

Supplementary  
Submission  
No 177a

## INQUIRY INTO EMERGENCY SERVICES AGENCIES

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Partially  
Confidential

## **Recommendations:**

Similarly, my recommendations remain a work in progress. Prominently these will include:

- While the NSWPF proffer a “*disciplined force of the Crown*” and allege a leadership akin to the armed forces, it is my experience that the NSWPF fall well short of the ideals and example of Defence Force leadership. **A much improved leadership example and significant leadership training and development is needed of all ranks.**
- A far more uniform and effective regime of performance appraisal (twice yearly at a minimum) is required especially to earmark and foster leadership potential
- Practical, concerted and rigorous psychological screening should be mandatory for promotions to all ranks of Sergeant and above.
- Immediate action is required to amend s.173 of the *Police Act 1990* is needed to enable first instance review by the Industrial Relations Commission where it appears on the balance of probabilities that disciplinary proceeding against a police officer has been initiated or fuelled by unconscionable or corrupt conduct or the complaint is for ulterior or improper purpose.
- Similar legislative amendment is required to enable a right of Inquiry or appeal relative to police promotions where it may be shown on the balance of probabilities that there has been nepotism involved or the promotion has been for a ulterior, improper or corrupt purpose.
- Moreover given the paucity of supervision, mentoring and effective management and conscience in *Eaton* above and for the fact that any right of review is now constrained by the High Court decision in in *Commissioner of Police v Eaton [2013] HCA 2 (8 February 2013)* and moreover, by failings and lack of compassion, concern or conscience as Eaton’s Local Area Commander.
- Finally, beyond the Inquiry into Emergency Services Bullying and beyond whatever may be achieved by our new Police Commissioner further searching Inquiry and impetus is needed to give effect to the sense of optimism and hope embraced and envisaged by the Wood Royal Commission for effective leadership and a professional, corruption-free police force