

Francis Independent External Review

Final Progress Report

Bringing humanity to every interaction

The prevention first model commits to Police bringing humanity to every interaction within the community. We want to encourage our staff to bring the same level of humanity to every interaction with each other as well, to help build a positive, safe and healthy culture.

The Francis Independent External Review, commissioned in 2019, looked at whether Police had appropriate systems and processes in place to prevent and respond to bullying, benchmarking these against workplace standards across the public service.

Police committed to having all recommendations implemented by 30 June 2021. This report focuses on the progress we have made up to 30 June 2023 across the business to build robust and transparent leadership, a healthy workplace culture, support for employees and safe complaint and resolution management.

I believe sustained application of the approaches described in this document will lead to lasting improvements across New Zealand Police and steer us towards a positive future in policing.

I recognise how important the work outlined in the Debbie Francis Review is and will continue to monitor the progress of these priorities.

Over the past three years, we have examined the changes suggested in the review and identified where we can make lasting improvements for our employees. These changes have included things like reviews of our code of conduct and the development of the Police High Performance Framework, the implementation of Kia Tū – an internal programme to address bullying and work with employees to find resolutions, clear succession planning – particularly at a senior level and finding better opportunities for our staff to feedback to the executive teams.

I'm very proud of the way our organisation continues to evolve, respond and embrace our ever-changing environment. The work we do in the background enables our frontline staff to feel supported and give them the capability to do their job of keeping NZ safe through core policing.

Andrew Coster

New Zealand Police Commissioner

Effective leadership

THE FRANCIS REVIEW SAID

Recommendation 1

Ensure there is no tolerance for misaligned behaviours or inappropriate leadership styles at senior levels.

Recommendation 2

Further refine the Police leadership development framework and training to include intrapersonal and people management skills at each level.

Recommendation 3

Develop Leadership Success Profiles (LSPs) for each developmental level of the Police framework.

Recommendation 4

Support formal, course-based leadership development with on-job training elements to ensure continuous skills refreshment.

Recommendation 5

Develop a suite of differentiated leadership development interventions and align to the talent management system to ensure individual investments are targeted to specific needs.

Recommendation 6

Further embed the PHPF culture conversations by equipping all Sergeant, Senior Sergeant and Inspector-level staff with practical training in coaching skills, to ensure consistent, high-quality conversations.

The issue

To achieve a high performing, safe and positive culture, our leaders must lead by example, consistently demonstrating high personal integrity. They need a clear picture of what is expected of them and what successful leadership looks like. They also need training and support to coach their teams to perform at their best.

Our response

Behaviours and leadership

Police has implemented a range of systems and processes to identify and manage behaviour and conduct within the organisation including at senior levels. These include:

- ▶ Police High Performance Framework (PHPF), culture assessments and check-ins – there is a clear expectation that all leaders and managers are using the PHPF frameworks and tools to ensure the behaviours and values of our organisations are upheld.
- ▶ The priority Be First, Then Do – has driven a deliberate focus on our culture and who we are and how we behave. Under this priority the organisation has advanced a number of initiatives:

- ▶ Executive Development Board / Succession Management Programme. This programme provides for independent assessment of capability and competencies, and collective view of the Executive Leadership team around decision making and feedback provided to enable our leaders and future leaders to grow and develop.
- ▶ Sharing Our Stories campaign – celebrating the diversity and range of people that make up our organisation and contribute to our success.
- ▶ Put in place and strengthened a range of mechanisms to manage conduct – including Kia Tū, Te Ohu Manawanui, National Integrity and Conduct Unit which provides a range of responses that allow for escalation as appropriate.
- ▶ The Organisation Culture Governance Group (OCGG) has executive oversight of the effectiveness of these systems and process.

Continuous Education Programme (CEP) information appropriated to fit with Leadership Development Framework (LDF)

In 2021, the Continuous Education Programme (CEP) was developed as a delivery mechanism for leadership development. CEP was established for all levels of leaders.

Initially each programme level was designed with a field-based reflective element and a concluding course-based experience where learnings from both were integrated and formed into an ongoing learning plan. Central learning outcomes of the CEP included coaching, reflective practice, and the PHPF. An additional key component of CEP included modern methods such as podcasting and digital based formats, through this the programme was able to reach more leaders than previously feasible. Podcasts directed viewers into a reflective process, where they were expected to seek the messaging in the content, reflect on their understanding of it, their skills or knowledge gaps and apply this learning to their leadership practice in a mindful manner.

