



IPCA
Independent Police
Conduct Authority

Mana Whanonga Pirihimana Motuhake



STATEMENT OF INTENT

2020/21 – 2023/24



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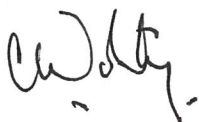
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Preamble

This Statement of Intent (SOI) has been prepared in accordance with the requirements of sections 141 and 142 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 2020/21 to 2023/24.

The Authority will also produce an annual Statement of Performance Expectations (SPE) to accompany the Statement of Intent. The SPE will consist of key performance indicators and financial forecasts for the currency of the Statement of Intent.



Judge Colin Doherty

Chair



Liz Sinclair

Member



Simon Murdoch

Member

It is the role of the Authority to oversee New Zealand Police. Effective oversight not only enhances public trust and confidence in New Zealand Police but supports a safe and just New Zealand and adds to the wellbeing of New Zealanders. To fulfil our role we receive, manage and resolve complaints against Police; we independently investigate serious Police incidents involving death or injury and allegations of serious misconduct; and we monitor Police places of detention. Through our work we endeavour to have a positive impact on the conduct of both individual members of Police and New Zealand Police as a whole.

Each complaint made about Police conduct and each incident notification must therefore be considered in a fair, impartial and thorough manner. We must strive to provide timely responses to both those who complain and those complained about as well as providing appropriate responses and outcomes to resolve complaints. Recommendations we make to Police, once implemented, are directed towards improved conduct on the part of individual officers and the practice, policy and procedure of Police generally.

To achieve such results the Authority must be appropriately visible and accessible to Police, the public, and particularly those who would wish to complain about Police conduct. These stakeholders must be made aware of the Authority and understand that it is the principal statutory body mandated to receive and independently investigate complaints about the misuse or abuse of Police powers.

Since January 2019 there has been a step increase of approximately 30% in the number of complaints and notifications received by the Authority caused by an unintended failure of Police to notify all complaints made directly to Police. The result has been an immediate and continuing strain on both our capacity and capability to complete the work to the standard and timeliness required of an organisation such as ours. This step increase is additional to the steady increase in numbers of complaints as a result of factors such as the recent (and projected) increase in numbers of Police employees the majority of whom are/will be frontline officers. The trend of increasing volumes is therefore expected to continue and to place additional strain on our resources. The additional appropriation we have received in Budget 2020 will greatly assist in enabling us to manage this pressure and maintain an appropriate standard of service delivery. However, we will still need to prioritise carefully and ensure that our work is undertaken as efficiently and proportionately as possible across the wide range of complaints made.

We are therefore focused on increasing our efficiency and effectiveness. The Authority is confident that the processes introduced in 2016 for resolving complaints in a timely way without unnecessary investigations has proven to ensure better quality and timeliness of outcomes for complainants and Police alike. But the overall effectiveness and efficiency of these processes need to be evaluated now that a sufficient period of time has elapsed. To that end, the Authority has commissioned an independent review of our operations, and it will be a priority in 2020-21 to use the recommendations

from that review to build on the gains made over the last four years. We are conscious that while seeking efficiency gains we must not end up sacrificing quality for quantity; maintaining high standards of investigation and case management is vital to both our vision and our credibility.

The Authority continues to see considerable value in using thematic reviews to address specific, identifiable issues that arise from a range of individual complaints and incidents. The movement from a blame-oriented approach to one of prevention is in keeping with our legislation and a more effective use of our resources. We are already working much more closely with Police to review Police policies, practices and procedures when we identify issues that need to be addressed. We intend to further develop the use of such reviews. We also intend in the future to complement this by increasing the opportunities we have already taken to feed our work into Police training and development.

As a National Preventive Mechanism under the Crimes of Torture Act 1989 and the Optional Protocol to the Convention Against Torture, the Authority monitors places of detention administered by Police. Building on the data gleaned from a special project during 2018-19 we will encourage Police to see this area as a strategic priority, given our view that the focus and investment in this area by Police has been lacking.

