

Youth Strategy

PREVENTION INTERVENTION PARTNERSHIP



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Foreword – Minister, Commissioner and Corporate Sponsor

The NSW Police Force (NSWPF) recognise most young people in NSW fare successfully in their lives and have minimal contact with the criminal justice system. Nevertheless, there are those who are vulnerable to circumstances that challenge their potential, and lapse into patterns of offending behaviour. The NSWPF Youth Strategy acknowledges the distinctive status of children and young people, and impresses the critical importance of helping them surmount obstacles as early as possible to avoid becoming offenders or victims.

The strategy embraces three key priority areas - Prevention, Intervention and Partnership. These priorities emerged through extensive consultation, analysis of current research and alignment with legislative stipulations. Implementation of the NSWPF Youth Strategy will be shaped by areas of focus identified by the consultation.

The NSWPF will focus on prevention, early intervention, resolution and appropriate diversions to reduce inequalities and improve life chances for children and young people.

Working with expert police units and agency partners, we will intervene with young people at an early stage to address high impact issues such as domestic abuse, substance misuse, anti-social behaviour, sexual offending and cyber/technology related offences.

The NSWPF will use preventative policing measures to reduce youth offending where appropriate and is committed to engaging, listening, learning and adapting to the evolving dynamics in communities, particularly those in the youth sector.

As a receptive organisation, we will ensure our resources and efforts are focused on the needs and aspirations of young people improving, their safety and wellbeing. The NSWPF Youth Strategy re-affirms these commitments.



*The Hon. Troy Grant MP Minister for Police,
Minister for Emergency Services*



*Michael Fuller APM,
Commissioner of Police*



*J.J. Cassar APM - Assistant Commissioner
Capability, Performance & Youth Command*

Scope

The Youth Strategy is aimed at children and young people under the age of 18 years.

It applies to all interactions between NSWPF employees and youth as members of the broader NSW community.

The Youth Strategy applies to all youth including victims, witnesses, offenders and other situations where police encounter youth during their official duties.

This Strategy applies to all NSWPF employees, Volunteers in Policing and persons engaged to undertake responsibilities in accordance with the Police Act 1990.

Our Vision

Reduce crime by and against children and young people

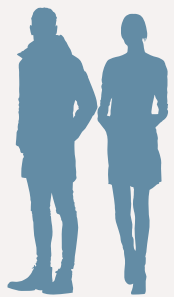
Our Purpose

To lead a whole-of-government coordinated response to reduce the contact of young people with the criminal justice system as victims and offenders

Young People in NSW

Demographics¹

Total population
of NSW (SEPTEMBER 2017)
7,890,000



Male/Female
ratio is
51:49
with slightly
more males

Number of
young people
will increase by

50%
by
2050

People aged
10–19 represent **11.8%**
of the NSW population
(735,338)



Approx.
3.8%
are Aboriginal
and/or Torres
Strait Islanders

Young people are
**increasingly
more culturally
and linguistically
diverse**



1. 2071.0 Census of Population and Housing: Reflecting Australia
- Stories from the Census, 2016 - Ageing Population

Youth Crime Overview

16% of all offenders in NSW
were aged 10-17 during
2016–2017

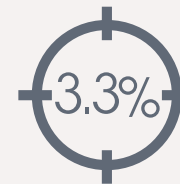


For most crime types, there
has been a **long-term
reduction** in youth offending

The number of youth offenders
has fallen by around
since **2009–2010**

25%

There were approximately
2.5 times **more** male
than female young offenders
recorded in **2016–2017**



In 2016,
of young people aged **10–17**
were identified as victims of
crimes recorded by police

37.6 per **1,000**
children received child
protection services in
2015–16



For most crime
categories, state-wide
incidents involving a
young victim aged **0-17**
decreased over the period
2014–2016

Operating Environment

10 years is the **age of criminal responsibility** in NSW. Young offenders aged **10–17** are dealt with under the Young Offenders Act 1997.

The **YOA** enables three strategies to divert young offenders from court: **warnings**, **cautions** and youth justice conferences.

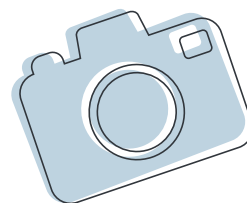
Use of these interventions under the YOA is dependent on a range of factors including the **seriousness of the offence**, **harm to the victim**, **degree of violence** and **previous offending history**.

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In NSW, between **2012–13** and **2015–16** there was a **33%** increase in the number of children receiving child protection service, in the form of substantiated investigations of neglect and abuse, care and protection orders and out-of-home care.

NSWPF addressing youth offending and victimisation



– A Snapshot

In 2016-2017 approximately 1660 young offenders and youth 'at-risk' of offending were individually case managed by Police Youth Case Managers or placed in youth programs that targeted their offending behaviour.

School Liaison Police Officers delivered a total of 2692 educational presentations and crime prevention workshops to over 250,000 school students, covering issues such as Cyber Crime, Offensive Behaviours, Road Safety, Public Order and Domestic Violence.

In the same period a total of 130 Crime Prevention programs were delivered targeting specific local problems including: Domestic Violence, Drug & Alcohol, Traffic & Road Safety and Truancy.

Developing the Strategy

Survey

The survey was a crucial tool in shaping the NSWPF Youth Strategy. The survey was electronically disseminated to young people, youth affiliated community and industry partners via networks and social media. The survey included quantitative and qualitative questions, generating a large response of 3000.

