

*Tomorrows Leaders Today*

The New Zealand

# Police Leaders' Guild

Te Rōpū Tiaki o ngā Rangatira Pirihimana

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## STRATEGIC PLAN

1 July 2022 – 30 June 2025



The New Zealand  
Police Leaders' Guild  
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## ABOUT US

### Our History

#### **We have more than 65 years' experience serving New Zealand Police leaders**

The Guild was established in 1955 as the service organisation designed for leaders and has a long proud history of strong foundational values which still guide us today. Police leaders are at the forefront of the change and the challenges we are facing now and will face and in the future. The Guild as a service organisation is focused, bespoke, adaptive, and supportive in guiding and helping leaders succeed. In May 2019 the Guild changed its title to the New Zealand Police Leaders' Guild. This change was to better reflect our purpose and intent in supporting Police leaders. It also better aligns the Guild with the principles and intent of the Police High Performance Framework.

### Our Membership

#### **Our members are supported and enabled throughout their leadership journey**

The Guilds' intent remains to advocate for and support Police leaders and their unique needs and position within Police. The Guild will continue to promote and invest in Police leadership skills, values, and knowledge and to promote fairness, professionalism, and excellence in leadership within Police. The Guild is a full member of the negotiation team for the Police Managers' Collective Employment Agreements Grades 20-24 and the A- J Collective agreement. We support all influential leaders regardless of their band, whether you are currently in a leadership role or an aspiring future leader, (growing tomorrows leaders today). We encourage anyone to join the Guild where it is a good fit for their values, aspirations, and philosophy.

### Our Benefits

#### **Membership with the Guild provides meaningful benefits**

A membership with the Guild provides access to many services and benefits. These include a membership with:

- » The Police Managers Guild Trust - [pmgt.org.nz](http://pmgt.org.nz)
- » Guild Benefit Scheme
- » Guild development information and support, including grants

Members are also enabled to join the following services (additional cost and conditions may apply):

- » Police Welfare Fund
- » Police Sports
- » Police Credit Union

On a day-to-day basis Guild leaders and members are available to provide support and advice. This includes organisational policy, career check-ins and opportunities, and general support for any concerns and issues in our leaders' environments.

We continue to explore additional membership benefits.

## Our Committee

### President



#### **Superintendent Kelly Ryan**

Kelly's current substantive role is the Director Emergency Communication Centre where she leads 570 staff across the country however she is currently on a temporary assignment as Director Frontline Safety Improvement Programme. Kelly is married to Wade, a frontline senior sergeant and they have three children 16, 14 and 12. Kelly started her policing career in 1999 as an emergency communicator and dispatcher before becoming a sworn officer in 2001 and returning to police in Auckland. She has worked in various roles across five districts including PST, Prevention, Road Policing and Training and in leadership roles across strategic programmes including Firearms Amnesty Buy Back, Christchurch Terrorist Event, National Covid Response and Frontline Safety. Kelly has a Masters in International Security (Intelligence) and believes leadership in Police is a privilege and a responsibility and wants to ensure police leaders are well supported and developed to be the best they can be.

### Vice-President



#### **Superintendent Lane Todd**

Lane's current role is Metro Commander, Christchurch. Lane has had commander roles in many large operations, incidents and emergencies over the years. Prior to his current role, Lane was Area Commander Southland and previously District Operations and Professional Conduct manager at Southern DHQ. Lane joined Police in 1990 and has worked the majority of his career in the South Island. Lane is currently the Chair of the Police Credit Union Board, and has been an elected Board Director for six years. Lane is married to Leanne, since 1989, and they have two adult daughters and two grandsons. Lane enjoys leading both operationally and at a governance level, he also enjoys mentoring and coaching our people to support them in their career aspirations.

## Executive Committee

The Police Leaders Guild Executive includes the following members:

- » Kelly Ryan (President)
- » Lane Todd (Vice President)
- » Rob Lindsay (Executive Officer)
- » Glenda Barnaby (Treasurer)
- » Ian Barnes
- » Nicola Johns
- » Sharon Johnston
- » Mark Paynter
- » Tracey Thompson
- » Peter Thurston
- » Stu Taylforth
- » Jim Wilson
- » Kelly Wyse



Members of the Guild Executive at The Guild Conference 3-4 November 2022

# OUR STRATEGY

## Our Vision

**To be the preferred service organisation for New Zealand Police Leaders**

The Guild's vision is to be the preferred service organisation for New Zealand Police leaders. This requires us to be exceptional in the support we provide to our members, ensuring we constantly adjust and change to meet the demands of leadership within New Zealand Police and the individual needs of our members.