There will always be a need for a strong and independent Authority overseeing Police actions. But the environment within which that work is being undertaken is evolving and the complexity of complaints and incidents received by us is increasing. As a result, some of our investigations, thematic reviews and other work to resolve complaints are consuming greater resources and leading to more varied outcomes that go beyond merely making findings and recommendations to Police about a particular incident or complaint. In order to meet the challenges arising for this environment, we need to continue to adapt our operations and obtain sufficient resourcing to enable us to meet the demands and expectations of the public we serve.

The recent challenge of the COVID-19 pandemic has affected the way we work. However, our business continuity preparations, and the successful implementation of our new case management system in 2019, enabled us to operate remotely in a relatively seamless way. Although there was a change in the nature of complaints due to specific policing responses to the pandemic challenge, the volume of complaints continued on its anticipated trajectory. Since the removal of restrictions imposed under Alert Levels 4 and 3, complaints have reverted to their previous pattern.

In the longer term, the effects of the pandemic have the potential to impact our outputs. The most anticipated long-term effect is likely to be on timeliness and responsiveness caused not only by our own situation but that of Police and complainants alike. However, we recognise the need to remain nimble in our processes and resilient in our outlook to ensure we continue to meet the challenges ahead. This manifested itself in the initial lockdown phase of the COVID-19 pandemic response when we instituted immediate process changes with Police to provide timely outcomes to those complaints concerning policing practices relating to that stage of the response.

OUR VISION AND PURPOSE

Our vision is to:

Be a world class oversight body that, by contributing toward improved trust in Police conduct, contributes to a safe and just society.

The Authority works to achieve this vision by maintaining an effective oversight system that ensures that complaints about, and incidents involving, Police conduct, and any practice, policy or procedure, are fairly and impartially investigated or reviewed; that grievances and issues are identified and resolved in a timely fashion; and that any recommendations 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 public trust 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 therefore 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 grounded and feed into Police training and development;
- ensuring that the New Zealand public, particularly vulnerable sectors of our communities, is aware of the presence and work of the Authority;
- observing the principles of te Tiriti o Waitangi and recognising the diverse culture of modern New Zealand.

OUR STATUTORY FUNCTIONS

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

- Receiving and taking action on complaints alleging misconduct or neglect of duty by any employee of the Police, or concerning any practice, policy or procedure of the Police.
- 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.

Separately, but allied to the management of public complaints against the Police, we also serve 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). The purpose of this protocol is to ensure a system of independent monitoring of all places of detention.

The Authority's latter function involves inspecting Police detention facilities throughout New Zealand to ensure they are safe and humane and meet international standards. In discharging that function, we work in close collaboration with the Human Rights Commission, Office of the Ombudsman, Children's Commissioner, and Inspector of Service Penal Establishments, to make recommendations that improve the conditions of detention and treatment of detainees.

Independent Oversight

There are three factors critical to our independence:

1. *Statutory independence:* We are statutorily independent by virtue of the Independent Police Conduct Authority Act 1988 and the Crown Entities Act 2004. That statutory independence is critical for our effectiveness.
2. *Operational independence:* We have investigative capability and capacity to carry out our own investigations into the most serious matters; to independently oversee Police investigations; to conduct our own reviews; to monitor Police performance; and to publish reports.
3. *Impartiality:* We act impartially in all our dealings and take great care to do so, and to be seen to do so. 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 the levels of trust and confidence in our work. No serving member of any Police service is employed by the Authority. However, 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 investigations, law and criminal justice.

We also ensure that we have expertise in facilitated complaint resolution, since our ability to resolve as many complaints as possible 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 possible conflicts of interest for all staff. 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 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 ultimate decision, before any public reports are issued.

Working relationship with Police

The Authority maintains a professionally cooperative relationship 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 provides that internally reported matters of serious misconduct or criminal offending by a Police member, of such significance that they are likely to place the Police reputation at risk, are to be notified to the Authority by the Commissioner. The Authority deals with such notifications in the same manner as if they were externally reported complaints.

Our Services

Management and resolution of complaints and referrals

The resolution of complaints and matters referred by Police 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 usually entails direct contact with complainants and Police to gather information and to discuss how the complaint should 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 through which complainants may express their dissatisfaction with the way in which their complaint is being or has been resolved.

