



Report Title:	Police Commissioner Appointment: Process and Position Description		
Report No:	2024-0268		
Date:	6 September 2024		
To:	Rt Hon Christopher Luxon, Prime Minister		
Action Sought:	Agree to the proposed process for the appointment of a Commissioner of Police.	Due Date	By 11 September
	Provide feedback and confirm the position description as the basis for selection to the role.	Due Date	By 11 September
	Sign and approve for lodging the enclosed joint vacancy paper for consideration by the Cabinet Appointments and Honours Committee on 17 September 2024.	Due Date	By 12 September
	Direct the Public Service Commissioner to work with the Minister of Police on all appointment matters until such time as recommendations are made.	Due Date	By 11 September
To:	Hon Mark Mitchell, Minister of Police		
Action Sought:	Agree to the proposed process for the appointment of a Commissioner of Police.	Due Date	By 11 September
	Provide feedback and confirm the position description as the basis for selection to the role.	Due Date	By 11 September
	Sign the enclosed joint vacancy paper for consideration by the Cabinet Appointments and Honours Committee on 17 September 2024.	Due Date	By 11 September
To:	Hon Nicola Willis, Minister for the Public Service		
Action Sought:	Note the commencement of the Police Commissioner appointment process.	Due Date	By 17 September
Contact Person:	Emma Shaw, Manager, Public Sector Performance		
Contact No:	9(2)(a) privacy		
Encl:	Yes	Priority:	High
Security Level:	IN CONFIDENCE		

Executive Summary

1. The current Commissioner of Police Mr Andrew Coster's term is due to end on 2 April 2025.
2. As requested, to get the appointment process for a new Commissioner of Police started, this report attaches a position description for your feedback and to confirm as the basis for selection to the role, and a vacancy paper for the Minister of Police and Prime Minister's signature and approval to lodge with the Cabinet Appointment and Honours Committee (APH). The next APH meeting is on 17 September 2024.
3. Advertising for the position can commence at any time, once the vacancy has been confirmed by APH and Cabinet. Advertising well in advance of the current Commissioner's term end will generate interest in the leadership of Police. In making the decision to advertise, the need for certainty about the future leadership of the organisation will be being balanced with the risk of creating a distraction or destabilising the organisation.

The appointment of the Police Commissioner

4. Mr Andrew Coster was appointed for a five-year term commencing in April 2020. Mr Coster has advised you that he will not seek reappointment at the end of this term, creating a vacancy in the role from 2 April 2025.
5. The Office of Police Commissioner holds significant constitutional importance and powers and is a statutorily appointed official who holds office at the pleasure of the Governor-General of New Zealand on the recommendation of the Prime Minister.
6. In the past, the Prime Minister has directed the Public Service Commissioner to work with the Minister of Police on all appointment matters until such time as the Public Service Commissioner makes her recommendations on candidates' suitability for the role. Cabinet Office have recommended that this briefing seek the Prime Minister's agreement to this approach.

Legislative basis for the appointment

7. The position is established and appointed under the Policing Act 2008 (the Act). The Act states that on the recommendation of the Prime Minister, the Governor-General 'may appoint a fit and proper person as the Commissioner of Police for a term not exceeding 5 years'.
8. The Public Service Commissioner has a statutory role in undertaking the appointment process for the Commissioner of Police. Their responsibilities are specified in the Cabinet Manual (section 3.34) and under section 14 of the Act, which state that they are:
 - a. responsible for managing the process for the appointment of the Commissioner and any Deputy Commissioners; and
 - b. must provide advice on nominations for the Commissioner and any Deputy Commissioners to the Prime Minister and the Minister of Police.
9. Outside of these requirements, the Act makes no specific direction as to the appointment process itself, which allows the Public Service Commissioner discretion in developing the appointment process. The appointment process used must, however, be consistent with the principles of natural justice, the statutory nature of the role, constitutional independence of the Office, and be capable of being judicially reviewed.
10. For the most recent Deputy Police Commissioner appointments and the appointment of the current Police Commissioner, the appointment process has mirrored that followed by the

Public Service Commissioner to appoint Public Service Chief Executives (as set out in schedule 7 of the Public Service Act 2020).

Proposed appointment process

11. The Public Service Commission is proposing an appointment process that retains best practice from the Public Service chief executive recruitment process. This includes:
 - a. confirming the position description with the Prime Minister and Minister of Police;
 - b. advertising the vacancy publicly;
 - c. convening a panel;
 - d. conducting an interview;
 - e. undertaking thorough background, probity and reference checks;
 - f. making a recommendation about a suitable candidate to the Prime Minister and Minister of Police; and
 - g. following a decision on the recommendation, preparing relevant APH and Cabinet papers on behalf of the Prime Minister and Minister of Police to seek the Governor-General's agreement to the appointment.
12. The position will be publicly advertised to increase transparency and allow all potential candidates the opportunity to apply.
13. Independent leadership assessment consultants will be engaged to assess shortlisted candidates before they proceed to panel interviews.
14. References will be sought from a significant number and diverse mix of referees, which will include people other than nominated referees. Referees will be asked to think widely and identify matters that might seem otherwise irrelevant but could gain traction given the constitutional significance of the role. This is consistent with the Public Service Commission's approach to Public Service chief executive appointments.
15. Given the appointment of the Commissioner of Police is on recommendation from the Prime Minister to Governor-General, the Public Service Commissioner will provide the Prime Minister and Minister of Police advice on the relevant merits of the applicants following panel interviews.

Eligibility for the role

16. The Public Service Commissioner is proposing to conduct a contestable process. The Policing Act is silent on whether an appointee needs to be a Police constable. The Public Service Commissioner is proposing to open applications to currently and previously sworn Police constables to reflect the importance of frontline experience and understanding of the operational context of Police to the role of Commissioner of Police.
17. Appointment to the role must be a person who is of fit and proper character. This is consistent with the "at pleasure" nature of the tenure and the broad criteria for appointment.

