



IPCA

Independent Police
Conduct Authority

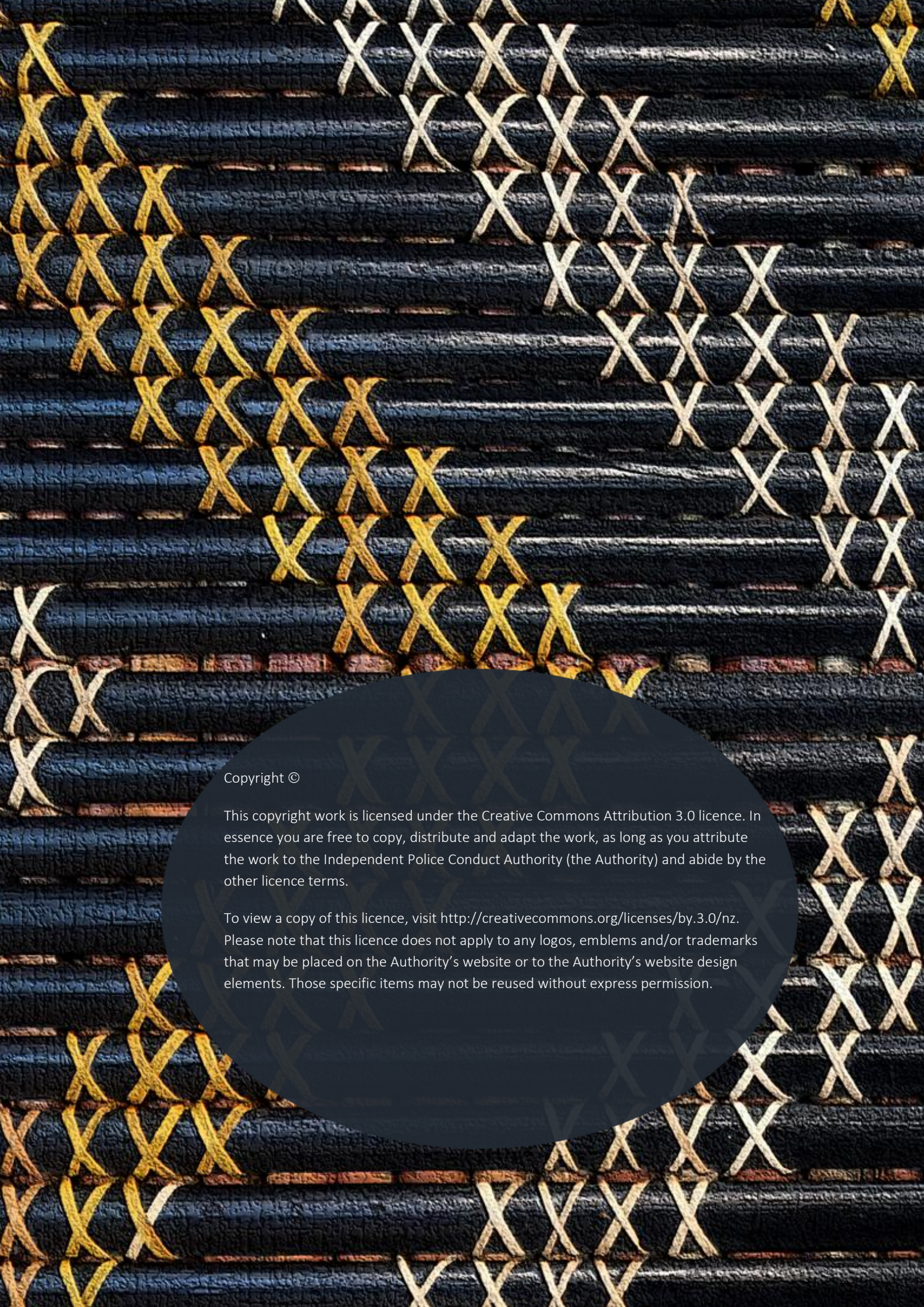
Mana Whānonga Pūoroaki

G51

STATEMENT OF PERFORMANCE EXPECTATIONS

Te Tauākī Koronga mō ngā Mahi kia Tutuki

2026/27



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This Statement of Performance Expectations has been prepared in accordance with the requirements of Part 4 subpart 2 of the Crown Entities Act 2004.

It aligns to and should be read in conjunction with the Independent Police Conduct Authority's *Statement of Intent 2024/25 to 2027/28* and describes the Authority's performance measures and annual forecast financial statements for the 2026/27 year.

30 June 2026



Judge Kenneth Johnston KC
CHAIR



Liz Sinclair
MEMBER



Andrew Coleman
MEMBER

FUNDING

The Authority is funded by the Crown through 'Services from the Independent Police Conduct Authority' appropriation. The purchase of outputs within this appropriation is solely by the Minister of Justice and is detailed in the Estimates of Appropriations for Vote Justice and the Authority's Statement of Intent 2024/25 to 2027/28.

