

8 August 2024

Amy Ferguson  
fyi-request-27091-751624a5@requests.fyi.org.nz

Dear Amy

### **Request for information**

Thank you for your Official Information Act 1982 (OIA) request dated 31 May 2024, which you refined after discussion with Police on 11 June 2024, to now seek:

- 1. Current total number of active gang members by region, the past two years of data - the three most recent documents.*
- 2. Data on the funding and resource allocation for gang management initiatives over the past two years.*
- 3. Summary of the impact of these [gang management] initiatives on community safety and crime rates [last 2 years].*
- 4. Metrics or criteria used to evaluate the success of the Gang Intelligence Centre.*
- 5. Summary of data sharing agreements between the Police and other agencies regarding gang management.*
- 6. Outline the metrics used to evaluate the success of current gang management policies.*
- 7. Summary data showing changes in gang activity or membership over the most recent full year for which data is available.*

With regards to questions one and seven, please find attached a two-page Word document detailing the active gang membership, by region, for the past two years along with percentage change in active gang membership, by region.

With regards to question two, Operation Cobalt, and its predecessor Operation Tauwhiro, are two large scale Police initiatives with a focus on gang management, enforcement and disrupting unlawful gang behaviour and intimidation. Both Operations include activities undertaken by both dedicated and non-dedicated staff, as a 'whole of policing' approach is applied, therefore quantifying staffing resource is difficult. In 2022, the Labour Government invested \$94.5m to target gangs and organised crime. This funding was allocated across the public service and was not allocated specifically to the NZ Police.

### **Police National Headquarters**

180 Molesworth Street. PO Box 3017, Wellington 6140, New Zealand  
Telephone: 04 474 9499. [www.police.govt.nz](http://www.police.govt.nz)

With regards to questions three and six, by way of a summary of the impact and success of these gang management initiatives and policies, I provide an overview of Operation Cobalt figures\* as of 18 July 2024, Police has:

- conducted 1,765 search warrants and 977 warrantless searches
- entered 90,269 charges, warnings, and infringement notices across several differing crime types
- issued 119,963 (traffic related) Infringement Offence Notices
- seized 700 firearms.

\* Noting that Operation Cobalt data is provisional as it is drawn from live data collection and is therefore subject to change as information becomes available. Data is captured by automated searches and manual reporting. The data includes activities undertaken by both dedicated and non-dedicated staff as a 'whole of policing' approach is applied. Data is captured by automated searches and manual reporting charges are defined as "prosecutions, warnings, and infringement notices (excluding traffic related) that had a mode of arrested, summonsed, other, or courts held (Youth/TPO referrals are not shown)".

In addition to these two gang-related Police Operations, Police piloted an initiative called Resilience to Organised Crime in Communities (ROCC), which is a cross-agency work programme currently operating in three Police districts, which runs alongside policing enforcement initiatives and offers gang whānau the opportunity for referrals for addictions and to other social agencies. More information about ROCC can be found here: <https://www.police.govt.nz/about-us/publication/proactive-release-resilience-organised-crime-communities-papers>

On 14 May 2024, Police announced the establishment of the new National Gang Unit ('NGU') along with Gang Disruption Units ('GDU') in the 12 Police Districts. More information about the NGU can be found here: <https://www.police.govt.nz/news/release/police-establish-new-national-gang-unit-and-frontline-teams-increase-pressure-gangs>

Details regarding potential resources, structures, and operating models for the NGU and GDU are in the design stages and subject to wider internal consultation and Executive approval.

With regards to question four, regarding metrics used to evaluate the success of the Gang Intelligence Centre, please find attached a PDF document titled "Gang Harm Insights Centre Performance Outcomes Framework."

With regards to question five, I refer you to the Police website which details the twelve agencies Police have data sharing agreements with, which can be publicly accessed here: <https://www.police.govt.nz/about-us/publication/new-zealand-gang-intelligence-centre-approved-information-sharing-agreement>

Police considers the interests requiring protection by withholding the information are not outweighed by any public interest in release of the information.

