



IPCA

Independent Police
Conduct Authority

G51

Mana Whanonga, Pirihimana Motuhake

STATEMENT OF INTENT

Tauākī Whakamaunga Atu

2023/24 – 2026/27



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This Statement of Intent (SOI) has been prepared in accordance with the requirements of Part 4 Subpart 2 of the Crown Entities Act 2004.

It describes the vision and approach of the Independent Police Conduct Authority (the Authority) to our work over the period 2023/24 to 2026/27.

The Authority also produces an annual Statement of Performance Expectations (SPE) to accompany the Statement of Intent. The SPE consists of key performance indicators and financial forecasts for the term of the Statement of Intent.

30 June 2023



Judge Kenneth Johnston KC
CHAIR



Liz Sinclair
MEMBER



Simon Murdoch
MEMBER

STATEMENT BY THE CHAIR

It is close to 35 years since the 1981 Springbok tour and its aftermath that - in part at very least - led to the establishment of the Authority in its original form in 1989. Prior to that, complaints about Police conduct had been investigated by Police themselves. In its original and current forms, the Authority had had seven Chairs prior to my appointment - all sitting or retired judges as required by the legislation.

Over that time, society, and therefore the Police operating environment, has changed beyond recognition. Police have had to adapt. So has the Authority. One example is enough to make the point - the advent of social media has meant that activities (including criminal activity) that would once have been local and confined can escalate in the push of a few buttons.

My appointment was effective from 1 May 2023 - so, as I write, about five minutes ago. There are no indications that the pace of societal change is about to ease up. Thus, my sense is that the Authority must expect rapid ongoing change over my term. That is why planning for change is important.

This Statement of Intent (and the accompanying Statement of Performance Expectations) are about planning for the next three years - 2023/4 to 2026/7.

As described in more detail in what follows, the Authority has identified a series of priorities for itself in discharging its core role of overseeing Police. These concern improving our efficiency and effectiveness; increasing our technological capacity so as to enable us to use the data at our disposal more effectively; seeking to become an employer of choice so that we can continue to attract and retain talented staff; increasing our focus on preventative work which is becoming a major part of what we do; building on the work we have already done to increase our visibility and accessibility so that those who need our assistance are able to secure it; and continuing to work with Police to ensure their compliance with New Zealand's domestic and international obligations relating to custodial practice.

Additionally, the Minister of Justice, the Hon Kiri Allan, has informed the Authority of her expectations of us. These are entirely compatible with the priorities we have identified. They concern the development of a longer term strategy and corresponding operating model; the development of a strategy for staff recruitment and retention; the minimisation of back logs; and the review of our Act - the Independent Police Conduct Authority Act 1988 - so as to identify any amendment, that might ensure that the legislation "can be most effectively used to deliver outcomes to New Zealanders."

Those are all ambitious goals. However, even at this early stage it is clear to me that the Authority has the benefit of an outstanding senior management team and very talented and dedicated staff. As a result, as I take up this new role, those goals do not strike me as unachievable.

Judge Kenneth Johnston KC

CHAIR - INDEPENDENT POLICE CONDUCT AUTHORITY

02 OVERVIEW | TIROHANGA WHĀNUI

The Authority delivers an oversight system that ensures complaints about, and incidents involving, Police conduct and any Police practice, policy, or procedure, are fairly and impartially investigated or reviewed; that complaints and issues are identified and resolved in a timely fashion; and that any recommendations that are made and implemented result in improved Police performance.

At the heart of our work is the belief that such a system will lead to greater trust by the public in Police and policing as a whole. That trust and confidence will in turn contribute toward increasing the overall effectiveness of Police and the Authority in achieving the Government's justice sector outcomes.

We are committed to:

- demonstrating to the community and to the Government that the Authority is an independent and effective oversight body that contributes significantly to the promotion of public trust and confidence in New Zealand Police;
- providing high levels of productivity, timeliness, and quality control in the delivery of services;
- ensuring that our findings and recommendations are well founded and feed into Police training and development;
- acknowledging the status of Te Tiriti o Waitangi/The Treaty of Waitangi;
- ensuring that the New Zealand public, particularly prioritised groups within our communities, are aware of the presence and work of the Authority.

To achieve this vision, we are focused on five key areas.