Independent Investigations into Police conduct and reviews of Police investigations

The Authority has its own investigative capability that allows investigations to be completed expeditiously and independently without any reliance on the completion of a parallel Police inquiry. We investigate a significant number of the incidents where death or serious injury resulted or appears to have resulted from 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, whether or not this contains any criticism of Police actions.

We also directly oversee Police investigations and resolution of other complaints and review their findings at the conclusion of their investigation.

Thematic reviews of identified issues

The Authority undertakes thematic reviews as a preventive initiative. These are normally based on identification of common issues across a range of complaints or referrals where the analysis suggests that an investment of resource now will prevent similar complaints from arising in the long term. The process of the review normally entails close collaboration with Police and the outcomes are found in recommendations for improvements in Police policy, practice or procedure.

Recommendations for improved Police conduct, practices, policies and procedures, based on the results of investigations, and monitoring implementation of those recommendations

The Authority makes recommendations as a result of both investigations and thematic reviews. These include recommendations for disciplinary or criminal proceedings and for changes and improvements in Police conduct, 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 of and reporting on Police places of detention

In our performance of this role 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 OF THE AUTHORITY

The Authority is governed by a Board that is accountable to Parliament and reports to a Responsible Minister within the Government – 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 current members of the Authority's Board are:



	Date of Appointment
Judge Colin Doherty	31/8/2017
Liz Sinclair	8/5/2020
Simon Murdoch	25/9/2015

Authority Board members have a range of relevant skills and experience, including knowledge of the law and law enforcement, executive level management, 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 full-time Chair discharges a range of executive functions and is supported by an organisational structure that prioritises available resources toward the efficient and effective delivery of operational services.

Our outcomes framework

This section of the document describes the context for our work, our intended outcomes and expected areas of impact. It also sets out how the Authority expects to achieve these impacts and describes how we will know when we are performing effectively. The Authority's Outcomes Framework is summarised in the diagram and text below:



IPCA contributes toward Government priorities for the justice sector

The justice sector has as an aspirational outcome that all New Zealanders should expect to live in a safe and just society.

To that end the justice system itself should be trusted and underpinned by effective constitutional arrangements. The Authority is part of the justice sector, so it has a role to play in achieving all the outcomes set for the sector.

The two justice sector outcomes that the Authority most contributes toward are ‘A trusted justice system’ and ‘Effective constitutional arrangements’.

A trusted justice system	Effective constitutional arrangements
How the Authority operates (i.e. the quality and perceived independence of services provided when in direct contact with users) goes to the heart of whether the Authority is seen as trustworthy in approach and credible in its judgements.	<p>The Authority’s role, within the Police oversight system, is to hold Police accountable; to promote public confidence in the accountability of Police; and to improve policing practice, policy and procedure.</p> <p>A fundamental purpose of the Authority is to assist the public in effectively engaging with the Police oversight system. To do this the public should be aware of our role and must have trust and confidence in the Authority to carry out that role.</p>