During the 2026/27 financial year, the Authority's Vote Justice revenue will be

\$6.74 million

SCOPE OF APPROPRIATION

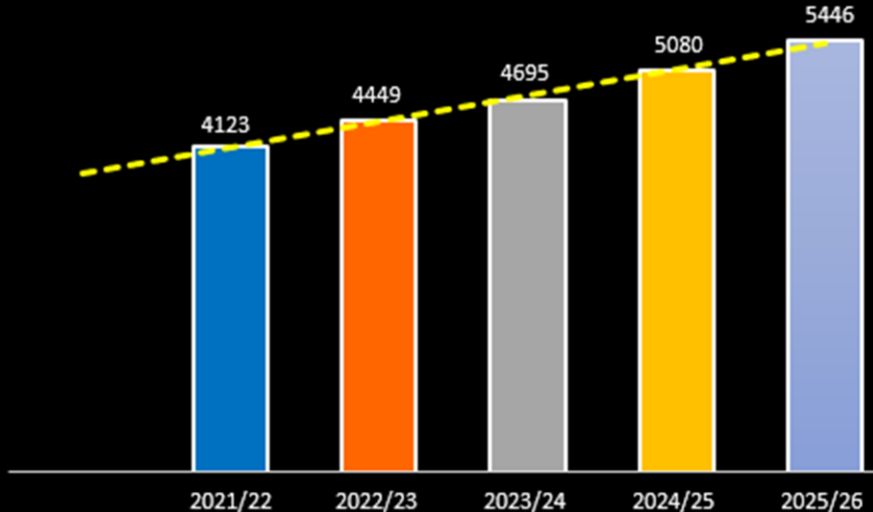
The scope of the Authority's appropriation, as detailed in the Estimates of Appropriations, is to investigate incidents and investigate and resolve complaints against Police and uphold the rights of persons in Police detention. The appropriation is intended to ensure the fair, effective and timely provision of those services.

PERFORMANCE REPORTING

The Authority consults with the Minister of Justice, our Responsible Minister, on our activities for the purposes of financial accountability and to provide transparency as to how our outputs are being delivered.

We inform the Minister on issues that may result in significant media, public, or parliamentary attention. The Authority works constructively with the Ministry of Justice as the Minister's monitoring department.

The Authority provides the Minister with quarterly performance reports covering key results and performance highlights, any emerging issues, and significant performance variances or risks.



The Authority anticipates it will receive around

5,750

complaints in the 2026/27 period.

The increase in complaints has continued over recent years and we anticipate growth in the volume of our work to arrive at a minimum 5-7% year on year growth trend.

In 2026/27, we anticipate the following levels of output.

We will **open** approximately

30

new **independent investigations**

We will **oversee** approximately

175

new **Police investigations**

We will **facilitate** in excess of

500

complaint resolutions

Our team of 45 FTEs will assess, triage and manage these complaints. Subject to resourcing, we may also undertake thematic reviews and lead or contribute to joint agency investigations (noting these activities have been very limited in recent years).

All cases undergo detailed and rigorous assessment, which results in cases being sorted into four categories. Our assessment process is set out in Appendix 4. We generally independently investigate the most serious complaints and incidents., while other matters are referred to Police for investigation and resolution under the Authority's oversight. There are also some cases that do not require further action.

The Authority inspects Police custodial facilities as a National Preventative Mechanism (NPM) under the Crimes of Torture Act 1989. We make recommendations to strengthen the protection, improve the treatment and conditions, and prevent the torture or ill-treatment of people held in places of Police detention.

Our OPCAT team currently consists of a Principal Advisor, and three Inspectors. Their work is to undertake a programme of announced and unannounced inspections across four Police Districts each year.

Announced visits focus on overnight custody units and any holding facilities where our risk-assessments identify a need. These inspections are followed up with **unannounced visits**, to assess the progress that has been made with the implementation of our recommendations.

We will also undertake ad hoc unannounced inspections based on information we receive through our complaints and from Police that identify particular risk issues.

This programme of inspections, plus follow up activities, means the Authority meets the international standard as an NPM. The work of the OPCAT team has been achieved as part of our development of a sustainable operating model that allows us to deliver our core legislative services, while also supporting an incremental shift toward a more preventative focus.

For the 2026-27 year, we anticipate conducting **four** scheduled inspection visits, and **three** follow-up unannounced visits, across **seven** Police districts.



02 | GOALS AND PERFORMANCE

We publicly report on our work, findings and recommendations from investigations and on the outcomes of those.

We report on our output performance measures in our quarterly reporting to the Minister and our Annual Report. This includes broad contextual information, including progress on our organisational health and workplace capability, and information about non-reportable outputs, such as our prevention focused participation in joint agency and thematic review work.

Continued focus on the monitoring of recommendations

Last year the Authority introduced new performance goals aimed at maximising the value of its recommendations to Police. We sought to monitor more closely the implementation of recommendations made as a result of both investigation work, and custodial visits. In 2026-27 along with Police we will continue to refine the process of managing recommendations and agreeing protocols for the closure and reporting of recommendations.