Respondents focused on police priorities in terms of youth crime categories. Further, the survey sought comment and suggestions about improvements in the overall rapport police had with young people.

"What, if anything, can police do better to engage positively with Young People?"

Respondents were questioned about improving police community engagement and were asked to rate the quality of police engagement with young people on a scale of very poor, poor, good and excellent. More than 66% chose 'good' or 'excellent'. The response indicated a moderate to high degree of public satisfaction with police-youth relations, highlighting room for improvement.

Literature Review

The literature review appraised current research applicable to juvenile offending and justice and clearly indicated intervention programs focused on younger offenders were crucial to interrupting the criminal trajectories of children. Further, the literature research strongly demonstrated that programs with the greatest impact in reducing reoffending were multifaceted, high intensity and of a longer duration addressing the individual's unique needs.

The survey responses strongly reflected these findings. Many comments referred to the need for more intensive engagement, case management, an increased focus on understanding young people and awareness of their problems and feelings.

Consultations

To guide the priorities of the NSWPF Youth Strategy, consultation sessions were conducted with youth police officers which sought to address issues around youth crime including its existence in contemporary society, future directions, challenges and effective responses to emerging crime trends. Findings from the consultations were consistent with the survey and literature review. These findings are summarised in the following points.

Research and Consultations Findings

- Mutual respect and understanding are important to young people in a law enforcement and procedural justice context.
- There were positive responses to youth-targeted social media initiatives and messages.
- The ongoing value of structured (school) and less structured engagement programs, activities and education.
- The need for programs to target younger offenders or those at risk and concentrate more on root causes rather than reactive measures.
- The need for programs to focus, where possible, on the young person's circumstances and individual needs.
- Sensitivity around verbal and nonverbal communication between police and young people, including listening.
- The importance of maintaining strong working relationships between youth practitioners and partners across sectors.

Survey Responses

"Continue to build positive rapport with young people by relating to young people on their level. Continue to work with young people, not against them."

"Visit schools, get more involved with community events, educate young people about various forms of violence, particularly domestic violence in all its forms."

"Talk to them, alert young people exactly what the process is for being involved with/committing crime and exactly what the punishments could and will be. I want to know these things."

"Getting out in the community, in uniform, for non-police community activities. More interaction with children to reduce fear in their presence."

Strategy Framework

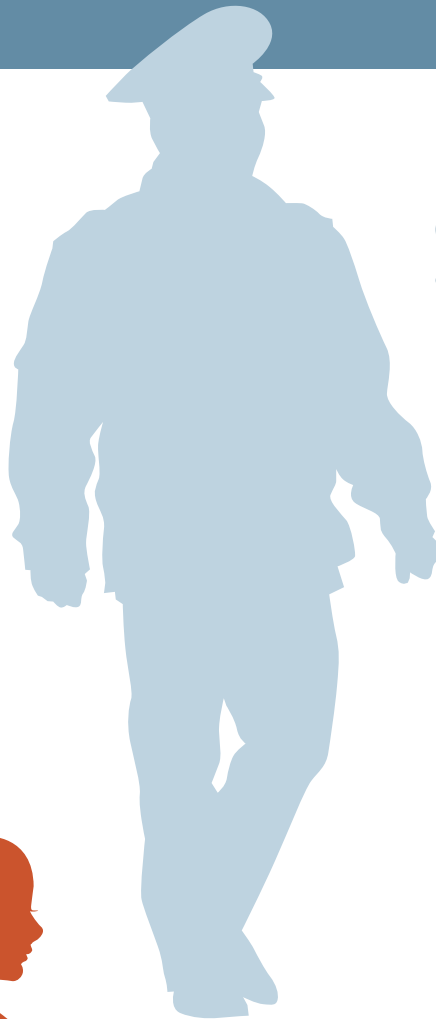
The NSWPF will play an active role helping young people to realise their potential by assisting to create safer and more secure environments for children and young people by addressing risk factors that lead to involvement in antisocial or criminal behaviour.

By targeting 'at-risk' youth in the community, NSWPF can provide programs, services and support to keep our young people safe, supported and out of the criminal justice system.

This strategy considers the risk factors and underlying causes behind young people offending and reoffending. It examines youth most adversely affected and prevention, intervention and partnership initiatives for police engagement to produce better outcomes for our young people.