Our main outcome is to contribute toward improved public trust in Police conduct

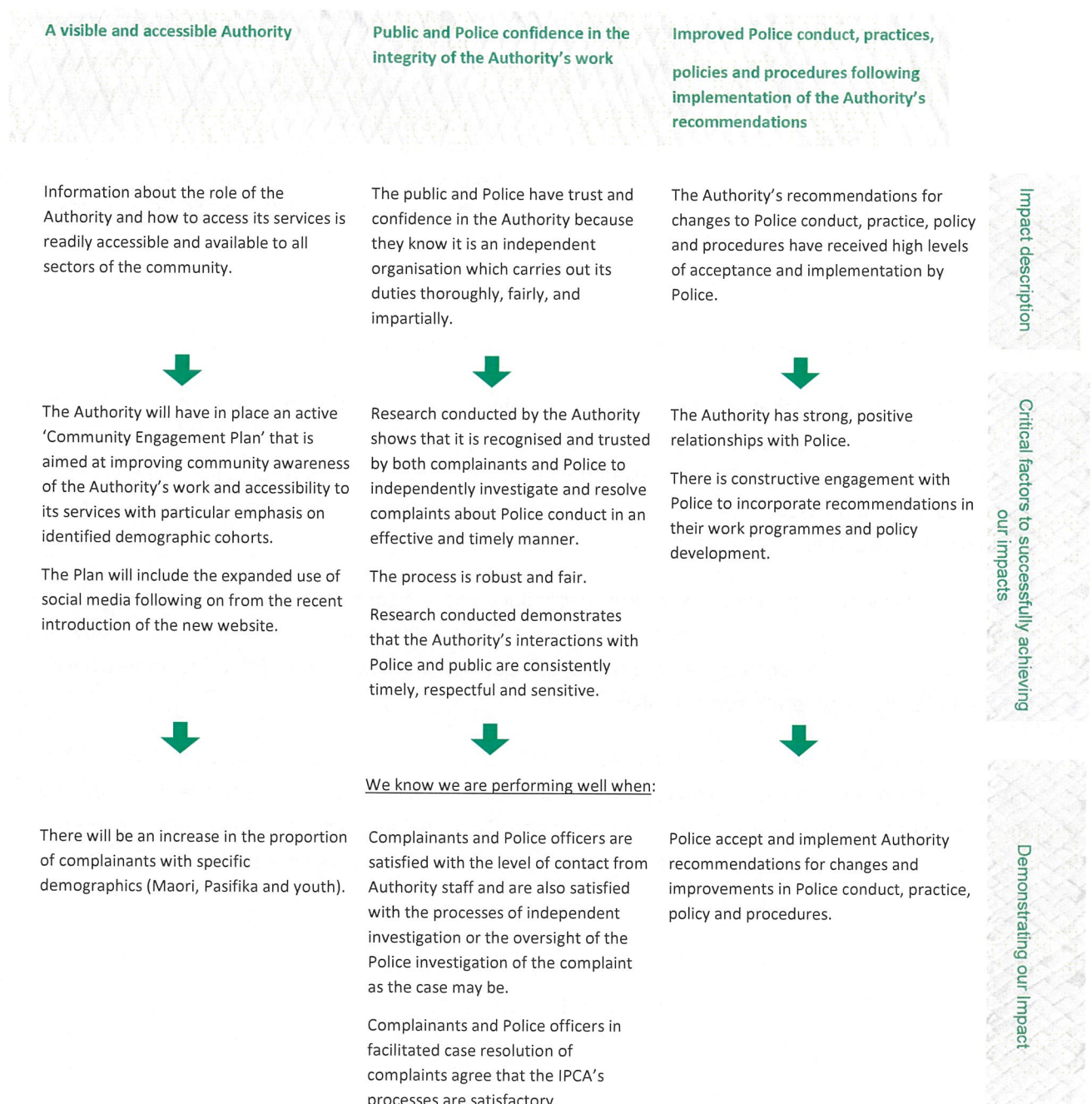
Our main outcome is achieved through the fulfilment of our key role: to ensure that people have confidence that complaints about, and incidents involving, Police conduct will be fairly and impartially investigated or reviewed; that issues relating to Police practice, policy or procedure will be properly identified and addressed; and that any recommendations made and implemented will result in improved Police conduct.

Our work leads to improvements in Police conduct and performance. We monitor closely the implementation of those recommendations we make to Police to improve practice, policy and procedure. This should ensure that the levels of trust and confidence that New Zealanders have in Police and policing generally remains high.

The Authority does not separately measure the level of public trust and confidence in Police. This is measured by Police themselves and reported on in their Annual Report. Reports and research by other agencies such as the State Services Commission Trust-in-Government survey, will be used to complement our proposed new combined quantitative/qualitative survey methodology.

Our Impacts

The Authority undertakes a range of activities that are aimed at achieving three high level impacts. Our Impacts are summarised below. Contained within the annual Statement of Performance Expectations will be the detailed performance targets and measures for the year.



Impact Measure 1: A more visible and accessible Authority

Measure

Performance target forecast

How it will be measured

2020/21

There will be an increase in the proportion of complainants with specific demographics (Maori, Pasifika and youth).

