Working Together with Ethnic Communities – the Future

IMPLEMENTATION PLAN
The journey of a thousand miles begins with a single step.

CHINESE PROVERB
What is Working Together with Ethnic Communities – the Future?

*Working Together with Ethnic Communities – the Future* is the New Zealand Police’s strategy to ensure that we are ready and capable of responding to the needs and emerging issues of our increasingly diverse ethnic communities.

**Why is this strategy important?**
This strategy will strengthen our ability to work with New Zealanders from all backgrounds, help new residents settle into New Zealand life, and ensure that Police interactions with visitors and tourists are positive and welcoming.

New Zealand is well served by Police employees who come from a range of communities and who offer a variety of culturally diverse skills, knowledge and perspectives. New Zealand’s changing population means that we need more people with such skills and knowledge to be effective in serving our communities. This strategy will improve the ways in which Police work with New Zealand’s many ethnically diverse communities and provide ongoing support in recruiting and retaining Police staff with a wide range of knowledge and skills.

**What’s new about this strategy?**
The first version of *Working Together with Ethnic Communities* was published in 2005 and laid the foundations for improving engagement between Police and our ethnic communities.

The 2005 Police strategy was one of the first public sector strategies to recognise the needs of ethnic communities. Leading the way forward, this strategy demonstrated a commitment to working closely with ethnic communities and ensured Police gained the trust and confidence of all New Zealand communities. Now, ethnic diversity is seen as a regular part of policing and ‘valuing diversity’ is one of the core values of the New Zealand Police.

Ten years on, *Working Together with Ethnic Communities – the Future* is looking to build on the foundations established by the 2005 strategy, providing a way for Police, and our local and national partners, to work more inclusively with New Zealand’s increasingly diverse communities.
How do I incorporate ethnic diversity into my working day?

We know that reducing crime, crashes, and victimisation requires a whole system response; the approach to working with ethnic communities is no different. By including ethnic diversity in all that we do, Police will be able to provide a robust, future-ready service, capable of keeping our communities safe and maintaining their trust and confidence.

The strategy sets out three overarching objectives for Police to work through at all levels of our business; from those at the frontline working directly with ethnic communities and groups to resolve concerns or create opportunities, to those who work with government partners to design service delivery that can improve social outcomes for ethnic communities.

As this Implementation Plan sets out, each objective is accompanied by a number of goals or steps with suggested actions and case studies that help provide a guide on how the strategy may be delivered. The Implementation Plan is intended to help Police at all levels to identify their roles and responsibilities within the strategy and to deliver its objectives and sub-objectives. Ethnic Liaison Officers from the Maori, Pacific and Ethnic Service (MPES) will be on hand to advise and support Districts and Areas with developing their delivery approach under the strategy.

What does success look like?

New Zealand Police has declared its mission to help New Zealand ‘to be the safest country’. This mission is achieved through the realisation of the Police vision statement ‘to have the trust and confidence of all’.

The successful implementation of the Working Together with Ethnic Communities – the Future strategy will greatly assist Police to achieve its mission and vision statements. This means that New Zealanders can both ‘be safe and feel safe’ and that New Zealand is a secure place in which to live, visit and conduct business.

Successful implementation of Working Together with Ethnic Communities – the Future will result in:

› Increased likelihood of meeting Better Public Services goals in reducing crime, victimisation, and road trauma. (The 2017 targets include reducing violent crime (20% reduction), and youth crime (25% reduction), and lowering the level of re-offending (25% reduction) from 2011 levels. The 2018 target is to reduce total crime by 20% from 2011 levels);

› Improved confidence and relationships between members of New Zealand Police and ethnic communities;

› Improved Police capability and cultural awareness to work more effectively and confidently with diverse ethnic populations; and

› More consistent and complete reporting of crime by ethnic communities.
Objective one: Leading Ethnic Responsiveness

Leadership and evidence based decision-making to improve service delivery for ethnic communities.