After the CEP pilot, it was determined a new leadership programme would be integrated into a wider development framework to better align with the Commissioners Priority of 'Be First, Then Do'.

The Leadership Development Framework

The Leadership Development Framework (LDF) is currently being developed and an evolution of our organisational approach to developing leaders. 'Be First Then Do' articulates a vision for change in our culture, driving inclusiveness and diversity, creating psychological safety and a fair environment for all employees to thrive. It promotes a focus on who we are and the way we think about and treat each other. This priority also expects this approach applies to all interactions with the community.

This programme provides an evidence based, nationally consistent approach to leadership development while clearly stating what leadership skills, attributes and capabilities are valued by our organisation. The LDF provides an overarching framework demonstrating connection with other organisational initiatives such as PHPF, our business, core competencies and the Commissioners leadership expectations, providing clarity and unification about our organisational expectations.

The LDF is comprised of the Core Policing Knowledge (CPK) (or revised equivalent), command and control, CEP pre-learning modules (i.e. online learning), the leadership programme and experiential learning through a six month on the job 'BAU' phase where new skills, knowledge and behaviours are embedded. It will apply to all employees. The LDF examines who we are, and why we are providing our people the tools to be more purposeful and deliberate to grow our leadership capability. It also introduces a clear delineation between leadership development and command and control, emphasising to our people that Command and Control is a critical requirement to respond to, manage and

resolve incidents safely.

Robust feedback was captured from the former CEP and accounted for in the design of the LDF. A process was established to provide coordination and governance to continuous improvement. The Director: Leadership and Development oversees requests for alterations to the leadership course. The Training Approvals Quality Assurance Board will review new training outside of agreed leadership content.

Coaching

The National Coaching Framework has been developed as an integral part of leadership development and behaviours, along with the coaching capabilities enabling leadership interactions. Where the PHPF was designed to enable people to achieve their potential, the national Coaching Framework brings humanity and conversational agility to these sessions. Equipping our people to navigate the dialog across all five PHPF frameworks.

This is an intentional departure from directive management to inclusive leadership, orientated towards building strong relationships, effective coaching, and enhanced communication to span the requirements of our business. The National Coaching Framework will further embed PHPF culture conversations by equipping leaders across organisational levels with practical training in coaching skills. This will ensure consistent, high-quality mana-enhancing conversations while addressing performance concerns. Importantly this kaupapa has been developed by New Zealand Police, with the flexibility to adapt and evolve to meet the needs of our ever-changing business.

Development boards

Development Boards have been initiated to provide structure, governance and support to the selection processes for high-value national development programmes and opportunities (i.e. EOI). This includes selection for national promotion programmes and leadership development programmes (up to Inspector and employee equivalent levels). Development Boards support access to development spanning districts, service centres and locations. Development Boards have been designed to support a consistent, fair and equitable approach to development opportunities. This provides our people with an inclusive approach balancing individual aspirations with business continuity, organisational needs and planning for the future.

This initiative considered lessons learnt which were

established through the Development Board review. Extensive socialisation and consultation across a wide audience was conducted. The key components of the new Development Board process include defined roles and responsibilities, process alignment with the Leadership Development Framework (LDF), Te Ao Principles consistent with other LDF initiatives, and comprehensive resources including robust operating guidelines. Supporting resources have been designed to support best practice and are

available to employees. These include local development board hubs for Districts and Service Centre communication. The digital platform provides quick access to Development Boards Guidelines and is available on Police mobility devices.

Leadership success profiles

Indicators of Success were developed to outline what good looks like at each level of the organisation. The indicators have been used to inform the development and design of the LDF.

Explicit behavioural standards and a considered approach to cultural health

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Recommendation 7

Identify internal champions to lead quarterly behaviours and values discussions at District and Area level for the next 12-18 months to assist in normalising discussions about conduct and to provide a vehicle for voice.

Recommendation 8

Develop explicit criteria for what poor, good and great behaviour looks like for each of the PRIMED values and link to the relevant PHPF materials.