18. “Fit and proper” requires that the person is:
 - a. honest and trustworthy; and
 - b. has the necessary experience, qualifications, and characteristics to perform the role.
19. Section 14 of the Act requires the Public Service Commissioner to provide advice on nomination(s). It is implicit that this must include advice as to whether nominees meet the “fit and proper” criteria. By convention, the Public Service Commissioner provides this advice following a panel interview which considers candidates.
20. To satisfy the fit and proper requirement, the Public Service Commissioner will facilitate probity and background checks including education and qualification checks, credit and criminal background checks, New Zealand Security Intelligence Service clearance checks, and referee checks.
21. The New Zealand Security Intelligence Service has determined a Top-Secret Special level of security clearance is required for the role.
22. Although it is desirable that applicants hold New Zealand citizenship, it is not essential provided the appointee can obtain, and maintain, Top Secret Special security clearance and the right to work in New Zealand.

Position description

23. Unlike Public Service chief executive positions, Cabinet is not required to approve the Commissioner of Police’s position description.
24. However, given the constitutional role and the statutory powers, duties and functions that the Commissioner of Police holds we recommend that to follow best practice, you submit a position description to Cabinet along with the vacancy paper.
25. The position description is the formal document against which applicants’ experience, qualifications and characteristics will be assessed. This will provide transparency about the priorities for the role and the basis on which an appointment will be made.
26. We are seeking your feedback on the position description as part of this briefing. We can incorporate any additional feedback prior to lodging the vacancy paper (which attaches the position description) with APH, or lodging the vacancy paper can be deferred if feedback is more substantive and requires discussion.

Vacancy paper

27. As requested, to get the appointment process for a new Commissioner of Police started, a vacancy paper is attached for the Minister of Police and Prime Minister’s signature. The next APH meeting is on 17 September 2024.

Interview Panel

28. We intend to convene an interview panel for the Commissioner of Police with the Public Service Commissioner as Chairperson. We will speak with the Minister of Police about panel options shortly.

Indicative timeline

29. We will continue to liaise with you on an indicative timeline, that reflects your priorities for the timing of this appointment.

Recommended Action

We recommend that the Prime Minister:

- a **agree** the proposed process for the appointment of the Commissioner of Police
Agreed / not agreed
- b **agree and direct** the Public Service Commissioner to work with the Minister of Police on all appointment matters until such time as recommendations are made
Agreed / not agreed
- c **provide feedback and confirm** the position description as the basis for selection to the role
Feedback provided / no feedback necessary
- d **sign and approve for lodging** the enclosed joint vacancy paper for the Cabinet Appointment and Honours Committee
Lodged / not lodged

Rt Hon Christopher Luxon
Prime Minister

We recommend that the Minister of Police:

- a **agree** the proposed process for the appointment of the Commissioner of Police
Agreed / not agreed
- b **provide feedback and confirm** the position description as the basis for selection to the role
Feedback provided / no feedback necessary
- c **sign** the enclosed joint vacancy paper for the Cabinet Appointment and Honours Committee
Signed / not signed.

Hon Mark Mitchell
Minister of Police

We recommend that the Minister for the Public Service:

- a **note** the proposed process for the appointment of the Commissioner of Police

Noted

Hon Nicola Willis

Minister for the Public Service



Title: Vacancy Paper at APH: Commissioner of Police

Date: 12 September 2024 **Security Level:** IN CONFIDENCE

Report No: 2024-0272

Minister and Portfolio: Hon Mark Mitchell, Minister of Police

Copy to: Hon Nicola Willis, Minister for the Public Service

Date of meeting: 17 September 2024

Purpose

The purpose of this aide memoire is to provide you key points to talk to, if necessary, about your joint Cabinet Appointments and Honours Committee (APH) paper, which requests APH:

- note the impending vacancy for the Commissioner of Police, New Zealand Police;
- note that the Acting Public Service Commissioner is managing the appointment process on behalf of the Prime Minister and the Minister of Police; and
- confirm the position description as a basis for selecting a suitable candidate for appointment.

Key Points

Appointment of the Commissioner of Police

- On 2 April 2025, a vacancy will be created in the Commissioner of Police, New Zealand Police role when Mr Andrew Coster's current term ends. It is usual practice to commence the appointment of a statutory officer in plenty of time.
- The appointment of the Commissioner of Police is made by the Governor-General on the recommendation of the Prime Minister, as set out in section 12 of the Policing Act. The Commissioner of Police holds the office at the pleasure of the Governor-General.
- The Policing Act also sets out that the appointment process is managed by the Public Service Commissioner on behalf of the Prime Minister and the Minister of Police.
- The position will be open to currently and previously sworn Police constables through a publicly advertised contestable process.

Consultation

- The Prime Minister and Minister of Police have been informed about the upcoming recruitment and invited to provide their views on matters to be considered, including review of the relevant position description.
- The incumbent Commissioner of Police has been consulted on the position description.

Next Steps

- The Acting Public Service Commissioner will keep the Minister of Police updated throughout the recruitment process and provide a recommendation on candidate's suitability for the role to both the Prime Minister and Minister of Police, prior to a joint recommendation paper being considered.
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Author Monica Dunkley, Principal Advisor, Leadership Development and Recruitment

Manager Emma Shaw, Manager, Leadership Development and Recruitment



Report Title:	Police Commissioner appointment: Advice on nomination		
Report No:	2024-0244		
Date:	11 November 2024		
To:	Rt Hon Christopher Luxon, Prime Minister		
Action Sought:	Note the Deputy Public Service Commissioner recommends that Mr Richard Chambers be appointed as Commissioner of Police.	Due Date	N/A
	Discuss the recommended nominee for Commissioner of Police with the Minister of Police.	Due Date	13 November 2024
	Note that you will be provided with paperwork to support a recommendation to the Governor-General that Mr Richard Chambers be appointed as Commissioner of Police.	Due Date	N/A
	Note that you will be provided with a joint appointment paper for lodging (on 14 November) for Cabinet.	Due Date	N/A
Cc:	Hon Mark Mitchell, Minister of Police		
Action Sought:	Note the Acting Public Service Commissioner recommends that Mr Richard Chambers be appointed as Commissioner of Police.	Due Date	N/A
	Discuss the recommended nominee for Commissioner of Police with the Prime Minister.	Due Date	13 November 2024
	Note that you will be provided with a joint appointment paper for lodging (on 14 November) for Cabinet.	Due Date	N/A
Cc:	Hon Nicola Willis, Minister for the Public Service		
Action Sought:	Note the advice provided to the Prime Minister and Minister of Police regarding a recommendation to appoint a substantive Commissioner of Police.	Due Date	N/A
Contact Person:	Heather Baggott, Deputy Public Service Commissioner		
Contact No:	9(2)(a) privacy		
Encl:	Yes	Priority:	Medium
Security Level:	SENSITIVE-STAFF		