Developing and implementing targeted service delivery models that give better representation and access to Authority services especially those sectors most likely to have involvement with Police (for example youth, Maori, and Pasifika)

The Authority's database

Complainant representation	2019/20 (current)	20/21	21/21	22/23
Maori	19%	+1%	+2%	+2%
Pasifika	4%	+.5%	+.5%	+.5%
Youth (17 to 24 years)	16%	+1%	+1%	+1%

Impact Measure 2: Improved Public and police confidence in the integrity of the Authority's work

<i>Measure</i>	<i>Performance target forecast</i>	<i>How it will be measured</i>
<i>2020/21</i>		
Research participants are satisfied with their contact with Authority staff	70% are satisfied	Independent research programme introduced in 2019/20
Research participants are satisfied with the Authority's investigation processes	70% are satisfied	Independent research programme introduced in 2019/20
Research participants are satisfied with the Authority's review processes	70% are satisfied	Independent research programme introduced in 2019/20
Research participants are satisfied with the Authority's facilitated resolution processes	70% are satisfied	Independent research programme introduced in 2019/20

The Authority has undertaken a full review of the satisfaction surveys previously completed in-house by Authority staff. The Authority does not currently have the capacity to continue with the research using the previous telephone survey methodology. In any event, we have concluded that the methodology was not producing reliable results.

As a result of the review, we have engaged the services of a specialist external research provider, utilising a combined quantitative/qualitative survey methodology. The revised feedback system will enable complainants/police to provide feedback through a range of methods. This will better recognise the diversity of the research participants and their personal circumstances/preferences, thereby optimising both the size and breadth of representation of those included in the survey.

We will conduct pilot research delivered by the external provider in the three months between 1 April and 30 June 2020. Performance measure reporting at year end will be provided on the basis of the results from this research.

Impact Measure 3: Improved Police conduct, practices, policies, and procedures following implementation of the Authority's recommendations.

<i>Measure</i>	<i>Performance target forecast</i>	<i>How it will be measured</i>
	2020/21	
Police accept Authority recommendations for changes and improvements in Police conduct, practice, policy and procedures	100%	The Authority's database, spreadsheet and Police 'Sentient' programme

Performance Measures

The delivery of our outputs is measured in relation to five services: our receipt and resolution of complaints; our independent investigations and our 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 in respect of each of these services are contained in the Annual Statement of Performance Expectations.



Our Operating Environment

The Authority's ability to achieve the strategic priorities set out below is dependent upon its ability to manage three key elements of its operational environment: a growing and more complex caseload; an increasingly competitive personnel market; and the constant need to maintain a delicate balance between the Authority's statutory and operational independence and its working relationship with Police.

A growing and more complex caseload

Since 2014/15 the volume of work undertaken by the Authority has grown by more than 50%. So too has the complexity of that work. Both factors have stretched capacity and affected performance. Changes in the policing environment and a growth in numbers of Police have contributed to this. However, the growth is largely attributable to the greater visibility of the Authority; the ease with which complaints can be made in an on-line environment; and the greater willingness of the public to challenge what they perceive to be unlawful or inappropriate Police practice. In the Authority's view, although the growth curve may flatten out, it is likely to continue to a smaller degree but not abate completely and will therefore continue to place an ongoing strain on the Authority's resources.

The resources available to us have not kept pace with that increasing demand. This has been compounded by the recent step increase in the volume of complaints. The Authority therefore needs to ensure that it has an optimal model of service delivery so that cases are dealt with as efficiently and effectively as is possible within current and likely future resources. Without that, it will be unable to deliver timely outcomes while maintaining the highest quality outputs.

Over the past four years, we have already introduced processes for handling complaints to ensure that the key issues are identified at an early stage; that there is more effective dialogue with both the complainant and Police; and that whenever practicable ways of providing appropriate redress quickly and informally are agreed to and put into effect.

However, the Authority must continually review its operating model to identify areas for further improvement.