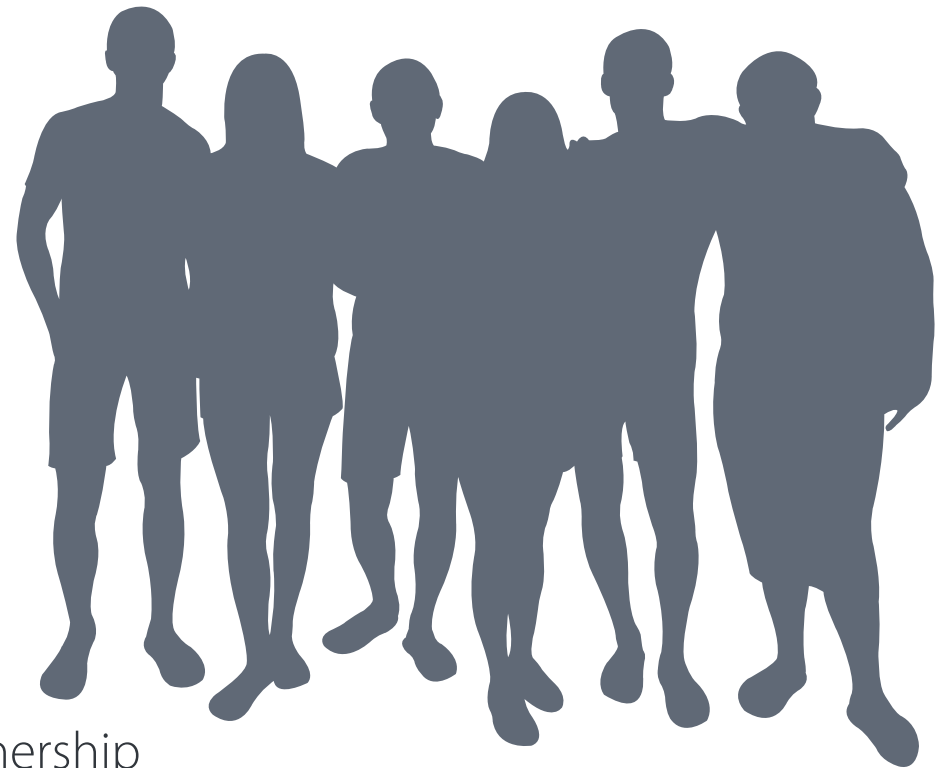
Prevention

Adopting a range of evidence based strategies to address social and environmental factors that increase the risk of young people offending.



Intervention

Counteracting anti-social behaviour early by strengthening a young person's resilience and other protective factors.



Partnership

Effective and sustained joint ventures to provide a combination of nurturing, remedial and proactive measures to tackle youth offending beyond the imposition of penalties.



Case Study – Kane’s Story

Kane grew up in southern Sydney, the second youngest of six children. His father left home when Kane was just five years old. When Kane was 12 years old, his mother was diagnosed with cancer, leaving Kane and his siblings to live with extended family and friends. On the few occasions that Kane did see his father he was abusive and aggressive, including hitting Kane with a closed fist.

Kane soon lost direction and found himself involved with drugs and petty crime. At 12 years of age he was smoking marijuana and admitted he had developed some serious anger issues.

“By the time I started High School I was smoking dope regularly, and hanging out at night with the wrong crowd. I was branded a ‘bad kid’ – it is pretty hard to turn around from that.”

By age 13 he was selling cocaine around Kings Cross and at 14 was regularly under the influence of drugs and alcohol at High School. School violence was frequent. Kane was detained at BoysTown, where he first met the Police Citizens Youth Club (PCYC).

“My youth case manager got me involved with boxing at the PCYC gym. It helped to channel the anger I lived with every day. I soon came to understand that the violence masked my vulnerability.”

The police continued to support Kane while at BoysTown, referring him to counselling and helping him to find more productive outlets for the very strong emotions he felt. Kane relapsed several times, partly because he was still in his old social circle, and partly because he still had not addressed the anger he felt for his start in life.

“I was living with my girlfriend and her violent family at 14 and by 15, was back on the streets, robbing houses by night and taking more serious drugs when I could get hold of them. It was a pretty messed up time of my life but my youth case manager didn’t give up on me. She took the time to talk to me and listen. She was pretty resilient.”

At 18 Kane met a young woman and with her support he enrolled and started studying at TAFE. In his early 20s Kane made a committed decision to sever ties with his old social group and criminal circles and relocate out of Sydney to work in the mines. Despite some setbacks along the way, Kane maintained contact with his mentors and has not reoffended. Today he is a successful financial consultant, and a motivational speaker at schools and conferences.

“Most of my old circle are rotting in prison somewhere today. The initial outreach by the police and their continual rewarding of good behaviour was the major factor in turning my life around. I often reflect on what might have happened without them.”

Published with Kane’s Permission

Prevention

“Start engaging with people when they are younger (early primary school). Become more involved with schools. Attend events to build a rapport with students.”¹

The NSWPF support initiatives that prevent youth from coming into adverse contact with the criminal justice system by providing advice, education, assistance and leadership.

When discussing youth offending and youth crime it is important to identify the types and patterns of offending that differentiate youth crime from adult crime and the broader criminal landscape. Young people are susceptible to immaturity, a propensity for risk taking and peer influence and therefore vulnerable to crime as victims and perpetrators. Risk factors relating to youth crime include adaptable factors such as education, socioeconomics and peer influence and non-adaptable factors, including gender, ethnicity and age.

Risk factors are present before the young person offends, but often are not addressed until after a young person has offended for the first time. Factors may initially manifest in school suspension or expulsion, family dynamics, the misuse of alcohol and/or drugs and in less serious crimes against property. Children who have experienced abuse or neglect or are the subject of child protection orders, are statistically at higher risk of offending. Prevention of youth crime involves an awareness of these predisposing factors.

The early involvement in crime and antisocial behaviour by young people can continue and escalate through adolescence into adulthood. The younger the age at first offence, the more likely they are to reoffend and continue offending into the adult justice system. Our prevention strategies interrupt these criminal trajectories so vulnerable young people do not continue to become a disproportionate volume of all youth crime.

The fundamental role of police is to enforce the law and protect the community against crime. Interventions such as cautioning, conferencing and diversion into targeted rehabilitation programs are more effective than the traditional criminal justice system in preventing, reducing reoffending and improving young people's life chances.