## Our Purpose

**To collectively support, enable and grow diverse leaders within New Zealand Police**

The purpose and intent of the New Zealand Police Leaders' Guild - Te Rōpū Tiaki o ngā Rangatira Pirihihana (the Guild) is to collectively support, enable and grow diverse leaders within New Zealand Police. We believe our current and future leaders are agents of change and have a crucial role in enabling Police to deliver Our Business. We are proud of the unique service offering we provide our leaders, and what we have been able to achieve to support their growth and success

## Our Strategic Priorities

To achieve Our Vision and ensure we deliver on Our Purpose, we have identified four strategic priorities to focus on for the next three years:

1. An organisation of influential and diverse leaders
2. Effective representation and advocacy for members
3. Enhance leadership environment and career pathways
4. An effective, respected, and sustainable organisation

We will review and adjust these priorities, and the goals and actions which support them, throughout the period of this Strategic Plan.

### ***Guild Vision and Strategy 2022 – 2025***

*(Our Plan on a page)*

**The New Zealand Police Leaders' Guild – Vision and Strategy 2022 - 2025**  
Te Rōpū Tiaki o ngā Rangatira Pirihihana

**OUR VISION**  
To be the preferred service organisation for New Zealand Police Leaders

**OUR PURPOSE**  
To collectively support, enable and grow diverse leaders within New Zealand Police

**OUR CULTURE**  
The culture we foster in the Guild is:  
Member-centred, Empowering, Leadership, Professional, Unity

**OUR VALUES**  
The Guild strongly supports the New Zealand Police values, and in addition we have our own values that underpin how we operate:  
P.R.I.M.E.D.

<b>Democracy</b> We ensure the democratic process and provide the support needed to deliver for members.	<b>Representativeness</b> We engage and advocate on behalf of our members in Police matters and are accessible to them.	<b>Solidarity &amp; Unity</b> We promote solidarity and unity, working with Police leaders to protect and support their endeavours and wellbeing.	<b>Professionalism</b> We take pride in representing Police and making a difference in the communities we serve.	<b>Respect</b> We treat everyone with dignity, uphold their rights and defend their freedoms.	<b>Integrity</b> We are honest and uphold excellent ethical standards.	<b>Māori &amp; The Treaty</b> We are proud to be a part of the Te Whānau.	<b>Empathy</b> We are understanding and consider the experiences and perspectives of those we serve.	<b>Valuing Diversity</b> We recognise that all different perspectives and experiences bring forward a better solution for us.
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**OUR STRATEGIC PRIORITIES**  
To achieve our Vision and ensure we deliver on our Purpose, we have identified four strategic priorities to focus on over the next three years:

<b>1</b> An organisation of influential and diverse leaders <b>OUR GOALS</b> ➤ Increase diversity of Guild Membership ➤ Define and promote our proposition ➤ Promote the value of leadership in Police. <b>We are successful when ...</b> ➤ The Guild is perceived as influential and effective ➤ Overall engagement in membership diversity ➤ The Guild is seen as providing opportunities.	<b>2</b> Effective representation and advocacy for members <b>OUR GOALS</b> ➤ To represent and advocate on behalf of our members ➤ To ensure Guild members are engaged. <b>We are successful when ...</b> ➤ Our members report we have provided meaningful and effective advocacy ➤ Our engagement surveys are well responded to ➤ Our members turn to the Guild for advocacy ➤ We are successful in achieving a targetting outcome that is acceptable to the majority of our members.	<b>3</b> Enhanced leadership environment and career pathways <b>OUR GOALS</b> ➤ Support the professional development of members ➤ Influence the environment in which our leaders operate ➤ Be seen as a valuable partner that provides expert advice. <b>We are successful when ...</b> ➤ The Guild's influence is recognised and valued ➤ The views of the Guild are actively sought ➤ Members have clear development pathways ➤ The Guild leads on key issues affecting policing ➤ We see more balance in the conditions of service across all demographics.	<b>4</b> An effective, respected and sustainable organisation <b>OUR GOALS</b> ➤ Enhance relationships with the Executive and our members ➤ Influence the environment in which our leaders operate ➤ The Guild is sustainable in the short- and long-term ➤ The Guild has a diverse membership base that reflects the community we live and work in. <b>We are successful when ...</b> ➤ Our vision and purpose is widely known and understood ➤ The Guild is a key voice representing Police leaders ➤ The Guild has a wide presence and demonstrable influence ➤ The Guild's views and contributions are sought after ➤ Members are engaged and active ➤ Members have a high satisfaction for the service we provide ➤ The Guild membership reflects the diversity of the organisation.
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# OUR VALUES AND CULTURE