An increasingly competitive market

The Authority's ability to deliver an optimal service, especially in the face of increasing demand, depends upon the recruitment and retention of staff who have the experience and skills both to respond to the challenges of a constantly changing and increasingly complex Police and complaints environment and to deal effectively with the wide-ranging nature of the issues raised in many of our cases. At the same time, it is important that we have a workforce which reflects the ethnic, cultural and gender diversity of the community we serve.

The Authority has been operating in an increasingly competitive market, which has been exacerbated by an expansion in the investigative and complaint resolution expertise being sought by cognate

agencies. We have therefore been experiencing difficulty in recruiting staff with the required breadth of knowledge and expertise.

We have also found it difficult to ensure that we attract staff with the diverse cultural and other backgrounds to which we aspire.

We need to respond to this reality by developing a greater array of innovative recruitment strategies and investing in the training and professional development of our staff.

Maintaining independence

The Authority's credibility as an oversight body depends upon our actual and perceived independence. If we are seen to be too close to Police, or to be rubber-stamping Police decisions, we will fail to achieve our core purpose. At the same time, our ability to produce outcomes that are seen to be fair, and to influence Police policy, practice and procedure, depend upon having an effective working relationship with Police.

That balance is not easily maintained. On the one hand, a reputation for independence can be readily upset by a public perception that we are too close to Police and that as a result we are not dealing with cases and a robust or timely way, or doing enough to hold Police to account when things go wrong. On the other hand, our ability to have a preventive role (identified below is one of our strategic priorities), and to influence Police policy, practice and procedure, depends upon two factors: Police recognition that we understand the exigencies of policing; and the maintenance of a cooperative and consultative working relationship with the Police at all levels throughout the country.



Our strategic priorities

Over the next four years we will be focusing on five key areas: improving the efficiency and effectiveness of our service delivery; using our data to develop more targeted services; increasing the emphasis on our preventive role; enhancing our engagement with communities and their access to the Authority; and working with Police to ensure a greater focus on good custodial practice that meets international standards.

Maximising efficiency & effectiveness

As noted above, the Authority is confronting a sharply increasing workload and constrained resources. We must therefore continually review our operating model to identify areas for further improvement. To that end, in the second half of the 2020 calendar year the Authority, with the support of the Ministry of Justice and Police, will commission an external review of its business processes. That will be designed to ensure that we have the best processes in place for handling the increasing volume of complaints using the resources available to us.

Our first and most important strategic priority will be to consider the results of the review as soon as practicable; to adopt the recommendations from it where appropriate; and to develop a staged implementation plan with a view to full implementation of the accepted recommendations by the end of the 2020/21 financial year.

Using data insights to develop targeted services

As an organisation we have always known anecdotally that our data holds important insights into how we can help the communities we serve. However, our ability to use data as a key operational tool has until recently been hampered by the very restricted capabilities of our old database.

We have been able to strengthen our technological capability via the deployment of our new case management system in October 2019. This has enabled improved business workflow; more comprehensive and accurate case data; and better information on performance and trends. We will look to build on this capability by developing tools that will support a day-to-day strategic decision making – for example, by more easily identifying the characteristics of our complainants, trends in the nature of the cases we are receiving, and the areas that require greater priority or preventive action.

Increasing the emphasis on prevention

The Authority is more likely to be successful in achieving its core purpose of maintaining and enhancing public trust and confidence in Police if its work not only holds Police to account for misconduct or neglect of duty, but also prevents similar problems from recurring.

Prevention has therefore been an important part of our work for a number of years. For example, whenever we are triaging cases we consider whether there are policy or practice issues that need to be addressed. We then work proactively and cooperatively with Police to determine significance and extent of the problems and the changes required to address them. These changes may include a revision of policy, an enhancement to Police training, or the inclusion of material on the Police “Bulletin Board” or in the “Lessons Learned” database for the attention of all Police staff. Our staff also regularly address Police training courses (from Police recruits to specialist squads and supervising officers) about the Authority’s purpose, functions, operating procedure, and expectations.

Where we observe patterns arising across more than one case, we also undertake thematic reviews and where appropriate make recommendations for changes to Police systems and processes. We believe that such reviews are an efficient application of the Authority’s resources and, when used in appropriate cases, produce effective outcomes.

