

Attachment 2

Recommendations for the strengthening of NZ Police Performance and Accountability

Purpose

This attachment summarised the recommendations being progressed to drive performance and accountability of NZ Police in delivering the RSPP.

Recommendations to drive performance and accountability of Police in delivering the RSPP

The current relationship approach does not reflect a standard funder/delivery model, in which a key focus would be on regularly assessing how the funding provided to Police is applied (performance monitoring and reporting).

1. **Develop and document the Waka Kotahi and Police relationship model**
Developing and documenting a new Waka Kotahi and Police relationship model will include details about who is responsible in each organisation for the key relationships that will drive performance. This will ensure clarity of roles and responsibilities, accountability, and clarity of the relationship expectations in each role.
2. **Directors Regional Relationships to lead engagement with Police District Commanders**
s 9(2)(g)(i)
Currently, Waka Kotahi relies on the National Headquarters function to influence the District Commanders.
The 12 District Commanders are critical to the success of the RSPP, as they are accountable for setting, monitoring, and demonstrating their contribution and delivery of the RSPP operational priorities.
Given their accountabilities for setting, monitoring, and delivering their contribution to the RSPP, District Commanders should be a focus of engagement. DRRs will be supported by the RSPP team and, where appropriate, the Regional Leadership Teams. It is noted that there are 12 Police Districts and 5 Director Regional Relationships. Further work is required to refine this approach and how it will operate.
3. **Develop a District Plan for each Police district that reflects the district's contribution to the RSPP**
While the RSPP sets national requirements and targets, there are no detailed plans that flow from this to reflect specific activity and commitments by Police district. Police have not distributed the RSPP targets to districts by way of any proportion, population, or seasonality formula.
Developing District plans will drive accountability at the operational level and be the basis of the relationship with DRRs. Waka Kotahi can contribute customised data and insights that will inform each District Plan. Each District Plan will also include the Waka Kotahi contribution to each district.

Recommendations to reflect the size of the RSPP investment and the importance of the programme to the Road to Zero outcomes

For the level of investment, and associated requirements and expectations, it is considered that this is an inadequate level of resource and governance to provide the requisite assurance and delivery performance.	
4.	<p>Strengthen the RSPP governance to reflect the level of investment and contribution to RTZ outcomes</p> <p><i>Establish a RSPP Tier 2 governance group (performance oversight) and strengthen the management governance group (steering group). Membership of both groups will include Police District representatives and Waka Kotahi managers responsible for commitments in the RSPP. This management governance group will also be responsible for addressing any operational issues. This structure will provide emphasis and rigour to governance of the RSPP. An assessment of the appropriate links with the RTZ governance structure will be undertaken.</i></p>
5.	<p>Establish a dedicated RSPP team in Waka Kotahi</p> <p><i>There is currently one FTE dedicated solely to the RSPP (Lead Advisor Road Policing). This is not consistent with the FTE levels in place for other areas where Waka Kotahi has fiscal and assurance responsibilities. Examples of this include Waka Kotahi FTEs undertaking audit arrangements for Approved Organisations spend and the FTE's who manage spend and performance aspects and processes for the Supporting Regions Programme.</i></p>
<p>Recommendations that ensure Waka Kotahi can demonstrate appropriate assurance arrangements for the RSPP investment</p> <p>There is a lack of clarity and documentation as to what exactly Waka Kotahi is purchasing from Police. This includes the intentions and activities relating to the 1070 dedicated constabulary road policing staff, 200 non-constabulary support staff and the 20% contribution to Police overheads. Outside of the dedicated constabulary roles, it is unclear which specific positions and what infrastructure initiatives are funded through the RSPP. Access to and transparency of this information is vital to monitor performance and establish value for money of the RSPP investment. Police are reluctant to provide this information. It is unclear if Police systems are able provide this information on a timely basis.</p>	
6.	<p>Develop and document a RSPP Purchase Plan</p> <p><i>The purchase plan will provide clarity and documentation as to what exactly Waka Kotahi is purchasing from Police. This includes the intentions and activities relating to the 1070 dedicated constabulary road policing staff, 200 non-constabulary support staff and the 20% contribution to Police overheads.</i></p> <p><i>It will be a major part of improving the assurance aspect of the RSPP expenditure and provide clarity to Waka Kotahi operational areas as to what activities Police have committed to.</i></p>
7.	<p>Document a reporting, monitoring and assurance framework that reflects targets and outcomes sought</p> <p><i>Quarterly joint reporting on the RSPP has been inconsistent and of variable quality.</i></p> <p><i>The framework will document details of the accountabilities and requirements to produce monthly and quarterly reporting, internally and to the Minister. The framework will also document requirements for the annual performance report required by the Board. This will include some form of fiscal assurance (audit) component relating to Police expenditure. The framework will also include the reporting and monitoring of the joint action plan. The proposed RSPP Purchase Plan is a key element of the framework.</i></p>
8.	<p>Review and confirm the Waka Kotahi contribution to the RSPP</p>

	<p><i>The RSPP contains the activities that Waka Kotahi will undertake. These are described broadly (setting appropriate speed limits, operating the safety camera network, infrastructure safety improvements, advertising, and education programmes, roading design for active users, incident control and response, vehicle compliance (light and heavy), and the evaluation of the driver licensing system). Confirming the specific activities that are part of the RSPP will provide guidance and clarity internally on the reporting and monitoring requirements which will improve reporting quality and timeliness.</i></p>
9.	<p>Update the MoU between Waka Kotahi and NZ Police</p> <p><i>The current MoU with Police is 10 years old and is out of date. A current MoU should be part of an effective assurance framework. The relationship model, the purchasing plan and the reporting, monitoring and assurance frameworks will be key inputs to update the MoU.</i></p> <p><i>The MoU will include the specific data sharing requirements from Police to monitor performance and assess value for money of the RSPP investment. An assessment will be undertaken to determine if the Director Land Transport role and function can be used to ensure this information is provided.</i></p> <p><i>We will also consider whether the MoU should feature a clause around Police advising Waka Kotahi if they wish to re-allocate road safety resources, funded through the partnership, to other operational needs or priorities.</i></p>

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