



NSW Police Force

NSW Police Force

YOUTH STRATEGY

2023-2025



Title	NSW Police Force Youth Strategy
Subject	Strategic plan outlining the NSW Police Force approach to policing issues relating to youth.
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The NSW Police Force acknowledges the traditional owners and custodians of all lands throughout NSW and the continuing connection to Country, land, sea, sky. We pay our respects to Elders past, present and emerging.

CONTENTS

Executive Foreword	4
Strategy Scope	5
Strategy Scope Where the Youth Strategy Fits	6
Operating Environment	6
Demographics	7
NSW Police Force Stakeholders	8
Connective Workforce: Collaborative Approach	9
Key External Stakeholders and Partnerships	10
Strategic Framework – Tiered Approach	12
Universal Objectives & Strategies	13
Tier One Objectives & Strategies	16
Case Study – Applying The Strategy	18
Tier Two Objectives & Strategies	19
Case Study – Applying The Strategy	21
Capability Objectives & Strategies	22
Definitions & References	24

EXECUTIVE FOREWORD

The vision for the future of the NSW Police Force, is a focus on our next generation; contributing to the lives of young people with the opportunities and tools to improve safety and well-being and to foster healthy and positive life choices.

The NSW Police Force Youth Strategy 2023-2025 builds on the achievements of our previous Youth Strategy in the areas of prevention, intervention and partnerships and recognises the importance of working with the community to reduce violence, crime, and fear.

The approach we take to contend with the issues that impact our youth must include a continuum of strategies that are sufficiently flexible, agile and adaptable to ensure they are able to be applied to a range of circumstances and the individuals involved. The Youth Strategy provides a tiered approach and includes initiatives ranging from prevention focused educational programs through to proactive and compliance based policing initiatives.

Encompassing a range of strategies that are both responsive and adaptable, the tiered model will ensure we are able to effectively address the shifting challenges of youth offending in balance with the need to ensure community safety.

With an emphasis on prevention and early intervention, we will work with partner agencies to develop and deliver meaningful programs aimed at identifying and supporting at-risk youth and encouraging their engagement with diversionary platforms. Through these programs we will work to decrease youth involvement in anti-social and criminal behaviour and build resilience and knowledge to reduce the likelihood of young people becoming victims of crime. We will continue to build effective, meaningful relationships with partner agencies and the community to generate better outcomes for at-risk youth and reduce crime committed by and against young people. Disruption and consequence-based policing response strategies will also be deployed where needed, to ensure young offenders are dealt with appropriately and community safety is maintained.

The Corporate Sponsor for Youth and the Commander, Capability, Performance and Youth Command play a critical role in the development and delivery of the Youth Strategy and the programs and policies that underpin its success. The collaboration and support provided by these commands to the field is pivotal to our success and allows us to tailor the NSW Police Force crime prevention approach and measures we take to address youth-related crime and anti-social behaviour.

To ensure we future proof our capacity to respond effectively, the Youth Strategy includes initiatives to improve knowledge, skills and expertise in conjunction with technological enhancements which will better inform our approach.

We welcome the release of the NSW Police Force Youth Strategy 2023-2025.



Karen Webb APM
Commissioner



Brett Greentree, APM
Assistant Commissioner
Corporate Sponsor for Youth



Gavin Wood APM
Assistant Commissioner
Capability, Performance and Youth Command

STRATEGY SCOPE

Vision

Work with partners to reduce the number of young people engaging in anti-social behaviour and criminal offending to lessen their contact with the criminal justice system.

Strategic Purpose

The Youth Strategy outlines the NSW Police Force intended approach to policing issues that relate to or impact young people between the ages of 10–17 years.

It recognises legislative obligations and responsibilities, and details the actions the NSW Police Force will take to address anti-social or criminal behaviour involving and affecting young people including victims, witnesses and offenders.

It provides initiatives in response to a range of issues that affect children and young people and aims to educate and empower them to make choices that lead to better life outcomes in balance with the need to ensure community safety.

The Youth Strategy aligns with, and supports, a number of NSW Police Force strategic initiatives and internal policies that govern the organisation's approach to policing issues that exist both during and outside of the 10 – 17 year age bracket.