SENSITIVE-STAFF

Executive Summary

1. This report assists you in making a recommendation to the Governor-General on the appointment of a fit and proper person as Commissioner of Police (Commissioner).
2. The Policing Act 2008 (the Act) provides for the Governor-General, on the recommendation of the Prime Minister, to appoint a fit and proper person as Commissioner for a term not exceeding five years. Under section 14 of the Act, the Public Service Commissioner is responsible for managing the process for the appointment of the Commissioner and providing advice on nominations to the Prime Minister and Minister of Police.
3. In September 2024, former Commissioner Andrew Coster resigned from his role, leaving a vacancy from 11 November 2024. As you are aware, Commissioner Tania Kura was appointed on an interim basis to fill this vacancy from 11 November 2024 to allow the process for a Commissioner to conclude and the appointee to commence in role.
4. On 9 September 2024, the Prime Minister authorised the Minister of Police to run the appointment process for a Commissioner on his behalf, up to the point of recommendation [report 2024-0268 refers]. The Deputy Public Service Commissioner (then Acting Commissioner) has been working with the Minister of Police to progress the interim and substantive appointments.
5. The Deputy Public Service Commissioner now advises that Mr Richard Chambers meets the fit and proper person requirement and recommends his appointment as Commissioner.
6. Decisions made during the interim appointment process had no effect nor pre-empted the outcome of the substantive appointment process.

Appointment process

7. Retaining best practice from the Public Service chief executive recruitment process, the Prime Minister directed the Minister of Police to work with then Acting Public Service Commissioner (now Deputy Public Service Commissioner) Heather Baggott to commence the process.
8. A contestable process was followed with the position publicly advertised from 24 September 2024 to 9 October 2024 to increase transparency and allow those with current or previous experience in the Police sector to apply.
9. A shortlisting panel was convened on Friday 11 October to consider all applications based on the skills and experience outlined in the position description. Following shortlisting, the Minister of Police was updated by the Deputy Public Service Commissioner and agreed to progress ^{s(2)(a) privs} candidates to interview and assessment.
10. Independent leadership assessment consultants, Cerno were engaged to assess shortlisted candidates before they proceeded to panel interviews.
11. Panel interviews were held on 30 October 2024 with the panel selected by the Minister, who considered range of experience including Māori and community perspectives and gender balance. The panel comprised of:
 - Ms Heather Baggott (Chair)
 - Mr Peter Marshall CNZM
 - Mr Mike Bush CNZM
 - Ms Katherine Rich

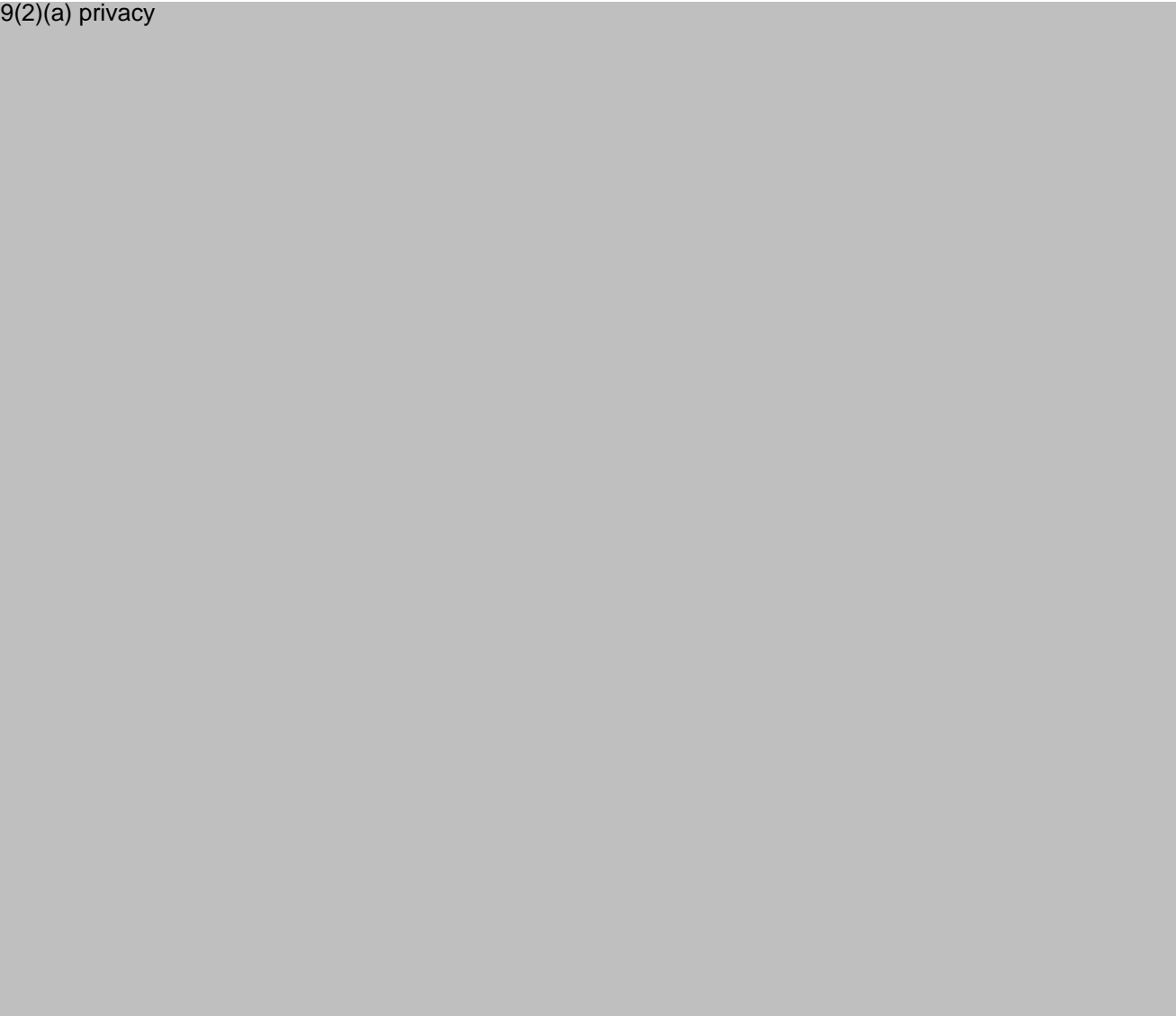
- Dame Rangimārie Naida Glavish DNZM JP
 - Ms Ranjna Patel ONZM QSM JP
12. Following interviews and assessments, the panel considered [9(2)(a) privacy] candidates were appointable with the weight of the panel favouring Mr Chambers as the strongest match to the leadership requirements and priorities for the role. This was due to his capability to meet the needs of the New Zealand Police in its current context. The panel considered Mr Chambers' frontline operational experience and credibility was well aligned with the priorities for the role, including the need to be able to communicate effectively with the public.
13. The panel recommended the Deputy Public Service Commissioner put forward Mr Chambers as the preferred candidate. This was then discussed with the Minister of Police before progressing to probity and referee checks.