There is considerable scope for this aspect of our functions to be expanded. We have been impeded in doing so by the relentless increase in case volume. However, it is critical to the Authority’s success that it prioritises this aspect of our work. Otherwise we are simply dealing with cases after things going wrong, but doing little to prevent the same outcome in future cases.

As part of our strategic objectives of placing more emphasis on prevention, therefore, we intend to expand the range of our activities in this respect over the next four years. This will include increasing the number of thematic reviews; working with Police to expand our exposure to training courses; and developing a process for feeding specific examples from the Authority’s caseload into these courses as learning opportunities.

Enhancing engagement within our communities and their access to the Authority

In the Authority’s last Statement of Intent, we indicated that it was a strategic priority to enhance our engagement with the community. It was our intention to ensure that there is greater public recognition of the Authority, and more widespread understanding of the Authority’s role and function and how it can be accessed (especially amongst those groups identified as being vulnerable and disadvantaged).

The Authority has made some progress in this regard. We have updated our website and developed a much greater presence on social media platforms, as a result of which there is increased access to information about the Authority. We have also broadened the range of summaries and reports of our work that are placed on our website. As a result, we are confident that in general terms the Authority is recognised, and its functions understood, by a greater proportion of the public than would have been the case four years ago. At the same time, it is hard to measure this, since recognition at any one time is likely to depend upon the extent of recent publicity.

In any event, the most important objective of community engagement is to ensure that, when people have need of our services, they are able to access us and have trust that we will deal with them fairly and impartially. “Name recognition” on its own does not necessarily achieve that. We must strengthen our engagement with the sectors of the community who are over-represented amongst those who interact with the Police. These include Maori, Pasifika, and young people.

In this area, the Authority has much to do. Reliance on social media platforms to increase our engagement with these sectors is not always adequate and we therefore need to find alternative forms of engagement that are culturally specific and effective. Enhanced engagement means not only disseminating our own information, but listening to the views and ideas of those with whom we engage.

As described above, we have identified in our impact measures the extent to which we hope to see an increase over time in the proportion of complaints that are received from these sectors, and regard that as a measure of whether we will have been successful in enhancing our engagement and increasing the trust and confidence of those communities in the fairness of policing.

As a longer-term objective, the Authority also considers that there would be value in engaging with communities more broadly and in a variety of ways to gain a better understanding of community concerns about policing that may not be directly related to particular complaints or notifiable incidents. However, this would be a broader function would require additional resourcing and a greater range of expertise that is currently available to the Authority. It would be a gradual and evolving function that, if done properly, would lead to the need for an “own motion” jurisdiction

Working with police to ensure a greater focus on good custodial practice.

The Authority’s work in monitoring Police custodial facilities is undertaken not only through our routine audits and inspections but also our follow-up work (including detailed investigations where necessary) when there are complaints or incidents of self-harm arising from custodial practice.

As a result of a number of incidents investigated by the Authority, we have concluded that this is an area that has not received sufficient focus or investment from Police. In the forthcoming period, therefore, we will also be encouraging Police to see it as a strategic priority.

In particular, following our special project during 2018/19 (when we inspected every Police facility where detainees are routinely held overnight), we made a number of recommendations to Districts about required changes to both physical infrastructure and custodial practice. We plan to systematically follow up with all Districts and monitor progress in the implementation of those recommendations. We will be developing an annual programme of visits for that purpose.

We have also begun a collaborative initiative between the Authority and the Office of the Ombudsman to ensure consistency of oversight and monitoring across all Court cells and will expand our monitoring of Court cells as part of that initiative.

Capital expenditure intentions

The Authority makes few requests for resourcing beyond its immediate operational needs. We have invested in a new Case Management System, modernised our underlying IT infrastructure platform, and committed to a programme of maintenance and upgrade of computer hardware and supporting software. The capital investments that we have made in this area have resulted in significant improvement in operational capability, but perhaps most importantly have given us access to up-to-date technology solutions, and allowed us to change the way we can work.

Our capital expenditure programme for technology for the forthcoming period is therefore likely to be modest. We intend to undertake some modest refurbishment of the office premises and to continue our normal computer replacement programme. However, we do not expect this to amount to more than \$120,000 per annum.