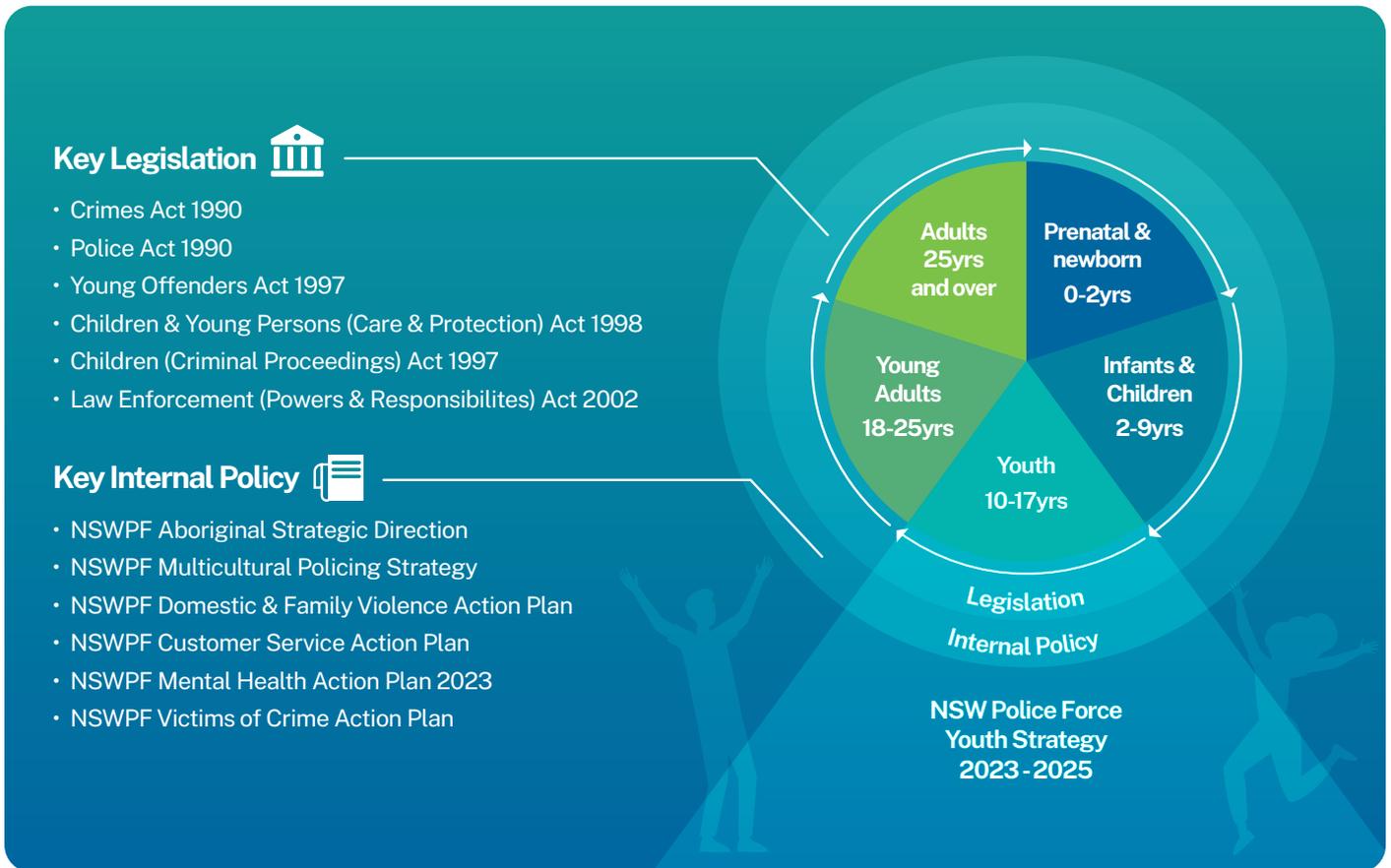
The NSW Police Force recognises the over representation of First Nations youth in the criminal justice system. The Youth Strategy will sit alongside and support the NSW Police Force Aboriginal Strategic Direction reflecting the Closing the Gap Implementation Plan, to ensure that culturally appropriate diversionary practices are implemented where possible.

Young people who are involved in anti-social or criminal behaviour typically have characteristics that relate to 'risk factors', which not only contribute to the likelihood, but collectively, increase the probability of a young person's involvement in criminal offending.

The cumulation and the configuration of risk factors will be different for each individual, and as such, any prevention or disruption efforts must be designed to identify and mitigate the risk factors in play, and lead to the implementation of the most suitable initiative/s to achieve sustainable change.

The Youth Strategy will operate in conjunction with organisational initiatives aimed at combating risk factors resulting from issues such as family and domestic violence, mental health incidents and cultural or socio-economic barriers.

STRATEGY SCOPE WHERE THE YOUTH STRATEGY FITS



OPERATING ENVIRONMENT

The mission and function of the NSW Police Force is to work with the community to reduce violence, crime and fear, through the provision of effective and contemporary policing services.

To achieve this, police are provided with extraordinary powers and responsibilities. Those responsibilities are increased when police are dealing with young people.

Police have statutory responsibilities under the *Children and Young Persons (Care and Protection) Act 1998*, to make a report if they have reasonable grounds to suspect that a child is at risk of significant harm.

The *Law Enforcement (Powers and Responsibilities) Act 2002*, governs how police are to deal with young people when exercising police powers, this includes requirements such as the use of a support person and the need to consider alternatives to criminal charges.

The *Young Offenders Act 1997 (NSW)* covers people aged between 10 and 17 years at the time they allegedly committed an offence. It recognises that young people should not be treated the same as adults, and provides alternatives to going to court including warnings, cautions and youth justice conferences for certain offences. The object of this Act is to reduce young people's contact with the criminal justice system, allowing them the opportunity to correct anti-social behaviours and make better life choices.