Advice on nomination – fit and proper person


14. Following the interview and assessment process, reference, probity and IPCA checks were conducted to determine Mr Chambers ability to meet the fit and proper person requirement.
15. Based on Crown Law advice, a fit and proper person is a person who is:
- a. Honest and trustworthy; and
 - b. Has the necessary experience, qualifications, or characteristics to perform the role.
16. Mr Chambers has the necessary experience to undertake the Commissioner role. He has worked in relevant operational and system leadership roles. A summary of Mr Chamber's curriculum vitae is attached in **Appendix one**.
17. IPCA, reference, and probity checks raised no concerns about his integrity or capability. There are no active investigations underway, nor previously upheld investigations of note on Mr Chambers' record.
18. Reference checks were sought from a range of referees, including people not nominated by the candidate. In total, 6 reference checks were conducted, 4 of which were nominated by Mr Chambers and 2 were identified by the Public Service Commission. References were asked to think widely and identify matters that might seem otherwise irrelevant but could gain traction given the constitutional significance of the role.
19. No integrity matters were raised through the reference check process. Referees and assessors corroborated Richard's strengths and suitability for the role. [9(2)(a) privacy]
[9(2)(a) privacy]
[9(2)(a) privacy]
20. As per the New Zealand Security Intelligence Service's advice, the Commissioner role requires a Top Secret Special level of security clearance. Mr Chambers currently holds [9(2)(a) privacy]
[9(2)(a) privacy]

21. The Deputy Public Service Commissioner therefore recommends the appointment of Mr Chambers as Commissioner for a five-year term.

9(2)(a) privacy



9(2)(h) legal privilege



Next Steps

30. Subject to your consideration, we can provide documents that can be taken to Cabinet for their noting, before being taken to the Governor-General to appoint the Commissioner.

SENSITIVE-STAFF

31. Information for a public announcement will be provided to the Minister of Police's Office for an announcement on 21 November. The Minister of Police's Office will be supported by the Public Service Commission in this process.
 32. The Deputy Public Service Commissioner is available to discuss this nomination or the process further with you as required.
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Recommended Action

We recommend that the Prime Minister:

- a **note** the Deputy Public Service Commissioner advises that Mr Richard Chambers meets the definition of a fit and proper person and nominates him as appointable as Commissioner of Police.

noted

- b **discuss** the recommended nominee for Commissioner of Police with the Minister of Police.

discussed / not discussed

- c **note** that you will shortly be provided with:

- a. a letter of recommendation for the Governor-General, that Mr Richard Chambers be appointed as Commissioner of Police for a period of five years to 2029, AND
- b. a joint appointment paper for Cabinet notifying them of your recommendation, for lodging on 14 November

noted

- d **agree** that the Public Service Commission will not proactively release this briefing because of the personal information it contains, however the appointment letter and warrant will be proactively released once considered by you and an announcement is made, which is consistent with other statutory appointments.

agreed / not agreed

Rt Hon Christopher Luxon

Prime Minister

We recommend that the Minister of Police:

e **note** the Deputy Public Service Commissioner advises that Mr Richard Chambers meets the definition of a fit and proper person and nominates him as appointable as Commissioner of Police.

noted

f **discuss** the recommended nominee for appointment with the Prime Minister.

discussed/not discussed

g **note** that you will shortly be provided with a joint appointment paper for Cabinet notifying them of your recommendation, for lodging on 14 November

noted

Hon Mark Mitchell

Minister of Police

We recommend that the Minister for the Public Service:

a **note** the advice provided to the Prime Minister and Minister of Police regarding a recommendation to appoint a Commissioner of Police.

noted

Hon Nicola Willis

Minister for the Public Service

Appendix One: Summary of Mr Richard Chambers

Current rank and title New Zealand Police

- Assistant Commissioner, Districts
- Currently on secondment to INTERPOL as Director: Organised and Emerging Crime

Experience

- 2020 – 2024: Assistant Commissioner, Districts
- 2016 – 2020: Assistant Commissioner, Investigations, Serious and Organised Crime
- 2014 – 2016: District Commander: Auckland City
- 2012 – 2014: District Commander: Tasman
- 2014: Deputy Chief Executive: People (relieving), Police National Headquarters
- 2013: District Commander: Southern (relieving)
- 2010 – 2011: District Commander: Wellington (relieving)
- 2007 – 2010: Area Commander: Lower Hutt
- 2005 – 2007: Inspector – Manager: Strategy, Policy & Performance

Education

- 2016 – 2018: Australia New Zealand Police Leadership Strategy, Australian Institute of Police Management (Australia)
- 2007 – 2008: Executive Masters in Public Administration, Australia New Zealand School of Government (ANZSOG)
- 1991 – 1994: Bachelor of Commerce, University of Auckland

Security clearance

- Mr Chambers currently holds 9(2)(a) privacy [redacted] clearance 9(2)(a) privacy [redacted]