¹ Youth Offending: Factors and Responses, Anne-Maree Quarmby, Researcher, NSW Police Force, 2017




It is critical to keep children and young people out of the juvenile justice system whenever possible. A significant proportion of juvenile offending is opportunistic and can be attributed to risk-taking and pushing boundaries. The benefits of early intervention in the life of a child or young person at risk of offending can promote positive development opportunities.

Priorities	Outcomes	Strategies	Indicators of Success
1. Preventing youth offending and re-offending	Whole of government coordinated response to youth 'at-risk' of becoming entrenched in the criminal justice system	<ul style="list-style-type: none"> Collaborate with agencies to deliver the objectives of Youth Crime Prevention and Early Intervention Board Develop shared and agreed definitions of target groups across agencies and programs Create referral pathways into therapeutic programs and recreational activities Facilitate an open exchange of information between agencies Review legislative frameworks related to young offenders Collaborate with agencies to reduce the number of reported children and young people at risk of significant harm by improving their life circumstance 	<ul style="list-style-type: none"> Decreased number of reported children at risk of significant harm Definitions of age, risk factors and service objectives are consistent A centralised system for identification, assessment, referral and service delivery is established
	Identifying and addressing risk factors and root causes which contribute to offending	<ul style="list-style-type: none"> Undertake work to identify effective responses to youth drug and alcohol misuse Engage children and young people in programs to improve their health and wellbeing 	<ul style="list-style-type: none"> Tailored local programs in PCYC's, Police Area Commands and Police Districts
	Early identification of at-risk children and young people	<ul style="list-style-type: none"> Early intervention with Aboriginal and culturally and linguistically diverse (CALD) youth Improve police responses to young people with mental health issues and/or cognitive impairment Participate in collaborative approaches to address the needs of homeless youth Working with education partners early to identify 'at-risk' children and young people 	<ul style="list-style-type: none"> Reduced representation of Aboriginal youth in the criminal justice system Enhanced police capabilities to identify and assess complex needs of at risk children and young people Programs and strategies relating to police responses are developed/reviewed Engaged families and agency support

Prevention cont.

Priorities	Outcomes	Strategies	Indicators of Success
	Far-reaching promotion of safety	<ul style="list-style-type: none"> • Continue to focus on harm minimisation via education packages on risk-taking behaviours and their consequences • Create media campaigns to target youth crime issues as they arise • Utilise social media to promote police crime prevention strategies 	<ul style="list-style-type: none"> • Development of offence-related educational packages • Education packages delivered to children and young people at schools and other appropriate settings • Development of evaluation frameworks for education packages • Contemporary far-reaching media campaigns • Increased social media reach
	Improved community perception of youth crime and increased sense of public safety	<ul style="list-style-type: none"> • Utilise local committees and networks to disseminate statistical data and increase awareness of police crime prevention initiatives • Create communication opportunities for communities to provide feedback and raise concerns • Support all victims of youth crimes • Engage local youth and communities in developing strategies to address youth anti-social behaviours • Promote positive image of young people through the media 	<ul style="list-style-type: none"> • Customer satisfaction surveys conducted • Continued support of community-based crime prevention organisations such as Neighbourhood Watch • NSWPF and mainstream media outlets are effectively utilised • Increased reporting of crimes involving youth • Victims are kept informed of outcomes

Prevention cont.

Priorities	Outcomes	Strategies	Indicators of Success
2. Protecting the vulnerable 	Better protection and safety for children and young people	<ul style="list-style-type: none"> Promote safety in the home, community and in personal relationships Continue to focus on harm minimisation by promoting road safety and safe partying campaigns Collaborate with social media providers for timely and effective responses to cyber bullying Develop appropriate strategies to identify and support young victims of crime Maintain and improve existing child protection strategies Develop and participate in reactive and proactive strategies to address child sexual abuse and exploitation 	<ul style="list-style-type: none"> Greater promotion of public and school campaigns about increasing crime trends such as bullying, domestic violence and cyber-safety Increased number of perpetrators charged Decreased number of youth involved in road incidents Decreased number of youth victims of unsafe party practices Improved outcomes for young victims Concerted response to the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse
	Established trust and confidence of children and young people in police	<ul style="list-style-type: none"> Create opportunities of positive contact between police and young people Raise the profile of School Liaison Police and Youth Liaison Officers in schools Encourage police participation in PCYC activities and other outreach programs Improve police officer awareness of youth suicide and mental health 	<ul style="list-style-type: none"> Increased police participation in sporting and community events Increased number of police school visits Police officers are viewed as friendly and positive role models Sensible and sensitive approaches to vulnerable youth are exercised

Intervention

“A focus on rehabilitation opposed to incarceration for drug related crimes or repeat offenders and a reduction in dehumanising arrests that often leave the youth feeling violated, wanting to resist the police as an act of retribution.”¹

Whilst most young offenders are not recidivist, young people are more likely to reoffend if they have been adversely involved in the juvenile justice system.

There is compelling research illustrating the benefits of intervention to reduce the incidence of reoffending. Long term outcomes for young people are significantly improved through intervention when compared with involvement in the youth justice system, regardless of whether it is a first, second or third offence. Schools and local communities play an important role in nurturing young people into good citizens.

