

Coordinated Learning Reviews

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Policy statement and principles

What

The Police operating environment is complex, dynamic, and unpredictable. Learning from our successes and mistakes/failures is crucial to supporting our people to operate effectively and safely, enabling Police to deliver the services New Zealanders expect and deserve, and ensuring that everyone can be safe and feel safe.

Coordinated learning reviews will be conducted according to the criteria detailed in the [Appendix](#).

A coordinated learning review is distinct from an investigation; both are essential aspects of the assurance function.

- Investigations focus primarily on determining potential criminal liability, and consider the actions of individuals in this context.
- Reviews apply a just culture approach to compare the performance of individuals and systems against established legislation, policies, and procedures, with the purpose of identifying opportunities for improvement and building on good practice.

An investigation and a review into the same incident should be carried out separately. However, investigations may identify valuable lessons and contextual information that will help inform a coordinated learning review; these should be shared with the reviewer.

Why

Reviewing serious and high-risk events enables Police to identify lessons and learn from our experience, so we can continuously improve the way we operate.

The purpose of coordinated learning reviews is to ensure that:

- policies provide practical, relevant guidance
- procedures are appropriate for the tasks being performed within the current operating environment
- operational practice aligns with policies and procedures.

Coordinated learning reviews replace previously separate reviews into operational activities. A coordinated approach:

- lessens the impacts on staff affected/involved
- reduces duplication of effort
- provides a single source of truth for identified learnings and recommendations, including an explicit safety and wellness component.

Having a single, independent, review enables their timely initiation, as well as subsequent consultation with districts and affected stakeholders.

A central coordinating function enables identified lessons to be addressed through the lessons management process.

How

Initiation

- When an event occurs, a District Commander, relevant business group Director(s), or the national review coordinator, may bring an event to the attention of AC Districts, Chief Assurance Officer, or the Director Safer People.
- The AC Districts, Chief Assurance Officer, or Director Safer People will determine whether a coordinated learning review is required (refer [Appendix](#)).
- If a review is required, contact the review coordinator in Assurance Group.
- The review coordinator will maintain awareness of significant events nationally, and will liaise with districts to enable and support this process.

Scope

The review coordinator will liaise with the relevant district or service centre, AC Districts, Director Safer People and Chief Assurance Officer to determine the scope of the review, which is then confirmed in a formal *Terms of Reference* (ToR).

- The purpose of a review is to establish whether Police's policies, procedures, and practice are fit for purpose, with an explicit safety and wellness component.

- Practice includes (but is not limited to) training, supervision, deployment, and both formal and informal practices.
- Where it is identified that practice did not comply with established policies or procedures, the purpose of the review is to understand the root causes of non-compliance.
- A just culture approach to identifying the root causes of successes, and mistakes/failures, provides opportunities for organisational improvement; it does not focus on individual culpability, or assign blame.
- A review will include all participants involved in an event, as well as others with relevant capability and knowledge.
- The review should draw on all relevant information, including (but not limited to):
 - operational debriefs
 - [ECC](#) post event review
 - [health and safety review](#)
 - system records
 - policies and procedures
 - discussions with people directly involved in the event, and business owners.
- It is mandatory to participate in a coordinated learning review if asked; contributing to learning is the responsibility of all Police staff. Participants will be provided with any necessary support if requested.
- The review coordinator has specific responsibility to liaise with investigation leads to ensure relevant information is available to inform the review, deconflict timings, and reduce anxiety and pressure on Police staff involved.

Terms of Reference

The [ToR](#) will include:

- a brief description of the event to be reviewed
- resourcing and access required to complete the review
- the review scope, methodology, and confidentiality
- sources of information
- any specific questions or areas of concern to be addressed
- expected review timeframe and the process for monitoring progress and managing any delays, constraints, or difficulties encountered.

Conducting the Review:

The review coordinator will gather the necessary information in accordance with the Terms of Reference.