## Our Values

The Guild strongly supports the Police values:



In addition, we have identified additional values which provide principles and motives under which we operate. These are:

Democracy	Representativeness	Solidarity and Unity
The Guild is led, driven, and run by our members. We respect the democratic process and provide the support it needs to deliver for members	We are reflective of our membership. We organise and advocate on their behalf on Police matters and are accountable to them.	We promote solidarity and unity, standing with Police leaders to protect and improve their environments and leadership journeys.

## Our Culture

The Guild’s culture influences and supports the implementation of our strategic priorities. The type of culture we foster within the Guild is:

<p><b>Leadership</b></p> <p>We encourage strong leadership at every level. We show leadership through the work we do and how we treat our members and all parties that we engage with.</p> <p>collectivism and solidarity. We are an open, inclusive, and diverse organisation, which fosters a sense of belonging amongst all.</p>	<p><b>Member-centred</b></p> <p>We put our members at the centre of what we do. We care for our members and are committed to achieving the best possible outcome for them.</p>	
<p><b>Empowering</b></p> <p>We build support by empowering our members to address and take ownership of the issues they face, and to actively play a part in their resolution to effect change.</p>	<p><b>Professional</b></p> <p>We serve and support the interests of our members to the highest standards.</p>	<p><b>Unity</b></p> <p>We promote a collective approach to our work at all levels, creating a team dynamic within and across the Police. We emphasise teamwork, collaboration, and togetherness. We approach our work through</p>

## OUR STRATEGIC PLAN

Our strategic plan consists of four areas of priority. For each area of priority, we have identified goals we will deliver and several timebound actions and measures. We have also identified some tangible measures of success against Our Goals and Our Action Plan.

We will update Our Action Plan throughout the period of this Strategic Plan as actions are delivered against or where we identify additional actions that will support the Guild's success and growth of our members.

### Priority 1: An organisation of influential and diverse leaders

#### Our Goals

We have identified the following goals to focus our attention on to deliver against this strategic priority. Our Goals Are:

- » Increase diversity of Guild membership
- » Define and promote our proposition
- » Promote the value of leadership in police

#### Our Action Plan

Action	Timeframe
Consult on and finalise this strategic plan for approval at the next Guild Annual General Meeting	October 2022
Develop a one-pager summary setting out the Guild's purpose and benefits	October 2022
Put in place a follow-up process for prospective members that have been sent initial information but not signed up	30 September 2022
Review Guild logo and identify options for enhancement	31 December 2022
Develop a recruitment plan/framework that utilises existing networks / relationships and increases our focus on building a diverse membership, including Police employees, and contains an aspirational target(s).	31 December 2022
Better articulate our membership narrative to explain who we support and how we do that through responses to FAQs	31 December 2022
Identify opportunities to better use technology to support prospective and current members, including updating our website and processes	31 December 2022
Explore opportunities for additional benefits and produce a clear document (and landing page) that articulate the benefits we deliver.	31 December 2022
Develop a communications/marketing plan to support the Guild's objectives and ensure the organisation has a better understanding of the Guild purpose	31 March 2023
Design a clear process which ensures we are providing dedicated career development opportunities and advice to our members	31 March 2023

#### We will know we have been successful when:

- The Guild is perceived by the Police Executive and its members as an influential and effective organisation
- There is an overall improvement in membership diversity and growth
- The Guild is seen by the future leaders as an organisation that provides opportunities.
- There is an overall improvement in membership diversity and growth
- The Guild is seen by the future leaders of the profession as an organisation that provides opportunities.