According to studies, young people who are charged and appear in court are more likely to reoffend. Their subsequent offences are likely to be more serious. By comparison, those who experience intervention in the form of a caution, youth justice conference or an intensive case management program and are diverted from the criminal justice system are likely to have longer time lapses between offences and more likely to cease from criminal behaviour altogether.

The evidence in favor of intervention techniques and programs is strong, however there are anomalies and inconsistencies in the way interventions are applied.

Children and young people, being more vulnerable members of our community, require prolonged, intensive and earlier intervention, yet are less likely to have access to these options.

For example, Aboriginal and Torres Strait Islander youth are twice as likely to be charged than non-Aboriginal youth. Youth are more likely to be charged if they have an intellectual disability or mental health issue. Young people from culturally and linguistically diverse backgrounds often express mistrust and fear of authority which hinders their access to effective interventions.

Significant barriers to positive judicial outcomes for certain young people include mistrust of police, unwillingness to

admit guilt as a pre-requisite to some interventions and a lack of coordinated services. The NSWPF will continue breaking down these obstacles by building collaborative partnerships to understand youth homelessness, schooling and family to promote intervention strategies and programs.

NSWPF will lead and participate in a suite of interventions that achieve better outcomes for young people and the community. This approach will give children and young people the best opportunity to thrive in their early years, reach their full potential in adulthood and improve their welfare, safety, education and employment prospects.

¹ Youth Offending: Factors and Responses, Anne-Maree Quarmby, Researcher, NSW Police Force, 2017



Successful interventions require a balance of the needs of victims and accountability for offenders through disruption of crime cycles whilst identifying risk factors that provide opportunities to prevent re offending. The nature and seriousness of the young person's offending is key to delivering interventions that are fair and proportionate.

Priorities	Outcomes	Strategies	Indicators of Success
3. Disrupt youth crime cycles through early intervention	Improved life chances for young offenders	<ul style="list-style-type: none"> Align resources at all government levels to improve youth outcomes across safety, education, wellness and employment Work with agency partners to improve state-wide service design and delivery through service mapping and allocation Support and promote the NSWPF Commissioner's RISE UP strategy: Redirect-Inspire-Support-Employment-Understand-Prevent Identify and promote best practice on child-centred and family-focused case management models to address offending behaviours and create alternative positive pathways Support longitudinal studies to measure the effectiveness of intervention and prevention initiatives Increase police officers' awareness of youth with complex needs 	<ul style="list-style-type: none"> Decreased truancy rates Youth and family services are mapped and promoted Increased youth training and employment rates Professional research capabilities of the NSWPF Research Coordination Unit and Library & Information Services utilised Relevant descriptors included in police reports and narratives Coordinated whole of community approach
	Effective management of data sharing and analysis systems	<ul style="list-style-type: none"> Identify youth crime hotspots, offending trends and repeat offenders Develop and coordinate procedures and guidelines to share information with other law enforcement jurisdictions Encourage reporting of youth crime and suspicious activities Create an internal database of effective proactive and reactive prevention strategies and programs 	<ul style="list-style-type: none"> Maintain accurate, accessible statistics and reports Greater promotion of crime reporting mechanisms Database register is maintained, promoted and accessible
	Preventing escalation of the seriousness of youth offending	<ul style="list-style-type: none"> Develop and implement evidence-based youth crime prevention strategies and programs Encourage community and industry partners participation in crime prevention programs development Support and promote the use of interventions in the Young Offenders Act 1997 Promote innovative thinking and encourage sound decision making amongst police officers 	<ul style="list-style-type: none"> Interagency forums are used to discuss research and best practice Greater use of internal shared communication systems and engagement across Police Area Commands and Districts Increased number of warnings, cautions and referrals to youth justice conferences

Intervention cont.

Priorities	Outcomes	Strategies	Indicators of Success
	Maximised opportunities for diversion from the criminal justice system	<ul style="list-style-type: none"> • Support and promote the principles of the Young Offenders Act 1997 in the diversion of young offenders • Promote the utilisation of the Protected Admissions Scheme (PAS) for youth diversions particularly amongst Aboriginal youth • Promote and support better utilisation of youth justice conferences • Seek legislative amendments to mandate youth diversion into targeted programs through cautions and bail conditions • Examine the feasibility of utilising youth justice conferences under the Young Offenders Act 1997 for drug and alcohol-related offending • Address barriers to youth access to court alternatives, including mistrust of police • Support partner agencies strategies to reduce young offenders contact with the criminal justice system 	<ul style="list-style-type: none"> • Increased youth and community confidence in police • Youth justice system reforms are pursued • Increase in appropriate PAS referrals, youth justice conferences and cautions • Continued collaboration with the Justice Cluster and Local Government
4. Diversion	Wide use of effective intervention and diversion programs	<ul style="list-style-type: none"> • Review criteria for inclusion into better diversionary programs • Create education modules for young offenders relevant to identified social and criminogenic risks • Research and develop sustained funding models for effective programs • Support diversionary programs delivered by other agencies such as Youth on Track • Assess and address cultural and environmental barriers to youth access to programs, particularly in remote areas 	<ul style="list-style-type: none"> • Consistent and sustained programs are delivered • Increased participation in diversion programs, particularly in remote areas • Support for local school attendance

Intervention cont.