Operating challenges

The Authority continues to operate within very tight constraints. We remain a small organisation, delivering against growing demand (year on year increases in complaint numbers, as well as increased complexity of investigations), limited by constrained resourcing levels. Our operating environment is competitive, complex, and highly specialised. An additional challenge is the symbiotic relationship we have with Police, whereby changes in that organisation must be reflected in ours.

In order to focus on evolving expectations, we continue to operate to a strategy that is simple, agile, focuses on impact, and is resilient.

Planned establishment of the Inspector-General of Police

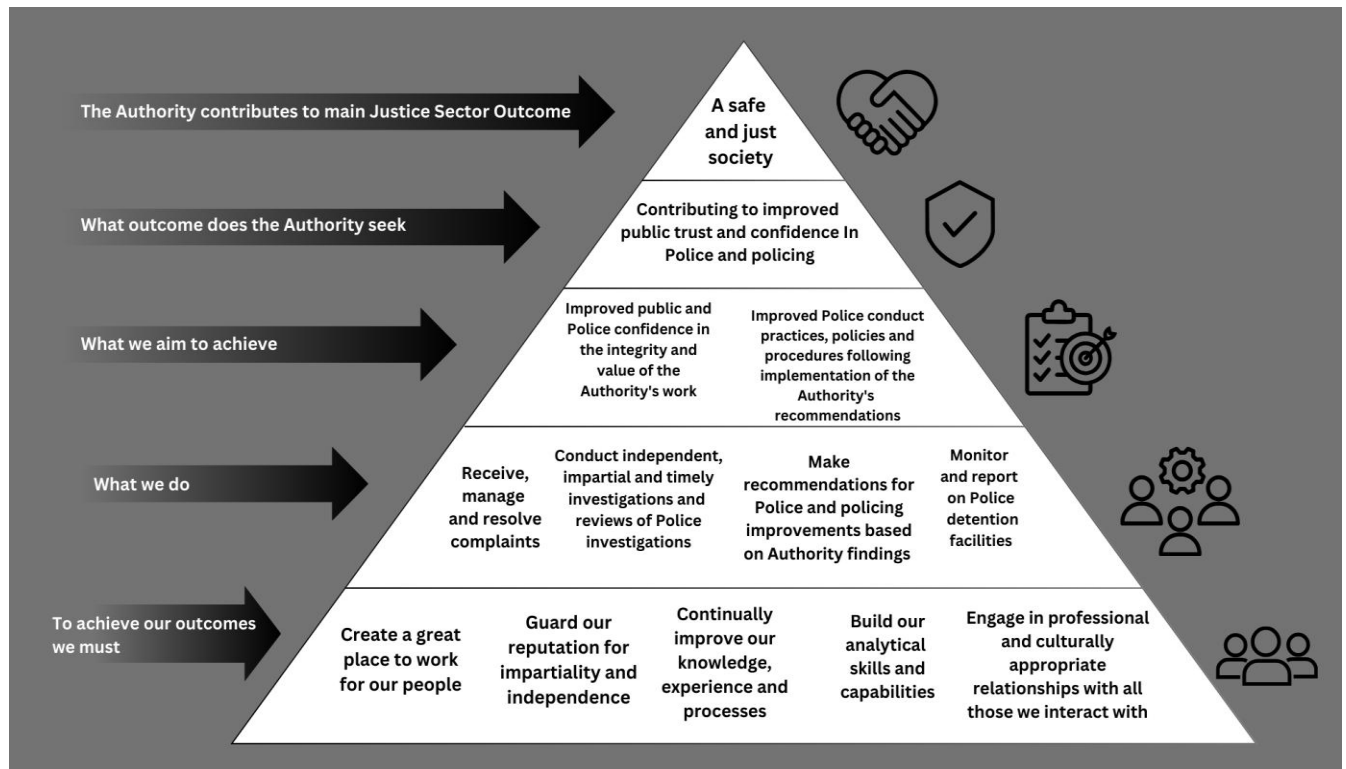
The next 12 – 24 months will likely see a period of significant change for the IPCA.

In November 2025, following the publication of the “McSkimming Report”, the Government announced a range of measures to strengthen oversight of Police. Included in those measures was the establishment of a new office of Inspector-General of Police, which itself will have enhanced powers and functions (from the current IPCA).

It is expected that the Authority will transition to the new agency in some format. Until that time the Authority will continue to discharge its statutory obligations, as well as assisting with any policy, legislative, strategic, and financial discussions necessary for the new agency.

03 | MEASURING OUR PERFORMANCE

The Authority's Outcomes Framework is summarised below and detailed in the Authority's *Statement of Intent 2024-28*. It demonstrates linkages between the Authority's outputs and the broader justice sector outcome.



For the 2025-26 year the Authority adopted new performance measures; a smaller, tighter suite of metrics, all proposed with the aim of measuring the *impact* of the Authority's work. The Authority intends to continue these measurements for the 2026-27 year (with a small number of minor adjustments) as detailed further below.