Please note that as part of its commitment to openness and transparency, Police proactively releases some information and documents that may be of interest to the public. An anonymised version of this response may be publicly released on the New Zealand Police website.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Daryl Smith', is written over the typed name and title. The signature is stylized with a large loop at the beginning and a long horizontal stroke extending to the right.

Daryl Smith  
Acting Director - National Gang Unit  
New Zealand Police

## **Amy Ferguson IR-01-24-19094 – Questions 1 and 7**

### **1. “Current total number of active gang members by region, the past two years of data - the three most recent documents.”**

The National Gang List (NGL) identifies the individuals who, at time of publication:

- were known to New Zealand Police, and
- met all internal criteria to be regarded as a member of a New Zealand Adult Gang.

Because the NGL reflects the data that Police held at the time the NGL was produced, changes in this data do not directly indicate that *total gang membership* has increased within that community. Operational activity, improvements in recording practices, and data quality audits can result in more members being identified and recorded, without actual membership increasing in the community.

There is no direct relationship between the date an individual joined a gang, and the date police became aware of their membership. While Police may learn of an individual’s membership at the time they join, there are other cases where we may not learn about an individual’s membership for an extended period after they first joined. Even if Police hold indicators of possible membership, it can take time to obtain the details necessary to result in their inclusion on the NGL.

Year and Month	Northland	Waitematā	Auckland City	Counties/Manukau	Waikato	Bay of Plenty	Eastern	Central	Wellington	Tasman	Canterbury	Southern	Total
2022 / 02	279	397	303	675	654	1456	1279	689	929	200	620	210	7691
2022 / 04	280	405	293	713	641	1454	1283	679	918	196	643	217	7722
2022 / 06	284	423	310	742	644	1470	1289	679	915	196	643	240	7835
2022 / 08	284	453	311	793	656	1512	1304	695	924	189	663	235	8019
2022 / 10	327	480	325	835	670	1522	1329	749	1033	195	657	235	8357
2022 / 12	333	492	327	845	682	1509	1342	760	1045	207	661	240	8443
2023 / 02	335	497	327	864	782	1525	1355	768	1044	209	665	236	8607
2023 / 04	364	500	324	912	878	1538	1367	806	1050	196	701	239	8875
2023 / 06	376	492	340	935	956	1564	1381	852	1054	199	717	234	9100
2023 / 08	386	507	339	966	952	1559	1387	854	1064	201	714	240	9169
2023 / 10	386	515	355	974	962	1570	1397	843	1077	214	729	248	9270
2023 / 12	394	523	363	991	965	1587	1408	849	1085	213	739	249	9366
2024 / 02	391	529	365	1001	963	1628	1382	870	1099	211	741	267	9447

**Table 1: National Gang List - Total counts by District per month.**

**7. “Summary data showing changes in gang activity or membership over the most recent full year for which data is available.”**

The National Gang List (NGL) identifies the individuals who, at time of publication:

- were known to New Zealand Police, and
- met all internal criteria to be regarded as a member of a New Zealand Adult Gang.