- The **age of criminal responsibility** in NSW is 10 years.
- Young offenders aged 10-17 may be dealt with under the **Young Offenders Act 1997 (YOA)**.
- The YOA enables three strategies to divert young offenders from court: **warnings, cautions and youth justice conferences**.
- Use of 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.

DEMOGRAPHICS

Due to the size of NSW and the distribution of residents between regional and metro areas, there are significant differences in the resources and support services available across the state. In recognition of the complex distribution of both young people and the support services available to them, the Youth Strategy has been designed to allow for the development of bespoke responses to localised crime and youth issues, throughout the state.

The Total Number of Young People in NSW aged between 10-17 is equal to around 779, 900 or 9.63% of NSW total population.



KEY

Region: Number of children in region*

- Western Region: 66, 500
- Northern Region: 162, 000
- Southern Region: 85, 600
- Greater Sydney Region: 465, 800

* Please note: The figures mentioned above are approximations based upon the data of the National Census 2021
Greater Sydney Region = Northwest Metropolitan Region, Southwest Metropolitan Region and Central Metropolitan Region combined.

NSW POLICE FORCE STAKEHOLDERS

With a focus on community safety, the NSW Police Force has implemented a multifaceted structure to the way in which policing youth issues is approached.

At the executive level, the Corporate Sponsor for Youth has the primary objective of directing and leading the NSW Police Force strategic approach to issues that affect young people within NSW. The Corporate Spokesperson is supported by region-based portfolio advocates, who provide advice on issues, regional initiatives and risks through the Youth Advisory Group (YAG).

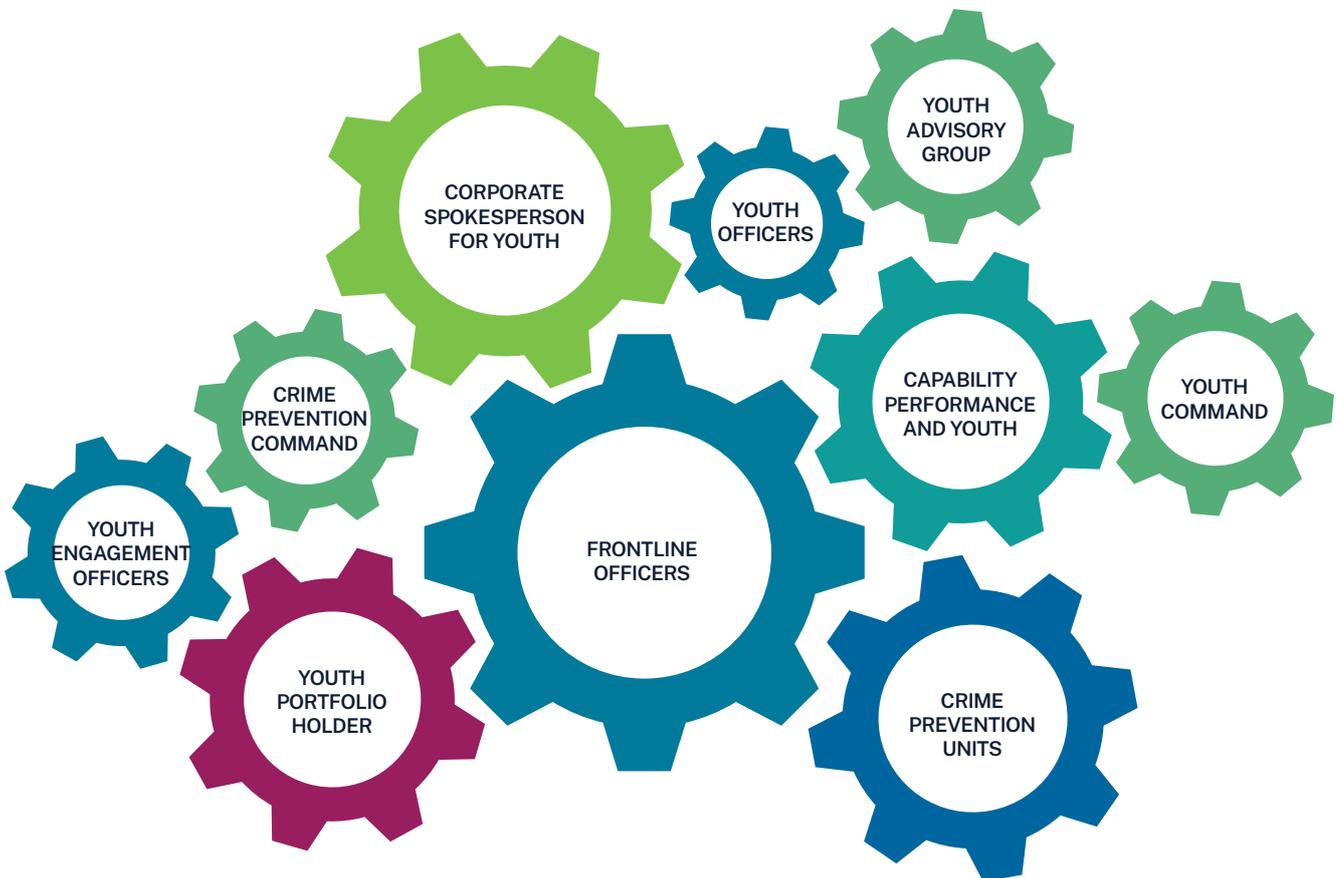
The Commander, Capability Performance and Youth Command directs the Youth and Crime Prevention Commands who proactively coordinate, lead, and collaborate with local police and specialist units, across the state, to address youth-related crime and anti-social behaviour.