The performance measures seek to:

- Focus on the timely resolution of complaints
- Focus on the timely completion of independent investigations
- Focus on the acceptance of recommendations by Police, and the implementation of those recommendations, in respect of both investigations, and custodial facilities and practices
- Seek to measure the medium to longer-term impact of those implementations, through active monitoring of complaint and investigation data

MEASURING OUR OUTPUTS 2026/27

Output Measure 1: Management and resolution of complaints

Measure	Expectation 2026-27	Expectation 2025-26	Estimated result 2025-26	How it will be measured
1.1 Complete 90% of core complaints* within 6 months of receipt	90% completed	90% completed	Approx. 95% completed within 6 months of receipt	Measurement is obtained through the IPCA case management database

*Core complaints are those categorised as 'Category D' complaints

Timeliness of complaint management is a key element of increasing public and Police trust and confidence in the work of the Authority. Notwithstanding increasing complaint volumes each year, we are acutely aware of the expectation of complainants that their complaint will be administered both robustly, and in a timely manner.

The majority of complaints to the Authority are categorised as Category D cases, meaning no further action is taken (please see Appendix 4 for a fuller description of categories). While that is the outcome, there may still be a significant amount of work that is undertaken per case before that conclusion can be made.

Output Measure 2: **Independent, high quality and timely investigations and reviews**

Measure	Expectation 2026-27	Expectation 2025-26	Estimated result 2025-26	How it will be measured
2.1 Independent investigations are concluded as soon as possible	60-75% within 12 months	60-75% within 12 months	50%	Measurement is obtained through the IPCA case management database
2.2 Independent investigations are concluded as soon as possible	90% within 24 months	90% within 24 months	90%	Measurement is obtained through the IPCA case management database
2.3 Reports from Category A investigations are clear, consistent, and well-structured, and have well-argued conclusions	>90% of reports meet the standard	100%	90%	Reports are independently reviewed by an external writing specialist

The timeframes for category A investigations continue to provide significant challenges. This is due to the increased complexity associated with these investigations, which invariably results in longer investigation timelines.

The Authority is acutely aware of the requirement to conclude investigations in a timely manner, noting this must be balanced against the absolute need to conduct thorough, accurate, and robust investigations, and the timeframe to do so can at times require extension and/or is impacted by matters beyond the Authority’s control (such as employment action, or court-related proceedings).

Notwithstanding these challenges the Authority has over the past year recorded an improved performance in the closing of investigations within the 24-month timeframe.

With respect to measure 2.3 above, we engage an external writing specialist to review a sample of our publications at 6-monthly intervals. The reviewer has introduced a “fog index” readability score, that assesses the quality and accessibility of the Authority’s reports. The adoption of the scale provides for a more objective assessment than was previously the case, and the Authority has in response adjusted the expected standard (of 100%) to a target of meeting the new standard in excess of 90% of public reports.

Output Measure 3: Make recommendations for improved Police conduct, practices, policies and procedures, based on the results of investigations, and monitor their implementation.

Measure	Expectation 2026-27	Expectation 2025-26	Estimated result 2025-26	How it will be measured
3.1 The IPCA make recommendations for improved police conduct, policies, practices and procedures and monitor acceptance and implementation of those recommendations	95-100% of recommendations are accepted by Police	95-100% of recommendations are accepted by Police	85%	Measurement is obtained through the IPCA case management database, and cross-referenced against the Police 'Sentient' database
3.2 The Authority monitors the Police implementation of recommendations	75% implemented within 12 months	75% implemented within 12 months	40%	As above
3.3 The Authority monitors the Police implementation of recommendations	95% implemented within 24 months	95% implemented within 24 months	55%	As above
3.4 Following implementation of recommendations, the number of complaints specific to those recommendations reduces over time	Measured at 12, 24, and 36 month intervals	Measured at 12, 24, and 36 month intervals	tba	As above

Formal recommendations to Police remain the primary legislative mechanism available to the Authority, and the historic high level of uptake of our recommendations by Police is significant.

As reported above (page 7) the Authority introduced new measures last year aimed at measuring the 'impact' of its recommendations. This will be brought about, in large part, by a focus on the *implementation* of recommendations by Police. Previously it was the practice that the Authority's interest was in the process of making and agreeing recommendations with Police. This has now been extended to the monitoring of the implementation of our recommendations, ultimately seeking improved practices and policies within Police.

Much has been learned in these initial stages about the management of recommendations by both the Authority, and the Police. In particular, the use of two databases has resulted in a need for greater clarity and a shared understanding regarding such factors as terminology and timeframes. Notwithstanding resource constraints and increased work volumes the recommendations work will continue and further refinement of the database, in association with Police, is expected to return greater clarity and improved results in the 2026-27 year.

Measure 4: Monitor places of Police detention

Measure	Expectation 2026-27	Expectation 2025-26	Estimated result 2025-26	How it will be measured
4.1 Police accept no less than 85% of recommendations made post-visit	No less than 85%	No less than 85%	95%	Measurement is obtained through the IPCA case management database, and cross-referenced against the Police 'Sentient' database
4.2 The Authority monitors the Police implementation of recommendations	This measure will be adjusted, see 4.4 below	75% within 12 months	55%	As above
4.3 The Authority monitors the Police implementation of recommendations	This measure will be discontinued	95% within 24 months	55%	As above
4.4 The Authority will audit the recommendations of previous inspections in follow-up visits (note: new measure to replace 4.2)	For each follow-up visit, a full audit of previous recommendations will be conducted	N/A	N/A	Documented reporting of each audit

As with Output Measure 3 above, the Authority has applied a focus to the *implementation* of recommendations made following inspection visits of Police custodial facilities.