Recommendation 9

Undertake more frequent pulse surveys or real time feedback exercises on behavioural matters, including bullying, to take more frequent temperature checks and help focus deeper investigations.

Recommendation 10

Review the Professional Conduct function within Police, both centrally and in districts, in order to clarify its operating model and boundaries with other internal functions.

Recommendation 27

Encourage greater use of exit interviews, share pattern data and ensure follow up to respondents.

The issue

The Francis Review acknowledged the work we have done to shape and sustain a positive culture, but that we needed to be more deliberate about keeping our values alive and being clear about the behaviours we expect. The Review said we could do more to give our increasingly diverse workforce a voice with regards to raising bullying or other breaches of values. More frequent, targeted surveys on matters of concern would be more useful. The Review also highlighted the value of exit interviews as an organisational health check.

Our response

Behaviours and values

In 2021, a new group of District and Service Centre PHPF

Leads were established. These leads help leadership teams drive the performance cycle and culture conversations in their workgroups. They are supported by the Organisational Development Team at monthly meetings facilitated and supported by the PHPF Principal Advisor and the Director: Leadership and Development.

The District and Service Centre Leads identified a larger pool of champions in their workgroups as PHPF Subject Matter Experts (SMEs) and facilitators to help build people's knowledge and understanding of the PHPF framework and Core Competencies.

The PHPF drivers are embedded into Police's core competencies of 'How we will deliver Our Business'. The fundamentals of PHPF are joined into Core Competency training. Behaviours identified with our core competencies

are now heavily referred to in PHPF refresh sessions. These behaviours are reinforced in the PHPF online learning module.

A dedicated PHPF hub with up-to-date resources is available to all employees via the TenOne intranet site. These resources include national stories, training videos and the Executive Strategic Performance Template.

As part of our Performance Management Framework, Our Values are used to measure behaviour by driving regular conversations about how our people are performing against these values and any areas for development. The work completed to develop the Indicators of Success for the LDF alongside the refresh of the Code of Conduct gives our leaders guidance on what poor, good and great behaviours look like for Our Values.

Over the last 12 months there has been significant growth in employee led networks (ELN's). These networks are supported through the Diversity and Inclusion Strategic Advisor and Organisational Development Team. This has enabled us to hear from diverse voices across police through Employee Led Networks particularly for Women. Women's Advisory Network, Mana Wāhine, Mum's in Blue, Menopause Support Network and Next Generation.

At a district level, various initiatives exist from PHPF refresher sessions to induction conversations with new constables. The focus is on how we behave, the impact on others, and how to set a positive workplace culture so our people can thrive.

Our Senior Advisors: Leadership and Development deliver an Emerging Leader course to a range of employees, across all workgroups. These courses focus on the PHPF, leadership behaviour, coaching, critical thinking, and using the culture transformation tool. Our values are referenced throughout the course and used to enable leaders to reflect on their behaviour. The course builds people leaders' capability to lead and care for our people and grow toward their potential.

The Integrity and Conduct group are delivering presentations to recruit, leadership development courses, and other workgroups to create an awareness of how our people can keep themselves safe. This explores and raises awareness of how individual vulnerabilities can be exploited and the importance of effective conflict management.

More feedback opportunities

Following the 2020 Culture Survey commissioned by Police and the IPCA, Police conducted a second organisation-wide

culture survey in 2022 for employees to have an opportunity to have their say and deepen our understanding of our workplace culture.

The response rate for the survey was 36%. The results showed most of our people have strong positive feelings about our workplace environment. We've made small but important improvements in reducing the number of our people who've experienced bullying or other negative behaviour – but there's always more we can do to build the culture we aspire to.

As part of our exit survey for employees leaving Police, we ask if bullying had an influence on their reason for leaving. Results are reported to the Health and Safety Governance Group and is tracked through the risk register.

We are investigating other surveying options across the employee lifecycle to optimise response and engagement from our people.

Professional conduct function

The role and function of Police Professional Conduct was reviewed and resulted in a restructure of the PNHQ workgroup to better reflect the Prevention First Operating Strategy and bring to life the deployment model. This restructure includes re-shaping roles to create Deployment, Prevention, and Operation Managers roles, as well as National Assessment Team Advisor and Criminal Case Advisor.

