	<p>The Independent Police Conduct Amendment Act came into force on 29 November 2007.</p> <p>Work on establishing formal policies with Police is ongoing.</p>
	The Police Complaints Authority and legislative requirements			
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	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.

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	amended by adding the words “and in any case no later than five 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.			
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	Underway	Cabinet has agreed to six proposals to enhance the role of the Authority, which	A Bill will be introduced in 2009.

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	<p>Police Complaints Authority Act, and make such recommendation as may be appropriate for those provisions to be repealed or amended (through the Independent Police Complaints Authority Amendment Bill) to ensure that the Act:</p> <ul style="list-style-type: none"> encourages the [Independent Police Conduct Authority] to provide a reasonable level of communication with complainants on the progress of complainants; and 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. 		<p>will:</p> <ul style="list-style-type: none"> allow the Authority to undertake its own investigations of complaints about Police misconduct in defined circumstances allow the Authority to conduct own motion investigations into serious incidents or incidents of significant public interest amend the current secrecy and privilege provisions so that information gathered during the Authority's investigations can be used in subsequent proceedings give Authority investigators the necessary powers to carry out their enhanced investigatory role. enable the Authority to decide whether there is sufficient evidence to warrant a criminal prosecution, in certain circumstances allow the Official Information Act 1982 to apply to the Authority. <p>On 3 June 2008 Cabinet agreed to the specific powers necessary for the Authority to fulfil its enhanced functions. Parliamentary Counsel Office is drafting a Bill.</p>	<p>Complex drafting issues associated with the enhanced powers Cabinet agreed to on 3 June 2008 have been identified. In particular, there is a need to ensure the proposed power of arrest is linked to the Authority's functions as specified in the legislation establishing the Authority. The LEG paper has been deferred pending finalisation of the draft amending legislation, and final consultation on outstanding issues.</p>
R31	On the enactment of the Independent Police Complaints Authority	Underway	Work is progressing in this area.	The Board appointments will be completed by the

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	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.			end of 2008/2009.
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.
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	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	<p>The Cabinet Social Development Committee, on 15 August 2007, instructed the Parliamentary Counsel Office (PCO) to draft the regulations.</p> <p>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.</p> <p>New regulations have been gazetted and took effect on 1 February 2008.</p> <p>Government sign-off of new regulations will also allow the implementing of a number of other recommendations from the report, including Recommendations 34, 35, 37, 38, 40, 49.</p>	<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, 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	Partially Complete	<p>The implementation of the new regulations and the Code of Conduct bring NZ Police employees and disciplinary processes more into line with the general employment framework operated by Government and private sector employers in New Zealand.</p> <p>The new regulations</p>	<p>Phase 1 complete - The new disciplinary process came into effect with the regulations on 1 February.</p> <p>Estimate to</p>

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	relationship.		<p>that have been gazetted include the principles of the disciplinary processes.</p> <p>Procedure and guidance notes for supervisors have been developed and distributed.</p> <p>The Code of Conduct was distributed to all staff on 18 January 2008.</p> <p>Disciplinary policy that reflects the new processes will be incorporated in collective agreements.</p> <p>Collective agreements will incorporate that the Code of Conduct applies to all Police employees.</p> <p>Business implementation phase has come to an end with outstanding actions such as training to be completed.</p> <p>Upskilling of supervisors continues and is expected to be completed at the end of this year.</p>	complete within the next quarter.
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	Complete	<p>The disciplinary process allows clear separation of criminal matters from disciplinary matters.</p> <p>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.</p>	<p>Phase 1 complete - The new disciplinary process came into effect with the regulations on 1 February.</p> <p>Phase 2 - complete.</p>

	Recommendations	Status	Progress	Estimated time to completion
	disciplinary tribunal.		<p>This work has been done in consultation with the team that worked on the Policing Act 2008. Introduction coincides with the new regulations.</p> <p>New disciplinary process is operational including disciplinary hearings for serious misconduct rather than tribunals.</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	<p>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.</p> <p>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.</p> <p>Existing processes and procedures are undergoing review and new processes are being developed to gain efficiencies and streamline processes.</p>	Estimated to be completed June 2009.
R37	The Commissioner of Police should invite the State Services Commission to review the Police approach to	Ongoing	The first phase of implementing this recommendation was completed and the report delivered to the Commissioner in November 2007.	<p>Phase One complete.</p> <p>Phase Two underway. The review will now include the</p>

	Recommendations	Status	Progress	Estimated time to completion
	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.		<p>The second phase has commenced with a Request for Proposal issued late August 2008 and due for completion by March 2009.</p> <p>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.</p> <p>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.</p>	<p>Health Audit findings.</p> <p>Police are treating this as an ongoing initiative - estimated to be completed by 2017.</p>
	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	<p>A new NZ Police Code of Conduct now exists within NZ Police for both sworn and non-sworn staff.</p> <p>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.</p> <p>Awareness sessions for employees will continue to be provided to all staff as part of business</p>	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.