Good Employer

The Authority is committed to creating a culture where everyone is supported, respected and able to develop to their fullest potential. We accept the ways we differ and the diversity of values that this brings to our organisation. Recognition of our diversity strengthens our ability to build awareness of unconscious bias in decisions, and to create an Authority that is broadly representative and therefore in-tune with the needs of the communities we serve.

We aim to provide equal opportunities for all people. In recognising diversity and inclusiveness within both our own organisation and in the wider community we are committed to ensuring better outcomes for both our own people, and the communities we serve. The Authority works within a good employer framework set out by the Human Rights Commission. This commits the Authority to the principles of good leadership, accountability and inclusive culture, employee development, flexibility in work practice, recognition of performance, harassment and bullying prevention, and a safe and healthy work environment.

Strategic Risks

The Authority assesses organisational risk on a 360° basis to identify emerging and actively manage on-going risks. Our strategic risk assessment takes into account the environment in which the Authority operates. Our identified strategic risks and responses to those risks include:

Risk Area

Response

Loss of independence

The credibility of the Authority rests on its actual and perceived independence (from Police and from Executive Government).

To ensure we remain credible we maintain an appropriate relationship with Police. We will also ensure that our investigative resources retain sufficient capability and expertise to be able to carry our investigative mandate. We will also be focused on monitoring and reviewing Police-led investigations in a timely and robust manner.

Loss of reputation

To retain credibility and reputation, the Authority must not only deliver fair, impartial, and fully independent decisions but also articulate and deliver them in a timely manner. We must also ensure that we securely manage the information upon which we make our decisions

We ensure that the positions we take, and judgements made, are objectively considered, evidence-based and developed through the use of reliable information and robust practices and procedures. We seek to confirm our reputation and satisfaction with our service through externally commissioned 'client' satisfaction research. Ethical and integrity obligations are articulated via a staff Code of Conduct, and by Board scrutiny and awareness of the specific risk in this area.

Balance between Financial sustainability and Workload

We must maintain financial sustainability and viability in order to deliver our services and to continue to enjoy credibility with key stakeholders.

Our financial performance and requirements are presented to Government on a regular basis. We continue to emphasise financial sustainability, efficiency and cost-effectiveness as a critical part of determining how we will meet organisational priorities and goals.

The longer-term financial sustainability of the Authority will be challenged as the Authority faces increasing demand for services. The need to provide better and more timely outcomes and enhanced performance monitoring means the Authority is pressed to ensure that it is adequately resourced to meet public expectations and its statutory duties.

Accessibility of access to our services

Through our recent efforts the Authority has increased visibility. The Public are aware of our services, functions, and roles but we need to ensure that our services are easy to access for all community groups (and in particular identified sectors of that community) or they will not make use of our services.

Developing enhanced accessibility to information about the Authority, its services, and role will be developed in collaboration with those sectors of the community who most need our services. We raise awareness of our services through not only our website and social media platforms but also the supply of information in appropriate locations (e.g. custodial facilities, Community Law Centres). We will develop multilingual services and expand our use of social media in order to raise awareness and engage with specific sectors of the community.

Insufficient organisational capability and capacity

There is a risk that our human resources capabilities (at all levels) may not exist in sufficient quantities (capacity) or levels of capability (quality) to meet our and our stakeholders' expectations.

We will regularly update our capability strategies against our strategic direction to ensure our organisational structure and people remain relevant to service delivery requirements. A key part of this process is to ensure that our employees are supported with appropriate professional development, training and performance management.

Insufficient Information Technology infrastructure and software programs to support the organisational requirements

The Authority is growing as an organisation, its workload is expanding and there are risks as it faces the challenges of an increasingly sophisticated IT environment. It must ensure it develops its systems to meet the needs of demanding public by recognising the increasing use of mobile technologies and social media.

We will also continue to develop our systems to ensure that the organisation is able to support the efficiencies in our processes and meet the increasing sophistication required to measure our performance effectively. As a result of Covid19 we will assess our hardware needs to add resilience and flexibility to a new remote working environment.