The efficacy of policy, practice, and procedure applied by Integrity and Conduct is regularly reviewed with a continuous improvement approach enabled by a Tasking and Coordination process. Police Professional Conduct is now aligned with the National Integrity Unit (NIU) under the banner of Integrity and Conduct. The group works closely with Te Ohu Manawanui, Kia Tū, Early Intervention, and Employment Relations.

Exit interviews as a health check

Exit surveys provide a great opportunity for employees to share their experience of working for Police. This information helps the organisation understand why people choose to leave. In addition to completing an exit survey, they can opt to talk to an HR Advisor about why they are leaving. We continue to collate data on this information as previously reported. Dashboards with the insights from exit surveys are available and provided to key people leaders.

Our next step is to become more proactive, with the

consideration of intervention programmes in response to themes at national and local levels.

This area continues to be of interest to the organisation with regular reporting provided to the Health and Safety Governance Group.

Positive cultural drivers in the employee lifecycle

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Recommendation 11

Consider changing the operating model for Police People and Capability to allow greater focus on strategic workforce management.

Recommendation 12

Ensure that all recruitment processes at all levels include consideration of personal attributes and behaviours.

Recommendation 13

Introduce more systemic, consistent, and transparent talent management processes including talent mapping and succession planning.

Recommendation 14

Revamp the internal appointments processes to reflect talent management changes, increase the use of objective

data (such as upwards feedback) and to reduce bias (such as the use of blind shortlisting or external panels).

Recommendation 15

Improve strategic HR dashboard reporting at Executive, District and Area levels

Recommendation 16

Consider approaches for reorienting the internal culture within HR to focus on enablement of managers and staff as customers.

Recommendation 17

Consider enhancement to District based HR advisory services to District Commanders and ensure joint working to promote consistency.

The issue

To prevent bullying, protective elements need to be embedded in employment processes, from recruitment to exit. The Review also noted that there was scope to develop much more rigorous and consistent talent mapping and management processes. All employees need to know how they are viewed by the organisation and to be able to anticipate progression pathways, development and succession opportunities.

Our response

People and Capability operating model

Police has started developing a people strategy to ensure there is a clear and unified understanding of Police's strategic direction in respect of its people, including workforce management.

In 2022 a standalone programme (the Workforce Management Improvement Programme – WMIP) was established to review and improve how Police manages its workforce so that as an organisation Police would be more

strategic and proactive than it has previously been.

The Commissioners Realignment which takes effect on 1 July 2023 includes important structural changes bringing people related functions under one Deputy Commissioner (Deputy Commissioner: People, Leadership and Culture). As the role of Deputy Commissioner People Leadership and Culture embeds into the organisation, operating models for people functions may come increasingly into focus.

Consideration of personal attributes and behaviours

Police has transformed its recruitment process. The new approach is underpinned with a set of underlying principles - our values, transparency, fairness, inclusiveness, and mitigating bias. These are the outcomes our people want to see and experience as part of their employment journey with Police.

This refreshed approach:

- ▶ Provides simpler and more transparent centralised recruitment practices.
- ▶ Ensures everyone is treated fairly, and consistently with our values.

- ▶ Provides a framework giving confidence to employees and people leaders that we are matching the best person to the role and enables Police to operate at full capacity delivering our business.
- ▶ Aligns with the PHPF and is consistent with the core competencies.
- ▶ Reduces bias.
- ▶ Promotes our commitment to diversity and inclusion.

Succession Management Programme

The Succession Management Programme (SMP) has been developed for tier two, three and four leaders. It aims to provide a transparent and deliberate process to identify, develop and manage 'talent'. The SMP has a specific focus on ensuring a deep and diverse succession pool for critical roles, with an initial focus on senior leadership roles as part of a MVP1 approach. The SMP is designed to be clear on what Police values organisationally – through our competencies and behaviours.

The intended outcomes of the SMP are to maximise development opportunities for those identified as future senior leaders while removing the vagaries of who is provided opportunities (e.g. development and relieving). The SMP selection process was engineered to bring fairness to the selection process using clearly articulated transparent criteria. Effort was invested in ensuring there is an appropriate balance between bringing forward the skills, knowledge and experience required for roles, with the culture and leadership transformation we are trying to achieve.