9(2)(a) privacy [redacted]



Report Title:	Commissioner of Police: Appointment papers for lodging		
Report No:	MoSR 2024-0266		
Date:	12 November 2024		
To:	Rt Hon Christopher Luxon, Prime Minister		
Action Sought:	Sign and approve for lodging the attached paper for Cabinet on 18 November 2024.	Due Date	14 November 2024
Cc:	Hon Mark Mitchell, Minister of Police		
Action Sought:	Sign and approve for lodging the attached paper for Cabinet on 18 November 2024.	Due Date	14 November 2024
Cc:	Hon Nicola Willis, Minister for the Public Service		
Action Sought:	Copy for your information.	Due Date	18 November 2024
Contact Person:	Heather Baggott, Deputy Public Service Commissioner		
Contact No:	9(2)(a) privacy		
Encl:	Cabinet paper Position Description Summarised CV Advice Sheet and Warrant Letter from Prime Minister to Governor General	Priority:	High
Security Level:	SENSITIVE-STAFF		

Executive Summary

- On 11 November 2024, you received and accepted advice from Deputy Public Service Commissioner Heather Baggott that Richard Chambers is a fit and proper person and agreed to recommend to the Governor-General his appointment as Commissioner of Police for a term of five years.
- Please find attached for lodging the Cabinet paper, position description, Mr Chambers' summarised CV, an advice Sheet and Warrant, and the letter to send to the Governor-General, noting your recommendation.
- It has been the practice for the Government to advise the Leader of the Opposition of the appointments to this position before the appointment is announced. We recommend you consider continuing this practice.
- Subject to your approval, this paper will be lodged directly to Cabinet, as agreed with the Minister of Police.

Recommended Action

We recommend that the Prime Minister:

- a **sign and approve for lodging** the attached paper, to be considered by Cabinet 18 November 2024.
Signed and approved / not signed and not approved

Rt Hon Christopher Luxon
Prime Minister

We recommend that the Minister of Police:

- b **sign and approve for lodging** the attached paper, to be considered by Cabinet 18 November 2024.
Signed and approved / not signed and not approved

Hon Mark Mitchell
Minister of Police

IN CONFIDENCE

Office of the Prime Minister
Office of the Minister of Police

Chair
Cabinet Appointments and Honours Committee

Vacancy: Commissioner of Police, New Zealand Police

Proposal

- 1 The statutory role of Commissioner of Police, New Zealand Police will become vacant on 2 April 2025, when Mr Andrew Coster's term ends.
- 2 Under section 12 of the Policing Act 2008, the Governor-General appoints the Commissioner of Police on the recommendation of the Prime Minister. The Commissioner of Police holds office at the pleasure of the Governor-General.
- 3 As required under section 14 of the Policing Act 2008, the Public Service Commissioner will manage the appointment process on behalf of the Prime Minister and the Minister of Police.
- 4 The Acting Public Service Commissioner intends to run this appointment process in a manner consistent with Public Service chief executive appointments but tailored to reflect the specific nature of the role.
- 5 The attached position description sets out the accountabilities and priorities that will provide the basis for appointment to the role. As the Prime Minister and Minister of Police, we have advised on matters to be taken into account in making an appointment to this position.
- 6 We now submit the draft position description to the Cabinet Appointments and Honours Committee for its consideration. After a contestable process, Cabinet will be asked to refer the Prime Minister's recommendation for appointment to the Governor-General.

IN CONFIDENCE

IN CONFIDENCE

Recommendations

- 7 We recommend that Cabinet:
- 7.1 **note** the impending vacancy for the Commissioner of Police, New Zealand Police;
 - 7.2 **note** that the Acting Public Service Commissioner is managing the appointment process on behalf of the Prime Minister and the Minister of Police; and
 - 7.3 **confirm** the position description as a basis for selecting a suitable candidate for appointment.

Authorised for lodgement

Rt Hon Christopher Luxon
Prime Minister

Date:

Hon Mark Mitchell
Minster of Police

Date:



Cabinet Appointments and Honours Committee

Summary

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Vacancy: Commissioner of Police, New Zealand Police

Portfolios	Prime Minister / Police
Purpose	This paper seeks confirmation of the position description for the statutory role of Commissioner of Police, New Zealand Police.
Proposal	The role of Commissioner of Police will become vacant on 2 April 2025, when Andrew Coster's term ends.
Communications	None planned.
Consultation	Paper prepared by DPMC (Prime Minister) and Police. The Minister indicates that the Minister for the Public Service was consulted.

The Prime Minister and the Minister of Police recommend that the Committee:

- 1 note the impending vacancy in the position of the statutory role of Commissioner of Police, New Zealand Police;
- 2 confirm the position description attached under APH-24-SUB-0209 as a basis for selecting a suitable candidate to the position

Vivien Meek
Committee Secretary

Hard-copy distribution:
Cabinet Appointments and Honours Committee
Minister of Police

Office of the Prime Minister
Office of the Minister of Police

Chair
Cabinet

Appointment: Commissioner of Police, New Zealand Police

Proposal

- 1 This paper notes the Prime Minister's intention to recommend to the Governor-General that Mr Richard Preston Chambers be appointed as the Commissioner of Police, New Zealand Police for a five year term.

Background

- 2 The Policing Act 2008 (the Act) provides for the Governor-General, on the recommendation of the Prime Minister, to appoint a fit and proper person as Commissioner of Police for a term not exceeding five years. The Act states that the Commissioner of Police holds office at the pleasure of the Governor-General. Under section 14 of the Act, the Public Service Commissioner is responsible for managing the process for the appointment of the Commissioner and providing advice on nominations to the Prime Minister and Minister of Police.
- 3 In September 2024, former Commissioner of Police Mr Andrew Coster resigned from his role, leaving a vacancy from 11 November 2024. Commissioner Tania Kura was appointed on an interim basis to fill this role from 11 November 2024 to allow a substantive merit-based appointment to be concluded.

