

Leads Group

Summary Date Range 20/07/21 to 17/01/22

Understanding Policing Delivery

The Understanding Policing Delivery (UPD) programme was announced by the Police Commissioner Andrew Coster in March 2021 when he appointed the Chair of the Independent Panel Tā Kim Workman.

Its purpose is to identify whether, where, and to what extent, bias exists at a system level in Police's operating environment so that Police can ensure it delivers policing that is fair and equitable for all our communities. UPD will look at all aspects of bias affecting our communities.

Purpose of the Leads Group

The Leads Group is made up of the chairs of the Panel; Tā Kim Workman, Research Steering Group; AC Bruce O'Brien, Operational Advisory Group; Inspector Scott Gemmell, as well as DCE Mark Evans, Executive Sponsor and Leads Chair, and UPD Programme Manager, Bailey Tuomanufili. Membership shifts as the requirements of the programme change and currently includes Distinguished Professor Paul Spoonley MA MSc PhD FRSNZ, Honorary Research Associate, Massey University who is leading the process to establish the Research Team. The core function for the Leads Group is to provide direction and drive decision making across the programme.

What have we spoken about?

- To successfully navigate this large and complex programme it is vital to have a strong emphasis on developing relationships. This has allowed necessary and challenging conversations to take place within and across groups, enabled the development of shared language and common understandings to describe the process, and given clarity about what is being achieved, how, by whom, and why.
- The use of the term 'racism' generates strong feelings and the group agreed that this was not about personal behaviour – it will be focussed on structural/institutional matters in line with the focus of the overall programme.
- There is a need to understand and acknowledge the experience of Māori Police staff.
- Developing an evidence-based timeline of the history of Māori and Police would be beneficial, to enable the framing of the research within this historical context.
- The timing of communications to Police staff and to the public is critical to engagement with the research programme. This journey is expected to be bumpy, but the Leads Group are committed to this important piece of work and all are working towards fair and equitable policing. Media releases will be planned and well supported, as the sentiment from the community can be challenging and hurtful to hear. We need to acknowledge their experiences while balancing this with consideration and reassurance for Police staff, noting that for the most part, staff joined Police to help people.
- If NZ Police is socialising the concepts of police legitimacy and policing by consent, this research could adopt these concepts and test their application.
- Several international reports and literature are relevant to the UPD research, though there are challenges in communicating the relevance of these overseas incidents, such as how to capture the differences in policing language and styles and translate this to the NZ context.

- UPD is an aspirational research programme – if done successfully it will enhance community engagement and produce material that has a high level of integrity and be world-leading in addressing system bias and working towards fair and equitable policing.
- Sharing learnings as the work progresses will be a priority, rather than waiting until the research is complete. This will have the benefit of being able to effect change incrementally over time.
- Consideration for documenting this unique research framework, weighing up associated risks and benefits. These records could be used in learning material, to support the members as they change over time, and to support the telling of a story that engages key audiences.

What have we done?

- Drafted a Foundation Document that brings together the history of this work, defines key terms, and includes each of the four groups' terms of reference.
- The Leads updated the roles of each of the programme groups as the needs of the programme evolved. As a result, the role of the Panel was expanded to include provision of advice to the Police Executive on associated Police policy and practice, including community engagement. Criteria for membership to the Operational Advisory Group was developed to ensure representation of a wide range of experiences and diversity of thought, and to better enable Research Steering Group (the mandate for which was adjusted as a consequence). The programme groups were brought together for a joint workshop to progress programme goals around communication, and engaging the police workforce, iwi, and communities.
- An overall framework for the UPD programme was drafted for consideration for the Foundation Document. A draft visual model of a double-hulled waka was drafted as a possible representation of the research programme.
- The Evidence-Based Policing Centre requested grey literature from a select number of agencies for review, to guide the development and direction of a Research Team. The Leads Group acknowledged the need for a new approach to gathering and reviewing literature after the initial response rate was very low and the approach revealed to be limited in its ability to be Māori-centred.
- The Leads group agreed that all members of the Research Team and anyone accessing Police raw data will be vetted.
- The group met with the Commissioner of Police to ensure that the programme is clear on what kind of evidence would be most effective for Police to enable change.
- The group has discussed and engaged with key related projects with Police to better understand the crossovers and similarities in work.
- A Strategic Communications Plan was developed with a three-month tactical approach, outlining the general assumptions of the plan, the phasing of internal and external communications, and recommending links to the Police *Be First, Then Do* programme to enable starting internal communications in a positive way and gradually opening up to more confronting topics. There is a focus on storytelling, highlighting when Police have demonstrated fairness, equity and compassion told by communities.
- Tā Kim Workman shared a think piece on Community Engagement with the Police Executive, followed by a presentation. The aim for this session was for the Executive to understand that this piece of work is a deep look at fairness and equity in policing, and would impact on them personally, requiring them to provide leadership in the context of this work. The Executive relayed that this work is meaningful to them, and the insights were well received. The Leads have noted that it will be necessary to continue supporting the Executive to fully understand this work and its implications for their leadership and portfolios.

- The Panel provided advice on a 'glossary of terms' including what is meant by fairness, equity, systemic bias and racism, and practical ways to change people's experience and/or perception of Police in this area. Police need to know how to understand and deal with these issues in a practical way, on the basis of what the literature has told us.

What are we going to do next?

- Release the findings of the two literature reviews.
- Review the governance structure of the programme to ensure it remains fit for purpose as we move into the next phase of the research programme.
- Guide further development of the Communications Plan, highlighting the need to balance expectations and understanding of systemic bias, fairness and equity for both community groups and internal Police staff and positioning the language appropriately for each audience. A roadshow around the country will be considered, to enable kano hi ki te kano hi (face to face) conversations in a format that is better suited to this topic. Consideration will also be given to potential approaches of Panel members, and their use of social media outlets.
- Appoint a research team to take the programme forward into the next phase.
- Identify early opportunities for collaboration with the aim of generating early and meaningful results.