The SMP draws on key elements of the core competencies and Culture Transformation Tool (CTT) (decided by the Executive Leadership Team), seven competencies were developed and tested including indicators of success setting what good looks like. These were piloted with an external consultant, Sheffield, and applied to assessment centre activities.

Talent Pathway

Police is committed to ensuring all people are treated fairly, and in a way that is consistent with our values.

Police's recruitment process is called Talent Pathway. It is supported by the Talent Pathway team, a centralised group of recruitment specialists who provide simple and transparent recruitment practices.

The Talent Pathway team is here to support hiring managers

and applicants through the end to end recruitment process, with consideration to specific role requirements, to attract high quality applicants.

Talent Pathway is designed to support Police's commitment to hiring and retaining diversity, addressing gender pay gaps and mitigating biases. It adopts a person centric approach, focusing on the right person, the whole applicant, and is targeted toward inclusion and inclusive practices.

This includes:

- ▶ A centralised internal recruitment function with national coverage for all fixed term and permanent roles.
- ▶ National Panel Register requiring hiring managers and panel members to successfully complete two online learning modules with the intent to reduce bias in selection as part of the registration process.
- ▶ Shortlisting is undertaken by the Talent Pathway team with applicants to be submitted to the People Leader once the selection process has been completed. The People Leader will then decide who to take to interview.
- ▶ CVs are not required for internal employees. They provide their employment history in list form including, role title, dates held and rank.
- ▶ Departure from the interview question library. Interview questions are formed in consultation with the hiring manager to be role specific and to get the most out of the applicants and showcase how they align

HR dashboard

This recommendation continues to progress. Police is currently assessing appropriate and helpful metrics to ensure that People data and information is regularly reported to the Executive and to the Organisational Culture Governance Group (OCGG). It is also a part of Police's review of how it measures operational performance (the operational performance framework).

HR culture

The Executive Leadership Team (ELT) 2020 redesign process placed People Operations and Finance functions under the Deputy Chief Executive Corporate Operations. Some responsibilities previously in People Operations and Finance were moved to Leadership & Capability and Strategy & Service, respectively.

The DCE Corporate Operations commissioned an external

company to review the operating models for the roles' functions. Part of this is the work Police received from KPMG "The Voice of the Customer". This has informed the way Police delivers its People Services. The Corporate Operations Transformation Programme (COTP) effectively delivered key foundations for how people services can be better delivered. Below outlines the successes the People Operations function have had as a result:

- ▶ Launched Employee Essentials, a one stop shop of information, tools and learning to support employees.
- ▶ Transferred People Services to the Corporate Service Portal for users and set up workflow management.
- ▶ Developed operational performance dashboards to enable team leaders/ managers making operational decisions.
- ▶ Piloted dashboards and established a series of business reports that can be self-generated.
- ▶ Developed the initial programme benefits model and register.
- ▶ Resolved leave data inconsistency issues.
- ▶ Initiated and consulted on the high-level design of a single Corporate Operations Service Desk.
- ▶ Ran a series of People Operations leadership workshops to support cultural change towards being more user friendly and facilitate the delivery of the target operating model.
- ▶ Developed and piloted induction and training modules to ensure new employees to People Operations are trained and supported to work under the target operating model.

Although technology was largely out of scope for the programme insights and trends captured through the (ServiceNow) service portal enabled better management of the operational service delivery of teams within People Operations. This has saved time and effort while improving our people's experience and was validated through the user experience research conducted in June 2023.

A further realignment took place, and a newly formed People Services function is to come into effect on 1 July 2023. This will encompass four business units: Employee Relations, HR Advisory, HR Operation and HR Business Projects.

We will continue to focus on reforming the People Services functions in line with the four-tiered operating model, giving us the foundations to build a Centre of Excellence for all people services as we integrate our teams and key functions to increase efficiency and effectiveness in delivering expert HR advice and services.

We will continue to reorientate and build a positive culture by ensuring Police is supported by technical HR expertise and trusted advisors.

HR Advisory services

The HR Advisory team ran a series of workshops to review all the roles, position descriptions and functions of the workgroup to gain clarity of roles and responsibilities. The workgroup continues to focus on clarifying roles and responsibilities and ensuring it has the right capability and capacity nationally, to support Districts and Service Centres. We are also exploring how we can best provide strategic HR Business Partnering within current resourcing. Building on this foundation, HR Advisory will continue to improve and evolve over the next two-four years through a continuous improvement and service excellence lens.