1. Continuous improvement in the efficiency and effectiveness of our service delivery.
2. Using our data and technology capability to develop more targeted services and enhance our overall operational capability.
3. Increasing focus on our preventive role.
4. Effective engagement with communities to achieve more equitable outcomes.
5. Working with Police to ensure a greater focus on good custodial practice that meets international standards.

STATUTORY FUNCTION

The Authority is an Independent Crown Entity under Part 3 of Schedule 1 of the Crown Entities Act 2004. It was established under the Independent Police Conduct Authority Act 1988 (the IPCA Act) which defines our functions as:

- receiving and acting on complaints alleging misconduct or neglect of duty by any employee of the Police, or concerning any practice, policy or procedure of the Police; and
- where we are satisfied there are reasonable grounds to do so in the public interest, investigating incidents involving death or serious bodily harm caused or appearing to have been caused by an employee of the Police acting in the execution of their duty.

The Authority also serves as a National Preventive Mechanism under the Crimes of Torture Act 1989 that implements New Zealand's obligations under the United Nations Optional Protocol to the Convention Against Torture (OPCAT). This is to ensure a system of independent monitoring of all places of detention and involves inspecting New Zealand Police detention facilities and court cells to ensure they are safe and humane, and meet international standards. It also involves working in close collaboration with the Human Rights Commission, the Office of the Ombudsman, the Children's Commissioner, and the Inspector of Service Penal Establishments to make recommendations that improve the detention conditions and treatment of detainees.

INDEPENDENT OVERSIGHT

There are three factors that are critical to our independence.

Statutory independence. We are independent as provided for in the Independent Police Conduct Authority Act 1988 and the Crown Entities Act 2004. That statutory independence is critical for our effectiveness.

Operational independence. We must maintain the capability and capacity independently to carry out our own investigations into the most serious matters; to oversee Police investigations; to conduct our own reviews; to monitor Police performance; and to publish reports.

Impartiality. We act impartially in all our dealings. The importance of actual and perceived impartiality is constantly reinforced in all our actions.

We ensure that we maintain appropriate investigative expertise, as this capability goes to the heart of our performance, public perceptions of our credibility and ultimately trust and confidence in our work. No serving member of any Police service is employed by the Authority. A small number of ex-Police personnel from New Zealand and overseas are employed in specialist roles alongside other staff with a range of backgrounds and expertise in investigation, law and criminal justice.

We also ensure we have expertise in facilitated complaint resolution, since our ability to resolve complaints in a timely and effective way without lengthy and resource-intensive investigations is essential to ensure the effective delivery of our services and meet the expectations of complainants.

We have policies and procedures to identify and manage any conflicts of interest that arise. Operational staff do not work in isolation but as members of teams with complementary skills.

All investigations, reviews and facilitated resolutions are subject to constant and consistent managerial oversight. All decisions relating to the outcome of investigations are made collectively by the team and recommended to the Chair of the Authority for final determination before any public reports are issued.

RELATIONSHIP WITH POLICE

The Authority maintains professionally cooperative relationships with the Commissioner of Police, the Police executive, senior officers, Police Professional Conduct staff, and investigators. The Authority and Police have a common understanding of both how complaints are handled, and the agreed protocols that define our respective responsibilities. This ensures effective cooperation and avoids unnecessary duplication.

In addition to the statutory jurisdiction of the Authority, a Memorandum of Understanding with the Police specifies that internally reported matters of serious misconduct or criminal offending by Police that are likely to put Police reputation at risk, are to be notified to the Authority by the Commissioner. The Authority deals with such notifications as if they were externally reported complaints.

MANAGEMENT OF COMPLAINTS

This involves the receipt, assessment, categorisation, allocation, and monitoring of all complaints received by the Authority.

Our approach to complaints resolution emphasises a timely and appropriate response for users of the service.

This involves contact with complainants and Police to gather information and discuss how the complaint may be resolved. Where possible, it concludes with a facilitated resolution of the complaint by the Police that addresses the grievance and provides appropriate redress.

We also have processes for complainants to express dissatisfaction about how their complaint is being or has been resolved.

INDEPENDENT INVESTIGATIONS

The Authority has its own investigative capability so it can investigate independently without relying on a parallel Police inquiry.

