

Police Instructions Policy

Table of Contents

Table of Contents	3
Policy statement and principles	5
What	5
Why	5
How	5
Police Manual	5
Local Orders	5
Agreements	5
Delegations	6
Stewardship and control	6
Police Manual	7
What is the Police Manual?	7
Police Instructions compliance	7
Who authorises sections of the Police Manual?	7
Who publishes chapters and sections of the Police Manual?	7
When do chapters of the Police Manual expire?	7
Developing a new chapter or changing existing chapters	8
Reviewing existing Police Manual chapters	10
Actioning review requests	11
Extensions of review dates	11
Managing and publishing an approved chapter of the Police Manual	11
Cancelling a chapter of the Police Manual	12
Local Orders	14
What are Local Orders?	14
Criteria	14
Police Instructions team advice and review must be sought	14
Developing a Local Order	14
Reviewing and amending a Local Order	16
Extensions	16
Escalation process	17
Cancelling a Local Order	17
Publishing	17
Incorporating the PHPF when developing and updating Police Instructions	19
Benefits	19
Definitions	19
Principle-based policy	19
Good practice	19
Police Instructions	19
Risk	20
SELF CHECK	20
Lessons learned	20
Making the shift	20
Characteristics of principle-based policy	20
Empowering	21
Good practice	21

Less prescription	21
Prescription	21
Compliance	21
Risk based	21
Example of PHPF application	21
Police Instructions team assistance	22
Quarterly reporting and escalation process	23
Quarterly reporting	23
Escalation process	23

Policy statement and principles

What

'**Police Instructions**' (PI), published on the Police Instructions intranet site, consist of the following:

- **Police Manual** (policy, general instructions and other guidance applying to all employees - 'national policy' or Police Manual 'chapters')
- **Local Orders** (district specific policy, instructions and guidance - 'district policy')
- **Agreements** (interagency agreements - both national and international)
- **Delegations** (delegated authorities issued or of interest to Police employees).

The Commissioner (or delegate) issues all national policy for Police employees via the Police Manual as outlined in '[How](#)' below.

([s28](#) and [s29](#) Policing Act 2008)

District Commanders or an Assistant Commissioner (Districts) issue Local Orders - i.e., district policy.

Police employees must obey and be guided by the content of the Police Manual and by Local Orders published on the Police Instructions intranet site.

([s30\(1\)](#) Policing Act 2008)

Why

Police Instructions:

- provide the single point of truth to guide and direct Police employees in each of their roles and to enable employees to deliver enhanced outcomes
- ensure that Police can confidently produce when required, archived copies of instructions and guidance previously in force and show how and when they were changed.

How

Police Manual

Directors and other senior managers approve and issue national policy and guidance in the Police Manual, on behalf of the Commissioner, and "own" the content of those that fall within their group portfolio responsibilities.

Local Orders

District Commanders and Assistant Commissioners: Districts, issue and "own" Local Orders which cover district specific issues and comply with any issued national policy on related matters.

Agreements

The Commissioner signs most interagency agreements such as Memoranda of Understanding which are then "owned" and managed by the Directors and other senior managers into whose portfolio responsibility the content falls. See '[Police Interagency Agreements Policy](#)'.

Delegations

Letters of delegated authority are managed and prepared through the Director: Legal Services and published via the Police Instructions intranet site. There may also be delegations of powers from other agencies.

Stewardship and control

The Police Instructions team maintains stewardship and control over the Police Instructions site, PI development including writing standards and formats, cyclic review, approval processes, archiving and publishing and facilitating the maintenance of Police instructions ensuring they have currency and integrity.

Police Manual

What is the Police Manual?

The Police Manual details the instructions and guidance (collectively referred to in this policy as ‘Police Instructions’) for administrative and operational aspects of policing in chapters including nationally consistent standard operating principles, practices, policies and procedures.

Police Instructions compliance

Comply with mandated requirements (must) in an instruction and follow good practice process and procedures unless there are good and justifiable reasons not to. (‘A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results and is therefore recommended as a model’).

