

PROACTIVE INFORMATION	
National Integrity Unit	
Deadline: NA	Date of Response: 5 February 2019

Purpose

1. This paper updates you on the Police Executive's recent decision to establish an internal National Integrity Unit (NIU), to help maintain Police's resilience to corruption and criminal infiltration. Establishing the NIU will align New Zealand Police with its international counterparts, most of whom already have established anti-corruption and integrity units to help boost their capability to keep them safe.

Background

2. In January 2020, Transparency International ranked New Zealand, first equal with Denmark, for being the least corrupt country in the world. This is a ranking that New Zealand holds in high regard, and one in which the role and integrity of the New Zealand Police plays a significant part.
3. Thankfully corruption is still very rare within the Police. The vast majority of police employees uphold the highest values and act with integrity every day, and both the Commissioner and Police Executive remain immensely proud of them and the work they do every day to help keep communities safe.
4. However, with the growth and proliferation of organised criminal groups, the Police Commissioner expects there to be more attempts made to compromise and corrupt police staff and to infiltrate the organisation. This is a risk that the Police must remain vigilant to and protect themselves from.

Police's integrity system must evolve to continue to maintain trust and confidence and prevent corruption

5. Whilst the Police already has a range of measures to protect the organisation, establishing the NIU will enhance its capability and internal controls designed to prevent, detect and respond to this type of risk. As noted above, this positive move will align the Police with most of its respected international counterparts, who have already established specific counter-corruption units or integrity units.
6. Establishing the NIU will also provide reassurance to the New Zealand public that their Police is doing everything it can to prevent and detect any criminal offending within their ranks and throughout the organisation.

Logistics

7. Over the next three months, the NIU will be based out of the Commissioner of Police's Office, reporting to the Chief of Staff, Cassandra Anderson. The NIU will operate a small footprint in both Wellington and Auckland and will be led by Detective Superintendent Iain Chapman, on temporary assignment. As part of this team, he will oversee a small capability of senior specialist investigators, intelligence analysts and employment relations experts.

8. Post April, the new Police Commissioner will determine the NIU's permanent home within the organisation.

High threshold for national intervention by a specialist unit with a joint approach

9. The NIU will work on both internal inquiries and on externally-focused criminal investigations where there are allegations of corruption by police staff or infiltration of the Police. The threshold for deployment of the NIU will naturally be set high.
10. Whilst the nature and type of cases that would fall into this high-end category are in the process of being agreed, they will include the type of offending committed by former Auckland Constable, Vili Taukolo, who was convicted in 2019 of selling police information to organised criminal groups.
11. The immediate priority of the NIU will be to create a high-end investigative capability to complement the existing Police Professional Conduct process. This means bringing a single point of focus to, and oversight of, any allegations of the most serious criminality involving police employees.
12. Currently, these investigations are led by District investigation teams. The addition of a national capability provides a greater degree of independence, consistency, and operational security, as well as enhanced oversight by the Police Executive. To ensure a streamlined approach, the NIU will use existing police systems and processes; including working together with internal police groups such as Employment Relations, Police Professional Conduct and the National Criminal Investigations Group.

Communications

13. A communications plan has been developed to support the NIU's establishment. This includes a range of work designed to inform staff about the work of the NIU, as well as enhanced training and support material to help staff keep themselves safe from being compromised. The first stage of this plan, is an 'all staff e-mail', attached for your information, which is scheduled to be released on Monday 10th of February.
14. Police does not intend to do proactive communications on the NIU immediately, although a reactive media release has been prepared and is attached for your information, alongside draft Q&As. However, the Police notes that publicity about the NIU will in itself act as a preventative and deterrence opportunity that Police will consider closely.

Reviewed by	Detective Superintendent Iain Chapman, National Manager: Criminal Investigations	s9(2)(a)
Approved by	Cassandra Anderson, Chief of Staff	s9(2)(a)

DRAFT PRESS RELEASE

Police Commissioner Mike Bush has today announced that a new National Integrity Unit will be established at Police National Headquarters to bolster Police's capability in protecting to corruption risk and investigating corruption within New Zealand Police.

Led by a Detective Superintendent with specialist investigators, the unit will be an important component in Police's focus on deterring, preventing and detecting corruption.

Commissioner Bush says the role and integrity of the New Zealand Police plays a significant part in New Zealand's top ranking by Transparency International, equal with Denmark, as one of the least corrupt countries in the world. "Thankfully corruption is still very rare in our organisation. The vast majority of our people uphold the highest values and act with integrity every day. I am immensely proud of them and the work they do."

"However, with the growth and proliferation of organised criminal groups, I expect there to be more attempts made to try and compromise and corrupt our staff and to infiltrate our organisation. This is a risk that we must remain vigilant to and protect ourselves from.

"I want to be very clear – we have zero tolerance for this behaviour.

"The new National Integrity Unit will work closely with our Police Professional Conduct team, and together they will help to ensure our integrity as an organisation and as individuals, is not eroded. The public can have full trust and confidence that their police service is maintaining robust systems to deter, prevent and detect any criminal offending within their ranks and throughout the organisation."

Most other respected policing jurisdictions around the world have established similar units to help maintain integrity within their organisations. I want New Zealanders to have the same reassurance.

"Our purpose in New Zealand Police is for people to be safe and feel safe and our mission is to make New Zealand the safest country. We can only achieve these if the people of our country have trust and confidence in us."