In the 2025-26 the Authority updated its programme of regular announced inspection visits, and unannounced follow-up visits. During follow-up visits (which generally occur 18-24 months after the inspection) the previous inspection results and recommendations will be audited, to ascertain compliance with the recommendations made. As a result of this the Authority will be able to collate a history of recommendations made and the implementation, for every Police custodial facility over a 2-3 year rolling period.

SUMMARY OF OUTPUT EXPENSES 2026/27

Our outputs are forecast to cost \$7,392,619 in the coming financial year. Our revenue, plus reserves carried forward from 2025/26 financial period is forecast to be \$7,954,207.

Total Forecast output expenditure

\$7,392,619

Total forecast revenue + forecast operating reserves 2026/27

\$7,922,207

FINANCIAL SUSTAINABILITY

The Authority's financial management processes support the delivery of outcomes aligned to the Government's objective of a safe and just society.

Over the last several years, the Authority has sought efficiencies in its operations to ensure that services delivered can be maximised with available resources. The Authority continues to do so, though has reached a point where it is not feasible to significantly cut expenditure while still retaining the ability to carry out its core functions.

While the Authority makes financially prudent decisions, with costs rising in recent years the current level of funding the Authority receives is not sufficient to meet the significant demand placed on it in the long term. In absence of increased funding, the Authority intends to fund the projected 2026/27 deficit through existing reserves.

Personnel expenditure remains as the Authority's greatest asset and represents the majority of its costs. Personnel expenditure is forecast to increase, as the Authority plans to employ further staff to meet the resourcing needs of the office. The strategy, as it pertains to personnel, remains to set remuneration and uphold employment conditions which will attract and retain high quality employees while keeping costs sustainable within our appropriation.

The level of operating reserves held by the Authority have allowed it to weather a challenging financial period throughout 2025/26. These reserves will allow the Authority will be able to meet the demand placed upon it in 2026/27, though the projected operating loss for this period will consume over half of said reserves.

The Authority's financial performance is reviewed by the Board on a quarterly basis and receives continuous external review throughout the year. Budgets and forecasts are reviewed and adjusted as required during the financial year, both internally and externally, taking into account expenditure trends and needs.



FINANCIAL STATEMENTS

04 | Appendix 1: Forecast Financial Statements

Statement of forecast comprehensive revenue and expense

	Estimated Actuals 2025/26 \$	Forecast 2026/27 \$
Revenue		
Funding from the Crown	6,742,000	6,742,000
Other revenue	1,867	-
Interest revenue	73,020	32,000
Total revenue	6,816,887	6,774,000
Expenditure		
Audit fees	71,604	74,143
Amortisation	22,685	26,000
Communication charges	21,845	21,494
Depreciation	77,749	80,000
Personnel costs and Board fees	5,253,867	5,822,175
Printing and stationery	7,036	7,064
Professional fees and contract services	352,604	239,140
Rent	565,963	582,034
Services and supplies	442,324	400,151
Subscriptions	11,544	8,294
Training	45,000	18,240
Travel and accommodation	125,788	113,884
Total expenditure	6,998,008	7,392,619
Deficit	(181,121)	(618,619)
<u>Other comprehensive revenue and expense</u>		
Total comprehensive deficit	(181,121)	(618,619)

Statement of forecast financial position

	Estimated Actuals 2025/26 \$	Forecast 2026/27 \$
Assets		
Current assets		
Cash and cash equivalents	1,416,374	930,611
GST receivable	24,616	27,077
Total current assets	1,440,990	957,688
Non-current assets		
Property, plant and equipment	177,600	122,600
Intangible assets	75,498	49,498
Total non-current assets	253,098	172,098
Total assets	1,694,088	1,129,786
Liabilities		
Current liabilities		
Creditors and other payables	192,601	211,861
Employee entitlements	210,307	231,337
Total current liabilities	402,908	443,199
Non-current liabilities		
Make-good provision	117,499	124,999
Non-current liabilities	117,499	124,999
Total liabilities	520,408	568,198
Net assets	1,173,680	561,588
Crown equity		
Total investment by the Crown	1,180,207	561,588
Total Crown equity	1,180,207	561,588

Statement of forecast changes in equity

	Estimated Actuals 2025/26 \$	Forecast 2026/27 \$
Total Crown equity at beginning of year	1,361,328	1,180,207
Total comprehensive deficit	(181,121)	(618,619)
Total Crown equity at end of year	1,180,207	561,588