If you choose to not follow a recommended good practice, and take alternative action, that action must be:

- appropriate and justified taking into account all of the circumstances in front of you
- lawful
- compliant with mandatory policy requirements, and
- likely to deliver a better outcome.

Who authorises sections of the Police Manual?

Different groups within Police are responsible for the content of specific chapters within the Police Manual (for example, the chapter on ‘speed enforcement’ is “owned” by the Road Policing Group). Business groups update and develop their chapters in consultation with the PI team. The groups’ Directors approve the development of new, amendment of existing, or cancellation of, chapters of the Police Manual under these conditions:

- carry out an ‘impact assessment’ (accessible through Word>PoliceForms>Police Instructions) which will highlight any other affected sections of the manual or other instructions or agreements which will require review (possibly owned by other groups) - **Note:** Not required for minor/technical changes
- consult affected groups and consider and address their views
- the Police Instructions team confirms that the final documents comply with writing and formatting standards before Director approval.

There may be occasions when a chapter should be considered by Executive Leadership Board (ELB) because the content is controversial / executive directed / significant industrial implications etc.

Who publishes chapters and sections of the Police Manual?

The Police Instructions team publishes the Police Manual.

When do chapters of the Police Manual expire?

Police Manual chapters do not expire; they remain in force until formally cancelled and unpublished. However, every chapter of the Police Manual has a fixed review date, between one (1) year and normally not

exceeding six (6) years, depending on a criticality assessment. However, they may be reviewed at any time. The Police Instructions team endeavours to notify business groups 6 months prior to the review dates of the need to conduct the reviews, followed with a 3-month reminder notification. See: [Reviewing a chapter](#).

Developing a new chapter or changing existing chapters

Follow these steps when developing a new Police Manual chapter or amending existing chapters. (Note: Depending on the extent of the changes, some steps may not be relevant for existing chapters - see 'Actioning review requests' below).

Step	Action
1	<p>For new chapters, collate all existing and related material, and review content. This could include information sourced from overseas jurisdictions or outcomes of focus group discussions around new topics. Notify the PIT early that development has commenced.</p> <p>For existing chapters, obtain a Word copy of the published version from the Police Instructions team through your team contact or email Police Instructions, and gather any other related material. (If the changes are only minor wording changes, see 'Actioning review requests' below).</p>
2	<p>Carry out an impact assessment, if applicable, (accessible through PoliceForms>Police Instructions) and confirm who needs to be consulted or what training requirements there may be or what training / modules/forms will require updating. Note: The Impact Assessment may need to be updated throughout the development or amendment process as required.</p>
3	<p>Draft new documents using the Police Instructions team writing toolkit and template (accessible through PoliceForms>Police Instructions>Online template). Note: Send the draft to your Police Instructions team contact person for 'information mapping' before consultation begins.</p> <p>If it is an existing chapter, use the Word version of the published chapter for your review (obtained from the Police Instructions team) and track your changes to make it easier for reviewers. Send the draft to your Police Instructions team contact.</p>
4	<p>Ensure there is a 'Policy statement and principles' section at the front of the chapter. (This should be added to existing chapters as part of their review). See this chapter and refer to its 'Policy statement and principles' section as an example of what is expected.</p> <p>Ensure you use appropriate terminology to convey what Police employees 'must' do (mandatory - not negotiable) and what is good practice ('should' or 'may' be followed). The Commissioner, under the PHPF, expects policies to be less prescriptive where that is appropriate. See 'Incorporating the PHPF when developing and updating Police Instructions' for guidance.</p>