The *Prevention First* operating strategy, the priority on victims, and a move toward evidence-based policing and service development, places Police in a strong position to ensure that new systems and processes are able to capture diverse experiences of crime, crashes and victimisation. Strong leadership and evidence-informed decision-making will allow Police to improve service delivery outcomes for ethnic communities. Leading and contributing to ethnic responsiveness means:
Developing smart systems so frontline staff have the tools and confidence to be successful in everyday policing with ethnic communities

Suggested actions
› Produce regular reports of crime and victimisation with ethnicity and status identified.
› Review capabilities of communication centres for working with ethnic communities.
› Develop systems to accurately record ethnicity, visa status and relevant information at interaction points for both offenders and victims.
› Develop reliable, timely access to interpreting and translation services.
› Develop a protocol to make sure the needs of ethnic communities are met when Police create new tools and applications.

Intended Outcomes
› Cumulative Performance Tables captures ethnicity data (in a manner similar to Turning of the Tide performance information).
› Communication centres are equipped to work effectively with ethnic communities.
› Police have access to reliable and timely interpreting and translation services.
› In the longer term, systems and processes deliver robust analysis and evidence about crime in and against ethnic communities for effective deployment and prevention strategies.

Case Study
Police have developed helpful tools for working with ethnic communities including a multilingual website, a ‘Practical Reference for Religious Diversity’ reference book which provides an overview of seven major faiths, a multilingual phrasebook to assist with communication, multilingual crime prevention resources, a bilingual notice to persons in custody forms and adult and youth rights cautions that are available on police mobility devices.

Developing a research and evaluation framework that captures evidence of the experiences and outcomes of ethnic communities and police initiatives

Suggested actions
› Centre for Police Research develops a framework that identifies research priorities for ethnic communities.
› Centre for Police Research develops a template for assessing the impact of each project on ethnic communities.
› Any research, evaluation or policy projects identify international best practice for consideration for implementation in the New Zealand environment.
› Update baseline report on ethnic perceptions of Police.
› Police develop an evaluation and monitoring framework for the Working Together with Ethnic Communities – the Future.
› Police National Intelligence Centre develops and maintains intelligence profiles of ethnic communities and crime and victimisation data.

Intended Outcomes
› Improved intelligence and information of local communities leading to improved decision making.
› Research and evaluation projects consider ethnic communities in design, implementation, communication, and deliver robust analysis and evidence on ethnic communities.
› Police are held accountable for, and learn from, actions based on the Ethnic Strategy.

Case Study
The first Ethnic Community Perceptions of NZ Police research report was completed in 2006. It was commissioned by Police and completed by Waikato University. This report was valuable in establishing an evidence base from which Police could respond to the needs and expectations of ethnic communities. The report assisted in informing our national ethnic strategy priorities, resource development, recruitment initiatives and programmes to address crime and victimisation.
Leverage learning from services delivered in other contexts to serve ethnic communities where appropriate

Suggested actions
› Review and assess existing programmes for crime, victimisation and engagement for use, if appropriate, by ethnic communities (for example, alternative resolutions, restorative justice, Community Justice Panels, diversion, driver licensing, youth action plans).

Intended Outcomes
› Police have a range of effective service options to use when working with ethnic communities.

Case Study
Alternative Resolution programmes are available in all police districts. These programmes formalise the use of discretion and provide frontline staff with a wider range of resolution options particularly when responding to low-level offending. Community Justice Panels are open to all communities and are operating in police districts around New Zealand. In Counties Manukau, ethnic community representatives have been identified to assist the Community Justice Panels with decision making. Ethnic service providers have also been co-opted to assist with referrals and completion of mandated programmes. The result is that existing programmes have incorporated ethnic communities needs within them without having to duplicate initiatives.

Encouraging greater responsiveness to ethnic communities from social sector partners so that Police work is better supported by appropriate services

Suggested actions
› Police work with central and population based agencies such as State Services Commission, Department for Prime Minister and Cabinet, Treasury, Te Puni Kokiri, Ministry of Pacific Islands Affairs, Office of Ethnic Communities, Ministry for Women, Ministry of Justice, Ministry of Business Innovation and Employment, Ministry of Transport and local District Councils to advocate for improved responsiveness of social sector provision to the needs of an increasingly diverse population.
› Police include outcomes for Working Together with Ethnic Communities – the Future strategies in all cross-sector strategies.

