

Summary Date Range 15/06/22 to 13/12/22

What have we spoken about?

- The Leads Group focused strongly on the need to develop resources that highlight the purpose of the UPD programme, to allow for an increased understanding and engagement both internally and externally. Members identified that it was important for the creation of resources that members of the programme could refer to and utilise so they could speak to others on UPD and its purpose.
- Over the course of the year, confusion emerged around the definitions of certain terms, such as equity and equality, racism, and bias. The need to come to an agreement on what should, or should not, be used was evident. An example of how this was rectified was the inclusion of definitions in the Research Application Guidelines, which researchers found aligned to their own understanding of the terms.
- Support was provided by the Leads Group to increase the current OAG membership and continue to review this membership to ensure it remains fit for purpose. The inclusion of more members from different ethnicities and several specialist groups would allow for more diverse perspectives that could contribute to more fulsome feedback.
- Members of the Leads Group recognised that there was a growing reference that the UPD programme would address systemic bias outside of the scope of the programme. Although the focus of the programme is systemic bias, this assumption could be problematic if there has not been engagement with the UPD team.
- The Leads Group focused strongly on the importance of readying the organisation to receive the findings and insights, recognising that their implementation was just as important as the research itself. Members considered the need to engage ELT and Police leadership early in the programme to support the organisational readiness.
- The Leads Group spoke to the role Initial Training has in establishing the foundation of policing. Members identified an opportunity here to include topics such as bias and police legitimacy as part of the curriculum, which could help to better inform the foundational base of policing in New Zealand.

What have we done?

- The Leads Group supported the establishment of the Research Teams, which are an integral element of the UPD programme. Briefings were held for all research applicants and following the endorsement of the Independent Panel and ELT, members of the Leads Group approved the Procurement Panel recommendations for the preferred providers. An induction was held for the selected Research Teams and the Research Programme was announced internally and publicly. Members supported the decision for each Research Team to provide a monthly update on progress, barriers, and insights.
- The Leads Group contributed to the development of the draft criteria for UPD activity, to ensure that clear decisions can be made about what is a priority for the programme, and what is feasible in terms of capacity.
- Members of the Leads Group considered and were comfortable with the Terms of Reference for the Ethics Committee and approved the process for ethics applications to be heard,

reviewed, and endorsed. Applications will go from the Ethics Committee to the Procurement Panel, who are to manage the Research Teams on behalf of the Independent Panel, with the application then coming to Leads for approval. The Ethics Committee membership was also confirmed.

- Throughout the programme in 2022, the Leads Group focused strongly on engagement by meeting with groups, such as the Commissioner's Focus Forums, the Assurance and Risk Committee, and Police Leaders Guild, etcetera, to discuss the UPD programme.
- The Leads Group reiterated that the UPD Operating Model is built on trust and shared intent, and members provided further clarity that the research is focused on systemic bias, not individuals.
- An evaluation of the Research Steering Group (RSG), its membership, the role it had within the UPD programme as a conduit point, and how this changed with the establishment of the Leads Group, was undertaken. Following this evaluation, members of the Leads Group approved the disestablishment of the RSG.
- Feedback was provided by the Leads Group on the Photographing Rangatahi Joint Inquiry by the IPCA and OPC, with members identifying broader issues in this space, such as there being no strategic approach or guidelines on how Police engage with rangatahi.
- Members of the Leads Group discussed the Diversity Panels and how they would work in Districts, with the District Commander leading the discussion on finding the right people to lead the Panels. Consideration was required on how the Panels would sit alongside the obligations under Te Tiriti o Waitangi, and there was acknowledgement that Māori staff who share their experiences may require additional support and follow up. An evaluation of the Western Bay of Plenty Diversity Panels was completed, and members discussed the proposal for national rollout [subsequently not progressed].

What are we going to do next?