Priorities	Outcomes	Strategies	Indicators of Success
4. Diversion cont.	Seek effective pathways out of offending	<ul style="list-style-type: none"> Identify criteria and referral processes to target early and intensive case management programs through strategic local Youth Action Meetings (YAMs) Invest in leadership programs that capitalise on young people's interpersonal assets and strengths Encourage local youth intervention and diversion programs implemented by Police Area Commands and Districts. Support the implementation of the NSWPF Commissioner's RISEUP strategy towards youth training and employment 	<ul style="list-style-type: none"> Increased referrals to intervention programs through YAMs Innovative youth leadership models are developed by Police Area Commands and Districts and the Youth & Crime Prevention Command Increased opportunities for youth to gain employment
	Enhanced police capabilities in working with young offenders and youth at risk of offending	<ul style="list-style-type: none"> Review and update current police training resources and development models Improve access to internal and external resources Update policies, procedures and guidelines to enable better communication with young people 	<ul style="list-style-type: none"> Youth related training and resources are current and relevant to the ongoing needs of police Policies, procedures and programs reflect evidence-based best practice
	Decreased representation of Aboriginal youth in the criminal justice system	<ul style="list-style-type: none"> Encourage Aboriginal youth participation in programs developed in consultation with the Aboriginal community Promote use of the Protected Admissions Scheme (PAS) among police and Aboriginal communities to optimise YOA diversionary options Engage Aboriginal respected persons in the delivery of cautions and as support persons for juveniles in custody Support implementation of the NSWPF Aboriginal Strategic Direction 2018-2023 	<ul style="list-style-type: none"> Increased diversion rates of Aboriginal youth Relationships with Aboriginal communities are strengthened Consistent collaboration with the Aboriginal Coordination Team is achieved

Partnerships

“Focus more on working positively with the troubled young people, find programs or give them community service so they can contribute good things into the community.”¹

The NSWPF acknowledges the need to cooperate and partner with community groups, government and non-government agencies, schools and health services to provide better opportunities for all young people regardless of their background.

The NSWPF can support strategic partnerships, programs and interventions for young people of all ages and groups, including those who have offended on multiple occasions. These programs have proven to reduce the incidence of reoffending and help young people avoid offending altogether.

NSWPF are active participants in government funded initiatives which support the safety and wellbeing of young people in their homes and communities. Collaboration with partners working with children and young people is integral to ensure the rights of young people.

There are many ways police cooperate every day as part of the social and community infrastructure. NSWPF work with other agencies to decrease the percentage of children and young people at risk of harm from domestic and family violence, participate in programs that promote life skills, health and social cohesion contribute to school programs to divert young people away from radicalisation and ensure their safety on the internet.

PCYC's provide supportive mentorship-based youth case management programs that engage young people in life skills education, health and fitness activities and opportunities for community

participation and volunteering. By working with young people to develop their skills, character and leadership, PCYC provides pathways to opportunity, away from influences that lead to involvement as either victims or perpetrators of criminal activity.

Family and community programs are proven to work in isolation and as part of a broader intervention strategy. Police directly work with young people to reduce their involvement in crime and external organisations to stimulate community participation in crime prevention.

¹ Youth Offending: Factors and Responses, Anne-Maree Quarmby, Researcher, NSW Police Force, 2017



Partnering with communities and external agencies working together to prevent crime by and against children and young people. Partnering supports building on results and delivering outcomes, without duplicating efforts or exhausting resources. Working collaboratively acknowledges that youth offending, and protecting children and community cannot be addressed in isolation.

Priorities	Outcomes	Strategies	Indicators of Success
5. Strengthen youth and community engagement	Improved quality and accomplishments of interagency partnerships, particularly those working with 'at-risk' youth	<ul style="list-style-type: none"> • Collaborate regularly and consistently with child protection services, schools, health services, local councils and other relevant agencies • Develop shared and consistent definitions across programs • Disseminate information and promote messages via social media platforms 	<ul style="list-style-type: none"> • Increased positive feedback from youth and interagency partners • Agreement on definitions of nominated target groups and program objectives • Number of site visits and positive comments
	Opportunities for positive community engagement are maximised	<ul style="list-style-type: none"> • Consult and engage youth and community in developing policing responses to youth anti-social behaviours • Distribute police information and promote local and national youth crime prevention strategies • Strengthen relationships with culturally and linguistically diverse communities • Encourage police participation in school groups and sporting events 	<ul style="list-style-type: none"> • Quality collaborative crime prevention strategies developed • Number of community members participating and attending initiatives • Number of community events attended by police • Quality relationships built with new and emerging CALD and religious groups
	Increased community trust and confidence in NSWPF	<ul style="list-style-type: none"> • Deploy high-visibility policing resources around public spaces and transport hubs • Create media campaigns that are responsive to community concerns and expectations • Promote policing as a worthy career prospect 	<ul style="list-style-type: none"> • Decreased number of complaints against police • Improved responses to customer service surveys • Increased number of recruitment applications

Partnerships cont.