We investigate incidents where death or serious injury have been caused – or appears to have been caused by the actions of a Police employee, as well as any allegations of serious misconduct by Police.

A report on the outcome of investigations is usually made publicly available, regardless of whether it contains any criticism of Police actions.

THEMATIC REVIEWS

The Authority undertakes thematic reviews as a preventive initiative.

A review may occur in response to common issues being identified across a range of complaints or referrals. These happen when analysis suggests that a thematic review may prevent similar complaints from arising in the future.

These reviews normally entail input from Police, and result in recommendations for improvements in Police policy, practice or procedure.

RECOMMENDATIONS

The Authority makes recommendations as a result of investigations and thematic reviews.

These include recommendations for criminal or disciplinary proceedings, and for changes and improvements in Police practices, policies and procedures.

The Commissioner of Police must notify the Authority of any action taken to implement a recommendation or give reasons if a recommendation is not being implemented.

MONITORING PLACES OF DETENTION

The Authority monitors places of detention for which the Police have responsibility to ensure that the physical conditions and the care and custody of prisoners provided by the Police meet an expected and agreed standard.



GOVERNANCE AND MANAGEMENT

The Authority is governed by a Board that is accountable to Parliament and reports to the Responsible Minister – currently the Minister of Justice. The Authority's Board has a full-time Chair and two part-time members. Including the Chair, the Board may comprise up to five members.

The Chair discharges a range of executive functions and is supported by an organisational structure that prioritises resources to ensure the efficient and effective delivery of operational services.

Board members have a range of relevant skills and experience, including knowledge of the law and law enforcement, executive level management, and private and public sector expertise. The Board focuses on two key issues in its governance functions: performance (assessing the effectiveness of the Authority's delivery of services against its strategic objectives); and conformance (the extent to which the requirements of relevant legislation and public expectations are met).

The current members of the Authority's Board are:



CHAIR - Judge Kenneth Johnston KC - *From 1 May 2023*



MEMBER - Liz Sinclair - *From 8 May 2020*



MEMBER - Simon Murdoch - *From 25 September 2015*

OUR OUTCOMES FRAMEWORK | TE INE I Ā MĀTOU MAHI

IPCA's Outcomes Framework (below) details how the Authority's assesses whether it is performing effectively.



Government priorities for the justice sector

The work of the justice sector aims for *a safe and just society* for all New Zealanders.

To achieve that outcome, the justice system needs to be trusted and underpinned by effective constitutional arrangements.

The Authority is part of the justice sector and our work of the Authority contributes to this core aim.

A Trusted Justice System

How the Authority operates goes to the heart of whether the Authority is seen as trustworthy in approach and credible in its judgement

Improving public trust and confidence in Police

The Authority's main outcome is contributing to improved public trust and confidence in Police.

We achieve this through our outputs: dealing with complaints, investigating and reporting on Police conduct; recommending how Police can improve what they do; and monitoring and reporting on places of detention.

Our work on these contributes to improvements in how and what Police do, and to the levels of trust and confidence New Zealanders have in Police and policing.

We monitor the implementation of recommendations we make to Police to improve practice, policy and procedure.

The Authority does not specifically measure the level of trust and confidence the public have in Police. This is measured by Police themselves and reported on in their Annual Report. Reports and research by other agencies, such as the Te Kawa Mataaho Public Service Commission Trust in Government survey are used to complement our quantitative and qualitative evaluation.

Effective Constitutional Arrangements

The Authority's role is to hold Police accountable, to promote public confidence in the accountability of Police, and improve policing practice, policy, and procedure

04 OUR IMPACTS

We do a range of things to achieve our three high level impacts.