Statement of forecasted cash flows

	Estimated Actuals 2025/26 \$	Forecast 2026/27 \$
Cash flows from operating activities		
<i>Cash will be provided from/(applied to)</i>		
Receipts from the Crown	6,742,000	6,742,000
Interest received	73,020	32,000
Other revenue received	1,867	-
Net GST paid	27,845	51
Payments to suppliers and employees	(6,905,425)	(7,234,814)
Net cash flows to operating activities	(60,693)	(460,763)
Cash flows from investing activities		
<i>Cash will be provided from/(applied to)</i>		
Proceeds from term deposits:		-
Purchase of property, plant and equipment	(50,000)	(25,000)
Purchase of intangible assets	(10,000)	-
Net cash flows from investing activities	(60,000)	(25,000)
Net increase/(decrease) in cash and cash equivalents	(120,693)	(485,763)
Cash and cash equivalents at beginning of the year	1,537,067	1,416,374
Cash and cash equivalents at end of year	1,416,374	930,611
Represented by:		
Cash & cash equivalents	1,416,374	930,611

Appendix 2: Notes to and forming part of the financial statements

Statement of underlying assumptions

Significant assumption

The opening position of the forecast statements is based on audited results for 2024/25, the known unaudited 2025/26 expenditure to 31 May 2026 and the anticipated out-turn as at 30 June 2026.

Nature of forecast financial statements

The forecast financial statements have been prepared as a best-efforts indication of the Independent Police Conduct Authority's future financial performance. Actual financial results achieved for the period are likely to vary from the information presented, potentially in a material manner.

Reporting entity

The reporting entity is the Independent Police Conduct Authority, a Crown entity as defined by the Crown Entities Act 2004 and is domiciled in New Zealand. As such, the Authority's ultimate parent is the New Zealand Crown.

The principal activity of the Independent Police Conduct Authority is to assess complaints made by members of the public against the Police. The primary objective is to provide public services to the New Zealand public, as opposed to that of making a financial return.

Accordingly, the Authority has designated itself as a public benefit entity.

Basis for preparation

Statement of compliance

The forecast financial statements of the Independent Police Conduct Authority have been prepared within the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice ('NZ GAAP').

The forecast financial statements have been prepared in accordance with New Zealand Public Benefit Entity (NZ PBE) International Public Sector Accounting Standards (IPSAS). These prospective financial statements are compliant with Public Benefit Entity Financial Reporting Standard 42 Prospective Financial Statements (PBE FRS-42).

Measurement base

The forecast financial statements have been prepared on a historical cost basis. Cost is based on the fair value of the consideration given in exchange for assets.

Functional and presentation currency

The forecast financial statements are presented in New Zealand dollars, rounded to the nearest one dollar. The functional currency of the Authority is New Zealand dollars.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the forecast financial statements:

Revenue recognition

Revenue comprises the fair value of the consideration received or receivable.

Revenue from the Crown

The Authority is primarily funded by revenue received from the Crown, which is restricted in its use for the purpose of the Authority meeting its objectives as specified in the Statement of Intent.

Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

Interest

Interest revenue is calculated based on the net cash flow received throughout the year.

Operating leases

Operating lease payments, where the lessors effectively retain substantially all risks and benefits of ownership of the leased items, are included in the forecast statement of comprehensive income as an expense, in equal instalments over the lease term when the leased items are in use.

Where the leased items are not in use, operating lease payments are treated as prepayment until the items are used to derive income. These prepayments are released to the forecast statement of comprehensive income on a straight-line basis over the period of the remaining operating lease term.

Debtors and other receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method less any provision for impairment.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash in banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Investments

Investments are bank deposits with original maturities greater than three months but less than one year.

Investments in bank deposits are initially measured at fair value plus transaction costs. After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method, less any provision for impairment.

For bank deposits, impairment is established when there is objective evidence that the Authority will not be able to collect amounts due according to the original terms of the deposit. Significant financial difficulties of the bank, probability that the bank will enter into receivership or liquidation, and default in payments are considered indicators that the deposit is impaired.

Property, plant and equipment

Property, plant and equipment asset classes consist of office equipment, furniture and fittings and leasehold improvements.

Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation and impairment losses.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably.

Cost includes consideration given to acquire or create the asset and any directly attributable costs of bringing the asset to working condition for its intended use.

Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the forecast statement of comprehensive income.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the forecast statement of comprehensive income as they are incurred.

Depreciation

Depreciation is calculated on a diminishing value basis on property, plant and equipment once in the location and condition necessary for its intended use so as to write off the cost or valuation of the property, plant and equipment over their expected useful life to its estimated residual value.

The following estimated rates are used in the calculation of depreciation:

Office equipment	25.0 – 50.0% DV
Furniture & fittings	25.0% DV
Leasehold improvements	10.0 – 11.1% DV

Intangible assets

Software acquisition

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of the Authority's website are recognised as an expense when incurred.

Software is a finite life intangible and is recorded at cost less accumulated amortisation and impairment.

Amortisation

Amortisation is charged on a diminishing value basis over the estimated useful life of the intangible asset.

The following amortisation rate is used in the calculation of amortisation:

Software	25.0% DV
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Impairment

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the Independent Police Conduct Authority would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. The impairment loss is recognised in the forecast statement of comprehensive income.