Intended Outcomes
› Secure agreement on outcomes and actions for ethnic communities across the social sector.
› In the longer term, Police can confidently engage with social services that serve the community and Police in a timely way.

Case Study
Police have worked closely with sector partners to embed safety outcomes for ethnic communities in broader government strategies. These include the Refugee Resettlement Strategy, Migrant Settlement and Integration Strategy and the International Students Support Framework. Currently, the Refugee Resettlement Strategy includes an offshore orientation on safety and an introduction to New Zealand Police in the form of a multilingual DVD, onshore education by Police on New Zealand Laws and road rules as part of an orientation programme, and an additional face-to-face safety seminar upon settlement in their respective regions around New Zealand. Police have therefore been able to work with our sector partners to include our priorities within their work streams and deliver a collaborative outcome for communities.
Demonstrating Police value diversity through practice

Suggested actions
› Develop processes to accept and consider critical feedback from ethnic communities, implement improvements and communicate remedial actions to ethnic communities.
› Ensure Service First has guidelines, resources and initiatives that deliver to ethnic communities.
› Review Police guidelines, instructions and policies and amend them to meet the needs of ethnic communities e.g. updating custody guidelines, including instructions for recording and prosecuting hate crimes and updating guidelines for dealing with people wearing or carrying religious articles.
› Review Police communication and social media platforms and amend them where necessary to meet the needs of ethnic communities e.g. Facebook, websites and You Tube channels.

Intended Outcomes
› Local plans demonstrate that Police have embedded working with ethnic communities as BAU activity.
› Police Instructions detail best practice for meeting the needs of ethnic communities.
› All Police communication channels are effective for ethnic communities.

Case Study
In 2011 the Auckland Board of Managers established a regional network that looked to enhance the recruitment, retention and development of diverse staff within the organisation. Over the years the successful outcomes of the network have included an increase of diverse staff in management and leadership positions, as well as those choosing to apply for roles, the establishment of cultural groups within districts and an increase in recruitment from diverse communities. This regional initiative demonstrated that collective plans in the Auckland metro region can have a successful outcome.

 Developing a Regional Plan for Greater Auckland

Suggested actions
› Auckland Districts work together to develop a regional plan that reflects Auckland’s unique place within New Zealand as home to a vastly diverse range of communities.

Intended Outcomes
› That Greater Auckland has a regional plan which reflects each of the three objectives of Working Together with Ethnic Communities – the Future and guides District decision-making.
› Auckland Districts build on expertise and experience to undertake a leadership role for NZ Police in engaging with ethnic communities.

Case Study
In 2007 Police worked with the Sikh community to develop protocols that allowed the wearing of a turban as part of the New Zealand Police uniform. The community and Police approached the issue in a constructive manner, choosing to see the issue as an opportunity rather than a problem. The end result was that the New Zealand Police became the first Police organisation in Australasia to allow the turban to be worn as part of the Police uniform. More importantly, it demonstrated to our communities that we were an inclusive organisation. We value the skills of our diverse staff, who reflect the wider community within our organisation. The Royal New Zealand Police College (RNZPC) further enhanced their responsiveness to diversity by ensuring that all dietary needs of ethnic staff and recruits are considered in their food catering. In 2015 the RNZPC also established an interfaith prayer room to provide a safe and inclusive place for Police and visitors to observe their cultural and religious practices.
Objective two: Building Capability for Ethnic Diversity

Having the right people with the right skills to work with ethnic communities.