The unit will start operating from February and will be based in Wellington at Police National Headquarters.

Key messages

Why implementing new National Integrity Unit?

- We rely on public trust and confidence, because we need this to police with the public's consent.
- Our purpose in New Zealand Police is for people to be safe and feel safe and our mission is to make New Zealand the safest country. We cannot achieve these if the people of our country don't have trust and confidence in us.
- New Zealand enjoys a status as one of the least corrupt countries in the world. The Corruption Perceptions Index from Transparency International ranks New Zealand first equal with Denmark. This is a ranking that New Zealand holds in high regard, and one in which the role and integrity of the New Zealand Police plays a significant part. This status relies on organisations such as ours having robust systems in place so that corruption cannot thrive.
- Although New Zealand Police maintains high levels of integrity, and is a largely corruption-free organisation, some staff have been compromised in the past. With the proliferation of organised crime groups in New Zealand we expect there will be continued attempts from those groups to compromise and corrupt our staff and to infiltrate our organisation.
- Let's be clear – we have zero tolerance for serious criminal conduct and 'insider threats', with corruption being one of the key risks of an insider threat, in our organisation. Police will always investigate corruption and, where necessary, prosecute staff and terminate their employment.
- Our values make a clear statement about the ideals that Police stands for and what guides us in our decision making and the way we interact with the public.
- Our people won't always get everything right, and there will be times when a staff member fails to live up to the organisation's values.
- It is important that our culture and expectations are clear; that we're vigilant about these type of behaviours; and that we will not tolerate staff who act in unacceptable and criminal ways.
- We have a high trust culture in Police and we don't want to change that, but we do need to ensure we are deterring, preventing and detecting any serious criminal practices.
- We need to help our staff keep themselves safe from being vulnerable, and we are continuing to raise awareness about these risks. Staff will be provided with a series of videos on integrity and keeping themselves safe.
- We also need to make sure we have the specialist resources available to meet the challenges that corruption of police staff brings to our organisation and our society.
- We are therefore investing more in maintaining our resilience to insider threats through setting up a new National Integrity Unit.

How will the unit work?

- Our Police leaders – our team leaders, our managers – play a key role in reinforcing our values and expectations. All our staff have the responsibility to self-disclose conflicts of interest and risks. This won't change.
- During the start-up phase (first three months), the National Integrity Unit will be based out of the Commissioner's Office, reporting to Chief of Staff Cassandra Anderson, and led by Detective Superintendent Iain Chapman. It is likely to comprise several investigators and a business analyst/coordinator. Initially the roles will be temporary assignments with capability in Wellington and Auckland.
- Post April, the new Commissioner will determine its permanent home within the organisation.
- Once the decision on permanent placement is confirmed, all of the jobs will be advertised.
- The team will use existing systems and processes, including working together with Employment Relations, Police Professional Conduct and the National Criminal Investigations Group.

What will the unit be doing?

- The immediate priority of the team will be to create a high-end investigative capability to complement the existing PPC process.
- It will be a specialist unit focused on allegations of serious criminal offending, in the nature of insider threats, criminal infiltration and corruption.
- The unit will also bolster our internal controls so as an organisation we become more effective at deterring, preventing and detecting this type of serious criminal activity.
- It will work on both internal inquiries and on external-focused criminal investigations where there is an element of corruption of police staff or infiltration of Police.
- Its investigators will have expertise in covert criminal investigations and professional conduct investigations.
- During the start-up phase, it will use existing systems and processes to liaise with other New Zealand public sector agencies that address corruption and it will contribute to Police strategy on corruption.

When will the unit start its work?

- The unit has started and the start-up phase will continue up until April.
- Permanent decisions about the unit will be made by the new Commissioner post April.

EMAIL TO STAFF

New National Integrity Unit – Commissioner's message to staff

Kia ora koutou

You may have seen earlier this year, that Transparency International ranked New Zealand the number one least corrupt country in the world, equal with Denmark. This is a ranking that New Zealand holds in high regard, and one in which the role and integrity of the New Zealand Police plays a significant part.

Thankfully corruption is still very rare in our organisation. The vast majority of our people uphold the highest values and act with integrity every day. I am immensely proud of you and the work you do.

However, with the growth and proliferation of organised criminal groups, I expect there will be more attempts made to try and compromise and corrupt our staff and to infiltrate our organisation. This is a risk that we must remain vigilant to and protect ourselves from.

Whilst we already have a range of measures to protect the organisation, we need to bolster our capability in preventing, detecting and responding to this type of risk.

To this end, the Police Executive has agreed to establish a National Integrity Unit (NIU), which will be initially based out of my office. It will report to the Chief of Staff, Cassandra Anderson, and will be led by Detective Superintendent Iain Chapman on a temporary assignment to the role. The permanent positions to the NIU will be advertised in due course.

The NIU will be an important component in deterring and preventing corruption in our organisation, and detecting it should it occur. Its immediate priority will be to create a high-end investigative capability to complement the existing Police Professional Conduct process. This means bringing a single point of focus to, and oversight of, any allegations of the most serious criminality involving our people.

More information about the NIU and how you can keep yourselves safe from being compromised will be rolled out over the next month.

Finally, our purpose in New Zealand Police is for people to be safe and feel safe and our mission is to make New Zealand the Safest Country. We can only achieve this if New Zealanders continue to have, and maintain, trust and confidence in us.

Ngā mihi

Mike Bush MNZM

Commissioner of Police