	Recommendations	Status	Progress	Estimated time to completion
			as usual.	
	Police Sexual Harassment Policy			
R39	New Zealand Police should amend its Sexual Harassment Policy to include a requirement that any mediated resolution of a complaint of sexual harassment be finalised in writing and signed by both parties.	Underway	<p>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: an apology.</p> <p>Under the policy all mediation settlements will be signed by the parties and by the mediator so that they are full, final and binding.</p> <p>The policy has been through initial consultation internally and with service organisations.</p> <p>Extensive revisions were made that required further consultation and this process has started.</p> <p>Consultation with the Police Association was due to be completed in July 2008.</p> <p>Further revisions have since been undertaken to ensure that the Code of Conduct is appropriately referenced.</p> <p>Completion of policy, approval from PEM and completion of final consultation with the Association will see the recommendations completed by the next</p>	Technical Implementation expected to be completed in the next quarter.

	Recommendations	Status	Progress	Estimated time to completion
			quarter.	
	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> <p style="padding-left: 40px;">specify actions and types of behaviour of a sexual nature that are inappropriate or unprofessional</p> <p style="padding-left: 40px;">prohibit members of Police from entering any relationship of a sexual nature with a person over</p>	Underway	The Professional Distance Policy has been finalised and consulted on both internally and externally with the Police Association.	<p>Technical Phase completed.</p> <p>Implementation planning underway and expected to be complete by the end of the next quarter.</p>

	Recommendations	Status	Progress	Estimated time to completion
	<p>whom they are in a position of authority or where there is a power differential</p> <p>provide guidance to members and their supervisors about how to handle concerns about a possible or developing relationship that may be inappropriate</p> <p>emphasise the ethical dimensions of sexual conduct, including the need for police officers to avoid bringing the Police into disrepute through their private activities.</p>			
	Police email and computer use policies			
R41	<p>Directions given by New Zealand Police management on what constitutes inappropriate use of police email and the Internet should not allow for any individual interpretation of appropriateness by police officers.</p>	Completed	<ul style="list-style-type: none"> A new policy that addresses this recommendation, was introduced in 2006 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 The logon screen reads 	Completed 2006.

	Recommendations	Status	Progress	Estimated time to completion
			<p>as follows:</p> <p><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.</i></p> <p><i>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.</i></p> <p><i>Proceeding with the logon, beyond this screen, is deemed to be an acknowledgement of the conditions of use</i></p> <p><i>Misuse of the system or information on it may result in disciplinary action or prosecution.</i></p> <p><i>To accept and continue press Ctrl-Alt-Delete and enter your QID and password."</i></p>	
R42	<p>New Zealand Police should introduce a requirement that all staff sign a document to confirm that they have read and understood the acceptable use policies for the Internet and email. These requirements should be fully explained to all recruits during</p>	Completed	<p>Each time a user logs onto the Police system they are required to acknowledge the acceptable use policies for the internet and email.</p> <p>In relation to recruit training, recruits are given a fully 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</p>	Completed 2006.

	Recommendations	Status	Progress	Estimated time to completion
	their training.		required to sign a letter stating they have read and understand the policy.	
R43	All police officers should be required to acknowledge that they have read and understood any changes to police computer use policies. These requirements should also be fully explained to all recruits during their training.	Partially completed	<p>Each time a user logs onto the Police system they are required to acknowledge the acceptable use policies for the internet and email - completed.</p> <p>In relation to recruit training, recruits are given a fully 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 - Completed.</p> <p>These requirements for communicating and tracking acknowledgement of changes have been defined with R11 and will be delivered as part of the "Corporate Instruments" initiative noted in the R1. They will be deemed as critical instructions.</p>	Estimated to be completed June 2009.
R44	New Zealand Police managers should receive regular reports on the use of the Internet by their staff. This reporting requirement should be built into the early warning system that the police are developing (see R47, R48).	Completed	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 significantly improving the organisation's ability to	Completed June 2008.