Priorities	Outcomes	Strategies	Indicators of Success
6. Demonstrate strong commitment to agency collaboration	<p>Close working relationships are established, delivering shared positive results for children and young people</p> <p>Shared resources are used effectively and efficiently</p>	<ul style="list-style-type: none"> Establish productive and constructive relationships to enhance youth and community strengths Review protocols and memoranda of understanding with government and non-government agencies to enhance information exchange Reduce conflicting institutional attitudes between law enforcement agencies and youth practitioners with open and transparent communication Support interagency initiatives to reduce youth crime such as crime prevention grants Engage the services of Aboriginal, multicultural, mental health, Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) and disability services for greater awareness about effective strategies Develop collaborative relationships with schools and relevant agencies to address youth bullying, including online bullying 	<ul style="list-style-type: none"> Open sharing of information Increased number of personal interactions with key groups/stakeholders Increased number of youth crime prevention methodologies disseminated Reduction in number of youth suicides attributed to bullying Number of NSWPF presentations delivered Reduction in reported cases of young people experiencing bullying
	<p>A committed and consistent police representation on interagency crime prevention working groups has been maintained</p>	<ul style="list-style-type: none"> Continue to support Neighbourhood Watch across communities Continue to support crime prevention initiatives such as Neighbourhood Watch 	<ul style="list-style-type: none"> Continuation of successful Neighbourhood Watch groups Reduction in household-related crime by young people in these areas

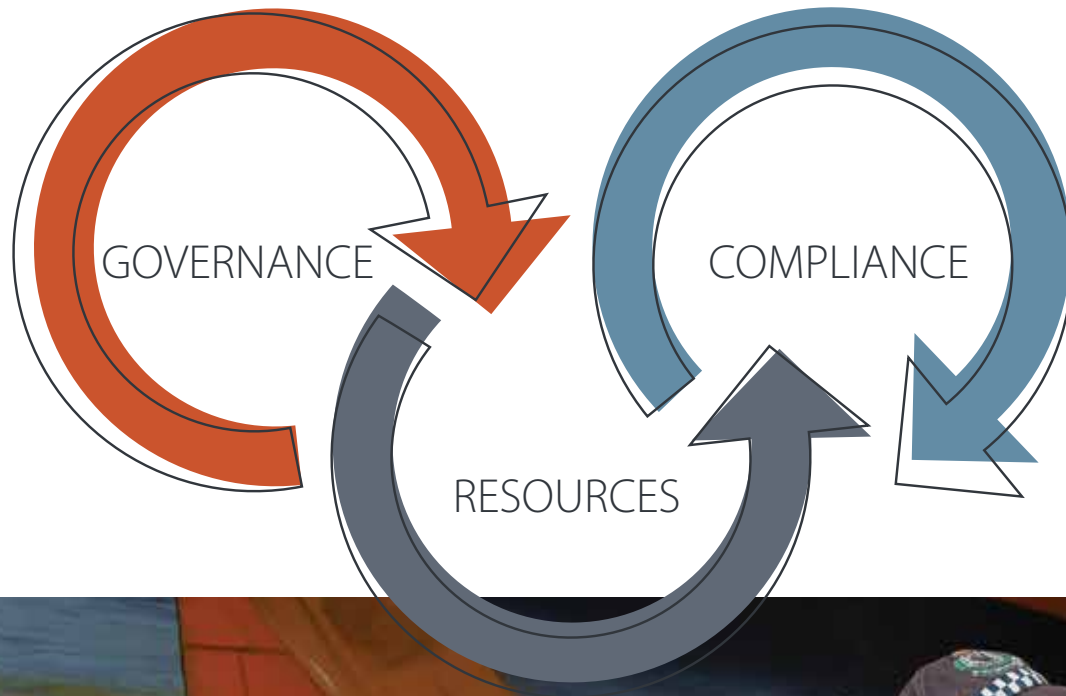
Partnerships cont.

Priorities	Outcomes	Strategies	Indicators of Success
	Successful relationships have been developed with external agencies promoting internet safety for young people	<ul style="list-style-type: none"> • Continue to support external programs in the delivery of cyber safety services and programs targeting young people and their parents and carers • Promote police and community access to resources developed by the Office of the eSafety Commissioner 	<ul style="list-style-type: none"> • Increased number of presentations about internet safety to young people in NSW • Reduced numbers of young people reporting cyber bullying
7. Enhance internal capabilities	Enhance Police Area Commands and Districts capability to effectively engage with young people	<ul style="list-style-type: none"> • Establish collaboration mechanism between Youth Liaison Officers, Crime Prevention Officers, Gay and Lesbian Liaison Officers, Domestic Violence Liaison Officers, Multicultural Community Liaison Officer, Aboriginal Community Liaison Officers and General Duties police officers in youth engagement activities and decisions • Utilise mainstream and multilingual media platforms to promote cyber safety • Enhance frontline police officers' awareness and skills relevant to working with young people • Create referrals to local youth programs and services • Continue to collaborate with Youth Case Managers and School Liaison Police officers to develop crime prevention and diversion programs • Enhance specialist officers' capabilities, resources and initiatives to address youth issues 	<ul style="list-style-type: none"> • Education resources and development packages are reviewed and delivered

Partnerships cont.