A visible and accessible Authority	Public and Police confidence in the integrity of the Authority's work	Improved Police conduct, practices and policies result from our recommendations.	Impact description
<p>Information about the Authority's role and how to access its services is readily accessible and available to all sectors of the community.</p>	<p>The public and Police know the Authority is an independent body that carries out its duties thoroughly, fairly, and impartially.</p>	<p>The Authority's recommendations are accepted and implemented by Police.</p>	
<p>An effective engagement plan that aims at improving awareness of the Authority's work and how to access its services with particular emphasis on prioritised groups.</p>	<p>Data confirms that the Authority is recognised and trusted by complainants and Police alike.</p> <p>The process is seen as robust and fair.</p> <p>The Authority's interactions with the public and Police are timely, respectful, and sensitive.</p>	<p>The Authority has strong, positive relationships with Police.</p> <p>Police incorporate the Authority's recommendations in their work programmes and policy development.</p>	Critical factors on impacts
We know we are performing well when...			Demonstrating our impact
<p>There is more representation and access from those groups who most need our help.</p>	<p>Complainants and Police officers are satisfied with the level of contact, processes of independent investigation or the oversight of the Police investigation, and facilitated resolution.</p>	<p>Police accept and implement Authority recommendations for changes and improvements in Police conduct, practice, policy and procedures.</p>	

Our annual Statement of Performance Expectations details our performance targets and measures for the year.

MEASURING OUR IMPACTS

Impact Measure 1: A more visible and accessible Authority

What we measure	Target				Benchmark ¹	What we use to measure
	23/24	24/25	25/26	26/27		
More people from prioritised groups access our services						Self-identification by complainants as recorded in the IPCA complaints database
Māori					22%	
Pacific People					5%	
Youth (17 – 24)					11%	

The purpose of this measure is to monitor and understand who is accessing our services so that gaps can be identified and addressed.

This information takes on particular importance in light of the Authority’s engagement strategy. The strategy will focus on improving information about the Authority’s role and accessibility to Māori, Pasifika and young people. This information will also help us focus the cross-cultural skills development programmes we now run for staff at all levels on particular work practices and processes.

Progress with the new engagement strategy itself has been delayed. However, we intend to finalise it this year. Because it must address sustainable enhancements to both ways and means of communication, it is necessarily dependent on our wider medium-term outlook for funding and human resources.

Gathering this data will also enable the Authority to analyse linkages around specific complaint types, demographic locations, and, further down the track, complaint outcome trends.

This will in turn inform the Authority’s longer-term objective of engaging with other prioritised communities to gain a better understanding of specific community concerns about policing outside of matters raised within specific complaints. This objective is dependent on legislative changes that would allow own motion jurisdiction.

¹Based on the result reported in the Authority’s 2021/22 Annual Report.

Impact Measure 2: Improved public and Police confidence in the integrity of the Authority's work

What we measure	Target	Benchmark ²	What we use to measure
Research participants are satisfied with their contact with Authority staff	Improvement against previous year ³	48%	Independent Research – Angus & Associates
Research participants are satisfied with the Authority's investigation processes	Improvement against previous year	43%	Independent Research – Angus & Associates
Research participants are satisfied with the Authority's review processes	Improvement against previous year	48%	Independent Research – Angus & Associates
Research participants are satisfied with the Authority's facilitated resolution processes	Improvement against previous year	29%	Independent Research – Angus & Associates

The Authority's methodology enables a wider and more representative range of respondents, complainants and Police alike, to provide feedback.

² Based on the result as reported in the Authority's 2021/22 Annual Report.

³ The previous target of 70% was set prior to the transfer of our survey to an external research provider, Angus & Associates. This coincided with a change in survey methodology to a more robust combined quantitative and qualitative approach and a wider sample of participants. This change in approach has meant that comparison against prior surveys would be inaccurate, so the Authority has reset the target measure to one that focuses on continual improvement against the prior year's result.

Impact Measure 3: Improved Police conduct, practices, policies, and procedures from the Authority's recommendations

What we measure	Target	Benchmark ⁴	What we use to measure
Police accept Authority recommendations for changes and improvements in Police conduct, practice, policy and procedures.	100%	100%	The IPCA complaints database; Police 'Sentient' reporting

Making recommendations to Police is the primary legislated means the Authority has to influence Police policy, practice, and procedure.

Measuring and monitoring the number, nature, and successful implementation of our recommendations is key to gauging the Authority's effectiveness.

As at 30 June 2022, there were 108 active formal recommendations being monitored during implementation by Police. These related to a wide range of Police policies, processes and practices and included:

- ongoing monitoring of the recommendations made by the joint Fleeing Driver report;
- the 41 recommendations made by our Policing in Small Communities thematic review work; and
- recommendations made during the reporting period and previous years.

