

New Zealand Police National Youth Policing Plan 2005 - 2006



Published by:
Office of the Commissioner
New Zealand Police
PO Box 3017
Wellington
New Zealand
2005

Contents

Message from the Minister of Police	3
Foreword	4
Executive Summary	5
Purpose	6
How This Plan Works	6
PART A: THE REQUIREMENT FOR A PLAN	7
Introduction	7
Linking the Police Strategic Plan, The Statement of Intent and the National Youth Policing Plan	7
Responsiveness to Youth	9
National Youth Policing Plan Principles	9
Outcomes Sought	10
Achievement Measures	10
Impact Measures	11
Defining the Youth Area	12
The Law	12
Government Youth Offending Strategy	13
Police Response	13
New Zealand Police Youth Services Group	13
Mission Statement	13
Roles of the Work Groups	14
Youth Education Service	14
Youth Development	15
Youth Aid Section	16
Child Abuse Teams	16
Key Features of Service Delivery	17
Resource Requirements	17
Māori, Pacific and Ethnic Community Responsiveness	18
New Zealand Crime and Crash Reduction Model	19
New Zealand Crime Reduction Model	19
Applying the Crime Reduction Model to Youth Policing	19
Intelligence-Led Policing	20
Risk Assessments - Making the Right Choices	21
Youth Aid Assessments	21
Youth Aid Risk Screening Model	22
Youth Development Assessments	23
Data Collection and Technology	24
Implementation	24
Evaluation	26
PART B: THE ACTION PLAN	27
What Police will do	27
Role Responsibility Key	28
1. Partnership Building and Community Development	29
2. Prevention and Education	31
3. Enforcement	33
4. Capability Building	34
5. Leadership and Commitment	36

Message from the Minister of Police

This plan marks a significant milestone in Government's drive to improve youth justice outcomes. The Ministerial Taskforce on Youth Offending called for stronger alignment of strategies and closer cooperation between the key youth justice partners. The National Youth Policing Plan places significant emphasis on interagency cooperation, communication and interaction. It also works to align youth policing strategies with the strategic direction of other Youth Justice partners. Government's Youth Offending Strategy has generated local Youth Offending Teams (YOTS) and the national Youth Justice Leadership Group. These groups strengthen the inter-agency approach to reducing young people's offending and victimisation.

This plan presents an opportunity to foster police responsiveness to significant communities within New Zealand, including Māori and Pacific Peoples. Police commitment to work with these communities can significantly contribute to reducing crime and increasing community safety.

Police youth services range from strategic and preventative education roles, through daily interactions with young people on the streets and in communities throughout the country in an enforcement role.

In doing so they are engaged in pivotal roles to protect our young people from repeat offending or victimisation.

All Police services contribute to reducing the risks of young people offending or becoming victims of crime or road trauma.

This strategy commits police to a wide range of initiatives that will help improve youth justice outcomes for young people and contribute to making communities safer.

I endorse the National Youth Policing Plan as a valuable guide in helping Police meet Government's desired Community Safety outcomes.



Hon George Hawkins
Minister of Police

Foreword

Our mission is to serve the community by contributing to crime reduction, detecting and apprehending offenders, maintaining law and order and enhancing public safety. We are charged with working across the Justice Sector to help protect and prevent our young people from being victims of crime and road crashes or becoming offenders.

This plan represents an opportunity to build on the success of past initiatives, while growing and improving our capability in others. This is particularly the case in the areas of being more responsive to community needs and differences, especially in our relationships with Māori, Pacific and other ethnic communities in New Zealand.

The National Youth Policing Plan puts the focus on preventing the young people of these over-represented groups from becoming victims or from entering the criminal justice system. Police commitment to working with other government, non-government and cross cultural stakeholders will ultimately lead to achievement of our strategic goals of reducing crime and increasing community safety.

The plan aims to develop our youth policing capabilities through four key areas

- *Improving responsiveness to different community needs and empowering our staff to develop local initiatives and relationships using best practice models.*
- *Improving management, supervision and understanding of youth justice processes and more effectively integrating youth strategies across all areas of policing*
- *Making better use of technology tools to integrate information about youth offending and offenders into our crime and crash reduction strategies, and*
- *Increasing our focus on the effectiveness of youth education and youth justice interventions.*

I firmly believe that focussing our energies towards working positively with children and youth in our communities holds great potential for improvement of society in the long term.



Rob Robinson
Commissioner of Police



Executive Summary

Effective Youth interventions at the educational, preventative and justice levels will reduce crime within districts. Taking young offenders out of the cycle of offending and victimisation will reduce volume crime. However those interventions are not provided by Youth Services staff alone, but with a whole of District approach to Youth Policing. The whole of District approach arises when everyone knows their roles, knows how the law operates to hold young offenders accountable or protect them from continued victimisation, knows how to access services available and provides the right information between work groups to get the job done.

Youth Education, Youth Aid and Youth Development all feature within the National Youth Policing Plan. Youth Education is at the start point for Youth Policing, empowering young people to make the right choices about behavior and preventing them from becoming victims by assisting them to make sensible life choices, and in certain cases to disclose any abuse. Youth Aid provides the Youth Justice and Care & Protection services, while Youth Development provides prevention interventions with high risk families and offenders.

The NYPP is essentially the implementation plan for the Police related recommendations arising from Government's Youth Offending Strategy 2002. However, in order to implement those recommendations, some organisational processes need to be enhanced to facilitate successful implementation.

Central to implementation is raising the profile of Youth Policing to become core policing at the forefront of district crime reduction strategies rather than being considered as support functions. Districts and Areas are required to accept ownership of their Youth Policing resources and structurally align them with the overall strategy of crime and crash reduction within each district, subject to their Youth Policing role. District Intel Offices must set up a local monitoring framework of Youth Policing trends to inform staff and managers. In order to provide intel data, NIA must be used as the prime information management tool. At the same time as the structure and process alignment work is taking place, the NYPP provides a national focus on staff development to enhance the whole of police approach to Youth Policing.

Purpose

- *The **National Youth Policing Plan** is designed to ensure that Police focus their efforts on Youth Policing in order to deliver on the key strategies of Reducing Crime and Increasing Community Safety.*
- *It is incumbent on District Commanders to use all the resources available to them in the Youth Education, Youth Aid and Youth Development areas of Youth Services to strengthen service delivery.*

How This Plan Works

The National Youth Policing Plan closely follows the outline of the Police Statement of Intent, and is aligned to the Crime and Crash Reduction and Increasing Community Safety principles. There are two parts to the Plan.

- ***Part A** details the need for a National Youth Policing Plan and what is expected in terms of satisfying relationships with other agencies and strategies in the New Zealand Social Sector.*
- ***Part B** details the specific objectives which are to be achieved, the descriptors of Police service delivery and specific accountabilities of various Police managers in order to deliver on the plan.*

This plan focuses on process improvement and outcomes, which contribute to reductions in youth offending or increases in community safety. Improvement goals, measures and outcomes sought are specified in this plan. Improvements must be monitored by managers on a district and area basis, through the district planning, performance appraisal and team planning processes. Successful implementation of this plan relies on effective application of Crime and Crash Reduction principles so that Districts and Areas are actively focussing on patterns of youth crime.

The NYPP runs until 30 June 2006 and will be reviewed in February 2006 in order to assess the effectiveness of implementation. Changes in priorities will be incorporated at that time. The Statement of Service Performance will provide the framework for six monthly and annual review of achievement.

Children and young persons commit about 22% of all offences recorded and resolved. Of these, 26% are warned, 56% are diverted by the use of alternative actions, 7% referred for a family group conference and 11% appear in the formal Youth Court.

PART A: THE REQUIREMENT FOR A PLAN



Introduction

Police contribute to a number of outcomes desired by the Government, which are given emphasis through the Government's goals. Police translate these outcomes to Key Strategic Goals that form the basis of the Police Strategic Plan. The Police Strategic Plan 2002 – 2006 contains three Strategic Goal Areas:

- i) Reducing Crime;
- ii) Increasing Community Safety; and
- iii) Building Police Capability.

These goals make reducing youth crime and victimisation national priorities for Police. The National Youth Policing Plan (NYPP) sets out how these strategic goals will be achieved.