Requirements of the Position

- 4 The Act requires that the appointment be of a fit and proper person (s12(1) refers). In the context of the Commissioner of Police role, we consider the incoming Commissioner of Police needs to be honest and trustworthy, and have strong, credible experience in Police, and possess a good understanding of the role and work of New Zealand Police.
- 5 The position description for the role, which was confirmed by Cabinet on 23 September 2024 as the basis for selecting a candidate [CAB-24-MIN-0357] indicated the key elements of the role include:
 - 5.1 organisational leadership, including inspiring followership and high morale and leading through change while continuing to drive performance and deliver on core policing business;
 - 5.2 operational delivery, including leading through changing trends and demands on policing, addressing and resolving complex operational and strategic issues and working in collaboration with defence, foreign affairs and intelligence sectors to maintain domestic and international partnerships and advance New Zealand;
 - 5.3 operational command of the statutory functions and powers of the Commissioner under the Policing Act 2008, including where the Commissioner holds independence;
 - 5.4 system leadership, including leading and contributing to justice sector advice, working collaboratively across the public sector for collective impact. This will require challenging the status quo when needed and fostering innovative thinking and

continuous improvement and being able to articulate these to various audiences, including the public and media; and

- 5.5 context management, including building close relationships with key stakeholders including Ministers, Public Service chief executives, and others, including governance groups for Māori, Pasifika and ethnic communities.

Selection Process

- 6 Section 14 of the Policing Act 2008 provides for the Public Service Commissioner to manage the appointment process for the Commissioner of Police role and to provide advice on nominations to the Prime Minister and the Minister of Police.
- 7 Where the Public Service Commission manages appointments for statutory roles and where a prescriptive process is not set out, the Commission is informed by the process set out in the Public Service Act 2020 for the appointment of Public Service chief executives. In this case, the Commission made adjustments to reflect New Zealand Police's context while also designing a process that was merit-based and contestable.
- 8 The vacancy was publicly advertised from 24 September 2024 to 9 October 2024. The advertisement for this role noted that the Commissioner of Police must have current or previous experience in the Police sector. Mr Coster also emailed Police's Executive Leadership Team, Assistant Commissioners, Executive Directors and District Commanders within New Zealand Police advising them of the vacancy. Nine candidates applied for the position.
- 9 A shortlisting panel was convened on Friday 11 October to consider the candidates based on the skills and experience set out in their applications. Following shortlisting, the Minister of Police was updated by the then Acting Public Service Commissioner Heather Baggott and agreed the candidates to progress to interview and assessment.
- 10 Shortlisted applicants underwent an external leadership assessment and an interview with a media specialist, prior to being interviewed by the interview panel. Shortlisted candidates were then interviewed on 30 October 2024, by a panel comprised of:
- Ms Heather Baggott, Acting Public Service Commissioner and Chair of the interview panel;
 - Ms Katherine Rich
 - Ms Ranjna Patel ONZM QSM JP; and
 - Dame Rangimārie Naida Glavish DNZM JP
 - Mr Peter Marshall CNZM
 - Mr Mike Bush CNZM
- 11 Following interviews and assessments, the panel considered 9(2)(a) p1 candidates appointable, with one candidate being a stronger match to the leadership requirements and priorities for the role. This was due to his capability to meet the needs of the New Zealand Police in its current context.
- 12 Detailed conduct and integrity checking were undertaken for the preferred candidate:
- 12.1 referee checks were conducted with six referees, both nominated and non-nominated, to provide a 360-degree view of the applicant.
- 12.2 conduct and integrity checks were undertaken, including checks with the IPCA and internal Police HR database checks.
- 13 The Acting Public Service Commissioner provided advice to us, the Prime Minister and the Minister of Police, on the nominations for the role.

Recommended Appointee

- 14 The Public Service Commission has proposed the Prime Minister recommend to the Governor-General the appointment of Mr Richard Chambers for the role of Commissioner of Police, New Zealand Police, for a term of five-years.
- 15 Deputy Public Service Commissioner Heather Baggott (the Acting Public Service Commissioner for most of this process) has advised that Mr Richard Chambers is a fit and proper person to undertake the role, and there are no concerns about his integrity or capability. Mr Chambers has the necessary experience to undertake the Commissioner of Police role, having worked in relevant operational and system leadership roles. Independent Police Conduct Authority (IPCA), probity, reference checks raised no concerns about his integrity or capability.
- 16 Mr Chambers is an experienced Police Officer who has held a number of senior positions throughout his time within NZ Police. Prior to his Assistant Commissioner Investigations, Serious and Organised Crime role, Mr Chambers spent time as the District Commander of Auckland City and Tasman as well as relieving District Commander roles for the Southern and Wellington regions. Since February 2024, Mr Chambers has been on secondment from NZ Police with INTERPOL as Director Organised and Emerging Crime based at their headquarters in Lyon, France. He leads INTERPOL's global strategy and operations with a particular focus on criminal networks, illicit markets and vulnerable communities.
- 17 Other roles of note within NZ Police include Assistant Commissioner Districts and Deputy Chief Executive, People (Relieving).
- 18 Mr Chambers holds a Bachelor of Commerce and an Executive Masters in Public Administration.
- 19 Attached is a summary of his curriculum vitae.

Terms and Conditions of Appointment

- 20 The remuneration for the Commissioner of Police is set by the Remuneration Authority.
- 21 Subject to the Governor-General's agreement to his appointment, Mr Chambers will commence as Commissioner of Police on 25 November 2024.
- 22 The Commissioner of Police must be able to obtain and maintain a Top-Secret Special security clearance.

Publicity and Consultation

- 23 Once the Governor-General has appointed Mr Chambers as the Commissioner of Police, the Office of the Minister of Police will coordinate the announcement.

Recommendation

- 24 It is recommended that the Cabinet **note** the Prime Minister's intention to recommend the Governor-General appoints Mr Richard Preston Chambers as Commissioner of Police, New Zealand Police, for a five-year term.

Authorised for lodgement

Rt Hon Christopher Luxon
Prime Minister

Hon Mark Mitchell
Minister of Police



Position	Commissioner of Police
Agency	New Zealand Police
This position is a member of the Public Service Leadership Team	

Position purpose

Operating across twelve Police districts and nearly 400 locations nationwide, New Zealand Police (Police) is the government's lead agency responsible for preventing crime and enhancing community safety.