Because this impact is so key to our genuine effectiveness at contributing towards improved public trust and confidence in Police, we intend to develop new measures to monitor this area of our work. This is fully detailed in our 2023/24 Statement of Performance Expectations.

⁴Based on the result as reported in the Authority's 2021/22 Annual Report.

MEASURING OUR OUTPUTS

We measure the delivery of our outputs in relation to five key services: our receipt and resolution of complaints; our independent investigations and reviews of Police investigations; our thematic reviews of identified policing issues; our recommendations on Police conduct, policies, practices and procedures; and our monitoring of Police places of detention. Detailed performance targets about these services are in the Authority's Annual Statement of Performance Expectations.

05 OPERATING ENVIRONMENT | STRATEGIC PRIORITIES

TĀ MĀTOU TAIAO WHAKAHAERE | Ō MĀTOU TAKUNE RAUTAKI

Operating Context

The Authority's ability to achieve its strategic priorities depends on our ability to manage key elements of our operational environment:

- growing demand for our services and an increasingly complex caseload;
- a competitive labour market and ongoing challenges in attracting and retaining skilled staff;
- a constant need to balance the Authority's statutory and operational independence and its working relationship with Police.

The Authority focuses on continual improvement. At times it is necessary to take stock and reprioritise what is realistically achievable. This can mean adjusting our goals and programmes of work, going back to basics, or reprioritising the allocation of resources.

Strategic Priorities

The Authority's priorities in the next four years will focus on the following areas.

- maintaining sustainable improvement in the efficiency and effectiveness of our core complaint investigation and resolution functions;
- using data and technology to enhance our capability, our operational capability, and our ability to innovate based on insights;
- developing our organisation to ensure the Authority is seen as an employer of choice for the people with the skills we need;
- increasing our focus on our preventive work, and continuing to work proactively with Police to maintain a co-operative working relationship;
- engaging effectively with communities and stakeholders to achieve more equitable access and outcomes; and
- working with Police to ensure a greater focus on good custodial practice that meets international standards.

Efficiency & Effectiveness

Implementing the recommendations made by the Martin Jenkins Efficiency and Effectiveness Review remains a priority for the Authority.

The Review, which forecast a steady rise in complaint volumes, recommended not only process changes to present work systems and practices, but also increases in capacity, FTEs, and capability in several areas of the organisation.

While we have been able to address most recommendations, despite almost continual recruitment activities since the review, the Authority has struggled to attain the recommended increase to FTE numbers and make appointments to some roles.

This has been due to a combination of a disrupted operating environment and market forces.

The Authority faced a volatile labour market during and after the pandemic, along with needing to resource the Parliament Protest review and backfill roles seconded to that project. We have faced high staff turnover and lost some skilled and experienced staff. Recruiting replacement staff was then hampered by both the acceleration of natural attrition when borders reopened, and being unable to meet remuneration expectations, leaving the Authority with reduced capability. Those staff we were able to secure have needed time to achieve the requisite level of quality and throughput.

In short, the Authority faces interrelated difficulties arising from a significant erosion of capability and capacity over a relatively short period.

Building Operational Capability

The Martin Jenkins review also recommended investment in technology upgrades and improvements as the Authority's strategic vision embraces technology-enabled transformation and improvement as a driver of sustainable improvement to our operational capability and capacity. The Authority's implementation of a new complaints database, CMS, provided the base platform of our technology capability replacing a patchwork of legacy systems. More recently, for the Parliament Protest Review we were able to deploy new tools which enabled analysis of significant volumes of information.

Our emphasis is not on specific limited applications, but on enhanced technology across all our operational domains at an absorbable rate.

Innovative applications will help us do our work more efficiently only if they are properly planned and introduced at a pace consistent with our overall strategy and culture.

Our goals in this area are:

- to build our strategic technology roadmap;
- the phased introduction of 'people' capability, technology and analytics deployment within a supportive change management framework;

- developing a capability building programme for all staff so we get the most value from improvements in technology;
- ensuring our data governance capability moves in lockstep with these innovations;
- producing a system of incentives and recognition to promote adoption and use; and
- ensuring metrics, tracking and value assurance for all new applications brought into the operational environment.