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Year and Month	Northland	Waitematā	Auckland City	Counties/Manukau	Waikato	Bay of Plenty	Eastern	Central	Wellington	Tasman	Canterbury	Southern	Total
2022 / 02													
2022 / 04	+0.36%	+2.02%	-3.30%	+5.63%	-1.99%	-0.14%	+0.31%	-1.45%	-1.18%	-2.00%	+3.71%	+3.33%	<b>+0.40%</b>
2022 / 06	+1.43%	+4.44%	+5.80%	+4.07%	+0.47%	+1.10%	+0.47%	+0.00%	-0.33%	+0.00%	+0.00%	+10.60%	<b>+1.46%</b>
2022 / 08	+0.00%	+7.09%	+0.32%	+6.87%	+1.86%	+2.86%	+1.16%	+2.36%	+0.98%	-3.57%	+3.11%	-2.08%	<b>+2.35%</b>
2022 / 10	+15.14%	+5.96%	+4.50%	+5.30%	+2.13%	+0.66%	+1.92%	+7.77%	+11.80%	+3.17%	-0.90%	+0.00%	<b>+4.21%</b>
2022 / 12	+1.83%	+2.50%	+0.62%	+1.20%	+1.79%	-0.85%	+0.98%	+1.47%	+1.16%	+6.15%	+0.61%	+2.13%	<b>+1.03%</b>
2023 / 02	+0.60%	+1.02%	+0.00%	+2.25%	+14.66%	+1.06%	+0.97%	+1.05%	-0.10%	+0.97%	+0.61%	-1.67%	<b>+1.94%</b>
2023 / 04	+8.66%	+0.60%	-0.92%	+5.56%	+12.28%	+0.85%	+0.89%	+4.95%	+0.57%	-6.22%	+5.41%	+1.27%	<b>+3.11%</b>
2023 / 06	+3.30%	-1.60%	+4.94%	+2.52%	+8.88%	+1.69%	+1.02%	+5.71%	+0.38%	+1.53%	+2.28%	-2.09%	<b>+2.54%</b>
2023 / 08	+2.66%	+3.05%	-0.29%	+3.32%	-0.42%	-0.32%	+0.43%	+0.23%	+0.95%	+1.01%	-0.42%	+2.56%	<b>+0.76%</b>
2023 / 10	+0.00%	+1.58%	+4.72%	+0.83%	+1.05%	+0.71%	+0.72%	-1.29%	+1.22%	+6.47%	+2.10%	+3.33%	<b>+1.10%</b>
2023 / 12	+2.07%	+1.55%	+2.25%	+1.75%	+0.31%	+1.08%	+0.79%	+0.71%	+0.74%	-0.47%	+1.37%	+0.40%	<b>+1.04%</b>
2024 / 02	-0.76%	+1.15%	+0.55%	+1.01%	-0.21%	+2.58%	-1.85%	+2.47%	+1.29%	-0.94%	+0.27%	+7.23%	<b>+0.86%</b>

**Table 2: National Gang List - Percentage change by District per month. Percentage changes are based on the difference from the previous bimonthly period, for each column in the table.**



NEW ZEALAND

**Gang Harm Insights Centre**

**Gang Harm Insights Centre**

**Performance Outcomes Framework**

## Measuring impact of the Gang Harm Insights Centre

The Gang Harm Insights Centre is an inter-agency model of collaboration, that uses information and data from across 12 participating agencies to produce evidence-based insights into gang-related harm.

As the GHIC operates in a complex system in which it is an enabler of agencies to empower communities, it can take years to see real and lasting change across the gang-harm space, and much of the GHIC's influence remains unable to be measured. However, underpinning this framework is the assumption that quality, holistic and strength-based insights matter – and the process as to how they are created also matters.

This performance outcomes framework is therefore the first step in building a comprehensive understanding of the impact of the GHIC, and laying the foundations to measure long term impact across the gang-related harm space. It is not expected that the GHIC will be achieving across all areas initially but that it will grow its capabilities as it actively works toward achieving and increasing the quality and quantity of its activities, and reach into communities.

### What this performance outcomes framework is:

- A set of core outcomes, indicators and measures that align with the GHIC's strategic purpose, principles and focus areas

### What this performance outcomes framework is not:

- Individual or employee performance measures, although KPIs should align to strategic intent
- A capability framework, although in striving to achieve outcomes, there is requirement for growing workforce capability
- A financial performance framework
- A long-term outcomes framework, although it is recommended that one of the GHIC's core strategies should be to develop a robust and reliable set of indicators and measures across its work

Some monitoring processes and tools will need to be developed in order to track and measure performance as defined in this framework. These include:

- Six monthly internal reporting dashboard for steering committee/governance
- Feedback survey 1 (for use across products)
- Feedback survey 2 (for use across community engagement)
- Baseline and annual reporting



## Definitions used in this document

**Focus areas:** High-level grouping of similar outcomes under the one area. Useful for cross-agency work that needs to cut across more traditional, linear ways of working and thinking.