At the operational level, Youth Command provide a central liaison point between field commands and external partners.

Youth Command develop and deliver programs that aim to educate, support and empower young people and reduce the number of young people coming into contact with the criminal justice system. The command is comprised of specialised police who interact with at-risk young people across the state to build their engagement with education, employment opportunities and the community. Youth Command officers deliver programs and presentations in schools, and in partnership with the Police Citizens Youth Club (PCYC), deliver programs under the 'RISEUP' strategy at sixty-six clubs across the state.

The Crime Prevention Command comprises multidimensional teams who provide advice and support to Police Area and District Commands on crime prevention initiatives, strategies and risks. This collaboration and support provided to the field is pivotal to success and allows for a tailored crime prevention approach.

To operationalise the implementation of the strategy, a Youth Portfolio Holder has been established at each Police Area and District Command (PAC/PD). This senior officer will provide a link between frontline police and the Youth Command. Concentrating on youth from an operational, localised perspective the Youth Portfolio Holder, supported by PAC/PD based youth officers, Crime Prevention Units and other command staff, will adopt a collaborative and strategic approach to operations and programs addressing youth issues, youth crime and youth trends across their PAC/PD.



CONNECTIVE WORKFORCE: COLLABORATIVE APPROACH

STRATEGIC	
 <p>Corporate Sponsor for Youth</p> <p>The Corporate Sponsor for Youth directs and leads the NSW Police Force approach to Youth policing. The Corporate Sponsor collaborates with the Youth Advisory Group to promote youth and youth issues within the organisation.</p>	 <p>Capability, Performance & Youth Command</p> <p>The Youth Command and the Crime Prevention Command coordinate, lead and collaborate with local police and specialist units to address youth-related crime and anti-social behaviour.</p>
 <p>Youth Advisory Group (YAG) – Region Sponsors</p> <p>The YAG plays an essential role in setting the strategic direction of youth policing by informing policy, improving communication, encouraging cooperation and building awareness of youth policing across the organisation at an operational level.</p>	 <p>Strategic Policy Development</p> <p>The Crime Prevention Program Development Team and the Youth Command Policy Team lead program development and evaluation, coordinate with internal and external stakeholders and formulate internal policy associated with youth and other key portfolios in crime prevention.</p>
OPERATIONAL	
 <p>Youth Portfolio Holders</p> <p>Portfolio Holders are senior officers within PACs and PDs. They are the conduit between the PAC/PD and the Youth Command and ensure a collaborative and informed approach to operations and programs addressing youth issues, youth crime and youth trends across their PAC or PDs.</p>	 <p>Youth Command</p> <p>The Youth Command operates in conjunction with PACs, PDs and external agencies to address emerging youth trends. The command is involved in the delivery of programs to increase youth engagement with their education, promote employment opportunities and develop connection to their local community.</p>
 <p>Crime Prevention Units</p> <p>Crime Prevention Units (CPUs) comprise of specialist Crime Prevention, Domestic Violence, Youth, Alcohol and Firearms Licensing & Intelligence officers. They are supported by Aboriginal Community Liaison Officers and Multicultural Community Liaison Officers. CPUs develop and drive local crime prevention and develop community relationships.</p>	 <p>Youth Command Strategic Team</p> <p>The Youth Command Strategic Team provide policy and program support to assist in the delivery of the Youth Strategy. They coordinate closely with Youth Engagement Officers, providing support for the RISEUP suite of programs and act as a conduit between the NSWPF and PCYC NSW.</p>
 <p>Specialist Youth Officer</p> <p>Specialist Youth Officers (SYOs) are NSW Police who advocate for and ensure the rights of the young person are observed and relevant legislation is applied correctly. SYOs have completed additional training to make decisions and determine the most appropriate course of action in accordance with <i>Young Offenders Act 1997</i>.</p>	 <p>Youth Engagement Officer</p> <p>Youth Engagement Officers (YEOs) present RISEUP programs in conjunction with PCYC, and act as a central point of contact for police, community, and schools. They offer a mentoring program which sees young people receive additional support to assist in making better decisions, learning from their mistakes, and improving themselves.</p>
 <p>Frontline Police</p> <p>Frontline police are crucial to the implementation and delivery of the Youth Strategy. In addition to providing an operational response to crime and offending through their daily interactions with the community, they maintain safety and generate opportunities for positive engagement with young people.</p>	 <p>Incident Support Unit</p> <p>The Incident Support Unit (ISU) works closely with the Department of Education and school principals to offer advice in response to incidents involving young people while on school grounds. ISU also develop risk assessments to best support schools who are dealing with vulnerable or complex student needs, or where there are safety or crime concerns for their peers.</p>
 <p>Investigative</p> <p>The State Crime Command and the Counter Terrorism and Special Tactics Command provide a high level, investigation focused, approach to youth issues, examining the links between organised crime and young people to try and break the criminal cycle.</p>	 <p>Operational Support</p> <p>Frontline operations are supported by specialist units including the Traffic and Highway Patrol, Police Transport Command and the State Intelligence Command.</p>
GOVERNANCE	
 <p>COMPASS Reporting</p> <p>To measure the success of the strategic initiatives, the YAG membership will provide the Corporate Sponsor with regular reports on operational and engagement activities. This information will form the basis for reporting at the executive level through the COMPASS reporting platform.</p>	 <p>Youth STMP III Panel</p> <p>The Youth STMP III Review Panel's purpose is to provide organisational oversight to all youth involved STMP IIIs to ensure they are applied consistently and contain contemporary and appropriate actions. The introduction of this panel provides governance and ongoing regulation in the application of STMP III to young people.</p>