5	<p>Consult relevant staff and groups and seek feedback. Then redraft as necessary using the version you received back from the Police Instructions team (you may have to circulate the draft again for comment).</p> <p>Note: Track all further changes.</p>
6	<p>Where there are key forms related to the chapter, ensure these are noted in the chapter together with information on where they can be found. (These forms must be updated at the same time as the chapter)</p>
7	<p>Consultation with the unions, Police Association and the Police Leaders' Guild, is mandatory on any proposed new or amended Police Manual chapter:</p> <ul style="list-style-type: none"> - that has a direct or immediate personnel, HR or industrial relations dimension - where non-compliance might have serious consequences for the employee, e.g. firearms, TASER, pursuits, prisoner assessments/ management. <p>However, the Assurance Manager: Police Instructions is authorised by the Association and the Guild to determine whether a new or amended chapter requires their consultation. If the chapter meets the above criteria, you must consult but if in doubt, contact the Assurance Manager: Police Instructions.</p> <p>Note: The majority of chapters do not require Association or Guild consultation.</p> <p>Note: If consultation is required, the Police Instructions team has the latest contact details. If the chapter has not been 'information mapped' or reviewed by the Police Instructions team before it is sent for consultation, advise the unions of this. It is recommended that the chapter is 'information mapped'.</p>
8	<ul style="list-style-type: none"> - Complete final draft and approval sheet (accessible through PoliceForms> Police Instructions >Police Manual Approval - Cancellation form). - Update the Impact Assessment (if required) identifying any other Police instructions, agreements, training, modules/forms etc., affected by the new or amended chapter. (Ensure these are aligned with the new or amended chapter prior to the chapter rollout). - Minor changes can be approved without approval form by e-mail from the Director or cc'd to the Director. - If new, assess and recommend a document security classification following these instructions. - Obtain final confirmation from Police Instructions team in terms of style and format of the draft chapter.
9	<p>If the version previously seen by the Police Instructions team is changed refer it back to PI for a final check before Director approval.</p>
10	<p>In conjunction with the Police Instructions team assess the criticality of the chapter which will assist to determine the cyclic review period</p>
11	<p>Refer the chapter to the relevant Director for approval.</p>

12	Email the completed approval form and chapter to the Police Instructions team for publishing - for more details see ' Managing and publishing an approved chapter of the Police Manual ' below. Note: Ensure you cc your Director! Advise the PI team of the review period - up to 6 years (depending on criticality) from date of publishing.
13	Where the Police Association and/or Police Leaders' Guild have made submissions and those submissions have not been accepted into the chapter then advise both organisations of that decision in writing/e-mail.
14	If required, draft a bulletin board message and/or Ten-One article for use after publication. Note: The Police Instructions team notifies the basic publication in their weekly bulletin board summary but does not draft or publish individual bulletin board messages or Ten-One articles.

Reviewing existing Police Manual chapters

All Police Manual chapters are normally allocated a review date of between one (1) and up to six (6) years from publishing to ensure they maintain their currency and integrity. A criticality risk assessment will be conducted by the Police Instructions team and business owner of every chapter to assist in determining the cyclic review period for each chapter.

Additionally, chapters may need to be reviewed and amended for different reasons within that period, for example:

- legislative change requires changes to policy and procedures
- changes to Police policy, standards or operational requirements
- an incident highlighted the need for improvements
- the chapter is too prescriptive and readers can be empowered to make good decisions to achieve the best outcome.

The Police Instructions team advises the relevant business group's Director approximately 6 months prior to the due date (with a 3-month reminder) by email that Police instructions' content is coming up for regular review and provides:

- a MS Word copy of the chapter
- the contact details of the relevant Advisor in the Police Instructions team.

If Directors initiate a review for other reasons, advise the Police Instructions team and obtain a MS Word copy of the latest, published version and any other information required.

For cyclic reviews, the Director:

- assigns a reviewer and timeline, and advises Police Instructions team of these

- monitors progress.

Actioning review requests

If your review identifies that	then. . .
substantial changes have to be made to an existing chapter	follow the steps outlined for changing existing chapters above.
only minor wording changes are required involving a short paragraph or a reference such as legislation	- discuss the proposed minor change(s) with the Police Instructions team. They will advise what level of consultation is required, format the document for you and confirm the approval process.
no changes are required at a mandatory review date	- advise the Police Instructions team by email (cc your Director) if/why a chapter's review date should be extended and for how long.
the chapter is no longer relevant	follow the steps outlined for cancelling a chapter .