Safe and secure processes for disclosure and skilled support for staff

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Recommendation 18

Replace the current Speak Up channel with an externally hosted helpline staffed by trained professionals who utilise a 'victim first' approach to provide initial advice on HR or wellbeing matters, undertake triage and assist staff to access additional care as required.

Recommendation 19

Discontinue the current Harassment Support Officer model or reposition and reinvest in it.

Recommendation 20

Develop consistent reporting at Executive and District level

on key themes and patterns from users of these channels and the related support services, potentially within the wider Early Intervention (EI) framework.

Recommendation 21

Refresh and re-communicate internal policies on bullying, harassment and discrimination.

Recommendation 22

The issue

It is essential that we have safe and secure channels for disclosure and skilled support for victims or complainants. Speak Up was established as the primary channel for reporting bullying but, in its current form, suffers from several problems. People making complaints need more support and may not feel their safety is being prioritised. At the same time, current policies around harassment and discrimination and the Protected Disclosures Act need to provide clearer guidance to employees.

Our response

Kia Tū - standing up against unacceptable behaviour

The Speak Up channel has been replaced by Kia Tū - standing up against unacceptable behaviour.

Kia Tū was launched in February 2021 to address and respond to unacceptable behaviour, bullying, harassment, and discrimination. Kia Tū, was designed through consultation with a range of public sector agencies to gain insights on how bullying is managed and addressed. Based on those insights Police decided to adopt an internal model. Outsourcing this service would make it difficult to implement other Review recommendations including centrally or regionally hubbed triage centres for receipt of complaint files, categorisation decisions and commissioning of investigations. This change was discussed with the author, Debbie Francis, who supported our intent and approach.

The safe secure channels for reporting through the online form and 0800 call back service ensures that skilled support can respond appropriately and provide support in a timely way. The approach of whanaungatanga and manaakitanga creates a safe environment for our people to be heard and supported, to raise their concerns.

Kia Tū and Te Ohu Manawanui – Employment Resolutions share the same guiding principles with Te Pūtahi o te Tangata (people centric) ensuring we treat everyone with

Clarify and re-communicate the formal processes for making a complaint under the Protected Disclosures Act.

Recommendation 23

Provide additional mechanisms for staff at all levels to have a greater voice on innovation and improvements, including co-design with staff of new processes and systems relating to this review.

respect, empathy, and care. A victim first approach supports 'Our Vision' to have the trust and confidence of all and ensuring that our service to victims and our response meets their needs.

The new process is based on five guiding principles:

- Te Pūtahi o te Tangata (people centric),
- Whakawhirinaki (trusted),
- Whaiwhakaaro (responsive),
- Tikanga Haumaru (safe), and
- Noho Haepapa (accountable).

The Kia Tū independent Triage Panel assess, monitor, and oversee case resolution and closure and to keep people informed on the progress of their cases. The information relating to cases is secured and confidentially managed and stored in a centralised databased with only the Kia Tū advisors involved in the case, having access to the information.

Support throughout the resolution process is given from trained, qualified Wellness Advisors with access to a range of additional care services, as required. Serious cases may (with notifiers' consent) be referred to Te Ohu Manawanui for employment action.

Harassment Support Officer model

This recommendation has been implemented, and Harassment Support Officers have been discontinued. Unacceptable behaviour in the workplace is stressful particularly for those involved, recognising it is a concern, we have developed a range of advice and support options for those who need it.

This includes the provision of support and advice from Wellness Advisors, who are qualified and experienced health professionals providing services under the prevent, advise, respond framework. This service goes well beyond the previous Harassment Support Officer model.

Reporting of key themes

Te Ohu Manawanui, Early Intervention and Kia Tū programmes provide regular reporting to the Employment Relations Group and responsible Executive within the bounds of confidentiality. Kia Tū and Early Intervention also provides educational and prevention workshops to police recruit wings, leadership courses, district and service centre leadership teams aimed at surfacing issues and addressing trends in relevant districts and service centres.

The programmes actively work with other groups in People, Culture and Leadership to improve visibility and allow trends to be identified. From October 2023, Kia Tū will report to the Organisational Culture Governance Group (OCGG) on trends.