**Outcomes:** Clear, unambiguous statements that articulate the changes the GHIC would like to see or expects to see due to its work.

**Indicators:** Specific change that needs to happen to achieve a desired outcome. These are usually evidence-based, validated indicators of change.

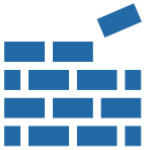
**Measures:** Specific, measurable, achievable, relevant and timebound set of measures to show if the GHIC is making progress toward achieving the indicators. These can be quantifiable measures to count the quantity, size, or degree of change; objective (observed) or subjective (self-reporting); and supported with mixed and qualitative measures to reflect the story underlying these numbers, and sometimes intangible and exploratory outcomes that are often difficult to quantify.

**Baseline report:** Initial data and analysis collected across a selection of foundational measures, updated annually.



## Key focus areas

1



### A model for change

The GHIC is a model of interagency collaboration, working together to improve understanding of gang-related harm

2



### Influencing narrative

The GHIC works with the sector and communities to hear their experience, using holistic insights to reframe the narrative around gang-related harm

3



### Strengthening impact

The GHIC strengthens the quality, reliability and breadth of information relating to gang harm across the sector

Three focus areas with five high level outcomes. Each outcome has a set of indicators and measures as follows...

1.1 An **interagency model of collaboration** that delivers **excellence across insights, every time, on time**

1.2 A trusted **kaitiaki** of data and information, with capability to deliver holistic, strength-based, culturally affirming insights

2.1 Challenges the **dominant narrative** of gang-related harm, creating a space for change and conversation

2.2 Builds **sustained community connections**, enabling community voice to be heard throughout its work

3.1 Builds cross-sector and cross-agency **knowledge and capability** into gang-related harm.

## Focus area 1: A platform for change

Outcomes	Indicator	Measures	Targets	Reporting tools			Source
				Baseline measures TBC	6 month SG dashboard	12 month survey and reporting	
1.1 An interagency model of collaboration that delivers excellence across insights, every time, on time	Products are recognised for quality, timeliness, and reliability of insights	Number and increase of the GHIC products released annually aligned to strategic workplan	TBC		•		Internal review and tracking
		Number and increase of multiagency contributions and requests into the GHIC	TBC		•	•	Internal review and tracking
		Number and increase of community contributions and requests into the GHIC	TBC		•	•	Internal review and tracking
		Products meet the GHIC's insights quality framework* and style guide*	100%		•		Internal review and tracking
	The GHIC has strong collaboration and satisfaction scores for its products and engagement	The GHIC products receive high satisfaction ratings across users	>75% rating		•		Feedback loop embedded into products
		Number of agency and community stakeholders who report shared purpose and focus	>75% rating			•	Annual survey of employees, agencies, stakeholders, communities - validated collaboration and satisfaction scales.
		Number of stakeholders who rate interagency collaboration and trust highly	>75% rating			•	
		Number of community stakeholders who rate community collaboration and trust highly	>75% rating		•		Feedback surveys after community engagement