Extensions of review dates

Where the Director decides that the review date should be extended for good and justifiable reasons such as:

- the subject matter expert cannot commence the review immediately but will at a later specified date;
- a legislative change is pending and the review will be co-coordinated with that change;
- a full review of policy is to take place with practitioners;
- the manager or representative sends an e-mail to the Police Instructions team with the extension date and reasons for the extension, or the reviewer sends the e-mail cc'd to the approving manager. Where the representative sends the e-mail, as long as the Director is cc'd, that will usually be sufficient authorisation.

Note: An extension of the review date should not be seen as an easy option to defer a review, it should be valid and able to be justified on the individual facts at the time.

Managing and publishing an approved chapter of the Police Manual

Follow these steps after approval to manage and publish chapters of the Police Manual.

Step	Action
1	<p>Email the following documents to the Police Instructions team for publishing and their records:</p> <ul style="list-style-type: none"> - the completed approval form (accessible through PoliceForms>Police Instructions>Police Manual Approval-Cancellation form), - the final approved chapter and any associated attachments (unless already provided to the Police Instructions team or the Team provided you with the final for approval following consultation - see step 2 below), - any relevant email/letter from unions (scan as required), - the completed Impact Assessment Form (also accessible in Police Forms> Police Instructions), - any other relevant documents (scan as required). <p>Note: Retain copies of the original, final documents for your records at your discretion.</p>
2	<p>If last minute changes were made that differ from the final version agreed by the Police Instructions team, email a MS Word copy of the approved chapter with tracked changes to the Police Instructions team for updating their final version and publishing. If no changes have been made, the Police Instructions team will use their final version for publishing.</p>
3	<p>The Police Instructions team will email you when the chapter is published and provide an electronic link to the publication.</p> <p>You can then broadcast the chapter's publication on the Bulletin Board and through other media, e.g. a Ten-One article, email, newsletters or fax, as required and provide a link to the information in the Police Manual.</p> <p>The Police Instructions team will include the publication in their regular Police Instructions News (PIN) bulletin.</p>

Cancelling a chapter of the Police Manual

Follow these steps to cancel a chapter of the Police Manual.

Who	Action
Police Groups	<ol style="list-style-type: none"> 1. Assess relevance and necessity of a chapter. 2. Carry out an impact assessment (if applicable) - accessible in Police Forms>Police Instructions) - and determine who needs to be consulted. 3. Consult other affected business groups including the RNZPC where there may be associated training, and if relevant, the Police Association, and Police Managers Guild. 4. Consult with the Police Instructions team to confirm that there will be no adverse or unintended consequences of a cancellation. 5. Complete the Police Manual cancellation form (include copies of the assessment form and union agreement (if relevant) to cancellation). Note: the cancellation form is (accessible through PoliceForms>Police Instructions>Police Manual Approval-Cancellation form. 6. Obtain approval for cancellation from the relevant Director(s). 7. Email the signed cancellation form and Impact Assessment form to the Police Instructions team (cc you Director). (Note: Keep all original forms for your records at your discretion). 8. Notify cancellation via the bulletin board or other media as required.
Police Instructions team	<ol style="list-style-type: none"> 9. Update Police Instructions site and record changes. 10. Keep an electronic archive of a copy. 11. File any hard copies as required.

Local Orders

What are Local Orders?

Local Orders refer to instructions, orders, guidelines and policies issued by the Assistant Commissioner: Districts or by a District Commander. They apply to all Police employees stationed in or seconded to the district or business group for which they are issued.

Criteria

Local Orders are:

- consistent with and support Police strategic policy, direction and outcomes
- aligned with the PHPF and principle based policy
- consistent with relevant legislation
- free of conflict with national policy and guidelines
- free of conflict with other Local Orders
- regularly reviewed for accuracy and integrity.

Local Orders should not repeat national policy unless exceptional circumstances exist but can be used to provide supporting instructions specific to the district. For example, the '[Police firearms](#)' chapter details national firearms policies. Local Orders might be required for related matters such as, for example, allocation, storage, station parking restrictions or security arrangements in local situations or to outline specific district role responsibilities.