Bullying, harassment, and discrimination policies

A new policy and guidelines were developed for Kia Tū and communicated via Ten One and, Pānui. A dedicated Ten One web page is available with guidance for employees, observers, support people and managers, defining roles and responsibilities and information on the Managers Essentials page.

The Commissioners priority of 'Be First, Then Do' has seen a core focus on revitalising our culture and values with Kia Tū seen as an enabler by taking a prevention and awareness raising mindset across the organisation.

The Commissioner has requested a review of the Code of Conduct, particularly the levels of inappropriate behaviour treated as misconduct and serious misconduct.

Protected disclosure

In immediate response to the Francis review recommendation, changes were made to the Police Manual chapter on protected disclosures in 2021. More options were added on where else to go for guidance, including reference to the Office of the Ombudsman's best practice checklist for protected disclosure policies and procedures. These updates to the Police Manual chapter were brought to the attention of all employees through Police's corporate intranet.

Further redrafts of the Police Manual chapter were made in mid-2022, to align with the new Protected Disclosures (Protection of Whistleblowers) Act 2022. An internal news

article for all employees was also published on 1 July 2022, raising awareness about the new legislation coming into force, and the existence of Police's processes for making a protected disclosure.

Efforts are ongoing to ensure Police's protected disclosure policy, and supporting processes, are clear and easily understood. Further communications to raise awareness are planned and supported by all members of the senior executive ensuring their awareness of Police's protected disclosure policy, and their obligations if approached by an employee who wishes to raise concerns about suspected serious wrongdoing that may qualify for protection under the legislation.

Innovation and improvements

A co-design approach was applied to the revised disciplinary programme, Te Ohu Manawanui. This included District representation on the design team, as well as ongoing consultation with key stakeholders such as the Police Guild and Police Association.

Regular feedback is sought from the Police Association at six-weekly engagement sessions to understand any operational issues and discussions about what is going well, and where attention is required.

Te Ohu Manawanui and Kia Tū contribute to the Leadership Development Courses for leaders designed and facilitated by the Leadership and Development team based at the Royal NZ Police College. There are also dedicated Kia Tū and Employment Resolutions pages within the Managers Essential hub on the Police intranet.

Te Ohu Manawanui's leadership team run connection sessions with District Commanders to understand how the programme is running from the perspective of a decision-maker and learn insight from decision makers with employees who have been through a disciplinary process.

Having all disciplinary matters managed by a single workgroup, means one point of contact exists and is available for employees to connect in with (either a Team Lead or one of the members of the Leadership Team). There is also a generic Te Ohu Manawanui email address where employees can request contact or email through feedback.

Effective complaint management and resolution

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Recommendation 24

Establish a central or regionally 'hubbed' triage centre for receipt of complaints files, categorisation decisions and commissioning of investigations.

Recommendation 25

Adopt restorative justice principles as the default approach to complaints relating to interpersonal behaviour, with more formal approaches only used in serious cases or if restorative approaches have failed.

Recommendation 26

Create, on a consistent model, interdisciplinary teams at District level, including wellbeing, HR and other support providers, agree service standards, information sharing protocols and risk assessment approaches for high needs staff.

Recommendation 28

Establish a centralised case management centre for all internal complaints files (on the model of the case management system used for operational policing) and provide regular updates to complainants on the progress of their files.

Recommendation 29

Develop a specialist internal team of investigators, trained in employment law, to undertake formal investigations into disciplinary matters and ensure members work to consistent processes and timelines. Support these teams with consistent moderation and quality assurance mechanisms, perhaps provided by external advisors.

Recommendation 30

Agree the governance and accountability arrangements for actioning these recommendations, including a single Executive sponsor.

The issue

The Review noted that current HR systems and processes for managing and investigating complaints were disjointed and inconsistent. Responsibilities and process handoffs were unclear in and across districts, between districts and headquarters, and between internal functional groups and between Executive sponsors. Also, seemingly minor performance or conduct issues were being escalated into protracted and formal disciplinary processes where better outcomes may have resulted from earlier and lower-level interventions. The disciplinary process needed to be redesigned. A restorative practice approach was recommended, with formal investigations reserved for more serious cases.