	Recommendations	Status	Progress	Estimated time to completion
			monitor individual users' Internet use and identify potential issues requiring early intervention.	
	Ethics training and ethics committees			
R45	All New Zealand Police districts should implement a nationally consistent ethics training programme that all police officers are required to attend. Police officers should also be required to attend regular refresher courses on ethics.	Partially completed	<p>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.</p> <p>105 members across all districts have been trained over the past year to deliver this national training package within districts and Service Centres.</p> <p>A refresher training package has been developed and is being delivered to staff who have previously received the initial training.</p> <p>New national ethics training package titled: "Contemporary Policing in NZ - Discretion, Ethics and Professionalism" has been completed and will be piloted in a single session on 2 October in Wellington. If the pilot is deemed successful, the package will be rolled out to districts for national delivery.</p> <p>Ethics training is proposed to be mandated as cyclic training at the March or April PEC meeting 2009. Completion</p>	Ongoing and estimated to be completed June 2009.

	Recommendations	Status	Progress	Estimated time to completion
			of this recommendation has been pushed out to 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.	Underway	<p>An assessment has been made of the current state of ethics committees across NZ Police and has identified that most districts operate ethics committees.</p> <p>Draft policy has been prepared, submitted to PEM and distributed for consultation to districts. Significant feedback of varying degrees was received. These are now being considered, assessed and where appropriate taken into account in a further draft of the policy. Next action is to elevate to PEM again for further consideration.</p>	<p>Assessment completed.</p> <p>Draft policy iterations and consultation continues. Expect to have definitive timeframes by next quarter.</p>
	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	<p>A series of workshops with key senior professional standards, human resources and employee practice managers, and policy staff have been held to look at existing process, procedures and policies, and to identify where improvements can be made.</p> <p>The programme of work has elected to combine Recommendations 5, 8, 14,</p>	<p>Analysis phase expected to be completed early next quarter.</p> <p>Technical option identified by the end of the next quarter.</p> <p>Timeline for implementation will be determined based on the solution.</p>

	Recommendations	Status	Progress	Estimated time to completion
			<p>16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	
R48	<p>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.</p>	Underway	<p>A series of workshops with key senior professional standards, human resources and employee practice managers, and policy staff have been held to look at existing processes, procedures and policies to identify where improvements can be made.</p> <p>The programme of work has elected to combine Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business requirements identified.</p> <p>Technical solution expected to be identified by the end of the next quarter.</p>	<p>Analysis phase expected to be completed early next quarter.</p> <p>Technical option identified by end of the next quarter.</p> <p>Timeline for implementation will be determined based on the solution.</p>
R49	<p>New Zealand Police should review its approach to performance management, including the training provided to supervisors and managers, the performance</p>	Underway	<p>The performance and development appraisals process will be reviewed as part of the introduction of the revised Code of Conduct.</p> <p>SSC seeking consultation partners to assist with the assessment of current performance</p>	<p>Estimate to be completed June 2009.</p>

	Recommendations	Status	Progress	Estimated time to completion
	appraisal process and documentation, and the methods in place to ensure that the follow-up identified in the performance improvement plans actually occurs.		<p>management processes. This recommendation will also consider any findings from the review of performance management as noted in Recommendation 37.</p> <p>District Employee Practice Managers continue with training in performance management, as part of the 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. SSC seeking consultant partners to assist with assessment of current performance management processes.</p>	
	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	Ongoing	<p>Tasman District held its first Equity & Diversity meeting. This network will work on all areas of Equity & Diversity with a focus on increasing the numbers of sworn women and retaining and supporting staff in their many 1, 2, 3 person stations - first serving New Zealand police officer to wear a turban as part of uniform.</p> <p>Waikato District's focus is on:</p> <ul style="list-style-type: none"> women's professional development with seminars carrying on from the national leadership development 	Ongoing.

	Recommendations	Status	Progress	Estimated time to completion
	sexual assault by members of the Police or by associates of the Police.		<p>courses</p> <ul style="list-style-type: none"> o Maori leadership - ethnic and Maori recruitment and the linkage with Maori wardens. o supporting two Asian recruits o 'Talk to Somebody' campaign o U21 mentoring scheme. <p>Southern Districts achievements in Equity & Diversity include:</p> <ul style="list-style-type: none"> o establishment of Maori Advisory Group o Southern District Induction book including a section on equity & diversity o planning the equity & diversity road show to travel around the district in early 2009 o establishment of a waiata group. <p>Wellington District - Inspector Karen Smith featured on the front page of the paper breastfeeding her baby and we were congratulated by the Human Rights Commission and Department of Health for leading the way on the issues of breastfeeding at work.</p> <p>Eastern District commenced a Women's Leadership Development programme.</p> <p>The Work/Life Balance Statement of Commitment has been</p>	