Employer of Choice

As a matter of principle and to address current retention and recruitment issues, the Authority is committed to creating a working culture where everyone is supported, respected and able to develop to their fullest potential. We want to make the Authority a great place to work. To do this, we recognise that there are steps we need to take with urgency. We have therefore committed to:

- ensuring our remuneration banding is competitive.
- creating internal career pathways.
- supporting ongoing professional development and training programmes.
- providing appropriate levels of resources to support wellness initiatives.
- with staff, exploring what will develop a positive and supportive workplace culture, from new leadership, accountability, and employee development models to flexibility in work practices, recognition of performance, harassment and bullying prevention, a safe and healthy work environment and inclusive culture building.
- creating a workplace environment that enhances wellbeing.
- genuine recognition of diversity, with awareness of unconscious bias in decisions, creating an Authority that is broadly representative and in-tune with the needs of the communities we serve.

Expanded Emphasis on Prevention

The Authority regards both its thematic reviews and its OPCAT functions as an important means of increasing its focus on preventative outcomes.

With finite means, allocating resource to preventative initiatives can only happen when there is an explicit and convincing business case for each project. We take the same strategic approach to all preventative activities, evaluating the resourcing required to support our participation in larger joint-agency projects, and, where our participation is expressly requested, securing appropriate funding over and above our baseline appropriation. The Authority continues to develop its project scoping practices, including detailed cost/benefit analyses for each proposed piece of work, and any potential disruptions or impacts this may have on investigations.

Our approach to preventative initiatives leverages off the assurance work of the Police. This includes changing the operating models that manage our Category B work across both criminal and employment investigations, our involvement in early policy development, and our review of custodial matters.

Effective Engagement

For several years we have stated our intention to develop an effective engagement strategy but have faced factors that have prevented us from doing so – primarily the disruption of two COVID-impacted years, but also with the pressing demand on resources and time to deliver core complaints management and investigations work, as well as our contribution to three major joint-agency public interest inquiries.

At a base level, we have two interlinked strategic objectives: increasing visibility and increasing accessibility.

Increasing visibility will require a full review of our communications and engagement practices and capabilities, and we lack the in-house capacity and capability to undertake this work. Addressing our visibility must be done well. It will require the engagement of specialist external advice and we will need to consider the allocation of resources required to sustain ongoing delivery of engagement activities.

Given resourcing limitations, we need to start with what we can best manage and sustain – accessibility.

To this end, in May 2023, the Authority engaged an external specialist to begin this work. This focuses on developing the framework and options to deliver our full strategy.

Engaging more effectively with stakeholders and communities may mean we encounter a broader range of concerns about policing that may not be related, directly or thematically, to particular events and complaints.

Supporting Police to attain International Standards of Custodial Practice

The establishment of a dedicated three person OPCAT team in March 2023 enables us to better support the Police to attain international standards of custodial practice.

Previously the standard and frequency of our inspections had been limited by available resources. This increase lifts our programme of inspections to the level required to meet our statutory obligations as a National Preventative Mechanism (NPM). We have a higher tempo programme of inspections and monitoring, as well as leveraging off new assurance processes undertaken by the Police's Quality Assurance Improvement Framework.

Over time, our work in this area will better inform our broader complaint and investigation work on Police custodial matters.

06 OPERATING ENVIRONMENT

TĀ MĀTOU TAIAO WHAKAHAERE | RISKS

The Authority assesses organisational risk on a 360° basis to identify and actively manage emerging risks. Current risk mitigation responses and activities are outlined in more detail against each risk area in the table below.