Financial liabilities

Creditors and other payables

Creditors and other payables, comprising trade creditors and other accounts payable, are recognised when the Authority becomes obliged to make future payments resulting from the purchase of goods and services.

Employee entitlements

Short-term employee entitlements

Provisions made in respect of employee benefits expected to be settled within 12 months of reporting date, are measured at the best estimate of the consideration required to settle the obligation using the current remuneration rate expected.

These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date.

The Authority recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to KiwiSaver are accounted for as a defined contribution superannuation scheme and are recognised as an expense in the forecast statement of comprehensive income as incurred.

Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue is included as part of current assets or current liabilities in the statement of financial position.

The net GST paid to, or received from the Inland Revenue, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

The Independent Police Conduct Authority is a public authority and consequently is exempt from the payment of income tax. Accordingly, no charge for income tax has been provided for.

Cash flow statement

The Cash Flow Statement is prepared exclusive of GST, which is consistent with the method used in the statement of comprehensive income.

Definitions of the terms used in the cash flow statement are:

“Cash” includes coins and notes, demand deposits and other highly liquid investments readily convertible into cash and includes at-call borrowings such as bank overdrafts, used by the entity as part of its day-to-day cash management.

“Investing activities” are those activities relating to the acquisition and disposal of current and non-current investments and any other non-current assets.

“Financing activities” are those activities relating to changes in equity of the entity.

“Operating activities” include all transactions and other events that are not investing or financing activities.

Appendix 3: Critical judgments in applying the Authority's accounting policies

Accounting Standards (IPSAS), management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of IPSAS that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

These forecast financial statements are based on IPCA 2024/25 audited results, the unaudited anticipated out-turn as at 30 June 2026 and have been prepared on the basis of assumptions as to future events that the Authority expects to reasonably occur, associated with the actions it reasonably expects to take.

The main assumptions are as follows:

- Operating costs are based on historical experience. The general historical pattern is expected to continue.
- The Authority's activities will remain substantially the same as the previous year.

There are no significant events or changes that would have a material impact on IPCA's 2026/27 forecast.

Appendix 4: Category definitions

In order to allocate resources most effectively, the Authority categorises cases by assessing them across a range of factors, including the level of seriousness and the most appropriate means of resolving the matter. Generally speaking, we will independently investigate the most serious complaints and incidents, while other matters will be referred to Police for investigation or resolution under the Authority's oversight. There are also cases that for a variety of reasons do not require further action.

There are four categories of complaint. Categories A, B, C, D.

Category A - IPCA independent investigation

Principle

This category comprises cases which, in the public interest, needs to be independently investigated by the Authority in order to ensure public confidence in the integrity and objectivity of the investigative process and the outcome.

Guidelines

There are a number of cases that are so serious that they will typically lead to a Category A investigation. These include:

- a) cases involving death or serious injury caused or appearing to be caused by Police actions;
- b) cases containing elements of corruption or serious criminal misconduct;
- c) other cases of deliberate wrongdoing or other serious misconduct that would significantly impact on public trust and confidence in Police.

A case that meets one of the above criteria will not necessarily be independently investigated if the Authority is satisfied that it has been or is being responded to robustly and expeditiously by Police (eg by investigation with a view to possible criminal prosecution or disciplinary proceedings against one or more officers). Conversely, a case that does not meet one of the above criteria may be deemed suitable for a Category A investigation if:

- d) it raises one or more significant systemic issues;
- e) it shows a pattern of significant misconduct by an individual officer;
- f) it raises integrity issues in relation to a senior officer or an area, District, or Police generally;
- g) a Police investigation on its own is unlikely, in the view of the Authority, to be perceived as having sufficient robustness for public credibility; or
- h) Police have indicated, or the Authority determines, that for public interest reasons it is preferable for the Authority rather than Police to investigate.

Category B - Police investigation with active IPCA oversight

Principle

Where a case requires investigation before the appropriate resolution can be determined, but does not meet the criteria for independent investigation, it will be referred to the Police for investigation with active IPCA oversight.

This may sometimes comprise a limited factual inquiry by the Police (eg a phone call to the complainant or a witness to clarify a factual matter) so that it can be determined whether the case is suitable for alternative resolution.

At the conclusion of the Police investigation it is subject to a full, independent review to confirm that all complaint issues have been addressed and that the outcomes achieved are in accordance with the weight of evidence. The Authority makes its own findings and reports these to the Commissioner and, where applicable, the complainant.

Category C - Facilitated Case Resolution

Principle

Where the complainant has a reasonable grievance to be addressed and the issues are clear, the case should be resolved by appropriate action and redress as soon as practicable.

Guidelines

This category of complaints has the following characteristics:

- a) the issues raised by the complaint are clear;
- b) there does not need to be a substantial investigation to determine the facts;
- c) There is no need for a criminal or employment investigation into the actions of the officers complained about;
- d) Some redress or other action to resolve the issues raised by the complaint is practicable.