- The Leads Group discussed and will continue to provide direction on the Foundation Document to ensure it can be developed into an outward facing guide for the Panel and other groups within the UPD programme.
- Members of the Leads Group will continue to support the Research Teams as they finalise their contracts, the ethics applications, and begin their research proposals for Phase One to ensure the integrity of the research is robust.
- The Leads Group will provide further support to Police as they prepare to receive the research findings and insights and begin their implementation of them within the organisation.
- As the programme continues to evolve, the Leads Group will continue to engage with different groups, such as with the Police Association, ELT, the Royal New Zealand Police College, and between UPD programme groups, to ensure the positive relationships are maintained.
- The Leads Group will continue to support the UPD communications and engagement strategy to make sure it is effective and allows for the important elements of the UPD programme to be appropriately understood.

Summary Date Range 17/01/23 to 18/12/23

What have we spoken about?

- The Leads Group focused strongly on the communications and engagement plan and identified the importance of ensuring it was fit for purpose. Throughout the course of the year, members noted that the UPD programme was committed to sharing the research insights and findings, so the question to be addressed was when and how to effectively share them. The group noted that a strategy needed to be developed to ensure Police did not respond by justifying the findings, as this would leave communities feeling unheard and it would not build trust and confidence.
- Members of the Leads Group considered research proposals that were external to the UPD programme but followed similar lines of inquiry, such as the Monash University proposal on New Zealand Police Custodial Decision-Making. They noted that similar research pieces emerging not long after the UPD researchers were appointed could cause confusion.
- Over the course of the year, support was provided by the Leads Group to ensure an ethical approach to the UPD programme and Research Teams. By ensuring a rigorous ethical process was followed, the safety of the researchers and participants could be maintained, and in turn, this would increase the robustness of the research method and findings, benefiting the programme and upholding its rigour.
- Members of the Leads Group noted that the lowering levels of public trust and confidence in Police is not solely an issue being experienced in New Zealand, but that it is a trend that is evident worldwide. Trust and confidence is particularly low for the focus groups of the UPD research (those with disabilities, members of the Rainbow community, Māori and Pasifika communities), highlighting that the research programme is focusing in the right direction to be able to address the systemic issues.
- The Leads Group had a strong focus on the replacement of the current Police TASER with the TASER10, specifically about how the TASER10 does not come with a camera. Members noted that because Ihi Research is analysing TASER data, their insights and findings could be beneficial to any further discussions in this space.
- Members of the Leads Group noted that systemic bias is not a direct product of policing, but rather that it is informed and impacted by the wider challenges across the broader societal system. The UPD programme and research is one of the first outputs to address this and the intersection between Police and the system.
- Due to the increasingly difficult position Police is in regarding their budgetary and fiscal constraints, the Leads Group discussed the impact this may have on the UPD programme.
- Throughout the year, the Leads Group identified several mechanisms that could provide a great opportunity to apply a fairness and equity lens. Examples of these were the expansion of Operation Cobalt to include youth offending, and the introduction of the Criminal Activity Interventional Legislation.

What have we done?

- On a regular basis, the Leads Group engaged with the Executive Leadership Team (ELT) to ensure that a level of organisational readiness was developed for what will come from the

UPD research. The ELT Strategic Performance Template included a requirement to actively engage with the UPD programme, which provided a mandate for the paper and the continuation of engagement.