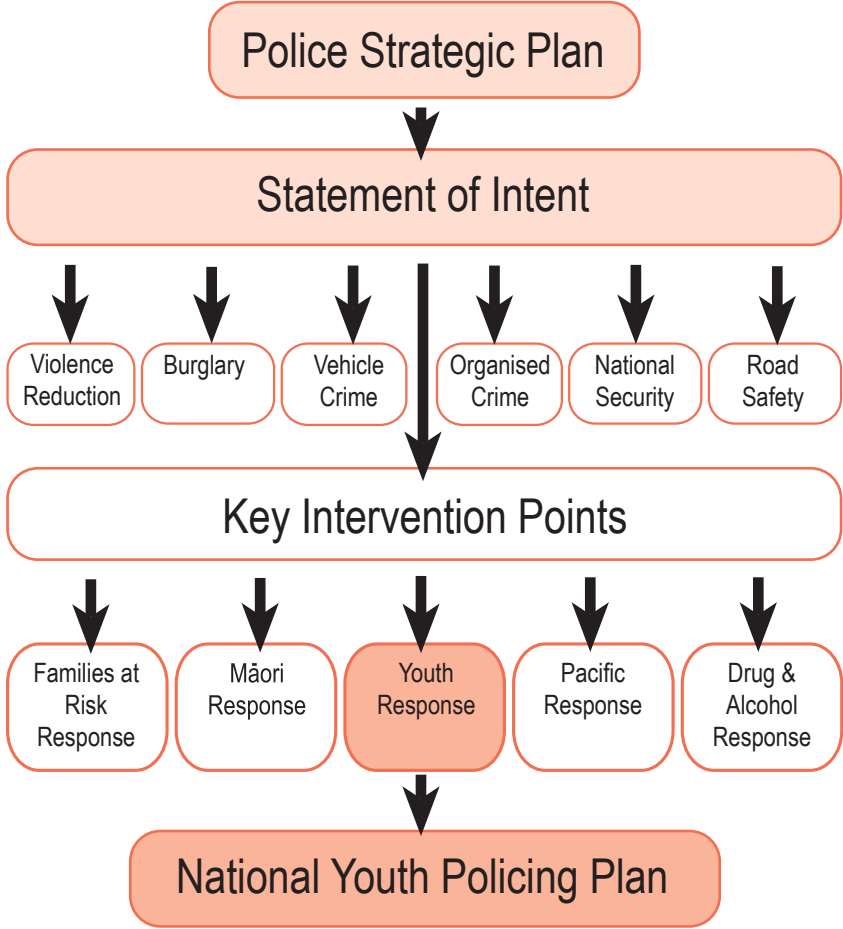
Much research has been undertaken into youth crime and Police interactions in New Zealand. The principal findings are:

- *Many young people offend at some time while growing up;*
- *Most do not offend seriously;*
- *Very few become serious and persistent offenders;*
- *When they do offend persistently, there is a high probability that they have come from backgrounds of disadvantage and have been victims of abuse and unstable family environments;*
- *Appropriate responses to youth offending can reduce the risk of future re-offending;*
- *Education-based programmes delivered by Police Education Officers can encourage pro-social behaviours; and*
- *Youth education programmes positively affect the adult communities with whom young people interact.*

Linking the Police Strategic Plan, The Statement of Intent and the National Youth Policing Plan

The Police Strategic Plan 2002-2006 details the focus of policing services across the Community Safety/Crime Reduction goals. The Strategic Plan states as a key element “*Youth crime is a national priority*”. The Police Statement of Intent is the contract for services between the Minister of Police and the Police Commissioner and details where services will be focussed to achieve the goals. The Statement of Intent

incorporates both Youth Response and Families at Risk Response as key intervention points for the delivery of outcomes to the public. Police District business planning must deliver on the Statement of Intent outcomes. The National Youth Policing Plan is a guide for District Commanders and details how those outcomes will be achieved.



The National Youth Policing Plan focuses on ensuring Police interventions in the youth arena are effective. Improvements in Police systems, structures, processes, information and technology usage, and customer service are aligned within the Plan to ensure effective interventions occur. The table of improvements in the Action Plan at Part B of this document fall across the Youth Education, Youth Aid and Youth Development work streams of Police Youth Services.



A holistic approach, which works with young people in the context of the major influences on their lives - their family, school or employment, peer group and neighbourhood, is desirable.

Responsiveness to Youth

The Police Statement of Intent (SOI) 2004/2005, details the Police response across five broad specific intervention programmes.

1. Partnership Building and Community Development;
2. Prevention and Education;
3. Enforcement;
4. Capability Building and Legislation; and
5. Leadership and Commitment.

Action points within each intervention programme identify the areas Police will concentrate on over the life of the NYPP. Action points contain a mix of activities that work toward achieving balance between proactive prevention and effective responses.

National Youth Policing Plan Principles

Research provides Police with solid indicators which guide and shape best practice. For Police to be effective, those practices must promote reductions in children and young people's offending and an increase in individual safety. Accordingly, Police will act with other government agencies, non-government organisations, Māori, Pacific and Ethnic communities to:

- Reduce youth offending, victimisation and road trauma;
- Emphasise prevention and early effective intervention;
- Hold offenders accountable;
- Respect the rights of young people;
- Involve and strengthen their families;
- Minimise the use of criminal proceedings;
- Consider the interests of victims;
- Prevent re-offending;
- Develop responsible attitudes and decision-making through education;
- Deal with underlying causes and settle young people into a supported lifestyle where possible; and
- Focus on enhancing the areas shown to affect offending and victimisation: individuals, peers, family, school and community.

Outcomes Sought

The high-level outcomes, which Police will pursue under this Plan, are consistent with the Government's Justice Sector outcomes. Objectives and specific action points contained within the NYPP will guide Police to work with other agencies, government and non-government, Māori, Pacific and other ethnic groups to reduce:

- Child/youth offender numbers;
- Repeat child/youth offender numbers;
- Māori youth offending;
- Young people's victimisation; and
- Young people's road trauma.

Achievement Measures

Statistics obtainable from Police databases which illustrate achievement of outcomes will be used to measure overall District performance out to 30 June 2006. The achievement figures set will be measured over the two-year life span of the National Youth Policing Plan. This will allow the NYPP to bed in alongside development of Police ability to collect and analyse data.

Improved quality of data in Police systems is a priority of the two-year plan. Baseline data is not readily available until the National Intelligence Application (NIA) is fully operational on a national basis. Therefore, the following reduction figures have been set using a pragmatic measurement approach:

- 5% reduction in repeat youth offender numbers;
- 5% reduction in repeat child offender numbers;
- 5% reduction in youth offender numbers;
- 5% reduction in child offender numbers;
- 5% reduction in Trauma Promoting Traffic Offence Notices¹ for young drivers;
- 5% reduction in young people's deaths through road trauma; and
- 5% reduction in young people's injuries through road trauma.

Of all young people who offend each year, 80% commit only one offence and are dealt with by Youth Aid diversions or alternative action. The 20% who re-offend may be significant repeat offenders.

¹ TON matters dealt with through courts and requiring a Family Group Conference (FGC) to proceed. Precedent Codes online - Precedent Code Book, available from Road Policing site, Police Intranet. All A Series, B108-111, B203-204, D101-401, D502-520.

A serious offender is defined as one who has committed offences the number, nature or magnitude of which give serious concern for the wellbeing of the young person. These are the young offenders who need intensive interventions by Youth Services.

A repeat offender is one who has had previous dealings with police that have resulted in a youth justice outcome whether:

- warned/cautioned
- alternative action takes place
- prosecution or
- diversion

A first intervention may encompass several offences or behaviour problems. The repeat occurs when the first outcome fails to curb offending.



Impact Measures

While Police statistical collections are monitored nationally, Police Districts will monitor their own progress through a range of data sources, seeking variances within the following indicators:

- *Youth Justice Family Group Conferences per month (CYF).*
- *Youth Court prosecutions- new cases (Courts).*
- *Youth Court prosecutions- total volume (Courts).*
- *Youth Files entered in NIA (District).*
- *File workloads of Youth Aid officers (District).*
- *Files submitted to Youth Aid within timeframes (District).*
- *Numbers of cases dealt with by Youth Development projects (District).*
- *Formal case dispositions -Youth Court/Family Group Conferences (LES).*
- *Informal case dispositions – Warnings/Cautions/Alternative Actions (LES).*
- *Hours of Police Education programme delivery (AMS).*

These District-monitored indicators provide a reference point for demonstrating how youth policing is both actioned and managed within the District. The establishment of a monthly reporting framework within Districts will inform managers and staff of current developments.

The youth justice process described in the Children, Young Persons, and their Families Act 1989 provides huge scope for keeping young people out of the formal youth justice process unless in the public interest. Early informal case intervention has been shown to reduce the escalation of offending by young people. Alternative Actions, Warnings and Cautions all contribute to ‘informal resolutions’. Family Group Conferences, Youth Court prosecutions and youth court diversions make up ‘formal resolutions’. Police currently achieve in excess of 80% of their resolutions for young offenders through informal resolutions.² Police District management teams aim for a reduced percentage of cases dealt with by formal resolution. This is achieved by ensuring effective “first time around” interactions.