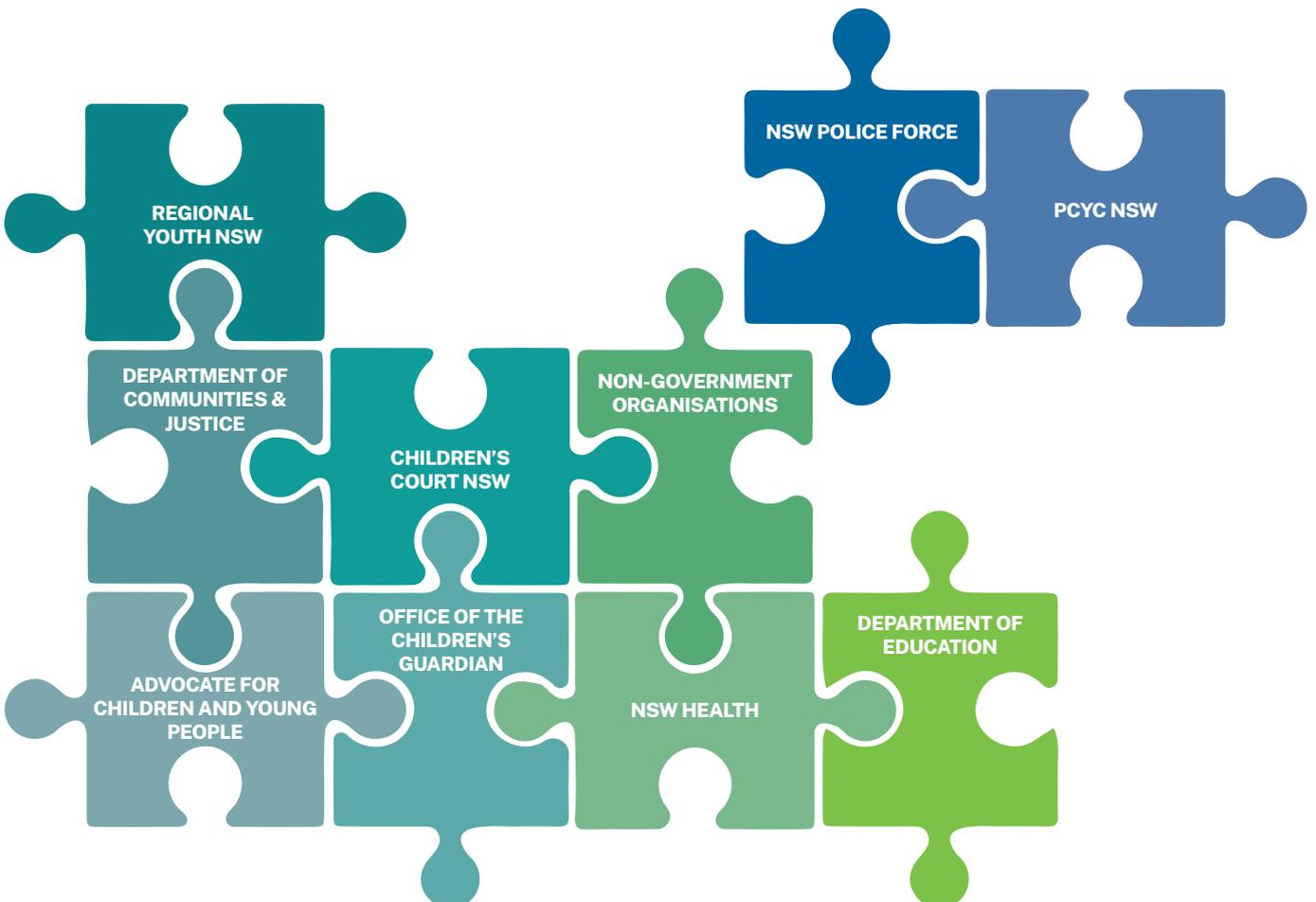
KEY EXTERNAL STAKEHOLDERS AND PARTNERSHIPS

The NSW Police Force plays an important role in identifying at-risk young people, however, the way in which the NSW Police Force can assist those young people to make better choices and avoid contact with the criminal justice system is limited. The importance of building collaborative relationships with other agencies is vital to ensure a harmonious approach is taken in connecting young people with appropriate support services.