Building capability means having the right people with the right skills for the job, supported by smart systems. Frontline policing is a difficult job that becomes even harder when communication or cultural awareness is a barrier or where people come from places with negative experiences of policing. Having the right people means:
Recruiting, retaining and developing staff from ethnic communities so they are represented throughout the Police hierarchy

Suggested actions

› Use recruitment programmes, like Auckland Safety Patrols, to proactively recruit from ethnic communities.
› Increase recruitment campaigns to attract candidates from ethnic communities with the necessary skills and qualifications.
› Extend programmes to support applicants with the skills to work with ethnic communities through the recruitment process.
› Maintain monitoring of ethnic capability within the ethnic recruitment pipeline.
› Ensure ethnic employees have equal access to and representation on leadership and development programmes.
› Expand internal support network programmes.
› Enhance the ability of welfare and chaplaincy services to support ethnic staff.
› Review job descriptions for staff working with ethnic communities to ensure they are fit for purpose.

Intended Outcomes

› That staff from ethnic communities are represented at all levels of Police.
› NZ Police organisational composition better reflects the diversity of the local population.

Case Study

The Auckland Safety Patrols (ASP) is a group of volunteers sourced from our recruitment candidate pool who work alongside Police. In 2015 Auckland City Police had 170 volunteers in this programme. Collectively, these volunteers speak nearly 50 languages and come from 30 different ethnicities; they contribute approximately 500 preventative hours of policing every month. Over the last five years, 80 members of the (ASP) have joined the Police. This innovative programme provides mentoring, skill development, fitness training and eventually employment to qualified volunteers and at the same time police are able to work with them to keep our communities safe.

Continuing to invest in professional development for officers in terms of intercultural communication, diversity awareness and empathy

Suggested actions

› Establish a position at the Royal New Zealand Police College (RNZPC) to review, evaluate and deliver RNZPC training programmes to address ethnic training and needs.
› Develop an e-learning package on working with ethnic communities.
› Review and update Police resources for working with ethnic communities e.g. Religious Diversity handbook.
› Develop a mechanism to support staff that want to learn another language.
› Extend intercultural training into priority business areas.

Intended Outcomes

› Police staff are educated in, and use skills gained from, diversity and intercultural training.
› Police staff are comfortable and confident when working with ethnic communities.

Case Study

Police currently have a programme that facilitates staff undertaking full immersion Te Reo Maori language training. The programme has resulted in Police staff in key roles becoming fluent in Te Reo Maori, as well as enhancing their knowledge of Tikanga Maori. This is supplemented by an e-learning package available via Te Puna that allows all Police staff to learn about Maori culture, protocols and language. In addition, there are dedicated roles at the police college that oversee the Responsiveness to Maori programme. This demonstrates a successful framework that could be replicated for other diverse communities.
Creating an organisational culture that values the talents and skills of its ethnic officers and communities

Suggested actions

› Police HR Management Information System (HRMIS) captures and shares the language skills and qualifications of staff as appropriate.
› Decision-makers use skills profiles to inform deployment.
› Career progression and appointment framework recognises cultural and linguistic skills of staff.
› With Maori Pacific and Ethnic Services (MPES), Human Resources (HR) and Police Districts implement an effective process for monitoring bullying and harassment.
› Decision-makers support grass-roots initiatives among Police that celebrate and respond to ethnic diversity.

Intended Outcomes

› Police decision-makers use the systems and processes available to seek out appropriately skilled staff to assist them.
› Police employees report an organisational culture where employee diversity is respected and bullying, harassment or discrimination is dealt with appropriately.
› Police employees report an organisational culture where the value of employee diversity is understood and embraced.

Case Study

The Christchurch earthquakes in 2011 affected thousands of people, and resulted in the deaths of 185 people from more than 20 different nationalities. Police were able to deploy officers who had significant language, cultural, technical and operational expertise to assist the victims. The Police were acknowledged by the State Services Commissioner and the community for our response to the earthquakes. The response underlined the necessity to ensure talents, skills and qualifications of officers can be readily identified and effectively deployed within a short space of time.

May your choices reflect your hopes not your fears.

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Objective three: Working with Ethnic Communities

Strong partnerships to prevent crime and victimisation.

Effectively preventing crime, crashes, and victimisation relies upon strong relationships between Police and ethnic communities in which trust, confidence and mutual respect are at the centre of that relationship.

