

# IPCA Recommendations

**EMBARGOED: Thursday 20 April 2023 at 10am**

We recommend that Police:

- 1) Develop their end-to-end public order policing operating model as a matter of some priority, and ensure that:
  - a) It explicitly bases the strategic approach and standard operating procedures of Police on the *"4E graduated response model"*.
  - b) It sets out detailed criteria governing decisions about whether officers should be equipped with protective equipment, and authorised to carry long batons, pepper spray or other tactical options, supplemented by a range of scenarios.
  - c) It addresses the extent to which, and the way in which, Tactical Options Reports from officers who have used force in major operations should be submitted.<sup>1</sup>
  - d) It prescribes processes for mobilising required staff and equipment to deal with large scale events, including fully addressing health and safety requirements.
  - e) It addresses the extent to which each available type of tactical option in the use of force should be deployed in a public order context.
  - f) It considers the way in which Police should effectively engage with protest groups, partner agencies and other interested parties. This should include respective roles and responsibilities within Police, and address how engagement should adapt to a social media environment where groups can more readily coalesce around a range of agendas without unified leadership.
  - g) It is complemented by enhanced workforce management practices, including monitoring certifications and maintaining a register of the deployable skills of staff and making this accessible to the organisation as a whole.
  - h) It sets out requirements for ensuring that there is adequate training for the deployable skills that officers are certified and registered as having (taking into account Police cannot fully prepare and train sufficient numbers of staff for events such as this that have occurred, at least until now, very infrequently).
- 2) As part of the revised and broader public order policing policy recommended above, develop standard operating procedures for the parliamentary precinct. This should include scenario

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<sup>1</sup> Police officers who have used force must complete a Tactical Options Report (TOR) which explains their decision making and their justification for using the force.

planning in conjunction with partner agencies, including the Parliamentary Service and the Courts, to avoid ad hoc decision-making for events such as these.

- 3) Work with partner agencies (such as the New Zealand Defence Force) to review their strategic planning capability and provide additional training as required.
  - 4) Review associated Police policies and guidance to ensure best practice strategic planning and operational planning during major operations, including logistics management. These should include the processes required to enable adequate interfaces with regulatory agencies and other key partner agencies.
  - 5) Revise their policy to require intelligence products to best support decision-makers and priority setting, and to clearly assign responsibility for decision-making.
  - 6) Clearly spell out the purpose and responsibilities of an Executive Lead in a MOC context, both in general terms in policy and more specifically on a case-by-case basis when the role is created, so that there is a clear understanding of the role and how it interacts within the command and control structure of an operation.
  - 7) Review the training requirements for the command and control of major events at both national and District levels to ensure that staff with the right skills are available when required.
  - 8) Include their new three tier structure in policy, with clear definitions of the command and control structure and the roles/responsibilities of those within it under various scenarios.
  - 9) Urgently acquire extra public order policing equipment.
  - 10) Review what equipment is internationally available to enhance the range of suitable options.
  - 11) Work with partners to improve the national transport of equipment and personnel in emergency situations.
  - 12) Develop policy and process guidelines for using recruits during major or high-risk operations.
  - 13) Enhance their health and safety practices and include a requirement that, wherever practicable, a written health and safety plan with appropriate input from health and welfare staff be developed prior to major public order operations posing a significant risk to staff.
  - 14) Propose to Government that there be a multi-agency review of the law governing a public order event such as this.
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