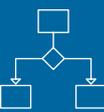
The purpose of these partnerships is for young people to access services and receive support for a variety of complex needs, permitting a higher number of care options for young people within the community.

In order to provide the highest and most appropriate level of support for young people throughout NSW, these partnerships are at times, required to share information. This is facilitated by Chapter 16A of the *Children and Young Persons (Care and Protection) Act 1998*, which allows for the exchange of information and coordination of services by agencies which have a responsibility for the safety, welfare or well-being of children and young persons. The exchange of information between NSW Police Force and its partner agencies enables the coordination of bespoke action plans and service referrals which target the unique situation of those young people identified as a vulnerable members of the community.

These partner programs also provide young people with vital education in job ready programs to assist them in securing employment, as well as support and guidance upon re-entering the community after a period of detention.

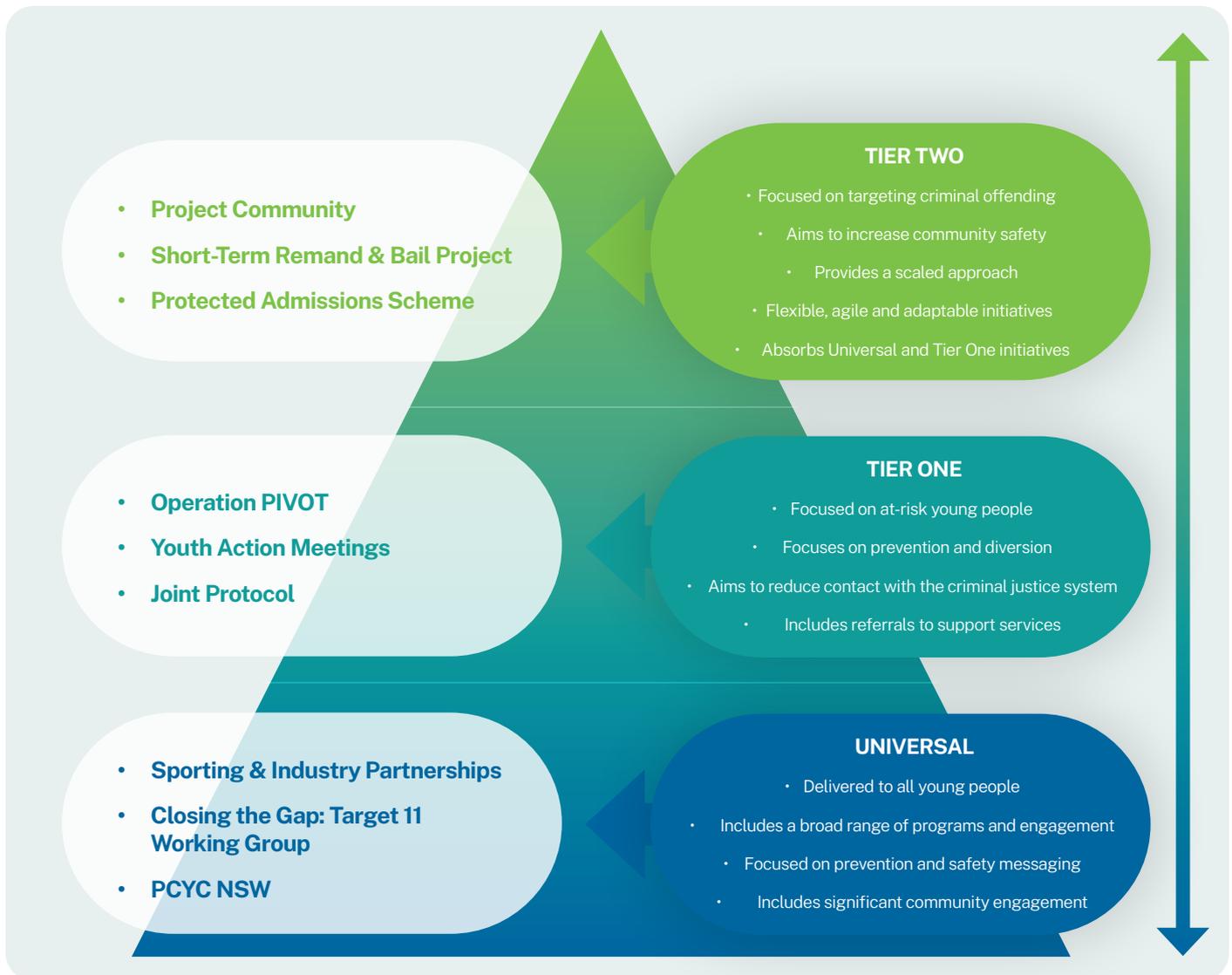


The NSW Police Force prides itself on the positive relationships it has developed with young people via partnerships with other government agencies and not-for-profit organisations. These partnership arrangements are fluid and dynamic, allowing the NSW Police Force to adapt to the evolving nature of policing in NSW. Some of the key partnership initiatives are outlined below.