## Priority 2: Effective representation and advocacy for members

### Our Goals

We have identified the following goals to focus our attention on to deliver against this strategic priority. Our Goals are:

- » To represent and advocate on behalf of our members
- » To ensure Guild members are engaged

### Our Action Plan

Action	Timeframe
Use the power and skillset of our membership to ensure we provide effective representation and advocacy	Ongoing
Articulate how we provide meaningful and effective advocacy through the development of FAQs, e.g., <ul style="list-style-type: none"> <li>• How do we operate through negotiations?</li> <li>• How do we provide one-to-one support?</li> <li>• How do we manage member HR issues?</li> <li>• How do our members have a voice?</li> <li>• Do we support IEAs?</li> <li>• Do we support Collective Agreements?</li> </ul>	31 December 2022
Build the capability of our members to engage in collective bargaining	30 June 2023
Pursue pay increases that improve the living standards and real incomes of our members and address inequities.	30 June 2024
Develop bargaining processes to resolve issues affecting specific categories of Members, such as greater work-life balance and the right to flexible working.	30 June 2024

#### We know we have been successful when:

- Our members report that we have provided meaningful and effective advocacy for them
- Our Guild engagement surveys are well responded to and provide clear signals of member engagement
- Our members turn to the Guild for advocacy and support
- We are successful in achieving a bargaining outcome that is acceptable to the majority of our members.

## Priority 3: Enhance leadership environment and career pathways

### Our Goals

We have identified the following goals to focus our attention on to deliver against this strategic priority. Our Goals are:

- » Support the professional development of members
- » Influence the environment in which our leaders operate
- » Be seen as a valuable partner that provides expert advice

### Our Action Plan

Action	Timeframe
Support and nurture our future managers and leaders	Ongoing
Developing and maintaining strong relationships with members, the Executive, and the Association	Ongoing
Influencing and reviewing policies that seek to improve the policies processes and systems in which we operate	Ongoing
Listening to and being responsive to concerns raised by members	Ongoing
Improve leadership and organising training, ensuring leaders are educated, trained, and supported in their roles.	Ongoing
Develop a strategy/action plan to better engage and support our leaders' growth and knowledge, such as lunchtime sessions and a summer series minimum of 3 events in 2023	31 December 2022 November 2023
Review guidelines regarding the provision of study grants, and ensure there are clear processes and records in place	30 September 2022
Create a mentoring programme	31 December 2022
Develop a clear approach to provide career development check-ins and pathways	31 December 2022
Explore additional Institute Management Leadership opportunities	31 December 2022
Sustain proportion of spend that goes into members professional development	31 December 2022
Review the allocation of development fund to ensure it is targeted to the best use for members and leadership development.	October 22

### We will know we have been successful when:

- The Guild's influence is recognised and valued by its members and the Police Executive, measured by the influence in all stages legislation and policy development
- The views of the Guild are actively sought
- Guild members report having clear development pathways
- We can demonstrate the significant support we have provided towards members' leadership development
- The Guild coordinates, advocates and leads on key issues affecting policing
- We see more balance in the conditions of service across all demographics.

## Priority 4: An effective, respected, and sustainable organisation

### Our Goals

We have identified the following goals to focus our attention on to deliver against this strategic priority. Our Goals are:

- » Enhance relationships with the Executive and our members
- » The Guild has effective structures and processes in place to achieve its objectives
- » The Guild is sustainable in the short- and long-term
- » The Guild has a diverse membership base that reflects the community we live and work in.

### Our Action Plan

Action	Timeframe
Enhance the sharing of good ideas across the Guild, and encourage a culture of innovation and continuous improvement	Ongoing
Ensure we retain a focus on future challenges and opportunities, and develop long-term strategies as needed	Ongoing
Review the Executive Governance structure, including roles and responsibilities and the use of sub-committees, for approval at the AGM	October 2022
Develop terms of reference for the sub-committees for approval at the AGM	October 2022
Review the Guild rules, including the quorum requirements, to support enhanced governance	October 2022
Review payment arrangements for Guild Executive members	October 2022
Schedule a bi-monthly chat with Police Executive members to discuss matters affecting Police leaders	October 2022
Review the appropriate proportion of our revenue that comes from Line to Line – increase other revenue streams.	October 2022
Deliver a successful Police Guild conference which is inclusive and drives up membership and engagement	October 2022
Develop processes which enable the ongoing review of our Strategic Plan	October 2022
Seek feedback from members on a yearly basis, or more regularly as required	31 December 2022
Increase Guild membership by 300+ members through targeted recruitment strategies by 2025	November 2023

#### We will know we have been successful when:

- The Guild's vision and purpose is widely known and understood
- The Guild is known as a key voice representing Police leaders
- The Guild has a wide presence and demonstrates influence in New Zealand Police
- The Guild's views and contributions are sought by the Police Executive
- Members are engaged and active within the Guild
- Members have a high level of satisfaction for work undertaken by the Guild and the service it provides.
- The Guild membership reflects the diversity of the organisation.



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