Complaints in this category can range from the serious to the relatively minor. Their distinguishing feature is that they can be resolved quickly, efficiently and effectively. This means that complainants can receive timely redress, and that appropriate lessons can be learned by individual officers or Police as an organisation soon after the event.

Before a case with these characteristics can be categorised, there will be a discussion with the District Professional Conduct Manager (and, if necessary, Police Professional Conduct at Police National Head Quarters) to discuss and agree on the appropriate actions and a timeframe within which they are to be undertaken. If no such agreement is reached, the case will not be made a Category C.

Category D - No further action

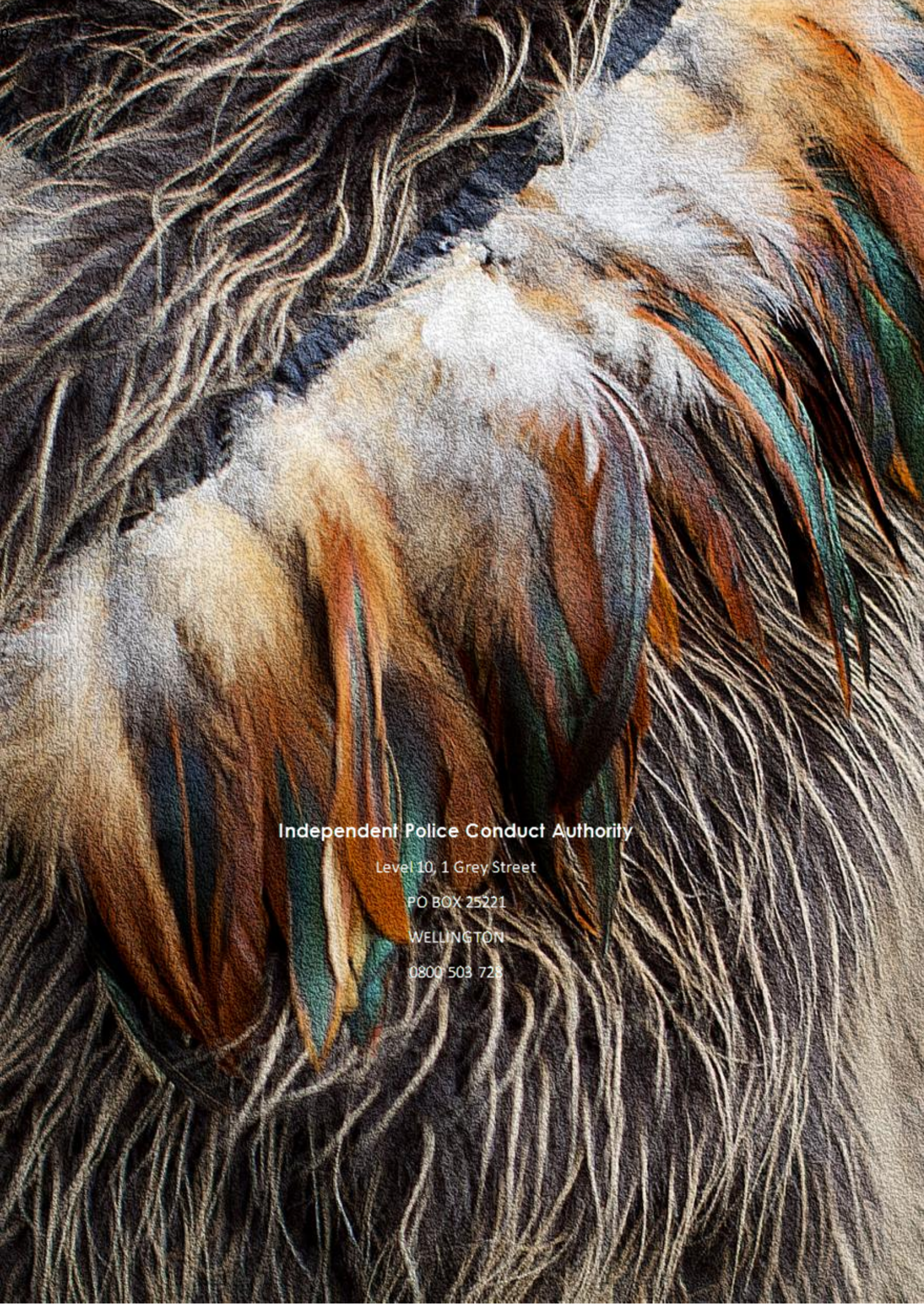
Principle

It is in the interests of both the complainant and Police that matters of no real substance are identified and concluded at the earliest possible opportunity. This decision will only be made after appropriate research, collation and analysis of available information relating to the complaint has been undertaken.

Guidelines

This category of complaint has one or more of the following characteristics:

- a) matters which the Authority considers as minor, frivolous or vexatious;
- b) matters where there is no support from the person centrally aggrieved;
- c) have been, are about to be or are able to be, decided by another tribunal or by the Court;
- d) matters which disclose no issue requiring investigation;
- e) matters which related to an incident of which the complainant has had knowledge for over one year;
- f) a conflict in the evidence about the issues complained of that is unlikely to be resolved by further investigation.



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