CONNECTED COMMUNITY & PARTNERSHIPS	
 <p>Youth Action Meetings</p> <p>Led by the NSW Police Force, Youth Action Meetings (YAMs) provide a coordinated approach across several services for identified vulnerable youth, to address the needs of young people at risk of significant harm, particularly those at risk of becoming a victim or offender of crime. YAMs involve local key government and non-government agencies coming together, in a structured forum, to share information, develop multi-agency action plans and implement tangible strategies with achievable outcomes to support the referred young person.</p>	 <p>Protected Admissions Scheme</p> <p>The Protected Admissions Scheme (PAS) allows Police and young people to come to an agreement regarding the use of court alternatives, such as cautions and youth justice conferences (as per the <i>Young Offenders Act 1997</i>). Subsequently, police resources will be more readily available for operational duties, there will be a reduction in the number of cases overseen by legal agencies and Children's Court will be less congested.</p>
 <p>Project Community</p> <p>The NSW Police Force and Youth Justice NSW are working collaboratively to facilitate 'Project Community'. The purpose of this initiative is for NSW Police Force YEOs to engage with young people who are detained in Youth Justice Centres, by providing them with support, mentorship and program engagement, to divert them from re-offending and avoiding future contact with the criminal justice system. YEOs continue to provide ongoing support to the young person upon re-integration into their community, to assist the young person accessing networks and choosing positive life pathways.</p>	 <p>Joint Protocol</p> <p>The Joint Protocol is a multiagency agreement, co-led with NSW Police Force and Department of Communities and Justice, which covers all young people who are residing in Out of Home Care (OOHC) facilities in NSW. The agreement is in operation within the Intensive Therapeutic Care (ITC) model setting and is focused on reducing the number of interactions between youth residing in OOHC facilities and the police. It provides police with the discretionary power to proceed in matters without undertaking legal action, decreasing the overrepresentation of OOHC youth in the criminal justice system.</p>
 <p>Closing the Gap: Target 11 Working Group</p> <p>Target 11 of the National Agreement on Closing the Gap aims to reduce the overrepresentation of First Nations young people in the criminal justice system. The working group, led by the Department of Communities and Justice, and Aboriginal Legal Service NSW/ACT, utilises the expertise and resources of various government agencies to develop programs and opportunities aimed at achieving this target.</p>	 <p>Short-Term Remand & Bail Project</p> <p>The Short-Term Remand Project is a joint initiative with the NSW Children's Court. It aims to divert minor offenders and at-risk groups to reduce reoffending and unnecessary contact with the criminal justice system. It includes initiatives relating to bail decision-making practices, including actions to ensure that young people understand any conditions set as part of bail determinations.</p>
 <p>Operation PIVOT</p> <p>Operation PIVOT supports PAC/PDs and Specialist Commands in the prevention and disruption of youth violence across New South Wales. The PIVOT strategy comprises of 6 pillars used in combination with existing local strategies and implemented singularly or in a hybrid configuration to best address youth violence issues.</p>	 <p>Sporting & Industry Partnerships</p> <p>NSW Police Force Youth Command continue to develop industry partnerships to enhance collaborative programs to improve and support young people, in their efforts to improve life outcomes. The Sporting Industry Partnership Program is a holistic crime prevention strategy involving the New South Wales Police Force, PCYC NSW and selected professional NSW sporting organisations in providing engagement, mentoring and education to provide opportunity, inclusion, and positivity in a young person's life.</p>
 <p>Police Citizens Youth Clubs NSW</p> <p>The partnership with PCYC NSW aims to work with at-risk youth and young offenders to break the cycle of disadvantage through crime prevention, occupational education, youth capacity building and social responsibility programs throughout the state. This primarily occurs via program engagement which incorporates job ready programs, mentoring and vocational training for young people aged between 8 and 17 to build their commitment to education, employment and the community.</p> <p>The programs the NSW Police Force and PCYC NSW coordinate are targeted at specific youth issues. For example, programs which aim to break the cycle of domestic and family violence, and develop skills which allow for the young person to treat their partners, family and friends with respect. Additionally, programs operate which prevent and/or reduce re-offending through early intervention and re-engage youth with their education.</p>	

STRATEGIC FRAMEWORK – TIERED APPROACH

The Youth Strategy incorporates broad universal protection initiatives supported by two tiers of strategies aimed at early intervention for at-risk youth (Tier 1) and diversion and disruption for young offenders (Tier 2).



How the Tiered Approach can be used:

Regardless of the situation that has brought a young person to the attention of police, the Youth Strategy provides sufficient scope to allow for differing approaches to be implemented dependent upon the circumstances and the individuals concerned. The tiered approach has been formulated to provide flexibility, encouraging an individual assessment of the young person, with consideration to the seriousness, gravity or the recurrence of any crime committed.

Universal strategies include concepts such as youth focused safety messaging and educational presentations which will be delivered in schools and PCYCs throughout the state. In addition, the initiatives incorporate community engagement opportunities, recognising the NSW Police Force role in preventing crime and supporting victims and the need for collaboration with key stakeholders.

