



– APPENDIX 4 –

NEW ZEALAND POLICE: BACKGROUND INFORMATION AND RECENT INITIATIVES

This appendix supplies further information about the structure and governance of New Zealand Police in the context of this report. It also provides a summary of relevant initiatives undertaken by the police since the establishment of the Commission of Inquiry into Police Conduct.

STRUCTURE AND OPERATION OF NEW ZEALAND POLICE

New Zealand Police operates under the Police Act 1958 and regulations made pursuant to that Act. Among other things, the Act establishes

- the offices and powers of the Commissioner of Police and the Deputy Commissioners of Police, including the power to appoint sworn and non-sworn members of the police and to issue general instructions
- provisions for the appointment, promotion, and resignation of members of the police
- police superannuation and retirement provisions
- provisions for dealing with misconduct by sworn members.

The Police Regulations 1992, made pursuant to section 64 of the Act, include sections dealing with

- administrative roles and responsibilities of the Commissioner of Police
- disciplinary offences by sworn members
- code of conduct for non-sworn members
- general provisions.

The role and duties of the police are also affected by other pieces of legislation, notably the Crimes Act 1961, the Summary Proceedings Act 1957, the Summary Offences Act 1981, the Arms Act 1983, and the New Zealand Bill of Rights Act 1990. Police are also governed by the State Sector Act 1988 (with respect to non-sworn staff) and the Public Finance Act 1989.

Nature of the police workforce

The police employ 7,765 fulltime-equivalent sworn police officers of whom 1,262 (or 16 percent) are female. In addition, the police employ 2,562 fulltime-equivalent non-sworn staff, some of

whom also have regular contact with the public (for example, call centre staff). Of these non-sworn staff 1,714 (or 67 percent) are female.¹³

Internal police management structures

The police have traditionally maintained very hierarchical structures. Within the past 15 years or so there have been several structural change projects. In the period immediately after the public sector management reforms of the late 1980s, there were 27 districts coordinated by six regional commanders at assistant commissioner level, who reported directly to the Commissioner of Police.¹⁴ The structure changed in the mid-1990s, when the regions were reduced to four and the districts to 16. In 1992 New Zealand Police and the Traffic Safety Service of the Ministry of Transport were merged.¹⁵

In 1998 the Government directed an external review of New Zealand Police known as the Martin review. This resulted in a significant restructuring of management levels both in districts and at Police National Headquarters, which was renamed the Office of the Commissioner. As a result of the Martin review the four-region 16-district model was reduced to the current 12 districts, and the assistant commissioner/regional commander level of management was removed altogether.¹⁶

The New Zealand Police organisational structure consists of the following positions and operational entities:

- the chief executive known as the Commissioner of Police appointed by the Governor-General
- two Deputy Commissioners of Police: one responsible for Operations and one for Resource Management
- a Board of Commissioners, comprising the Commissioner of Police and the two deputy commissioners, responsible for high-level leadership of the police¹⁷
- 12 police districts, managed by district commanders at the rank of superintendent and administered from the Office of the Commissioner in Wellington¹⁸
- a total of more than 400 community-based police stations
- the Royal New Zealand Police College and the National Training Service Centre
- three police communications centres.

The Board of Commissioners is supported by a group of sworn and non-sworn managers with the following roles:

- assistant commissioner for crime and operations
- assistant commissioner for international services group
- assistant commissioner for strategy, policy, and performance
- general manager of human resources

13 New Zealand Police, Annual Report for the year ended 30 June 2006, p. 94.

14 Police Commissioner Robert Robinson, Brief of evidence, 28 November 2005, p. 9.

15 Superintendent David Trappitt, New Zealand Police National Manager: Planning and Policy, Brief of evidence, 24 May 2004, p. 4.

16 Police Commissioner Robert Robinson, Brief of evidence, 28 November 2005, p. 9.

17 Superintendent David Trappitt, New Zealand Police National Manager: Planning and Policy, Brief of evidence, 24 May 2004, p. 4.

18 New Zealand Police website, <http://www.police.govt.nz>, accessed 21 August 2006.

- general manager of public affairs
- general manager of Māori, Pacific, and ethnic services.¹⁹

There are also a series of national managers, several of whom hold service centre responsibilities to provide a range of operational and administrative services across districts. These include prosecutions, legal services, information and technology, and communications centres.²⁰

POLICE INITIATIVES SINCE THE ESTABLISHMENT OF THE COMMISSION OF INQUIRY INTO POLICE CONDUCT

The following table provides a summary of the various initiatives and projects commenced by the police since the establishment of the Commission of Inquiry into Police Conduct.

Police initiatives /Projects	Description	Year	Reference (see table footnotes)
Governance Project	Addressing role of Police Executive Committee, examining possibility of community input into police governance. Looking at way police manage emerging risks – operational and administrative. Includes establishment of the Assurance Committee.	2005	[1]
Culture review	Will make recommendations on ways to minimise improper behaviour and improve job satisfaction within police.	2005	[1]
Service Delivery Project	Designed to enhance services to public who interact with police. Includes recommendations from “the 111 Review” 2005 and enhancing delivery of services to the victims of crime.	2005	[1]
Integrity Project	To ensure police remain free of corruption. Encompasses review of Professional Standards function and way internal investigations are conducted and overseen.	2005	[1]
Improving diversity within New Zealand Police	Includes recruitment and retention of more women and ethnic minorities.	2005	[1]
Protocol with Police Complaints Authority (PCA)	Clarifying the respective roles of New Zealand Police and PCA investigators when investigating the same matter.	2005	[1]

¹⁹ New Zealand Police, Memorandum to the Commission of Inquiry into Police Conduct, 25 August 2006.

²⁰ Superintendent David Trappitt, New Zealand Police National Manager: Planning and Policy, Brief of evidence, 24 May 2004, p. 4.

continued

Police initiatives /Projects	Description	Year	Reference (see table footnotes)
Police Prosecution Service	Developing guidelines on use of Crown solicitors in operational and prosecutorial contexts (including consideration of circumstances in which external advice should be taken when police consider laying charges against police staff).	2005	[1]
Adult Sexual Assault Investigation Policy	Developing mechanisms for keeping the policy under review, and ensuring compliance with it in practice.	2005	[1]
Police liaison with Doctors for Sexual Abuse Care (DSAC)	Improving the coordination with DSAC by establishing a national point of contact in the Office of the Commissioner.	2005	[1]
Corporate Instrument Review Project	A comprehensive review of all aspects of policy-making and the various documents in which police policy is recorded, designed to review and streamline all police policies and procedures.	2005	[2]
Inappropriate relationships	Development of a policy and guidelines on inappropriate relationships by police officers.	2005	[2]
Standard commendation letters	Police officers facing criminal or disciplinary charges who resign no longer receive standard commendation letters from Human Resources.	2005	[3]
Code of conduct for sworn members	Developing a code of conduct for sworn members within the existing legislative framework.	2006	[4]
Integration of Human Resources and Professional Standards sections	Bringing together the two areas so that they are no longer regarded as separate entities.	2006	[4]

References:

- [1] Police Commissioner Robert Robinson, Brief of evidence, 29 June 2005, pp. 8–12.
- [2] Police Commissioner Robert Robinson, Brief of evidence, 28 November 2005, p. 13.
- [3] Mr Wayne Annan, New Zealand Police General Manager: Human Resources, Transcript of hearing, 18 November 2005, p. 17.
- [4] New Zealand Police, Submission (“Integration of Professional Standards and Human Resources”), 27 July 2006.