Police Instructions team advice and review must be sought

Local Orders are developed in consultation with the Police Instructions team which provides advice on format and style and reviews the draft and refers it to the business owner of any relevant national policy to ensure compliance and that there is no conflict between the policies. Local developers and writers should use the Local Order template (PoliceForms>Police Instructions).

Developing a Local Order

Local developers and writers should follow these steps when developing a Local Order.

Step	Action
1	Familiarise yourself with these instructions and review examples of other orders already published.
2	Get a full briefing on what is required and research the topic. You should seek advice on related topics from the Police Instructions team.
3	Identify relevant national policy and consider whether that sufficiently covers the issue, if not continue with the Local Order.
4	Start preparing your first draft and obtain informal feedback from subject matter experts. Redraft as required.
5	Provide links in the document to other relevant national or local policy - avoid repeating it.
6	When you are happy with your draft and have incorporated feedback received, refer it to the Police Instructions team and any subject matter expert(s) for formal peer review. The Police Instructions team will consult the draft order with the owner(s) of any relevant national policy to ensure there is no policy conflict, and provide feedback to you.
7	Present your peer reviewed 'final draft' to your Assistant Commissioner or District Commander for approval. If changes are required at this time, make the amendments and decide whether to seek further peer review on the changes (this would only be necessary if substantial changes are required).
8	Seek formal approval using the Local Order Approval Form found in PoliceForms>Police Instructions.
9	<p>To publish the approved Local Order, email an MS Word copy to Police Instructions with a request for publishing and include the completed Local Order Approval form. Important: Copy your email (cc) to the Approving Officer who issued/approved the Order. You will be notified when it's published.</p> <p>The issuer notifies affected district and business group employees through local methods. Where you have a Local Order site on your district intranet, provide only a link to the Local Order in Police Instructions.</p>

Remember:

- Consult widely during the development stage.
- The Police Instructions team will assist you as required.
- Use the Local Order template (PoliceForms>Police Instructions), format and style you can discuss specific needs with the Police Instructions team.
- Do not repeat/duplicate existing instructions, particularly national Police Instructions content - use hyperlinks.
- Some Local Orders may be mandated under a national Police Instruction.
- The Police Instructions team will consult the relevant business owner of relevant national policy to

ensure the Local Order does not conflict.

Reviewing and amending a Local Order

Review Local Orders no later than three years from the date of issue to ensure they maintain currency and integrity. Shorter or longer review periods may be approved in consultation with the Assurance Manager: Police Instructions on a case-by-case basis.

Additionally, a Local Order may need to be reviewed and amended for different reasons within that period, for example:

- legislative change requires changes to policy and procedures
- changes to national standards and policy
- an incident highlighted the need for improvements.

The Police Instructions team gives Local Order owners approximately 6 months' notice by email (with a 3-month reminder) that a Local Order is coming up for its scheduled review. An MS Word copy is available from the Police Instructions team. The Police Instructions team quarterly report sent to all policy owners, also details review dates which will assist district with planning ahead.

If you initiate a review for other reasons, advise the Police Instructions team and obtain a MS Word copy of the latest version and any other information required.

For cyclic reviews:

- assign a reviewer and timeline, and advise the Police Instructions team of the details
- monitor timely progress
- ensure that the process, including consultation, has been followed.

Extensions

Where the Local Order owner decides that the review date should be extended for good and justifiable reasons such as:

- the subject matter expert cannot commence immediately but will do so at a later specified date
- a legislative change is pending and the review will be co-coordinated with that change
- a full review of policy is to take place with practitioners
- the manager or representative sends an e-mail to the [Police Instructions team](#) with the extension date and reasons for the extension cc'd to the District Commander (the cc to the District Commander will be sufficient authorisation).

Note: An extension of the review date should not be seen as an easy option to defer a review; it should be valid and able to be justified on the individual facts.