Outcomes	Indicator	Measures	Targets	Reporting tools			Source
				Baseline measures TBC	6 month SG dashboard	12 month survey and reporting	
1.2 A trusted <b>kaitiaki</b> of data and information, with capability to deliver holistic, strength-based, culturally affirming insights	Quality data practices build safe and trusted data sharing relationships	Develop and utilize operating protocols, in alignment with the AISA	100% complies			•	Internal review and tracking
		Products adhere to the GHIC's data protocols and ethics frameworks for safe and effective use of data.	100% complies		•		Internal review and tracking
		Datasets are managed and stored responsibly	Zero data breach			•	Internal review and tracking
	Increased use of culturally affirming and inclusive data practices and frameworks that reflect diversity of insights across the GHIC products	Number and increase of products reflect kaupapa Māori research methods	% per year of all products		•		Internal review and tracking
		Number and increase of products adopt Pacific or other cultural frameworks to deliver insights	% per year of all products		•		Internal review and tracking

\*Indicates that product has not yet been created or is in development.

## Focus area 2: Influencing narrative

Outcomes	Indicator	Measures	Targets	Reporting tools			Source
				Baseline measures TBC	6 month SG dashboard	12 month survey and reporting	
2.1 Challenges the dominant narrative of gang-related harm, creating a space for change and conversation	Increased reach of the GHIC messaging (non-web)	Number of policy professionals and decision makers requests for products	# and increase			•	Internal review and tracking (SG and GHIC)
		Number policy and other documents that frame issues in alignment with the GHIC narrative	# and increase			•	Internal review and tracking (SG and GHIC)
	Increased reach of the GHIC messaging (web/online)	Number of downloads or website hits of products or quarterly insights report	#, reach, increase		•		Web analytics when available
		Number of social media and online engagements	#, reach, increase		•		Web analytics when available
	Increased visibility of the GHIC insights and narrative in media	Willingness of media to engage with the GHIC insights and narrative				•	Media analysis
		Number insights report that include qualitative research and community voice.	#, increase			•	Internal review and tracking
2.2 Builds sustained community connections, enabling community voice to be heard throughout its work	Increase in communities that see their voice reflected in the GHIC products	Frequency and approach of the GHIC outreach into communities	#, reach, approach		•		Internal review and tracking
		Frequency of community reaching out to engage with the GHIC	#, increase		•		Internal review and tracking
	Increased use of culturally affirming and inclusive data	Number and increase of products reflect Kaupapa Māori research methods	% per year of all products		•		Internal review and tracking

Outcomes	Indicator	Measures	Targets	Reporting tools			Source
				Baseline measures TBC	6 month SG dashboard	12 month survey and reporting	
	practices and frameworks that reflect diversity of insights across the GHIC products (as per 1.2)	Number and increase of products adopt Pacific or other cultural frameworks to deliver insights	% per year of all products		•		Internal review and tracking

\*Indicates that product has not yet been created or is in development.

## Focus area 3: Strengthening impact

Outcomes	Indicator	Measures	Targets	Reporting tools			Source
				Baseline measures TBC	6 month SG dashboard	12 month survey and reporting	
3.1 Builds cross-sector and cross-agency <b>knowledge and capability</b> into gang-related harm.	The GHIC is the go-to intelligence source for holistic insights into gang-related harm	X number of agencies or communities requesting support or training	#, reach, increase			•	Internal review and tracking
		x number of agencies and communities proactively given support or training	#, reach, increase			•	Internal review and tracking
		x number of requests to participate in wider conferences, workshops and symposiums	#, reach, increase			•	Internal review and tracking
		x number of requests to contribute or collaborate with academic, government or other insight centres	#, reach, increase			•	Internal review and tracking
	Collaborates to develop indicators and measures that support long term gang-related harm changes and impact.	Support wider sector by developing baseline long term indicators and measures of gang-related harm.					Dedicated work strategy stream to develop long term indicators of harm.

\*Indicates that product has not yet been created or is in development.



# Appendix 1

## Brief technical and other notes

Measures drive behaviour and performance. So it is important to be clear about what is being measured and why. Sometimes measures are used to report success and what good looks like, other times it is to drive quality improvement and performance.

### 1.1 An Interagency collaboration that delivers excellence across insights, every time, on time

Being a model for interagency collaboration means the GHIC performs at a high level of cooperation, efficiency and effectiveness across agencies, stakeholders and communities to deliver exceptional, high quality, and innovative products.