The review coordinator will consider and declare that there is no conflict of interest in them undertaking the review. Should a conflict of interest arise subsequently, the review coordinator must declare this to the review initiator.

A coordinated learning review will achieve the following objectives:

- A clear description and timeline of the incident, including the surrounding activities leading up to, and after, the moment of highest risk or loss of control
- Examine factors that contributed to the event, including the circumstances leading up to the event (including engagement with other agencies where relevant), the event itself, and the Police response.
- Compare the Police decision-making and actions against relevant policies and procedures
- Identify the key risks (e.g., physical, reputational, legal, compliance, and regulatory)
- Identify capability gaps
- Identify alternative actions that could have been considered
- Identify what risk controls failed or were absent
- Clearly articulate identified lessons
- Recommend actions to address the lessons identified and/or mitigate identified risks

Findings and recommendations may relate to the following factors (noting this is not an exhaustive list):

- Operating environment:
 - social/community
 - physical

- organisational
- Training
- Equipment
- Intelligence
- Planning
- Command and control:
 - Emergency Communications Centre
 - effectiveness of communication
 - multi-agency coordination
- Risk Assessment:
 - known intelligence
 - active alerts
 - TENR threat assessment
 - critical risks
- Risk Management:
 - decision-making
 - tactical options, including communication
 - critical risk controls
- Response:
 - incident control
 - effectiveness of communication
 - management of victims, witnesses, offender, scene etc.
- Post event actions:
 - Wellness
 - Debrief
 - Reporting

Reporting:

- The reviewer compiles a draft report in accordance with the Terms of Reference.
- The draft report outlines the de-identified facts of the incident.
- The draft report is peer-reviewed by the Lessons Management team, which identifies lessons and recommends actions to improve policy, procedure, or practice.
- The report is consulted with AC Districts, Director Safer People, and Chief Assurance Officer.
- The final report is submitted to the Health and Safety Governance Group, the Organisational Culture Governance Group, or both (determined in the ToR).
- The final report is submitted to Lessons Management to enter in the Lessons Management Database.

Accountability:

- The governance group(s) will make a decision in relation to any recommendations and assign owners. Alternatively, the governance group(s) may request reconsideration by the review coordinator, AC Districts, Director Safer People, or Chief Assurance Officer.
- Agreed actions are recorded and monitored in the Recommendations Database.
- On behalf of Assurance Group, the coordinated reviewer will maintain a register of all coordinated reviews undertaken.
- Coordinated learning reviews are published on *Ten One*.

Confidentiality

All drafts and the final report must include an appropriate security classification in a footnote, in accordance with the [Information classification and protection](#) policy.

Appendices may already have a security classification i.e., intelligence reports. The highest level of classification of any individual document attached as an appendix, will determine the overall classification for the coordinated learning review in its entirety. The

body of the report by itself may have a lower security classification, enabling wider dissemination if the appendices are redacted.

Appendix

Coordinated Learning Review Criteria

Criteria	Responsibilities
<p>Critical Incidents as defined in the Critical Incident policy.</p> <p>Events with a high or very high-risk rating as set out in the Risk Management Framework.</p> <p>Events of national interest, or those likely to attract external scrutiny (and potential reputational risk).</p>	<p>Initiation: A District Commander, Director, or the national review coordinator, may bring an event to the attention of AC Districts, Chief Assurance Officer, or Director Safer People.</p> <p>AC Districts, Chief Assurance Officer, or Director Safer People will determine whether a coordinated learning review is required.</p> <p>Authority: The coordinated reviewer will prepare a ToR to be signed off by the review initiator.</p> <p>Review: The review coordinator is responsible for undertaking the review, preparing the draft report, coordinating peer review, and finalising the draft report for executive approval.</p> <p>Oversight: Assurance Group will maintain oversight of the coordinated review process.</p>

*"Risk rating" relates to Police [risk management framework](#), and/or Safer People's applicable hazard and risk register (see [Managing hazards and risks](#) for further guidance) - whichever has the greater rating.