Police work in a dynamic environment and hold responsibilities across law enforcement, keeping the peace, crime prevention, national security, emergency management and community support and reassurance. Working in partnership with individuals, communities, businesses, and other public sector agencies, Police are focused on ensuring that everybody can be safe and feel safe in New Zealand.

The Commissioner of Police (Commissioner) is responsible for leading and managing the organisation, including a workforce of over 15,000 staff and a budget of over \$2.7 billion, across its diverse roles and functions.

Restoring law and order and ensuring the safety of New Zealanders is a key Government priority. Clear expectations have been set for Police to concentrate on core policing activities and increase visibility in communities. Police are also expected to play a key role in achieving the Government's targets of reducing violent crime and child and youth offending.

Accountabilities

Agency	<p>Under the Policing Act 2008, the Commissioner of Police is responsible to the Minister of Police for:</p> <ul style="list-style-type: none">• Carrying out the functions and duties of the Police;• The general conduct of the Police;• The effective, efficient, and economical management of the Police;• Tendering advice to the Minister and other Ministers of the Crown; and• Giving effect to any lawful ministerial directions. <p>In achieving this, the Commissioner will give effect to all priorities as laid out in the Minister of Police's letter of expectations for the Commissioner, set periodically.</p> <p>Under the Policing Act 2008, the Commissioner is not responsible to and is required to act independently of any Minister of the Crown regarding the maintenance of order or the enforcement of the law in relation to individuals (or group of individuals), the investigation and prosecution of offences, and decisions about Police employees.</p>
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Critical success priorities	<p>The Commissioner of Police will direct their effort and achieve success in the following areas:</p> <ul style="list-style-type: none">• Give effect to the eight functions of the Police detailed in section 9 of the Policing Act 2008: keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participation in policing activities outside New Zealand and emergency management.• Enhancing Police visibility in public places and focusing on issues of public concern, e.g. gang crime, youth offending, providing reassurance and strengthening relationships with local communities.
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- Supporting victims and holding offenders to account with the right resolutions.
 - Recruiting and training additional officers in line with the Government's commitment to an increased Police frontline.
 - Providing strong leadership to Police staff at all levels, offering clear direction and purpose to maintain and support a strong organisational culture focused on community and frontline safety. Ensure that Police employees act with professionalism, ethics, and integrity in their interactions with the community.
 - Ensure Police operations are financially sustainable. Oversee the development of Police's long-term investment plan, taking a value-for-money approach to maintaining effective service delivery.
 - Think strategically about issues relating to policing in New Zealand, identifying and responding to the challenges of changing trends and policing pressures, such as a growing population, demographic changes, and emerging crime priorities.
 - Collaborate with other justice sector agencies through the Justice Sector Leadership Board on shared outcomes, including working to improve court timeliness, create efficiencies within the criminal justice pipeline and reduce reoffending, violent crime and serious and repeat youth offending in our communities.
 - Develop and maintain relevant and effective relationships with the defence, foreign affairs and intelligence sectors to enhance security and support New Zealand's strategic priorities at national and international levels.
 - Foster and sustain effective working relationships with relevant Ministers and chief executives, ensuring Police is contributing to the development of high-quality policy advice for the Government and giving effect to Government priorities where applicable.
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System

As a member of the Public Service Leadership Team, the Commissioner is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

Police work requires active engagement at a system level, in addition to the organisation's core operational responsibilities. Every day, Police engage with public sector agencies to address systemic issues and advance the Government's priorities in a variety of sectors, and the Police Commissioner plays a key leadership role in this regard. The Commissioner is a member of the Justice Sector Leadership Board, Te Puna Aonui, the Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence, Hazard Risk Board, Officials' Committee for Domestic and External Security Coordination and the National Security Board.

Leadership Roadmap

The Commissioner is a fit and proper person with current or previous experience in the Police sector, who must demonstrate competency and applied experience across a number of the dimensions set out in the table below:

Organisational Leadership	Operational Delivery	System Leadership	Context and Relationship Management
Leadership that inspires followership and high morale, including with the frontline, while exemplifying integrity, humanity and service to the community.	Significant operational leadership experience at the most senior level within a policing environment.	Leading and contributing to high quality advice across a broad range of Police and criminal justice related matters.	Building and maintaining effective relationships with a diverse range of stakeholders and business, community, iwi and Māori organisations.
Leading through change, whilst continuing to drive performance, delivering on core policing business and government priorities.	Ability to respond to the challenges of changing trends and demands on policing, including implementing new legislative requirements.	Working collaboratively with chief executives in the justice sector and broader public sector for collective impact.	Hold the trust and confidence of Ministers and work at the political interface.
Strong background in financial management and oversight, with experience managing large budgets, seeking efficiencies and ensuring fiscal accountability.	Strong analytical and problem-solving skills, with experience addressing and resolving complex operational and strategic issues in a dynamic environment.	Ability to challenge the status quo and view things from different perspectives when needed, fostering innovative thinking and continuous improvement.	Successfully navigate a complex and contested environment, including with unions, other agencies and jurisdictions with competing demands.
Ability to support a healthy, diverse and inclusive culture in New Zealand Police.	Working in collaboration with the defence, foreign affairs and intelligence sectors to maintain domestic and international partnerships to advance New Zealand's national security priorities.	Ability to articulate complex issues clearly and persuasively to various audiences, including the public and media.	Ability to identify and manage strategic and reputational risk, to maintain high levels of public trust and confidence in Police.
			In-depth understanding of the Crown's relationship with Māori and a commitment to upholding te Tiriti o Waitangi Treaty of Waitangi principles.