² Maxwell, G et.al (2003) Achieving Effective Outcomes in Youth Justice. Cross Departmental Reporting Project for Ministry of Social Development, Wellington.

Defining the Youth Area

The terms 'children', 'young persons' and 'youth' have different meanings and different interpretations under different statutes. For the purpose of the National Youth Policing Plan, children are defined as under the age of 14 years and young persons are those aged between 14 and 16 years of age. The delivery of education programmes in schools can extend the reach of youth services to 18 year olds. Youth are then all people either under 17 years or attending school³.

Nearly 22% of all apprehensions for reported crimes are attributed to child or youth offenders. The proportion of violent offences attributed to child or youth offenders has remained fairly constant over the past decade, however Police statistics indicate a trend for children coming to attention at a younger age.

Dishonesty offences account for more than half of the detected offending by child or youth offenders. The reasons for this are not entirely clear. The wider public may be more ready to report behaviour such as bullying or stealing from other children because Police processes for dealing with young people's offending are regarded as effective. An increase in reported offences does not necessarily mean an increase in committed offences.

The Law

The Crimes Act sets the age of criminal responsibility in New Zealand as 10. The Children, Young Persons, and Their Families Act sets out how children and young people who offend are to be dealt with.

Children aged 10-13 can only be proceeded against under the Summary Proceedings Act for murder or manslaughter but this does not mean that they are not criminally liable. Section 14(1)(e) of the Children, Young Persons, and Their Families Act allows proceedings to be brought in the Family Court for their offending and the child is held criminally responsible. The Family Court has a range of sentencing options, some of which are specific to child offenders.

Youth Offenders (14-16) are dealt with under the Youth Justice provisions and if need be are brought before the Youth Court. In the case of serious offending the Youth Court can decline jurisdiction

³ New Zealand Police Statement of Intent 2004/05, P 28.



The Government's Youth Offending Strategy details a number of principles to be reinforced in the pursuit of preventing and reducing offending and re-offending by Children and Young People:

- Accountability
- Recognise victim's interests
- Early intervention
- Protection
- Age and developmental appropriate intervention
- Best practice
- Consistency with Treaty of Waitangi
- Cultural responsiveness
- Youth participation
- Holistic approach
- Strengthening Families
- Limiting involvement in formal justice system

Literature reviews identified the main dynamic risk factors (in descending order of importance) as:

- Few social ties
 - low popularity and few social activities;
- Mixing with anti-social peers;
- Family problems
 - poor supervision and negative relationships;
- Barriers to accessing treatment;
- Poor self-management
 - impulse control, thinking skills;
- Aggressiveness and anger;
- School problems
 - poor attendance and achievement;
- Lacking vocational skills and work;
- Anti-social attitudes supportive of crime;
- Abusing drugs and alcohol;
- Poor neighbourhood; and
- Lacking cultural pride and positive cultural identity.



and send the young person to the adult jurisdiction for sentencing. Both processes are similar in that the child or young person held accountable but, depending on their age at the time of the offence, they are dealt with in the Family or Youth Court.

Government Youth Offending Strategy

The Ministerial Taskforce on Youth Offending produced the National Youth Offending Strategy (April 2002). This strategy contains a number of measures for all government departments, including Police, which will improve responses to both preventing and sanctioning young people's offending. Local Youth Offending Teams (YOTs) and the nationally convened Youth Justice Leadership Group will strengthen the inter-agency approach to reducing young people's offending and victimisation. For Police, an important aspect of both groups is that they require a commitment to working across agencies at strategic and operational levels.

Police Response

Police has established the Youth Services Group at the Office of the Commissioner. The Youth Services Group brings together all Police youth services and is a focal point for integrating all youth policing issues and policy implementation. The Youth Services Mission Statement captures all elements of the three Police work groups delivering services to partner agencies and the community.

New Zealand Police Youth Services Group Mission Statement

To promote individual safety and wellbeing, reduce road trauma, the victimisation of, and offending by children and young people, and to hold accountable those who offend.

The Youth Services Group is responsible for enhancing the strategic relationship of youth policing in all areas of Police service delivery, to achieve the strategic goals of increased community safety and crime reduction. Youth Services staff are defined as frontline because they deliver service to customer groups in the public domain. Districts remain responsible for service delivery to standards set out in Part B of this Plan and the New Zealand Police Statement of Intent 2004/2005. Decisions on resource allocation to achieve service delivery belong to District Commanders, based on their contractual requirements.

Roles of the Work Groups

The NYPP places Youth Services in the operational frontline, providing proactive and investigative services to the wider community, offenders, victims and partner agencies.

Youth Education Service

Police Education Officers (or PEOs) are employed nationally to deliver mandated community safety and crime prevention programmes to children and young people within schools and other learning environments. Their focus includes the wider school community of teachers, parents and family.

Youth Education Service (YES) Programmes

A number of specific education programmes help young people make sensible decisions concerning their own and other's safety. Participating in a long-term YES programme increases a child's awareness of the law and understanding of the consequences of infringing the law, including how people are victimised. These programmes impact positively on the entire community as children of all ages learn the skills necessary to act safely and confidently in a range of situations. Parents, caregivers and teachers also gain greater awareness of their responsibilities to help children keep safe.

YES programmes include:

- Crime Prevention and Social Responsibility
- Dare
- Keeping Ourselves Safe (KOS)
- Kia Kaha (Anti Bullying)
- School Road Safety Education (SRSE)



School Road Safety Education is a key component of the Youth Education Service (YES) delivery. In the 2003/04 New Zealand Road Safety Plan 48% of YES delivery is funded under contract to Land Transport New Zealand.

The Education Review Office Report (2002) and Ministry of Justice Review of Youth Education Services in Schools (2002) both highlight the positive effects of having Police officers in uniform delivering the Police Education Programmes.

The Ministry of Education uses a decile funding model for schools. Each decile contains approximately 10% of schools. Deciles 1-3 are schools drawn from areas of very low socio-economic status, while decile 8-10 schools are from areas of high socio-economic status.

Children and young persons who offend are predominantly male, with a troubled life, from a low-income family.

Typically they experience problems at school, drop out of school, engage in high-risk behaviour and experiment with drugs, solvents and alcohol.

Often beginning with indiscriminate petty crime, they can resort to violence and develop into persistent offenders, graduating from property to serious violent crime.

The Youth Education Service works with a number of partner agencies in order to develop contemporary resources and programmes. Examples include those dealing with electronic media (cyberspace) safety, texting and reducing the harm from illicit drugs.

Youth Development

Police employ staff in Area-based Youth Development programmes. These programmes use community-based and mentoring approaches to develop the supportive capacity of young offenders' families. The mix of sworn Police officer and non-sworn case worker provides holistic wrap around services, which shape family dynamics and work to help ensure offenders and their siblings are prevented from engaging in cycles of victimisation, offending and re-offending.



The more techniques an intervention deploys, the more likely it is to have an impact. This doesn't mean each programme must do everything; instead, services must be co-ordinated. Equally, the longer the intervention, the better. On-going effort is required, as prevention is not a one-off inoculation but requires multiple doses. Police also manage a number of external contracts with community providers targeting youth offending and general violence.

Youth Aid Section

Youth Aid Officers are employed nationally to work with children and young people who come to Police attention for offending, are in need of care and protection, or are showing at-risk behaviour. These officers are an integral part of the Police response to youth crime and work to ensure young offenders do not appear before the Youth Court unless it is necessary for the accountability of the young offender or protection of the community. Youth Aid Officers:

- *Strive to keep young offenders out of the formal youth justice system while ensuring that they are held accountable for their offending;*
- *Use case management to provide quality interventions in the lives of young offenders;*
- *Provide expertise to other Police on youth justice and care & protection issues;*
- *Involve families in decision-making wherever possible; and*
- *Maintain consistent approaches to youth justice and care practice.*

Youth Aid Officers receive a high level of training on the Children, Young Persons, and Their Families Act. Many develop a high level of expertise, which enables them to provide advice and support to other Police dealing with children and young persons in relation to youth justice or care and protection. Police use the care and protection provisions when parent/s or caregivers are unwilling or unable to look after their child or the child has experienced, or is at risk of, abuse. Such situations are stressful and the expertise of specialist staff significantly reduces the risk to all involved.