Priorities	Outcomes	Strategies	Indicators of Success
7. Enhance internal capabilities cont.		<ul style="list-style-type: none"> • Maintain up to date internal NSWPF youth contacts database and share internally as appropriate • Maintain the NSWPF youth intranet and internet sites for relevance and accuracy • Identify, collect and disseminate methodologies regarding best practice in youth crime prevention within the NSWPF Youth and Crime Prevention Command • Identify, recognise and award individual officers and teams' good practice 	<ul style="list-style-type: none"> • Database is comprehensive and up to date • Youth internet and intranet sites maintained regularly • Increased number of youth crime prevention methodologies • Increased staff and programs nominations for corporate, state and national awards
	Specialist support and advice on youth issues shared with other corporate portfolios and business units	<ul style="list-style-type: none"> • Explore, develop and implement cross-portfolio strategies related to youth policing • Contribute to the development and implementation of corporate portfolio strategic and operational documents • Support the implementation of youth strategies in the Aboriginal Strategic Direction 2018 - 2023 	<ul style="list-style-type: none"> • Relevant information is shared between parties • Youth and crime prevention priorities are negotiated and considered across all portfolios

Making the Strategy Happen



The Prevention, Intervention & Partnership framework contained in the NSWPF Youth Strategy is underpinned by high levels of accountability, investment and cooperation from NSWPF and external partnerships committed to working together to deliver better outcomes. The NSWPF will delegate to appropriate authorities and apply sufficient resources to uphold the vision of this strategy to reduce crime by and against children and young people.



Making the Strategy Happen

Governance

The Commissioner of Police is responsible for the development and implementation of the NSWPF Youth Strategy. The Commissioner delegates this responsibility to the Corporate Sponsor for Youth and Crime Prevention, supported by an internal Youth Advisory Group. Membership of the Youth Advisory Group comprises high ranking Youth Region Sponsors, representing the six regions, additionally representatives of specialist police commands.

The Corporate Sponsor for Youth and Crime Prevention is responsible for coordinating strategic links across the organisation to develop appropriate responses to youth offending and victimisation trends. These include resource deployment, legislative reviews, research coordination and executive agency collaboration.

The Corporate Sponsor raises the profile of NSWPF youth and crime prevention priorities at national and state-level boards and committees and established the Youth Crime Prevention and Early Intervention Board to co-ordinate whole-of-government strategies to reduce youth offending and re-offending.

Resources

NSWPF dedicates extensive resources to support the delivery of youth crime prevention and intervention strategies, acknowledging the human and financial cost of youth crime.

The Youth and Crime Prevention Command consists of approximately 250 officers, namely Youth Case Managers and School Liaison Police in addition to policy and project officers, researchers and analysts. An additional resource of approximately 145 Youth Liaison Officers and Crime Prevention Officers are situated within Police Area Commands and Districts supported by specialist Youth Officers who make determinations under the Young Offenders Act 1997.

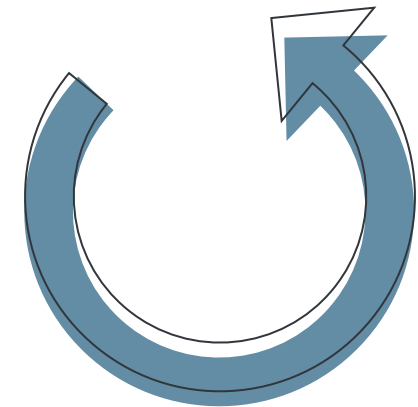
NSWPF are supported by a long-term partnership with Police Citizens Youth Clubs, bringing together local communities and police in a wide range of activities to prevent and reduce youth crime.

The Child Abuse and Sex Crimes Squad comprises of officers skilled in investigating sex crimes, cases of physical abuse and neglect against children in a manner that supports the victims and respects their needs and wishes.

Compliance

NSWPF is committed to ethical and transparent practices across all ranks and commands. Integral to this is compliance with organisational and government policies and legislation.

The vision of the NSWPF Corporate Plan – A Safer NSW – is the agency response to the NSW Government priorities to prevent and reduce the level of crime, reoffending and improve community confidence in the justice system.



The Youth Strategy interacts with other internal and external policy documents and legislation including:

- NSWPF Crime Prevention Strategy
- NSWPF Aboriginal Strategic Direction 2018-2023
- NSWPF Multicultural Policies and Services Plan 2017-2020
- NSW Strategic Plan for Children and Young People 2016-2019
- NSWPF Strategy on Sexuality, Gender Diversity and Intersex 2016-2020
- NSWPF Victims Policy and Guidelines
- Code of Practice for the NSWPF Response to Domestic and Family Violence
- NSWPF Respectful Workplace Behaviours Policy Statement and Guidelines
- NSWPF Code of Conduct and Ethics
- Young Offenders Act 1997
- Children and Young Persons (Care and Protection) Act 1998
- Children (Criminal Proceedings) Act 1987
- Law Enforcement (Powers and Responsibilities) Act 2002
- Education Act 1990

Guided and governed by these policies and legislation, Police Area Commands and Districts report on their performance in response to all crime categories, including those by and against children and young people, through the Command Performance Accountability System. Individual officers and portfolio holders regularly report through for greater accountability and improved service delivery.

Glossary

ACLO	Aboriginal Community Liaison Officer	PAC	Police Area Command
ASD	Aboriginal Strategic Direction	PAS	Protected Admissions Scheme
CALD	Culturally and Linguistically Diverse	PCYC	Police Citizens Youth Clubs
CMU	Crime Management Unit	PD	Police District
CPO	Crime Prevention Officer	SLP	School Liaison Police
GLLO	Gay and Lesbian Liaison Officer	SYO	Specialist Youth Officer
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex	YAM	Youth Action Meeting
MCLO	Multicultural Community Liaison Officer	YCM	Youth Case Manager
NSWPF	New South Wales Police Force	YLO	Youth Liaison Officer
		YOA	Young Offenders Act 1997