Key relationships

Statutory

- The Commissioner is a statutorily appointed official under the Policing Act 2008 (the Act)
- The Commissioner holds office at the pleasure of the Governor-General of New Zealand. Under section 12 of the Act, the Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister. These structures of holding office provide important safeguards for the office-holder's independence

Government	<ul style="list-style-type: none"> • The Commissioner is responsible to the Minister of Police under section 16(1) of the Policing Act 2008 • Prime Minister • Cabinet and Cabinet Committees • Parliament and Select Committees • Other Ministers whose portfolios relate to the outcomes sought by Police
Public Service	<ul style="list-style-type: none"> • Members of the Public Service Leadership Team: Includes relationships with central agencies such as the Department of the Prime Minister and Cabinet, Treasury and the Public Service Commission • Justice, Social, and Health Sectors: Collaboration focused on preventing crime and harm • Transport and Border Sectors: Key partnerships for road safety and border protection • Defence, Foreign Affairs, and Intelligence Sectors: Work together to enhance security and support New Zealand’s strategic priorities at national and international levels • Emergency Services Sector: Coordination with central and local government on emergency management and search and rescue • Population Agencies: Engagement with agencies representing Māori, Pasifika, and other ethnic groups • Oversight Officials and Bodies: Office of the Controller and Auditor General, the Office of the Ombudsman, and the Independent Police Conduct Authority • The Commissioner’s various cross-agency groups
Iwi and wider communities	<ul style="list-style-type: none"> • Māori as the Crown’s Treaty partners, and organisations representing the interests of Pacific, ethnic and other communities • The Commissioner’s Māori, Pacific and Ethnic focus forums • Local government and community organisations, including NGOs supporting or working with victims, offenders, and other members of society • Emergency management sectors, including central and local government and voluntary search and rescue organisations
International	<ul style="list-style-type: none"> • Police has a key role in furthering New Zealand’s foreign policy objectives, including enhancing national security, supporting compliance with our international obligations and border protection • Police are also regularly deployed overseas in post-conflict, nation-building roles
Security Clearance	Appointment will be subject to a New Zealand Government Top Secret Special security clearance.

Up to date information on the Police’s outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.police.govt.nz/>

Other useful information is also available at the following links:

- Police’s Our Business overview: <https://www.police.govt.nz/sites/default/files/about-us/about-nz-police/our-business-2024.jpg>
- Legislation: <https://www.legislation.govt.nz/act/public/2008/0072/latest/whole.html>
- Annual Reports: <https://www.police.govt.nz/about-us/publication/annual-report-2023>
- Statement of Intent: <https://www.police.govt.nz/about-us/publication/new-zealand-police-statement-intent-2023-2027>



Employment History

- 2024 - present **INTERPOL General Secretariat (France)**
Director: Organised and Emerging Crime (Secondment)
- New Zealand Police**
- 2020 - 2024 Assistant Commissioner, Districts
- 2016 - 2020 Assistant Commissioner, Investigations, Serious and Organised Crime
- 2014 - 2016 District Commander: Auckland City
- 2012 – 2014 District Commander: Tasman
- 2014 Deputy Chief Executive: People (relieving), Police National Headquarters
- 2013 District Commander: Southern (relieving)
- 2010 – 2011 District Commander: Wellington (relieving)
- 2007 – 2010 Area Commander: Lower Hutt
- 2005 - 2007 Inspector – Manager: Strategy, Policy & Performance

Academic Qualifications and Leadership Training

- 2016 - 2018 Australia New Zealand Police Leadership Strategy, Australian Institute of Police Management (Australia)
- 2007 - 2008 Executive Masters in Public Administration, Australia New Zealand School of Government (ANZSOG)
- 1991 - 1994 Bachelor of Commerce, University of Auckland



Wellington, 20 / 11 / 2024

Her Excellency the Governor-General is respectfully advised to appoint,
pursuant to section 12(1) of the Policing Act 2008

Richard Preston Chambers

as the Commissioner of Police, New Zealand Police
for a term of five years commencing on 25 November 2024 and ending on 24 November 2029

A handwritten signature in blue ink, reading "C. M. Luxon", written over a horizontal line.

Rt Hon Christopher Luxon
Prime Minister

Appointed

A handwritten signature in black ink, reading "Cécile Kiriwai", written over a horizontal line.

Governor-General

20 / 11 / 2024



Appointment of the Commissioner of Police

Cindy Kiro

Governor-General

Pursuant to section 12(1) of the Policing Act 2008,
I, the Right Honourable Dame Cindy Kiro GNZM, QSO, Governor-General of New Zealand,
hereby appoint:

Richard Preston Chambers

as the Commissioner of Police, New Zealand Police, for a term of five years commencing on 25
November 2024 and ending on 24 November 2029.

Given under the hand of Her Excellency the Governor-General of New Zealand and issued
this 20 day of November 2024.

C. M. Luxon

Rt Hon Christopher Luxon
Prime Minister



Cabinet

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Appointment: Commissioner of Police, New Zealand Police

Portfolios **Prime Minister / Police**

On 18 November 2024, Cabinet:

- 1 **noted** that the Prime Minister intends to recommend that the Governor-General appoint Richard Preston CHAMBERS as Commissioner of Police, New Zealand Police, for a five-year term commencing on 25 November 2024.

Rachel Hayward
Secretary of the Cabinet



Cabinet

Summary

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Appointment: Commissioner of Police, New Zealand Police

Portfolios	Prime Minister / Police
Purpose	This paper notes that the Prime Minister intends to recommend that the Governor-General appoint Richard Chambers as Commissioner of Police, New Zealand Police for a five-year term.
Candidate Summary	Richard Chambers is an experienced Police Officer who has held several senior positions, most recently Assistant Commissioner Investigations, Serious and Organised Crime. Since February 2024, he has been seconded as Director Organised and Emerging Crime based at INTERPOL headquarters in Lyon, France, where he leads INTERPOL's global strategy and operations with a particular focus on criminal networks, illicit markets, and vulnerable communities.
Fees/Conditions	Remuneration is set by the Remuneration Authority.
Timing Matters	If approved by the Governor-General, Mr Chambers will commence his term on 25 November 2024.
Communications	A press statement will be issued.
Consultation	Paper prepared by PSC. The Minister indicates that the Deputy Prime Minister, Minister for the Public Service, Minister of Justice, Attorney-General and the Associate Minister of Police were consulted, and that the ACT Party and New Zealand First were consulted.

The Prime Minister and Minister of Police recommend that Cabinet:

- 1 note that the Prime Minister intends to recommend that the Governor-General appoint Richard Preston CHAMBERS as Commissioner of Police, New Zealand Police, for a five-year term commencing on 25 November 2024.

Rachel Clarke
for Secretary of the Cabinet

Hard-copy distribution:
The Cabinet