Measures for both collaboration and product excellence are reflected in the performance framework.

#### Collaboration

To quantify abstract concepts such as collaboration requires turning the concept into a tangible numerical value. Within the context of collaboration, this can only be done by assigning values to actions we deem to be important. For example, how well efforts have been combined to impact the number and quality of products, and the degree to which schedules, workplans, targets are being achieved; or self-reported feedback on how people collaborate. As such, measures for collaboration process can be subjective or objective. For example:

1. Objective measures can include observing and keeping track of activities that actually happen e.g. frequency of meetings, exchange between agencies, and importantly on time delivery of products.

These can be kept track of continuously through organisational processes. These are helpful to show productivity and output.

2. Subjective measures can include surveys using validated collaboration and satisfaction scales that measure perceived experiences of collaboration, self-reported rates in interaction, how people feel about working together, and quality of engagement with end products. These need to be deliberately collected in survey format either at the end of a period of time (annually) or continuous per product, and are useful to quality improvement, and identifying roadblocks to collaboration.

#### Product Excellence

Product excellence is critical to the GHIC's success. This is reflected in on time, quality delivery of products as outlined in the Term of Reference, and measured through satisfaction ratings, use and distribution of products, as well as evidenced by requests for further information or engagement, or publication. Other markers of excellence include replication of findings, and ability to stand up under internal and external scrutiny and review.

A Strategic Work Programme will help align products to strategic intent, and guide quality by assessing requests from agencies against priorities as outlined in the Terms of Reference. Striving for excellence also inspires staff, and builds trust in insights from partner agencies, contributing to further retention and collaborative practices.

### 1.2 A trusted kaitiaki of data and information, with capability to deliver holistic, strength-based, culturally affirming insights

Of the seven elements of the data stewardship framework provided by the GCDS<sup>1</sup>, measuring stewardship performance is one of them<sup>2</sup>. Data stewardship covers creation, collection, management and use of data to be

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<sup>1</sup> <https://data.govt.nz/leadership/gclds/>

<sup>2</sup> <https://www.data.govt.nz/assets/Uploads/Data-stewardship-framework-and-toolkit-Nov2020.pdf>

used ethnically and sensitively. For the GHIC performance outcomes framework, the focus is both of keeping data safe, ensuring all data (qualitative and quantitative) adheres to the GHIC's quality insights framework, and building culturally responsive capabilities across data and information.

## **2.1 The GHIC challenges the dominant narrative of gang-related harm, creating a space for change and conversation**

Using its insights to shift the dominant narrative about gang-related harm is a key focus of the GHIC. Knowing what narrative to change, how and for whom is important. At a functional level, key elements of narrative change include a clear process around:

- Consistency of language and vocabulary used when reporting insights
- Amplifying the voice of those being researched
- Using images, metaphors and other language devices consistently and sensitively
- Developing key messaging that will resonate with the target audience, and carry the narrative more broadly

The narrative change that the GHIC wants to see then needs to be articulated in its communication and stakeholder strategies, as well as supported by its Tone of Voice and style guide.

There are several measures of narrative change depending on its context and target audience. Simple measures of reach, to more complex measures of changes to media discourse, attitudes and belief, and changes to policy and institutional practice. Of course, narrative change especially in complex settings, can take years to make an impact, and be attributable to

many different activities. With this in mind, the performance framework will focus on simple indicators of change including,

- reach of the new messaging, products etc that reflect new narrative (e.g. online distribution of quarterly reports)
- increased visibility and messaging of new narrative in media and social media, and
- increased engagement with new narrative across policy professional and leadership.

Each will require dedicated surveillance and tracking, particularly before the GHIC online presence is established and analytics can be used to inform reach.