Risk Area	Response
<p>People – capability and capacity</p>	<p>Review of remuneration, recruitment, and retention strategy</p> <hr/> <p>Wellness/enablement work (short term)</p> <ul style="list-style-type: none"> - Review of staff entitlements (leave etc.) - Cultural workshops - Flexible working policy <hr/> <p>Relevant training opportunities. Better education and learning opportunities built into day-to-day business – e.g.:</p> <ul style="list-style-type: none"> - communities of practice - focus on building required competencies into strengths for all, along with addressing any identified knowledge deficiencies and risks <hr/> <p>Improved induction programme</p> <hr/> <p>Establishment of cross-organisational roles (or other roles – e.g., Assistant Investigator) to allow broader range of career progression options within the Authority</p> <hr/> <p>Development of cross-organisational work facilitated through Principal /Senior Operations Advisor functions - e.g., building writing capability</p> <hr/> <p>Streamlining and strengthening of QA/QC functions (to better match with role capabilities and responsibilities and to create coordinated learning loops/central knowledge base)</p>
<p>Sustainability</p>	<p>Making what we have stretch as far as we can.</p> <hr/> <p>Working with Crown Monitoring agency (MoJ) so that they understand our business; what it costs and what we need</p> <hr/> <p>Modelling future resourcing needs confirmed by Martin Jenkins Efficiency Review recommendations</p> <hr/> <p>Exploration of alternative funding models, project funding approach for preventative initiatives</p> <hr/> <p>Strengthen Ministerial relationship; quarterly reports and meetings, Letter of Expectations (report against)</p> <hr/> <p>Developing recruitment and retention strategy/remuneration strategy</p>

	<p>Business Continuity planning developed on known, not 'what if' scenarios</p> <p>Look at options to control demand in a way that does not compromise credibility etc. (e.g., own-motion jurisdiction, more thematic reviews)</p>
External dependencies and influences	<p>Use data to tailor and target our resources better; themed demographic work.</p> <p>Use of Recommendations and Lessons Learned – gives our findings wider impact.</p> <p>Have good awareness of Policing sector – continuing to hold and build constructive professional relationships which keep us abreast of policing changes</p> <p>Positive relationships with Audit, MoJ, MoJ policy team</p> <p>Build greater awareness of environmental factors — political signals, demands from other government agencies (Audit/ Justice Sector), and capacity to be able to respond if issues affect us (within resource constraints)</p> <p>Involve ourselves in forums that allow us to be part of conversations that might affect us</p> <p>Legislative reform – work with MoJ to ensure any proposed reforms coming from our work (or relating to us) are picked up into their Legislative Programme</p> <ul style="list-style-type: none"> - own-motion jurisdiction - clarifications to address Policing practices set out in BIM
Reputation	<p>Robust, high-quality, decision-making.</p> <p>Manage expectations</p> <p>Focus on adherence to SPEs (and monitoring of this). NOTE: We may need to review SPEs to make sure they are most meaningful measures of optimal business delivery and effectiveness</p> <p>Stakeholder engagement – building credibility with groups</p> <p>Improved methods of communication (with Police and others)</p> <p>Annual report, BIM, SOI, quarterly report to Minister –using our data to tell our performance story</p> <p>Improved timeliness (already improving, but still room to improve)</p> <p>Better use of data e.g., to know business, and be able to explain it to others</p> <p>For the public, improve knowledge and understanding of what we do</p>
Security	<p>Annual review of security rating (PSR score)</p>

	<p>Necessary system support contracts in place – day-to-day support and upgrades managed.</p> <p>Security lens across procurement activities, supply chain vulnerabilities.</p> <p>Corporate oversight against compliance requirements</p> <p>Independent Security Review across operational environment, systems, policy, process.</p> <p>Embrace a ‘security’ culture, organisation-wide awareness</p> <p>Formalise ad hoc security considerations into embedded policy and behaviours</p>
<p>Police - awareness and relationship</p>	<p>Lessons Learned process established.</p> <p>Improvements to process for implementation of Formal and Informal Recommendations – clarity of ownership/responsibility and improved monitoring</p> <p>Continue to contribute (and respond) to design phase of new policy and training initiatives</p> <p>Ensure we have the forums to engage with Police at the right levels, in the right way, at the right time — including ensuring that Police education and training models pick up our information</p> <p>Ensure that our messages are consistent; need to articulate our role clearly and consistently to them in all engagements, and on all issues</p>
<p>Independence</p>	<p>Consistent demonstration of robust decision-making – objective, based on law and policy.</p> <p>Internal processes – improvements to QC/QA based on risk profile of products (work underway).</p> <p>Demonstrate balance – e.g., Public Reports frequently have adverse comments on Police actions.</p> <p>Growing diversity in our organisation – building our own capability, not reliant upon Police</p> <p>Publicly stated policy on recruitment – position on hiring ex-Police.</p> <p>Clear and transparent Conflict of Interest Declaration</p>

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