As diversity increases and populations change, building and maintaining relationships will be an ongoing challenge requiring new ways of working. Working with ethnic communities means:

- Effective partnerships
- Communication and understanding
- Collaboration and cooperation
- Respect and mutual understanding
Having a plan for structured and meaningful engagement with ethnic communities including feedback loops to improve services

Suggested actions

Districts and areas:

› Develop processes to accept and consider critical feedback, implement improvements and communicate back to ethnic communities.

› Establish advisory boards with ethnic community representatives

› Join an established group, for example, Police Memorandum of Understanding (MoU) partners Multicultural New Zealand or a group working with local councils.

› Establish a dedicated position that provides a bridge for working with ethnic communities.

› Establish routines for pro-actively visiting where ethnic communities gather e.g. religious institutions, community festivals, sporting events.

› Work with local social sector partners to deliver information and support programmes to new arrivals e.g. orientation programmes for former refugee and migrant communities.

› Maintain a working relationship with ethnic media, incorporate ethnic media into communication plans, and understand their potential audience and reach.

Intended Outcomes

› Police District plans work effectively with ethnic communities in their area and establish positions and processes for sharing information and receiving feedback from communities.

› Ethnic communities report positive interactions with Police at all levels.

› In the long term, trust and confidence in Police held by ethnic communities matches levels in the general population.

Case Study

Police established their first district Ethnic Advisory Board in 2004 in Auckland City District and subsequently other districts have followed suit. In 2015 the Commissioner established his national Ethnic Focus Forum. These regional and national advisory boards have been invaluable in ensuring meaningful engagement and feedback loops are in place. In 2009 and 2015, Police signed Memorandums of Understanding with the Federation of Islamic Association of New Zealand and Multicultural New Zealand. These Memorandums of Understanding further underpin Police commitment to structured engagement with communities and have helped assist Police in delivery of national programmes that address crime, victimisation and road trauma.
Working in partnership with communities to develop plans that address crime, crashes and victimisation

Suggested actions
› Develop a profile of crime and victimisation for ethnic communities in your area.
› Test crime and victimisation profiles with ethnic communities for confirmation and identify gaps or concerns.
› Develop joint initiatives for addressing identified gaps.
› Evaluate impact of joint initiatives and adjust actions where required.

Intended Outcomes
› Police District plans include strategies for preventing victimisation, crashes and crime for ethnic communities.
› Ethnic communities report police are meeting the needs of their communities.
› Ethnic communities report increased perceptions of safety.

Case Study
In 2014/15 Police undertook a programme to address safety concerns of small business owners in Counties Manukau. The vast majority of small business owners in the District speak English as a second language and many are from an ethnic community. Police ran two operations named Dukan and Ping An – the Hindi and Chinese words for ‘shop’. The operations consisted of deploying officers with appropriate cultural and language skills to visit the businesses. These officers visited 554 businesses, completing surveys and safety assessments, distributing prevention material and advice and teaching retailers how to keep safe. As a result of Operation Dukan there was an 80% increase in trust and confidence amongst retailers and as a result of Operation Ping An an increase of 76% in trust and confidence.

Working with social agencies so referral pathways are clear and no-one is lost between services

Suggested actions
› Map social service providers in your areas for ethnic communities (know your service providers with ethnic capability).
› Establish relationships and clarify roles with social agency partners.
› Map referral pathways for key issues.
› Inform staff about social service providers appropriate for ethnic communities.

Intended Outcomes
› Police Districts have maps of appropriate social services and have clear referral pathways to them.
› Police make timely and appropriate referrals for ethnic community members to social service agencies.