- The Leads Group developed an Engagement Register to capture the outcomes and impact of engagement. Over the course of the year, members of the Leads Group met with different groups within Police, external to Police, and on the international stage to highlight the purpose of the UPD programme, the progress being made, and what can be expected from the findings.
- As the UPD programme continued to develop, the Leads Group continued to direct and reinforce that the research is about the system, not individuals.
- The Leads Group provided direction on the purpose of the Ethics Committee, clarifying that they will focus on the ethics and impact of the research, rather than sitting as a risk management committee. Members of the group also endorsed the decisions of the Ethics Committee for the Phase One research.
- The Leads Group ensured that the new Minister of Police was appropriately briefed in May 2023 on the UPD programme, its purpose, and the progress made.
- Members of the Leads Group recognised the importance of having diverse Panel members and directed that work be undertaken to ensure the representation of disability, ethnicity, and Rainbow communities were evident on the Panel.
- The UPD Values were approved and endorsed by the members of the Leads Group as kaitiakitanga, manaakitanga, whakamana, whanaungatanga, and aroha ki te tangata. Whilst these were endorsed, the view was that as the programme evolves, so too can the values to ensure they accurately represent the values of the UPD programme.
- The Leads Group provided support and approved the process for site selection for the Research Teams. Members recognised the need to provide rationale for why certain sites were chosen and why others were not to maintain the integrity of the research.
- A process was created for the Panel to receive, assess, prioritise, and provide advice for elements of the programme. This advice process was utilised by the Leads Group when they agreed the Police Code of Conduct refresh should be shared with the Panel for formal advice.
- The Leads Group focused strongly on the implementation plan. The group hosted members of the Assurance Group who spoke to their experience in monitoring internal and external reviews and inquiries. Members of the Leads Group discussed options that may be included in the implementation plan, such as a Community Engagement and Advisory group, District OAGs, and Equity Panels.
- The UPD Foundation Document was endorsed by the Leads Group, with members ensuring that it captured the realigned programme structure, roles, responsibilities, and included a Terms of Reference for each of the programme groups.
- Over the course of the programme, confusion emerged in relation to definitions and their use. The Leads Group endorsed the revised definitions of fairness and equity for inclusion in the UPD Glossary. All references to “bias” on the website were modified to “systemic bias”, and a decision was made to use “public facing staff” instead of “frontline” due to the mixed definitions of frontline policing.
- The Leads Group ensured that updates were made to the external websites and Police’s intranet to reflect the progress made by the programme, maintaining a level of transparency between the programme and the public to keep them informed.

- Members of the Leads Group agreed to the development of UPD resources, with one of the key resources being a factsheet for ELT that spoke to the four research teams, their approach and focus areas. The idea was that the factsheet could help with stakeholder engagement and aid members of the programme to discuss the purpose of UPD.
- Support was provided by the Leads Group towards the development of the Police Legitimacy Paper, with the goal that it would become an advisory paper for the UPD programme.
- The Systems Approach to Performance Improvement template was developed in order for events to be reviewed from a systems approach. The Leads Group agreed that it would be useful for this output to be a UPD initiative.
- Members of the Leads Group recognised the synergies and shared interests between the UPD programme and Waitangi Tribunal Inquiries, such as WAI3060. The group made the decision to share the requested UPD documents to the WAI3060 team, to then be shared with the Crown Response Team.
- The Leads Group provided support on the development of the communications and engagement strategy, with members agreeing on the five critical areas that needed to be landed on. These were: one agreed approach to the UPD key principles and values that underpin the collective work, one agreed set of facts, how the Panel want to communicate with the community, how Police will communicate with staff internally, and how to ensure the messages are sufficiently aligned to one another. The overarching agreement was that the UPD programme material needed to be accessible.
- Members of the Leads Group were presented with two papers by Tā Kim around the Joint Inquiry by the IPCA and OPC into the Photographing of Rangatahi. One was focused on the Police response to the Inquiry, and the second was a discussion piece on applying fairness and the fairness and equity framework. This framework, which was developed by Tā Kim, was hoped to become a foundational resource for the UPD programme that developed as the programme continued to evolve.

What are we going to do next?

- As the UPD programme continues through the future phases, the Leads Group will continue to provide guidance and help drive the decisions that are to be made to ensure progress is made across the programme. Members will remain available to provide feedback, with the Group likely to be consulted in relation to the Review of Lethal Force.
- Following further discussion, the Leads Group will look to expand the OAG into districts across the motu, with the view that this will help to support the rollout of TASER10.

Summary Date Range 23/01/24 to 14/05/24

What have we spoken about?