If your review identifies that	then. . .
substantial changes have to be made to an existing Local Order	follow the steps outlined for developing a Local order .
only minor wording changes are required involving a short paragraph or a reference such as legislation	discuss the proposed change(s) with the Police Instructions team. They will advise what consultation and work is required, and confirm the approval process.
no changes are required at a mandatory review date	discuss next steps with the Police Instructions team. They will advise what consultation and work is required, and confirm the approval process.
the Local Order is no longer relevant	follow the steps outlined for cancelling a Local order .

Escalation process

Where the Local Order owner has been notified by the Police Instructions team of the requirement to review a particular Local Order, and:

- has failed to respond to the request(s) within a reasonable time, or
- the review has stalled for other than justifiable reasons, or not been carried out;
- the Assurance Manager: Police Instructions may forward a report via the Director: Assurance, to the DC: Strategy and Service for discussion and resolution with the Deputy Commissioner: Operations.

Cancelling a Local Order

Follow these steps to cancel a local order.

Who	Action
District	<ol style="list-style-type: none"> 1. Obtain approval for cancellation from the relevant Assistant Commissioner or District Commander. An e-mail confirmed by the District Commander will also be a suitable cancellation authorisation. 2. Complete the Local Order approval-cancellation form (PoliceForms>Police Instructions). 3. Advise the Police Instructions team of approval for cancellation by email and copy (cc) the Approving Officer. (Note: Keep original form for your records). 4. Notify cancellation in your district bulletin board or other internal media as required.
Police Instructions team	<ol style="list-style-type: none"> 5. Update intranet and record changes including keeping an electronic archive of a copy.

Publishing

Local Orders are published by the Police Instructions team in [Police Instructions](#).

When Local Orders are approved, email an MS Word copy to [Police Instructions](#) for publishing in Police Instructions and include a completed Local Order Approval Form. **Important:** Copy (cc) the Approving Officer.

Notify affected district and business group employees after it's published. Keep whatever records you require locally.

If your Local Orders is also to be published on your district / group intranet site, provide a link only from that site to the order in Police Instructions.

Incorporating the PHPF when developing and updating Police Instructions

PI ought to enable Police employees to take the most appropriate action relative to the circumstances in front of them while complying with non-negotiable instruction. PI should detail what aspects require strict compliance and what are good practice guidelines and principles to be applied. Where employees decide that there is a more appropriate alternate action, the steps taken must be:

- appropriate
- lawful
- compliant with relevant non-negotiable Police Instructions
- justified, taking into account all of the circumstances in front of them, and
- likely to deliver an enhanced outcome.

PI ought to be framed in a way that makes allowances for appropriate and justifiable alternate approaches.

Benefits

The benefits of implementing the PHPF principle based framework include:

- building a high performance culture
- enhanced staff performance
- enabling people to be the best they can be in their roles and giving them the mandate to make a difference
- discretion in our thinking and judgement - We trust our people to make good decisions
- developing leadership skills
- delivery of the outcomes highlighted in Our Business
- enhanced outcomes
- increased public trust and confidence.

Definitions

Principle-based policy

This is policy that empowers staff to make the right call in order to deliver the right outcome in each situation - taking the most appropriate action relative to the circumstances in front of them, but also accepting that some policy requirements are non-negotiable.

Good practice

A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model.

Police Instructions

In order to engage the PHPF, PI need to transform from a strict command and control style, to one which

delivers a mix of compliance and recommended good practice. This is not to say that we will discard all policy, nor will we be able to avoid some prescription as there are certain things that will always be non-negotiable.

Risk

Encouraging more discretionary actions may introduce potential risk which should be considered during PI development and review. Conducting a risk assessment consists of an objective evaluation of known circumstances in which assumptions and uncertainties are clearly considered and presented. This will require identification and assessment of potential non-compliance and the likely consequences. Is the level of risk acceptable? Some instructions will require mandatory compliance as the risks of allowing discretion are far too high, or a process or procedure may be mandated by legislation.

SELF CHECK

When deciding on what action to take, staff will always need to apply the [SELF CHECK](#).