Case Study
In 2015 the South Asian Advisory Board for Counties Manukau Police identified a need to address the ongoing issues of family violence within their community. The board worked in partnership with Police to identify a social service provider who could be best placed to take Police Safety Order (PSO) referrals. In addition, the board worked with the service provider and Police to establish a facility where offenders who had been served with a PSO could receive temporary free accommodation and counselling services for themselves and their families. A Letter of Agreement was signed between the parties to facilitate the referral process. All frontline Police were subsequently rostered, as part of the training cycle, to visit the house where the service provider was based and where offenders would be referred. This gave them first-hand knowledge of the service they would be referring to and provided them with an opportunity to ask questions. As of November 2015, this early intervention initiative has resulted in 100 men being referred and their family violence related issues successfully addressed.
Key Areas of Responsibility

The successful implementation of the Working Together with Ethnic Communities – the Future objectives depends on demonstrations of leadership at all levels of Police. For clarity, key areas of responsibility are set out below.

1. Ownership

The ownership of the Working together with Ethnic Communities – the Future rests with the Commissioner of Police and ethnic communities. The successful implementation of the strategy is dependent upon:

- Commitment and demonstration from the Police Executive;
- Active participation by Police Staff;
- Proactive initiatives by Police districts, areas, service centres and national business units with their partners;
- Support, respect, understanding, assistance and confidence from ethnic communities.

2. Accountability

- The District Commanders and National Managers are accountable for delivering the strategic outcomes for ethnic communities.
- District Commanders will be assisted by their local Ethnic Advisory Boards or ethnic community partners to set appropriate district priorities. National Managers will be advised by the Commissioner’s Ethnic Focus Forum and Māori Pacific and Ethnic Services.
- The Commissioner’s Ethnic Focus Forum will monitor the implementation of the ethnic strategy and provide appropriate guidance, support and advice to the Police Executive and the districts.
- Any new policies and practices that impact on the ethnic strategy will be tabled at the Commissioner’s Ethnic Focus Forum for discussion.

3. Communication

- Māori Pacific Ethnic Services (MPES) based at Police National Headquarters provides the framework and is responsible for promoting the strategy nationally.

4. Implementation

- The Deputy Chief Executive Maori – (Māori, Pacific & Ethnic Services – MPES) is responsible for monitoring the implementation of the strategy.
- Police Business Plans with relevance to ethnic issues shall align to this strategy.
- National Managers, District Commanders, Prevention Managers and Area Commanders are responsible for incorporating and implementing the key elements of this strategy into their activity via business plans.
- Ethnic Liaison Officers play a key role in advocating for and promoting a multicultural-style Police organisation to meet the safety needs of ethnic communities. They have responsibility for developing and maintaining expertise and providing advice to managers who are in turn responsible for facilitating district-level ethnic diversity action plans. Ethnic Liaison Officers have been set up in some metropolitan areas. However, there are variations among Police districts in establishing the role of Ethnic Liaison Officer. Successful implementation will rely on districts establishing this position or designating Ethnic Liaison duties to existing staff.
- Appropriate resources must be allocated at national and district levels to deliver the strategic outcomes.

5. Performance Management

- The Deputy Chief Executive: Māori and National Strategic Ethnic Advisor has the responsibility of working with the Organisational Performance Group and District Commanders to develop specific performance measures and monitor progress.
- The Deputy Chief Executive: Māori and National Strategy Ethnic Advisor will work with the National Manager: Risk, Assurance and Commission of Inquiry to report annually to the Police Executive Leadership Board on the progress of the strategy.
- Achievement of the Working Together with Ethnic Communities – the Future objectives will be tracked through the District Command Assessments. Districts will be asked to demonstrate how they are progressing towards achieving the objectives through their practices, processes and any self-evaluation that they have undertaken.
- Police will report on the progress of this strategy to the Minister of Police.

6. Review

- Māori Pacific Ethnic Services, with assistance from internal partners, external partners and ethnic communities, will review and update the strategy every five years.
How we engage

- **Impact**: Has it worked Te Tika
- **Demand**: What is the need Te Ahuatanga/Te Raruraru
- **Intervention**: What is the plan/strategy Te Mahere/Rautaki
- **Relationships**: Has the trust been developed Te Wairua
- **Partnerships**: What is the business Te Mahi

**Assessment**

**Scanning**

**Response**

**Analysis**