- Due to increased fiscal pressure, the Leads Group discussed the impact of the programme group to support Police once the final research reports were received.
- Members of the Leads Group considered the earlier concern shown by the Panel around preparing resources before the final findings were released, with members reinforcing the importance of resourcing the implementation plan.
- The Commissioner of Police requested that a key message be prepared about the UPD programme that he could speak to at the Justice Select Committee as part of the 2024 Annual Review.
- The Leads Group considered the emerging challenges around engaging the business on recommendation ownership and support, specifically how this had been impacted by the current financial climate.
- Throughout the year, the Leads Group strongly focused on the communications strategy of the UPD programme. Members noted that the comms between the Panel and Police needed to be done in a way that reinforced tikanga and UPD values to ensure there were no surprises on either side. The group also identified that the Research Teams needed to develop their own comms plans, even if they did not intend to engage with the media.

What have we done?

- The Leads Group identified that the UPD critical measure of success was getting the implementation plan delivered, including securing temporary resources, standing up the Community Engagement Group, and developing district Operational Advisory Groups to support the TASER10 national rollout.
- Members of the Leads Group confirmed that each report should have a joint foreword, consistency in their formatting and layout, be translated into te reo Māori, and be in an accessible format. This would ensure unity across each research report and identify them as stemming from the UPD programme.
- The Leads Group continued to engage with the Executive Leadership Team, providing them with the implementation paper for their visibility. The most recently revised version included a smaller oversight group, Organisational Capability Governance Group as the internal oversight body, and the delivery team to sit in the Assurance Group.
- Due to the Police fiscal constraints, the contracts of each Research Team were modified to ensure the research could still be completed. The Leads Group directed RMC to provide active support to the Research Teams to ensure their milestones and obligations were met within the lines of the contract variations.
- Members of the Leads Group continued to provide direction on the Photographing Rangatahi Joint Inquiry by the IPCA and OPC. The final paper was submitted to ELT, requesting approval of the proposed Police response to the eight recommendations, which the Panel provided advice on. The Leads Group received correspondence that noted ELT's decisions regarding the eight recommendations.

- The Leads Group continued their engagement with ELT to ensure they were informed on the progress of the UPD programme. The group provided updates on the research outputs, the estimated dates of publication, areas that the recommendations would likely address, and the implementation plan.
- The Leads Group were consulted to consider shifting the publication date on the Phase One reports from June out until July 2024. Members agreed that this should occur so the key stakeholders could be briefed on the findings and insights, and recognised that this would need to be discussed with the Research Teams to ensure they could factor this change into their research plans. A joint initial announcement about the publication was agreed, to reinforce the collaborative nature of the research partnerships.
- Members of the Leads Group agreed to remove the prosecution sensemaking recommendations because Police were already considering them across other avenues. This brought the total Phase One recommendations to a total of 40.
- The Leads Group endorsed the early sharing of the Ihi complaints research report with the IPCA.
- The Panel agreed that their Chief Advisor's contract would not be extended or replaced, and their work was distributed across the programme. This, in turn, led to the disestablishment of the Panel Advice process.

What are we going to do next?

- The Leads Group will continue to provide direction and guide decision making for the UPD programme, maintaining effective management, and ensuring the integrity of the programme is upheld as the Research Teams work on Phase Two.
- Upon receipt of the final Phase One Reports, members of the Leads Group will support the programme to ensure all reports go on the Police website, alongside Police's response to each report. Furthermore, with the Panel confirming their commitment to producing a final report, the Leads Group will facilitate the construction and publication of this report.
- Once the Community Engagement Group commences their work, the Leads Group will remain available to provide support and ensure they are enabled to effectively contribute to the implementation model and plan.
- Following a briefing on the Systems Review Panel, the Otago Area Commander is interested in testing it on a recent case in their district. The Leads Group will be receptive to the experience and feedback of how the Systems Review Panel works in practice.