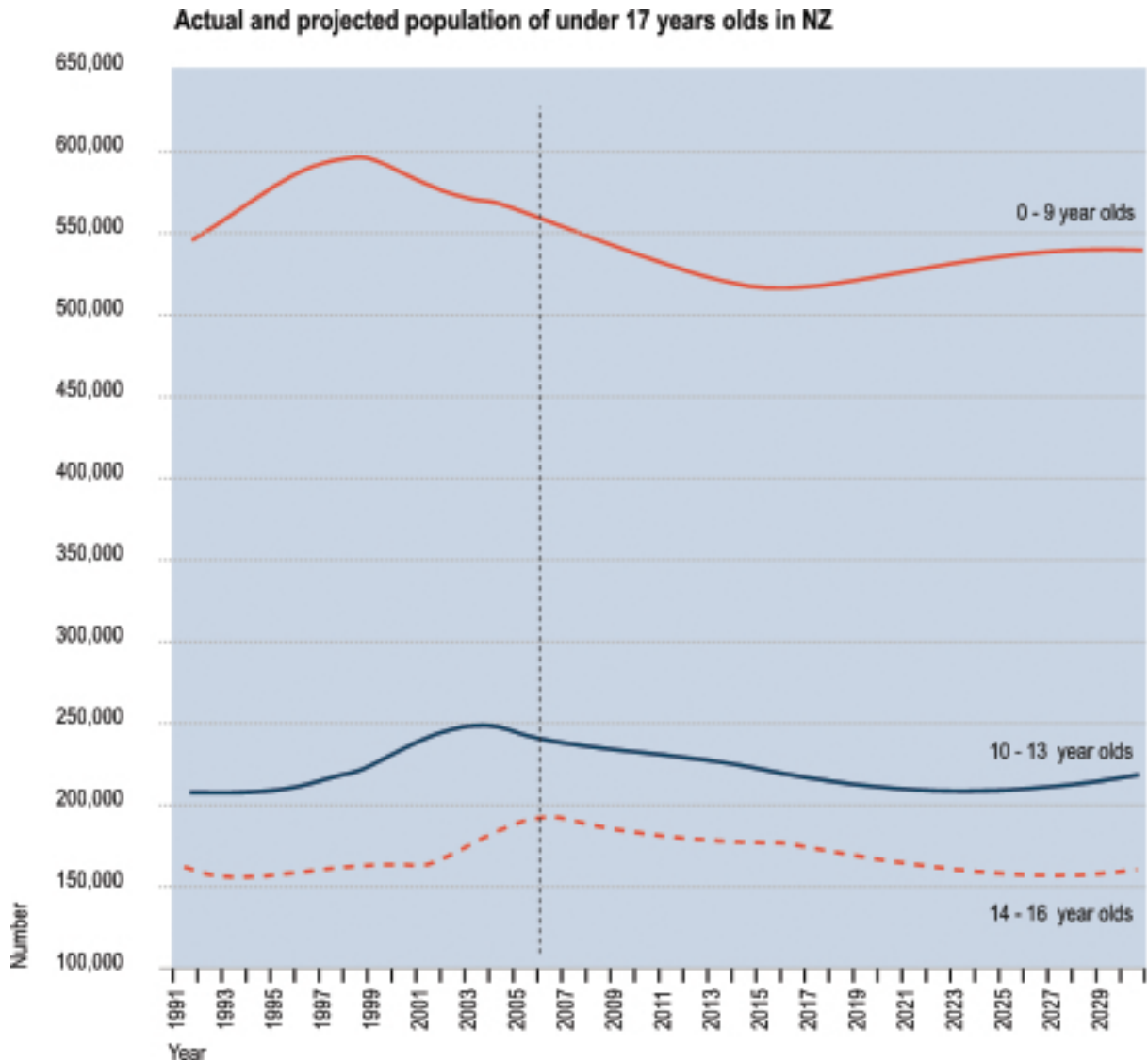
Child Abuse Teams

Each District operates a Child Abuse Team (CAT) made up of specialist investigators. These specialists deal with reported or suspected child sexual and physical abuse cases. CAT teams work closely with Child, Youth and Family Serious Abuse Teams. The operations of both groups are linked by a CAT/SAT Protocol⁴. Each agency contributes to a coordinated response that ensures ongoing protection of children is central to any an investigation of alleged offending.



Numbers of children and young persons are projected to increase significantly in the next few years. If the current rate of apprehensions remains the same, it may be calculated that from a figure of 15,395 offenders in 2001, the number of offenders in 2006 is likely to be 17,887.

⁴ CAT/SAT Protocol Annex 2 of Police and Child Youth & Family MOU (2001/2). Police Corporate Intranet Online Library, Memoranda of Understanding.



Key Features of Service Delivery

Resource Requirements

Statistics show a bulge in the under 17-year-old age group population. This age group is the most likely to come to Police notice both as victims and offenders, requiring follow on youth justice attention. The under 17-year bulge is due to 'hit' New Zealand schools and social services, including Police, in 2006. This increase will result in further demands upon government services, including the possibility of increased youth victimisation and offending. Police will work with the Ministry of Justice and other partners in the Youth Justice Leadership Group to make supported multi agency resource bids based on the expected increased demand arising from this population increase.

Police budget bids will mirror Ministry of Justice and Child, Youth and Family demand, and include supervision and support components for frontline practitioners. Police planning has begun to prepare for this expected 2005/06 increase in service demand.

Māori, Pacific and Ethnic Community Responsiveness

Successful policing is built upon strong relationships with the community.

Police Youth Services will develop and enhance its capability to be responsive to Māori, Pacific Peoples and other ethnic minorities in New Zealand. The status of Māori in New Zealand as the tangata whenua calls on Police to ensure responsiveness has a focus of improved outcomes for Māori. The 2003 Report on Achieving Effective Outcomes in Youth Justice, notes that outcomes for young Māori are more likely to have greater relative severity in the youth justice system than for non-Māori⁵. While a range of factors, often beyond Police control, will determine the charges laid against individual youth offenders, Police acknowledge more positive relationships can be developed. Three key elements of responsiveness will be developed: The ability of Police Youth Services staff to Understand, Relate and Connect⁶ with Māori.

Young people of Pacific nations - and all migrant communities resident in New Zealand - can become over-represented in youth offending and victimisation statistics. Knowledge and understanding of the youth justice process within ethnic communities will ultimately reduce involvement with state agencies.



5 Maxwell, G et.al (2003) Achieving Effective Outcomes in Youth Justice. Cross Departmental Reporting Project for Ministry of Social Development, Wellington.

6 Gardiner, Wira. (2003) Ngakia Kia Puawai Police Māori Development Conference, Rotorua.

The recent review of Police service Delivery to Māori by Te Puni Kokiri found there was a need to:

- Continue with progress in leading changes to the attitudes and behaviours of staff in being culturally responsive to Māori.
- Build on and extend the programme design and delivery model of the road traffic safety model to all programmes.
- Extend the monitoring and evaluation framework of the 1997 and 2001 Youth Development programmes to all other programmes, in order to monitor and evaluate the effectiveness of its programmes for Māori.
- Continue to support Māori groups in the design, delivery and evaluation of community-based programmes that contribute to reducing youth offending.

The “Intel Driven” Policing Model gives Police staff the ability to map crime patterns and trends which are then translated into predictors of where offending takes place, what offending is likely, and who may be involved.

New Zealand Crime and Crash Reduction Model

In the Police Strategic Plan to 2006, there is a commitment to an organisational improvement programme using a crime and crash reduction model, problem solving and intelligence based approaches.

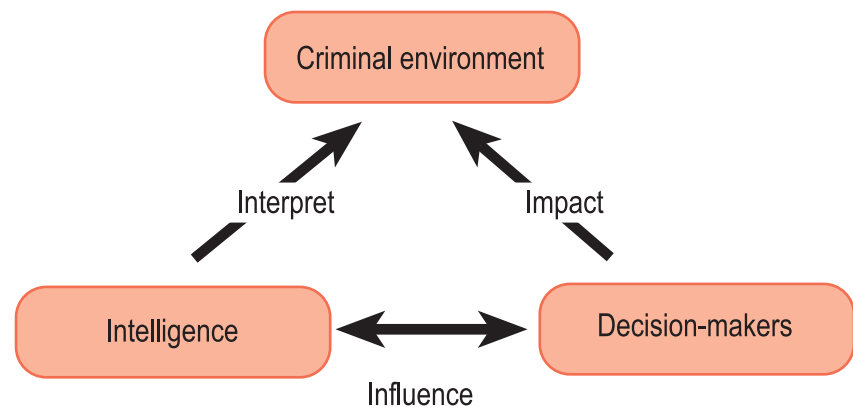
New Zealand Crime Reduction Model

The New Zealand Crime Reduction Model provides a consistent, integrated and cohesive approach to reduce crime and victimisation.