When thinking about narrative change, it is also important to be very aware of the context in which your new narrative is operating. Although we assume upward trajectory in terms of reach, influence, engagement with a new narrative is a measure of success, this may not be the case depending on what is happening in the broader societal and media context. For example, has the dominant narrative been strengthened through negative election campaigning and messaging? If so, sometimes "success" may have to be measured not in terms of linear upward trajectories, but simply holding the line on a different narrative<sup>34</sup>.

## **2.2 The GHIC builds sustained community connections, enabling community voice to be heard throughout its work**

A core component of participatory approaches to developing insights, and one that recognises and reflects culturally empowering methods of engagement, is not only including but amplifying the voices of those who are being researched. Quality relationships take time to develop,

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<sup>3</sup> See page 35,  
[https://www.orsimpact.com/DirectoryAttachments/3102021\\_103034\\_594\\_ORI\\_Impact\\_Measuring\\_Narrative\\_Change\\_2.0.pdf](https://www.orsimpact.com/DirectoryAttachments/3102021_103034_594_ORI_Impact_Measuring_Narrative_Change_2.0.pdf)

<sup>4</sup>See for different pathways of impact <https://democracyfund.org/idea/six-models-for-understanding-impact/>



particularly across communities that have little reason to engage with Government agencies.

The GHIC must work carefully, sensitively and from a community perspective to build trusted, reciprocal and sustained relationships, engaging on ethically and culturally sound principles. Te Arawhiti<sup>5</sup> provides good guidelines as to how to engage in meaningful ways with tangata whenua, as does the Ministry for Pacific Peoples across diverse Pacific communities<sup>6,7</sup>.

Therefore the performance framework focuses on what the GHIC is doing to achieve community trust, and whether that is being reciprocated, not what the community needs to do for the GHIC. It also encourages targets to be established for the percentage of products that include Kaupapa Māori research methods, and Pacific and other multicultural frameworks. Setting diversity targets across insights can help shape deliberate decision making when developing new products, and track progress in generating knowledge that champions Māori insights expertise, as well as other multicultural perspectives into gang-related harm.

### 3.1 Builds cross-sector and cross-agency knowledge and capability into gang-related harm

A core responsibility of an insights centre is to use their work to grow capabilities across the research and insights community in which they operate, and across partner and participating agencies. This also ties in with the two other focus areas, particularly influencing narrative, as a means to build trusted research and insights relationships, and build a new narrative across partner and participating agencies.

Reliable, rigorous and quality data is critical for delivering holistic, strength-based and timely gang-related harm insights across Government.

Given the complexity of gang-related harm, some of this data may be missing, or incomplete, or lacking in quality. An evidence-based, methodologically sound set of indicators and measures of gang-related harm is necessary given none currently exists in Aotearoa to the degree that the GHIC requires. Developing indicators requires both academic and community expertise, and a sound knowledge of assessing and reviewing existing tools and measures that could be used to inform gang-related harm measures, and/or creating and validating new tools and measures.

A clear set of measures will help guide long term strategy and measure the broader impact of prevention and intervention activities, of which the GHIC's insights are a part.

#### Principles applied across measures

Relevant	Is it relevant to what the GHIC is trying to achieve?
Reliable	Accurate for its intended use, and free from bias?
Diverse	Reflects culturally diverse ways of knowing and measuring success?
Attributable	What is being measured can be influenced by actions taken by GHIC
Well-defined	Clear and unambiguous so that data can be easily measured and understood
Timely	Data is produced frequently enough to track progress
So what?	Is it meaningful to be acted upon, and will it be acted on for learning or quality improvement?

<sup>5</sup> <https://www.tearawhiti.govt.nz/te-kahui-hikina-maori-crown-relations/engagement/>

<sup>6</sup> <https://www.mpp.govt.nz/assets/Resources/Yavu-Booklet.pdf>

<sup>7</sup> <https://www.mpp.govt.nz/publications-resources/resources/yavu/>