	Recommendations	Status	Progress	Estimated time to completion
			approved by PEM.	
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	<p>Health Audits are made up of findings of the engagement survey, additional specific questions, and other data.</p> <p>The 2008 Health Audit will include the results of an engagement survey of all staff and will look 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.</p>	<p>Baseline audit completed.</p> <p>Full 2008 audit will commence in August.</p> <p>Annual Health Audit to be carried out in August of each year through to 2017.</p>
	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	Underway	<p>A workshop with key senior professional standards and employment relations managers, policy staff, and senior legal and policy advisors was held to identify the business requirements for new policy and processes to meet the needs of the organisation and this recommendation.</p> <p>Policy definition has been initiated, both legal and process, and an options paper will be presented to the steering committee for direction in November.</p> <p>The programme of</p>	<p>Scope agreed by the next quarter.</p> <p>Timeline for implementation will be determined by option selected.</p>

	Recommendations	Status	Progress	Estimated time to completion
	always made where information received indicates that a police member or associate may have committed a sexual offence.		work has elected to combine Recommendations 5, 8, 14, 16, 20, 47 and 48 with regards to determining a technical solution to best meet the business needs identified. Technical solution expected to be identified by the end of 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	This will be achieved as part of R52.	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	This will be achieved as part of R52.	Refer Recommendation 52
R55	The New Zealand Police ethics training programme should aim to foster a culture that encourages	Partially completed	This is a key focus of the current ethics training programme. The ethics training emphasises the responsibility of supervisors and managers	Refer Recommendation 52

	Recommendations	Status	Progress	Estimated time to completion
	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.		<p>in determining the culture that exists and the need for the culture to support members who make allegations of wrongdoing against other members or disclose such wrongdoing.</p> <p>This training is delivered within all NCO and Commissioned Officer promotion qualifying courses as well as within districts.</p> <p>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.</p> <p>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.</p> <p>This will be achieved as part of Recommendation 52.</p>	
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	Underway	The approach for communicating this is being documented as part of the implementatin of the "Report and be Protected" Policy identified in R52.	Refer Recommendation 52.

	Recommendations	Status	Progress	Estimated time to completion
	colleague or a police associate. Police managers and supervisors should encourage and support members to report such allegations.			
	Community engagement and feedback			
R57	Each police district should establish groups of community representatives, chaired by recognised community leaders, which meet regularly to provide comment and feedback on police service delivery and policing issues throughout the district. Relevant information obtained from the feedback from the community should be incorporated into the police early warning system (see recommendation R47, R48).	Underway	<p>A stocktake of current mechanisms for community engagement occurring in districts was carried out. Districts were also asked to provide suggestions on possible ways to engage with the community in line with Recommendation 57.</p> <p>This information was used to identify a proposed approach using current community engagement mechanisms and was presented to the Police Executive Meeting (PEM) on 11 February.</p> <p>PEM has directed that a draft community engagement model for addressing Recommendation 57 with associated guidelines and implementation plan be prepared for them by 30 June 2008.</p> <p>Initial work on the requirements has been carried out and has identified they will require longer than anticipated to complete.</p> <p>A Change Request is being prepared to</p>	Estimated to be completed June 2009.

	Recommendations	Status	Progress	Estimated time to completion
			<p>reschedule the date to 30 September 2008. This will not affect the overall June 2009 deliverable date.</p> <p>A draft Community Engagement Model and associated guidelines have been consulted with District Commanders for their comment and suggestions. A draft PEM paper is being prepared to have with the Project Sponsor by 30 September 2008.</p>	
	Implementation and monitoring of police initiatives			
R58	<p>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</p>	Ongoing	<p>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.</p> <p>COI recommendations have been prioritised.</p> <p>Next steps for NZ Police to consider approach and options for rationalising projects and initiatives going forward.</p>	Estimated to be completed by 2017.

	Recommendations	Status	Progress	Estimated time to completion
	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.			
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 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>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.</p> <p>The approach to combining the review of progress under R37 and R59 has been finalised and has commenced with the issuing of a RFP in September. 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.</p>	<p>Initial SSC Review complete.</p> <p>Follow up review approach finalised and will be completed by the end of 2008.</p> <p>Estimated to be completed by 2017.</p>
R60	The Government should invite the Controller and Auditor-General to monitor, for the next 10 years, the New Zealand Police	Ongoing	NZ Police met with 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	Estimated to be completed by 2017.

	Recommendations	Status	Progress	Estimated time to completion
	<p>implementation of all the projects and initiatives of the type described in 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 10-year period.</p>		<p>avoid duplication of effort by both SSC and OAG.</p> <p>OAG are determining their scope of work pursuant to this recommendation and R58 and to identify where and how best to provide a valued contribution to NZ Police.</p>	