The model consists of three inter-related parts:

- (1) Interpretation of the crime environment, which generates intelligence that can be acted on;
- (2) Use of intelligence to influence decision makers to take action; and
- (3) Decision makers deploy staff and resources to take action which impacts on the crime environment.

To achieve crime reduction each part of the model must operate effectively.



Applying the Crime Reduction Model to Youth Policing

A whole of policing approach, including youth policing, is key to the successful application of the Crime Reduction Model. When Police become aware of incidents of offending and/or at-risk behaviour involving young people, patrol staff and investigators report the facts to Youth Aid. Youth Aid officers collate the reported information to identify the young person’s needs.

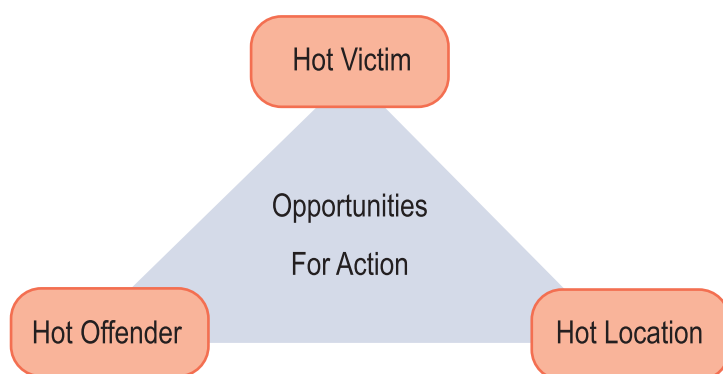
The information is then made available to Intel section to identify high-risk young offenders. District and Area Intel sections can then develop objective information for decision-makers to act upon,

including committing resources to prevent further offending or victimisation.

Intelligence-Led Policing

The key elements in intelligence-led policing are 'Hot (or active) Offenders', 'Hot Locations' and 'Hot Victims'. Youth may feature as Hot Offenders, become Hot Victims as a particular crime type unfolds and gather in Hot Locations. There is evidence that the locations in which young people gather become places where offenders develop the initial process of criminal cooperation⁷. Young people become bolder when they have co-offenders, so policing those locations - both private and public - can lead to reduced offending.

Police supervisors and managers will develop ways of using intelligence-led policing to intervene early to prevent offending and victimisation.



Interventions, whether they involve official sanctions, prosecutions in the Youth Court or alternative actions, must involve looking at all aspects of the young person's life, not just their offending.

No one risk factor has been identified as the cause of young people's offending. For most, offending is the result of the interaction of several risk factors.

The effects of the risk factors multiply rather than accumulate and often result in problems other than offending, for example, low achievement at school.

⁷ Felson, M. (2003). The Process of Co-offending. School of Criminal Justice. Rutgers University.



The earlier interventions start, and the more risk factors they address, the better. However, not everything can be done early in life and different approaches are needed as children and young people develop.

Risk Assessments - Making the Right Choices

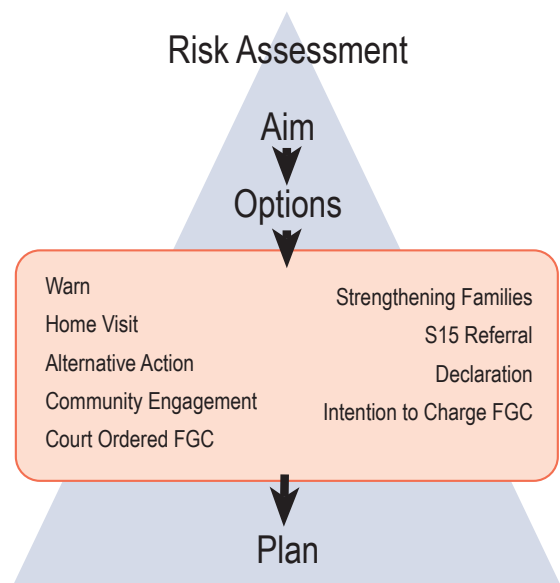
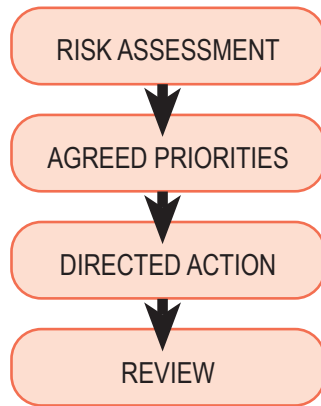
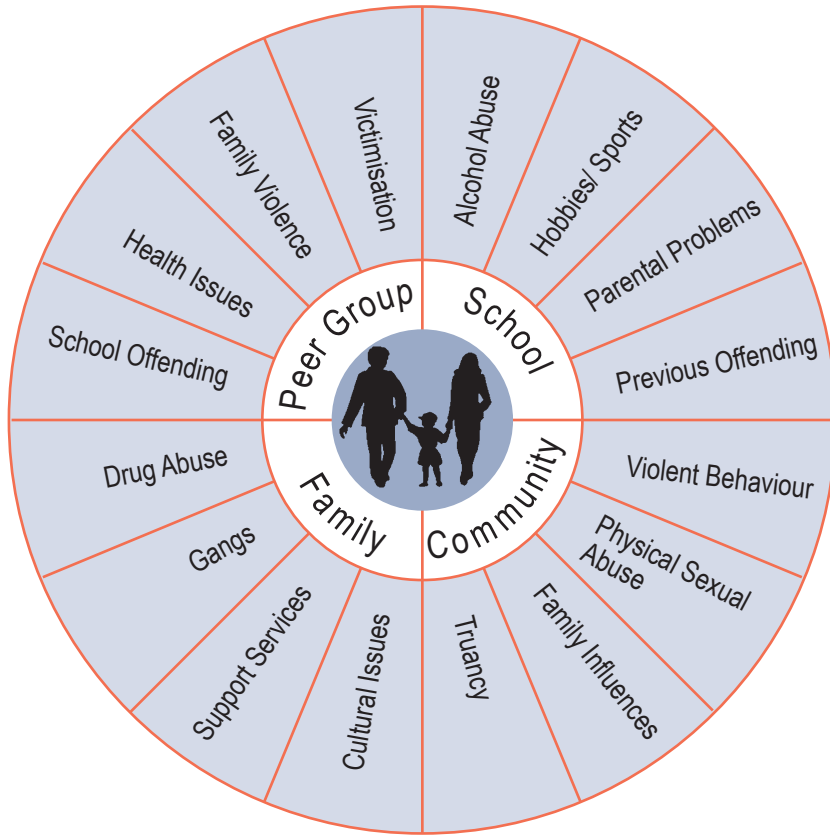
There are many variables which can impact on a child or young person's life, leaving them exposed to the risk of becoming offenders and entering into the criminal justice system. The child or young person's needs must be addressed for intervention to be effective.

Youth Aid Assessments

The Youth Aid Risk Screening Model⁸ has been developed as a simplified method of assessing needs for child and youth offenders coming to Police attention and referred to Youth Aid practitioners. The model applies to the needs and risks of all young offenders. A risk-screening tool - based on the model - for addressing repeat or serious young offenders has been implemented. The screening tool guides Youth Aid practitioners to the level of need indicated by the young offender. The seriousness of offending is always a key determinant in the screening process. Evaluation of the screening tool will determine further development.

⁸ Utanga N & Kneebone R. (2003) Workshop presentation on Risk Screening.

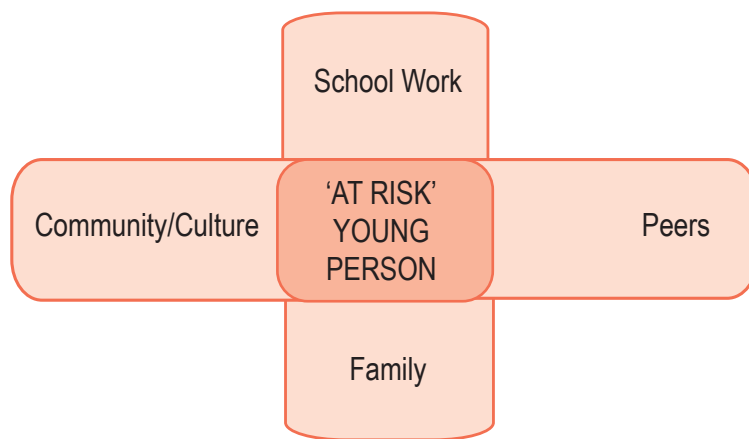
Youth Aid Risk Screening Model



Offending is often correlated with other problems. Interventions that reduce one issue may reduce others e.g. interventions that reduce substance abuse or increase educational achievement may also help reduce offending.