Our response

Triage centre for complaints

Initial assessment of cases takes place by a locally focussed Employment Resolution teams. Matters reflecting potential misconduct are submitted to the National Assessment Team (NAT) for assessment. The local resolutions team is represented on the NAT panel.

For notifications received via Kia Tū, a central independent and confidential triage panel considers whether the matter can be resolved through early intervention via wellness support, performance management advice via people services or a restorative process using Kia Tū advisors or external facilitators. Should the matter be assessed as more serious, it will be recommended for referral to Te Ohu Manawanui (with the notifier's consent) for employment action.

Restorative practice

Te Ohu Manawanui - the Employment Resolutions Team, is a people-centric model with multiple pathways, restorative practice, and appropriate resolutions.

The programme has been supported by revised policy, guidance, and training.

The new process is based on five guiding principles:

- ▀ Te Pūtahi o te Tangata (people centric),
- ▀ Whakawhirinaki (trusted),
- ▀ Whaiwhakaaro (responsive),
- ▀ Tikanga Haumaru (safe), and
- ▀ Noho Haepapa (accountable).

Using restorative practice and justice principles is an important component of the Te Ohu Manawanui and Kia Tū toolboxes, providing the foundation to repair interpersonal conflicts. By agreement, restorative meetings can be coordinated and facilitated internally or for more complex matters, by seeking support from an experienced, external restorative practitioner.

Consistent interdisciplinary teams

Locally focussed Employment Resolution Teams (ERTs) manage cases and provide advice and guidance to all parties. This includes facilitating access to specialist support services. A team of trained and dedicated investigators assume any employment investigations.

Local ERTs work closely with local Professional Conduct Managers. Each district/service centre is supported by an HR Advisor and a wellness advisor who regularly get involved in employment issues notified via Kia Tū or Te Ohu Manawanui. Each of these specialists report centrally to their respective work group and work together to support the district/service centre.

There are formal protocols in place between Te Ohu Manawanui and Integrity and Conduct, including multi-disciplinary National Assessment Team (NAT) meetings where allegations are categorised.

The Kia Tū Triage Panel includes multi-disciplinary specialists including a Human Resource Manager, Te Ohu Manawanui Team Leader, Police Conduct Manager and Wellness Manager.

Kia Tū, Early Intervention, Human Resources Advisory, Te Ohu Manawanui and Professional Conduct are also trialling regional hubs in Northland District and at RNZPC. These hubs aim to provide a holistic person-centred approach to the various functions.

Employee centric case management

All cases received by Kia Tū are assessed via a central triage panel. Cases reflecting a potential breach of the code are assessed by the NAT. Documentation, as it relates to cases, is uploaded onto a software data system used by Integrity and Conduct, Employment Resolutions, Kia Tū and Early

Intervention. The same software system is used across other public safety agencies in multiple countries.

The principles of being notifier and employee centric are adopted by Kia Tū and Te Ohu Manawanui - The Employment Resolutions Team. Employment investigators and Employment Resolution Specialists oversees communications throughout a case process with notifiers and subject employees. When a case is initially assessed a notifier and employee liaison person is identified.

Dedicated investigators

A team of trained and dedicated investigators undertake employment investigations. The team report through to two Team Leads and a Manager: Employment Investigations provide oversight on work carried out. Support for serious misconduct matters is sought from the ER- Legal team and employment lawyers.

Governance and accountability

In September 2020 Police refreshed its strategic direction and brought in a revised governance model to enable the Executive Leadership team (ELT) to focus on longer term strategic performance.

Ultimately, accountability remains with ELT. They set organisational intent for our business, purpose, values – and determine the scope and parameters of any enterprise level policy or strategy.

ELT is supported by four sub governance groups, one of which is the Organisational Culture Governance Group (OCGG). OCGG is responsible for ensuring police have a high performance culture that is diverse and inclusive. This includes ensuring we have robust coaching, mentoring and leadership programmes in place and that we understand what our medium to long term workforce requirements are to enable and equip the success delivery of Our Business.

OCGG maintains oversight around the delivery of the 30 recommendations. It also has responsibility for oversight of the effectiveness and operation of the range of systems and processes that address the issues raised in the Review. The group seek assurance that the systems and processes are operating as intended by directing monitoring, changes and improvements of these.