Lessons learned

Operationally it means that after an event when we review decisions made, we will need to consider whether they were reasonable and appropriate for the circumstances existing at the time and consistent with what others with similar rank and experience would have made in the same circumstances. We should not focus on whether the outcome was successful or otherwise, it should be on the decisions made. Standards are judged against those that existed at the time decisions were made, not the standard that may exist at the time of the review.

Making the shift

Business owners of various PI, continue to retain responsibility for developing and updating the documents in association with the PI team. However, during development and reviews identify what aspects are non-negotiable (must comply) and those that provide an opportunity to detail expected good practice (should comply).

The aim is to deliver PI that empower Police employees to take an alternate action to achieve the best outcome, so long as it can be justified based on all the circumstances. Many of our PI focus on good practice and alternate options but the aim for the future is to be explicit about the intent of the policy.

Moving to less prescription requires a high level of consideration, risk assessment and mind set change to provide opportunity for staff to use their judgement where appropriate.

Determining compliance aspects in each PI will be challenging as a number of factors will likely come into play. A recommended approach is to assemble a small group (at least two) and review the compliance requirements of each PI, determining whether each compliance aspect is strict compliance or good practice.

Characteristics of principle-based policy

The characteristics of principle based policy are:

Characteristic	Action / outcome	How
Empowering	Staff are empowered where appropriate to make the right call to achieve the right outcome in each situation.	<ul style="list-style-type: none"> - Detail expected good practice. - Careful use of the compliance word 'should' which means that the good practice should be followed in normal circumstances; however, an alternate action may be taken if it is lawful, justified and likely to achieve a better outcome.
Good practice	A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a model.	Detail an organisational practice that has been proven to work well and is recommended.
Less prescription	Less prescribing of actions that must be taken.	Identifying where strict compliance is not required, instead providing good practice example. Consider use of the word 'may' where appropriate.
Prescription	<p>Can be one of two things or a mix in any Police instruction:</p> <ul style="list-style-type: none"> - Strict compliance with a stated procedure; or - a recommended good practice that should be followed. 	Identify and apply in each part of Police Instructions, what must be complied with and where good practice is recommended.
Compliance	Strict compliance with an instruction.	Use the word 'must' in processes and procedures that are non-negotiable for good reason. There is no discretion to take another option. Some instructions will follow legislative requirements.
Risk based	Risk assessment determines policy compliance requirements.	<p>Statutory / Legislative requirements</p> <p>Risk if not complied with.</p>

Example of PHPF application

There had been a finding from the IPCA of a breach of the Taser policy as the use was contrary to that specified in the Tactical Options Framework (TOF). The TOF was worded in such a way that application of the Taser must meet the criteria in the TOF. However, while the use of the Taser was not in compliance with the TOF, the use was lawful, appropriate and justified taking account all of the circumstances at the time and resulted in an enhanced outcome. The 'Use of force' chapter was subsequently amended to clarify that the TOF is a guide only (good practice) and one factor to be taken into account when determining the appropriate tactical response. This allows staff to use more discretion on the appropriate response to the

situation.

Police Instructions team assistance

Please feel free to contact any of our team or email [Police Instructions](#) if you have any questions and we are available to meet with you and your staff if that will assist.

Quarterly reporting and escalation process

Quarterly reporting

Every quarter the Police Instructions team prepares a status report listing each group's Police instructions, highlighting items overdue for review, items coming due for review within 6 months, current instructions and potential instructions under development (marked 'new').

The Team Leader: Police Instructions circulates this report to all business owners and the Executive as required. Business owners should then report progress back to the Team Leader: Police Instructions.

Escalation process

Where District Commanders or Directors have been notified by the Police Instructions team of the requirement to review particular Police instructions, and:

- have failed to respond to the request within a reasonable time, or
- the review has stalled for what appears to be other than justifiable reasons, or not been carried out at all;

the Assurance Manager: Police Instructions may forward a report via the Director: Assurance to the Deputy Commissioner: Strategy and Service for discussion and resolution with the relevant Deputy Commissioner / Deputy Chief Executive.

Status reports are also provided to the Executive Leadership Team when requested, detailing overall results and identifying key Police instructions overdue for review.

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