Youth Development Assessments

The Four Worlds Model is applied to addressing needs of young people at risk of offending, but who may not have offended. The model is applied to case management of individuals in Youth Development Projects. A young person may be “at risk” when they experience stress or failure in one of the four environments⁹, therefore: All four elements are addressed in Youth Development interventions in order to achieve meaningful outcomes. Youth Development projects also support and mentor younger brothers and sisters of young offenders. Siblings may not have offended, therefore the Four Worlds Model is applied to prevent the child or children from falling into the cycle of offending.



9 Hema, L. Cited in Martin, L. (2002) *The Invisible Table, Perspectives on Youth and Youthwork in New Zealand*. Dunmore Press, Palmerston North, N.Z.

Data Collection and Technology

Current Police statistics are driven by the collection of offence and resolution data. There is little information available about victimisation rates, or individual differences in offenders. In general terms, the increased use of the National Intelligence Application (NIA) will enable Police, anywhere in New Zealand, to access data on individuals and map their individual offending.

The NIA database will also provide information on needs and results for Youth Education and Youth Development project staff. The effective use of NIA requires a significant training input.

Implementation

The Office of the Commissioner will ensure the momentum and national approach of the NYPP is maintained. Youth Aid, Youth Education and Youth Development activities will be co-ordinated within a single NYPP.

Ownership

1. Ownership of the National Youth Policing Plan (NYPP) rests with the Commissioner of Police.

Communication

2. The NYPP provides the framework to guide Police response to the needs of youth and should be widely promoted and distributed both within Police and partner agencies.

Implementation

3. The National Manager Youth Services is responsible for coordination and monitoring of district implementation.
4. The NYPP focus areas will be key business elements for District Commanders, Area Commanders and the National Manager Youth Services.
5. Police Business Plans will be aligned with the NYPP.

Performance Management

6. The National Manager Organisational Performance and the National Manager Youth Services will work with District Commanders to develop specific performance measures and monitor progress.



Professionals in the youth justice, health and education systems each have a part to play in developing and enhancing a young person's connection to society and their transition to adulthood.

The NYPP emphasises district responsibility for managing operational service delivery to achieve the required youth policing outcomes.

7. The National Manager Planning and Policy and the National Manager Youth Services will report annually to the Police Executive Committee on implementation progress of the NYPP.

Review

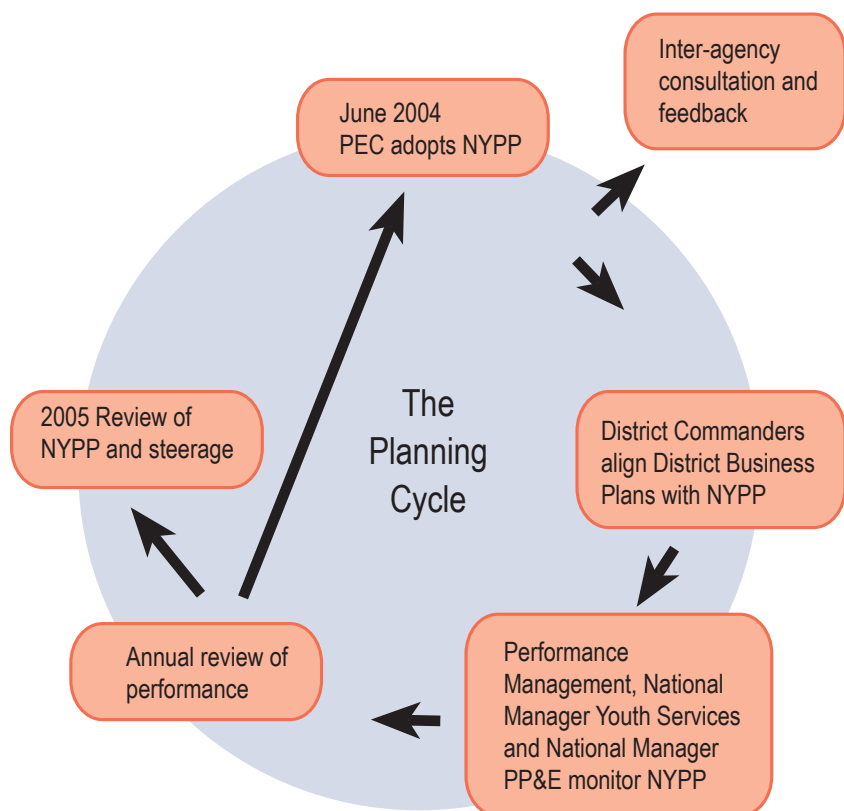
8. The Police Executive Committee will direct that the National Youth Policing Plan is reviewed and updated at the end of year two - 30 June 2006.

Youth Policing Plan Coordinators

9. As a matter of best practice, District Commanders should appoint a Youth Policing Co-ordinator to ensure integration and support of Youth Development programmes, Youth Education Services and Youth Aid Services within Districts. Co-ordinators will be responsible for maintaining the momentum of programmes within Districts.

Supervisors

10. District Commanders are charged with reviewing the supervision of Youth Aid, Youth Development and Youth Education staff, to ensure they have supervisors who know what these roles are and who can support, guide and appraise staff.



Evaluation

The NYPP states District Commanders are responsible for District-based service delivery. Resourcing decisions belong to District Commanders. As with all resourcing decisions, there is a risk that failing to service one work area results in increased offending in other areas. That risk is just as likely in Youth Services, where under-resourcing depletes the preventative effect of youth and child policing. The Police planning cycle will ensure risk is managed and addressed as the Plan progresses.

The NYPP sets out a number of outcomes which rely on process improvement and focussed resource deployment. The percentage reductions detailed in the “Measuring Achievement” section of this Plan will form part of the regular District Performance Monitoring framework. Those metrics will be managed by Districts and the Organisational Performance Group at the Office of the Commissioner, and set into the contracts of District Commanders, Area Controllers and District Management Teams. These will then translate down into specific team plans for workgroups.

District Commanders will be responsible for ensuring resource deployment to achieve the required outcomes. Evaluation of the effectiveness of this Plan will be determined by:

- Crime and Crash Reduction Indicators.
- Statement of Service Performance (SSP) Audits.
- Statement of Intent outcomes.

All police staff, supervising NCOs in particular, need a thorough understanding of using the Children, Young Persons, and Their Families Act 1989 positively.

PART B: THE ACTION PLAN

What Police will do

- We will pursue our objectives to deliver on the outcomes.
- Achievement indicators will be in place nationally to show we are satisfying our objectives.
- Action points are the steps to take to ensure our achievement indicators are in place.
- All identified staff are responsible for ensuring action points are achieved within their area of responsibility.
- Where joint roles are listed there is joint responsibility for ensuring achievement indicators are put in place.
- All dates specify when action is to be in place and subject to review.
- All actions in the Plan are reviewable as part of the Statement of Service Performance at six and 12 months annually.
- Information on implementation may be sought periodically as part of the Youth Justice Leadership Group work plan.

Role Responsibility Key

DCs	District Commanders
NMYS	National Manager Youth Services
MYES	Manager Youth Education Service
NCYAS	National Co-ordinator Youth Aid
NCYDev	National Co-ordinator Youth Development
GMPES	General Manager Māori, Pacific & Ethnic Services
YSG Dist Coord	Youth Services Group District Co-ordinator
GMPA	General Manager Public Affairs
GMHR	General Manager Human Resources
NM Stats	National Manager Statistics
HR Mgrs	Human Resource Managers – Districts
GM Train	General Manager Training
NMOPS	National Manager Operations
NMP&P	National Manager Policy & Planning

1. Partnership Building and Community Development

Objective	Service Description		
Objective 1.1: <i>To enhance and maintain effective working relationships with partner agencies, local authorities, community and youth organisations.</i>	Gaining support from and working alongside other government and national or local voluntary agencies to deliver high quality service to youth and their families.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Improving co-operative arrangements with other organisations which enables focussed multi-agency work against youth crime issues. YOS-KFA 1 (3) 	<ul style="list-style-type: none"> National Police commitment to the Youth Justice Leadership Group. District/Area commitment to Youth Offending Teams. Effective Police collaboration with stakeholders before commencement of policing campaigns dealing with youth issues. Post collaboration evaluations of performance. District/Area engagement in Territorial Local Authority plans to provide youth services. 	31 Jun 2005	NMYS DCs
<ul style="list-style-type: none"> Continued strengthening of inter-agency relationships through participation in Community Youth Projects. YOS-KFA 7 (3) 	<ul style="list-style-type: none"> Evaluated projects jointly managed by government and non-government agencies, which achieve desired outcomes. 	30 Jun 2005	NMYS DCs

Objective	Service Description		
Objective 1.2: <i>To enhance and maintain effective working relationships with Māori organisations.</i>	Developing meaningful relationships between police and Māori groups to deliver high quality service to Māori youth and their families.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Improve co-operative arrangements with Māori organisations to enhance information sharing which will: <ul style="list-style-type: none"> Successfully identify youth at risk of offending or victimisation. Enable focussed multi-agency effort against serious youth crime issues. YOS-KFA 4 (7) 	<ul style="list-style-type: none"> Police attendance at hui and marae leading to recognised agreements. Meaningful collaboration with Māori groups before commencement of non-investigation campaigns dealing with Māori youth issues. Post collaboration evaluation of performance. 	30 Jun 2005	NMYS GMPES DCs
<ul style="list-style-type: none"> Engaging in training opportunities to reinforce Māori responsiveness. 	<ul style="list-style-type: none"> Youth Services Introductory Courses re-designed to highlight Māori responsiveness component. 	30 Jun 2005	NMYS GMPES GMTRAIN DCs

Objective	Service Description		
Objective 1.3: <i>To enhance and maintain effective working relationships with Pacific and other ethnic people's organisations.</i>	Developing meaningful relationships between Police and Pacific groups to deliver high quality service to youth and families of Pacific and other ethnic communities. Service provided recognises the ethnic diversity of particular communities and identifies which communities need service.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Improve co-operative arrangements with Pacific Peoples to deliver information which enables focussed multi-agency effort against youth crime issues. YOS-KFA 4 (2) 	<ul style="list-style-type: none"> Meaningful collaboration with Pacific and other ethnic groups before commencement of non- investigation campaigns dealing with youth issues. Post collaboration evaluation of performance. 	31 Jan 2006	NMYS GMPES DCs

Objective	Service Description		
Objective 1.4: <i>Deliver integrated services to the community which capitalise on inter-agency approaches.</i>	Youth Offending Teams, Strengthening Families, Safer Community Councils, Territorial Local Authorities, Road Safety Coordinators and other inter-agency forums shoulder community responsibility for development of community safety and crime prevention programmes. Combining Police education and enforcement responsibilities, Police can work with these agencies on a permanent basis to develop long term relationships and strategies which reduce youth offending and youth victimisation.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Police services within Districts tailored to achieve strategic goals of reducing youth offending and increasing community safety. 	<ul style="list-style-type: none"> District structures shaped to maximise contribution to reduce youth offending/reduce victimisation. 	30 Jun 2005	DCs
<ul style="list-style-type: none"> Police demonstrate commitment to inter-agency forums and responsiveness to the concerns and issues of inter-agency partners. YOS-KFA 4 (6) 	<ul style="list-style-type: none"> Youth services staff identify and use quality community resources that can help achieve justice and personal outcomes for children and young persons. 	30 Jun 2006	NMYS DCs

Objective	Service Description		
Objective 1.5: <i>To foster and enhance relationships within Police.</i>	Youth work has sat on the margins of the traditional definition of Police frontline work for some time because of its specialist nature. This objective sets out to alter the focus of youth work from the purely specialist to being more inclusive of front line staff.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Increase knowledge base of all staff on provisions of CYPF Act. YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Refresher training for all staff in the CYPF Act conducted nationally. Audit and monitor training records of all staff. Files submitted to Youth Aid of best practice standards 	31 Dec 2005	NCYAS
<ul style="list-style-type: none"> Increase knowledge on good social work and case management practice. YOS-KFA 5 (1) 	<ul style="list-style-type: none"> All Youth services staff and supervisors attend relevant courses at RNZPC. Staff allocated to relieve in Youth Services within Districts. Absence of prosecution cases forfeited through incorrectly applied legislation. 	30 Jun 2006	NMYS DCs

2. Prevention and Education

Objective	Description		
<p>Objective 2.1: <i>To promote the safety of young people in the community by providing programmes which improve young people's social competence. Safety includes reducing the risk of victimisation and avoiding becoming involved in offending.</i></p>	<p>Police can increase community safety by providing effective learning and teaching programmes to schools, and working with communities and families to build social competence. Social competence means young people are equipped to make the right choices; deflect negative influences; direct risk-taking into acceptable channels and use their energies productively; resist becoming involved with crime; and minimise harm to themselves.</p>		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Youth Education Service delivery in primary and secondary schools by trained sworn Police Education Officers. YOS-KFA 3 (2) 	<ul style="list-style-type: none"> Managed delivery to agreed service levels within the YES District Plan. Priority given to delivery of School Road Safety Education and KOS. YES assist other Police youth activities in districts. Develop a methodology which demonstrates the contribution to increased community safety. 	30 Jun 2005	DCs MYES

Objective	Service Description		
<p>Objective 2.2: <i>Develop and expand law-related and road safety education programmes in the classroom, with parents and caregivers, and in the community.</i></p>	<p>Undertaking continuous improvement of the current Youth Education Programmes to better equip young people, their families and the wider community with skills to protect themselves and others from a range of dangers.</p>		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Develop and implement a values package "Doing the Right Thing" for primary school students. 	<ul style="list-style-type: none"> Programme produced and available to primary schools. Survey of usefulness. 	30 Jun 2005	MYES
<ul style="list-style-type: none"> Develop and implement a school road safety education package for parents/caregivers. 	<ul style="list-style-type: none"> Implementation and uptake by parents/caregivers. Survey of usefulness. 	28 Feb 2005	MYES
<ul style="list-style-type: none"> Implement an education strategy "Reducing the Harm" for secondary schools about illicit drugs including methamphetamine. YOS-KFA 4 (5) 	<ul style="list-style-type: none"> Trial of draft continues for District implementation. Evaluation by outside agencies. 	30 Nov 2005	MYES
<ul style="list-style-type: none"> Develop strategies to promote the uptake of Keeping Ourselves Safe in all schools. 	<ul style="list-style-type: none"> Increased uptake of schools implementing the Keeping Ourselves Safe programme. 	30 Jun 2005	MYES

Objective	Service Description		
<p>Objective 2.3: <i>To maintain Youth Development programmes that reduce or eliminate offending and teach social and life skills to young people and their families.</i></p>	<p>These projects work with children and young persons who are at high risk of starting to offend or are already offending. Positive changes and more productive life skills are promoted and developed. Victimisation has been significantly reduced.</p>		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Adopting a programme model which suits local community and youth issues. YOS-KFA 4 (6) 	<ul style="list-style-type: none"> Best practice model implemented. Implement standard data capture methods which demonstrate contribution to reducing youth offending. 	30 Jun 2005	NCYDev DCs
<ul style="list-style-type: none"> Integrate Youth Development and Youth Aid Section linkages that foster communication and referral of clients within Police. YOS-KFA 4 (6) 	<ul style="list-style-type: none"> Develop programme documentation and referral processes which ensure programme action is planned and able to be tracked. 	30 Jun 2005	NCYDev DCs
<ul style="list-style-type: none"> Evaluate Blue Light Ventures as a community involvement project, that contributes to youth crime reduction or increased community safety. 	<ul style="list-style-type: none"> Develop a method which demonstrates the contribution to increased community safety and reduced youth offending by Blue Light Programmes. Report to Board of Commissioners on Blue Light governance structures. 	30 Jun 2005	NMYS

3. Enforcement

Objective	Service Description		
<i>Objective 3.1: Develop targeted initiatives for high volume crime where young offenders are commonly involved.</i>	The most common youth offending is dishonesty offending. Persistent offenders are responsible for the bulk of youth crime, so it makes sense to target this group. If 20 persistent offenders (who perhaps commit 12 offences each) can be stopped from offending for a year, then 240 fewer people are likely to be victims. Sustained inter-agency programmes combined with correct action taken by frontline operational staff are the best ways to reduce youth offending.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> District and Area Intel models highlight trends in Youth Offending. 	<ul style="list-style-type: none"> District general duties staff have access to data on youth offending contained in Intel bulletins. Bail and curfew checks conducted. Districts/Areas monitor monthly child/youth offending rates. 	30 Jun 2005	DCs

Objective	Service Description		
<i>Objective 3.2: Develop initiatives to focus on repeat offenders.</i>	80% of children and young people who come to Police notice for offending will only be reported once. Those who come to Police notice more than once will require a higher level of intervention. Those who can't adapt after minimal interventions may go on to re-offend and require more intensive work using multi-agency approaches.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Effectively apply Risk Screening Tool to repeat or serious offenders. YOS-KFA 5 (3) 	<ul style="list-style-type: none"> Intervention occurs from the issues identified in Risk Screening Tools. Level of intervention consistent with information in Risk Screening Tools. 	30 Jun 2005	NCYAS
<ul style="list-style-type: none"> Ensure effective use of Care and Protection Applications for Declarations [Section 14 (1) (e) CYP & F Act]. 	<ul style="list-style-type: none"> Refresher training for all staff in the child offender provisions of the CYPF Act. 	31 Dec 2005	NCYAS

4. Capability Building

Objective	Service Description		
Objective 4.1: <i>To ensure greater understanding within Police of relevant legislation and, in particular, the Children, Young Persons, and their Families Act 1989.</i>	Police who are not Youth Service staff need a greater understanding of the youth justice process. This objective ensures national capability is increased while local practice is highlighted and refined.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Improve knowledge of the Children, Young Persons, and Their Families Act 1989. YOS-KFA 5 (2) 	<ul style="list-style-type: none"> Files prepared to local best practice standards. 	30 Jun 2005	NCYAS
<ul style="list-style-type: none"> Skilled supervision in place. YOS-KFA 5 (2) 	<ul style="list-style-type: none"> Absence of internal complaints and personal grievances. 	30 Jun 2006	NMYS

Objective	Service Description		
Objective 4.2: <i>Develop specific capability to meet the needs of Maori</i>	While Maori youth continue to be over-represented in the offending and victimisation statistics, Police seek to effectively manage the relationship between Maori and Police to ensure there is a common focus on prevention. Individual Police staff need the skill level to understand, relate and connect with individual Maori youth.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Support the Tuhoe Education Authority in the development of a Te Reo version of Kia Kaha. YOS-KFA 5 (2) 	<ul style="list-style-type: none"> Translation completed. Programme published and available to kura kaupapa. 	30 Dec 2005	NMYES
<ul style="list-style-type: none"> Responding in a culturally appropriate way to Maori young offenders and their families. YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Increasing numbers of male and female Maori staff in Youth Services. Numbers of Police staff trained in te reo Maori, through Police mandated training courses. 	31 Mar 2006	NMYS
<ul style="list-style-type: none"> Develop publicity material in Maori, on Police Youth Services available in the community. YOS-KFA 5 (3) 	<ul style="list-style-type: none"> Numbers of pamphlets taken up. Feedback by users. Redesign of content using feedback. 	31 Dec 2005	NMYS GMPA

Objective	Service Description		
Objective 4.3: <i>Develop specific capability to meet the needs of Pacific Peoples and other ethnic groups.</i>	Pacific and migrant populations within New Zealand are growing. The experience of other countries is that many young migrant people will become over-represented in the youth justice system. This objective puts resources in place to provide information to population groups who may require assistance in the youth justice arena.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Develop publicity material in Pacific Peoples and other ethnic communities' languages on Police Youth Services available in the community. YOS-KFA 5 (3) 	<ul style="list-style-type: none"> Numbers of pamphlets taken up. Feedback by users. Re-design content using feedback. 	31 Dec 2005	NMYS GMPA
<ul style="list-style-type: none"> Responding in a culturally appropriate way to Pacific young offenders and their families. YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Numbers of male and female Pacific staff in Youth Services consistent with community need. 	30 Jun 2006	NMYS

Objective	Service Description		
Objective 4.4: <i>To Develop improved processes of allocating resources to match existing and future growth in the youth population.</i>	Matching resource to risk requires co-ordination and analysis of the risk that exists. Police must ensure its specialist services are matched to existing and future growth in the youth population. Police play a central role in identifying the resources and policy changes needed to contain youth crime. Strategic assessments of the developing nature of youth crime are needed to alert planners to areas of resource need well in advance.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Develop a career structure for Youth Services staff within Police YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Review of number, status, mix, ethnicity and gender of supervisors/staff in Youth Services. 	30 Jun 2005	GMHR NMYS
<ul style="list-style-type: none"> District structure allows optimum service delivery YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Aligning District structures to ensure effective delivery of youth services. Establish skilled and qualified Youth Services Co-ordinators at NCO Level within each District. Ensure sufficient specialist youth staff resource is in place, to allow both proactive and reactive youth work. Ensure sufficient YES staff available to complete contracts in the New Zealand Road Safety Plan. 	31 Dec 2005	DCs NMYS

5. Leadership and Commitment

Objective	Service Description		
Objective 5.1: <i>To improve monitoring and supervision of specialist youth staff.</i>	Staff in the Youth Services area can suffer from stressors associated with trauma and “social work burnout” when dealing with numbers of disadvantaged young people. In addition, supervision and monitoring of specialist staff by supervisors has been disjointed on occasions with variations nationally. Improved guidance, training and direction are required from managers and supervisors when dealing with specialist youth staff. Health and safety requirements must be delivered as part of an overall “good employer” strategy.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Ensuring clinical supervision is provided to Youth Services staff by suitably qualified counsellors. YOS-KFA 5 (1) 	<ul style="list-style-type: none"> Work groups resourced with minimal long-term vacancies. Decrease in staff absence on extended sick leave. 	30 Jun 2005	NMYS

Objective	Service Description		
Objective 5.2: <i>To develop an improved process for allocating resources for implementation of the National Youth Policing Plan.</i>	There is a need to monitor current statistics on offending to a model which displays the offending of individual cases, rather than by volume. Police are working with the Youth Justice Leadership Group to develop a Key Statistics Project to capture information of use across agencies. Consistency of data collection is required so records relating to children and young persons can be used to map trends and behaviours.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Data collection and entry is standardised within NIA. YOS-KFA 2 (1) 	<ul style="list-style-type: none"> National quality assurance is in place for Youth Services data entry. Data entry is resourced within Districts. 	30 Jun 2005	NMYS DCs
<ul style="list-style-type: none"> Data provides trends and issues for Police staff and managers. 	<ul style="list-style-type: none"> Data is available to Justice partner agencies. Co-ordinated processes within District Youth Services for data capture and entry. 	30 Jun 2005	NMYS DCs NM Stats

Objective	Service Description		
Objective 5.3: <i>To highlight best practice.</i>	Variations in performance occur nationally when variable work practices are applied. Some work groups deliver better service than others. When better performance occurs all Police staff need to be aware of how it occurs.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Actively seek better performance throughout Youth Services. 	<ul style="list-style-type: none"> Managers commit to process improvement. Best practice is conveyed to others. Results are measurable either as outcomes or outputs. 	30 Jun 2005	NMYS DCs

Objective	Service Delivery		
Objective 5.4: To contribute to legislative change.	The Children, Young Persons, & Their Families Act is the primary legislation covering practice for Police when dealing with children and young persons who are either offenders or in need of care and protection. Care is needed when considering options and every effort must be made to include experienced Youth Aid Officers and Police Education Officers when making submissions on law changes.		
Action	Achievement	Date	Role
<ul style="list-style-type: none"> Advising the Board of Commissioners of operational issues and problems. 	<ul style="list-style-type: none"> Process in place to advise on issues and problems in a timely manner which supports a "no surprises" philosophy. 	31 Mar 2005	NMYS
<ul style="list-style-type: none"> Contribute to submissions on law changes. 	<ul style="list-style-type: none"> Process in place to reply to inter-agency questions within timeframes. Process in place to ensure implementation of legislative change is effective and timely. 	31 Mar 2005	NMYS

(Footnotes)

- 1 TON matters dealt with through courts and requiring a Family Group Conference (FGC) to proceed. Precedent Codes online - Precedent Code Book available from Road Policing site, Police Intranet. All A series, B108-111, B203-204, D101-401, D502-520.
- 2 Maxwell, G et.al (2003) Achieving Effective Outcomes in Youth Justice. Cross Departmental Reporting Project for Ministry of Social Development, Wellington.
- 3 Police New Zealand Police Statement of Intent 2004/05, P 28.
- 4 CAT/SAT Protocol Annex 2 of Police and Child Youth & Family MOU (2001/2). Police Corporate Intranet Online Library, Memoranda of Understanding.
- 5 Maxwell, G et.al (2003) Achieving Effective Outcomes in Youth Justice. Cross Departmental Reporting Project for Ministry of Social Development, Wellington.
- 6 Gardiner, Wira. (2003) Ngakia Kia Puawai Police Māori Development Conference, Rotorua.
- 7 Felson, M. (2003). The Process of Co-offending. School of Criminal Justice. Rutgers University.
- 8 Utanga N & Kneebone R. (2003) Workshop presentation on Risk Screening.
- 9 Hema, L. Cited in Martin, L. (2002) The Invisible Table, Perspectives on Youth and Youthwork in New Zealand. Dunmore Press, Palmerston North, N.Z.