Tier One strategies focus on prevention and early intervention and aim to reduce the likelihood of identified young persons from engaging in criminal behaviour. Tier Two strategies are focused on responding to crime, and provide a broad base of initiatives ranging from the use of court alternatives through to diversionary programs aimed at reducing re-offending.

UNIVERSAL OBJECTIVES & STRATEGIES

UNIVERSAL strategies seek to continue the focus on community safety through strong public messaging and educational campaigns, highlighting the potential consequences of risk taking behaviours and educating young people on personal safety.

The NSW Police Force recognise that community safety is a shared responsibility, and as such, will continue to support community led initiatives and safety programs as part of the universal strategies.

It is recognised that sustained engagement and positive interactions between police and young people is core to initiating real and lasting change. Strategies aimed at creating opportunities for positive contact between police and young people and strengthening relationships with the community have been included in the universal component of the Youth Strategy.

PREVENTION	SAFEGUARD and STRENGTHEN individuals, communities, assets and infrastructure to deter crime, improve personal safety, and build resilience	
UNIVERSAL OBJECTIVE	Maximise opportunities for positive community engagement and connection to promote safe behaviours	
WHAT WE WILL DO	Create opportunities for positive contact between police and young people	
	Strengthen community relationships	
	Develop and promote youth targeted safety and anti-violence messages	
	Develop community-based campaigns to increase reporting of youth crime and anti-social behaviour in public spaces	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
	<ul style="list-style-type: none"> Collaborate with local young people and communities to deliver strategies that promote shared responsibility for crime prevention and community safety Promote NSWPF youth strategies through local community-based policing initiatives, engagement opportunities and NSWPF programs Develop community messaging with a focus on reducing crime, violence and fear Expand NSWPF use of mainstream, multilingual and social media platforms to communicate with young people Encourage whole of PAC/PD participation within local programs Deliver anti-violence and offence related education and awareness sessions to young people in schools, PCYCs Deliver education packages focused on harm minimisation, risk taking behaviours and their consequences Utilise a wide range of diverse young people and positive role models to deliver NSWPF prevention messages Present at Principals' Forums on contemporary issues and trends to inform and collaborate on youth issues Raise the profile of Youth Engagement Officers Encourage industry partners participation in crime prevention programs 	<ul style="list-style-type: none"> Participation of young people and youth organisations in the development of social media campaigns Number of targeted youth media campaigns developed Dissemination of youth targeted mainstream and social media campaigns in diverse publications and outlets Number of social media broadcasts through owned and earned (partnered) channels Number of educational programs delivered to young people in schools and other suitable environments by Youth Engagement Officers Number of young people attending/participating in educational programs delivered by Youth Engagement Officers Number of community led strategies and processes supported by NSWPF Number of community-based youth engagements attended by PAC/PDs Number of Principals Forums attended Number and diversity of positive role models collaborating with NSWPF Increased number of police school visits Number of localised educational campaigns delivered by PACs/PDs Number of young people attending/participating in localised educational campaigns delivered by PACs/PDs Number of industry partners involved in prevention programs

DISRUPTION	DISRUPT criminal behaviour to break criminal networks and bring offenders to justice	
UNIVERSAL OBJECTIVE	Develop tailored crime prevention initiatives to address localised crime	
WHAT WE WILL DO	Embed crime prevention within the role and responsibility of the PAC/PD Youth Portfolio Holder	
	Encourage at-risk youth participation in intervention programs	
	Work to strengthen and safeguard communities from harm and victimisation	
	Promote the NSWPF Commissioner's RISE UP strategy: <i>Redirect-Inspire-Support-Employment-Understand-Prevent</i>	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> • PAC/PD Youth Portfolio Holders identifying and developing appropriate local crime prevention initiatives for young people • Use crime data to identify youth crime and emerging trends to inform prevention initiatives • Engaging with young people to provide education and awareness of available support services in the community • Work with Local Councils on crime risk assessments under the Safer by Design initiative • Develop, promote and distribute crime prevention information for the community (Business Safety, Home Safety, Marine Safety) • Support Interagency initiatives aimed at reducing opportunities for crime to occur • Publicly increase the profile of the RISEUP suite of programs in partnership with Police Citizens Youth Club 	<ul style="list-style-type: none"> • Number of PAC/PD youth crime prevention initiatives generated • Maintain accurate, accessible statistics and reports • Number of crime risk assessments conducted under the Safer by Design initiative • Number of Crime Prevention information sources developed and distributed • Report on promising and successful interagency crime prevention initiatives • Increased participation in RISEUP programs 	



RESPONSE	DELIVER professional policing services to maintain community confidence	
UNIVERSAL OBJECTIVE	Ensure victims are protected, supported and referred to appropriate services	
WHAT WE WILL DO	<p>Recognise and promote the rights of victims in accordance with the <i>Victims' Rights and Support Act 2013</i></p> <p>Support victims of crime throughout the criminal justice process</p> <p>Encourage community investment in local crime prevention</p>	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> • Provide an appropriate response to victims of crime, including practical advice for individuals and communities, in line with the framework of NSWPF Victims Policy Statement • Ensure the availability of resources to frontline police, victims and the community of the victim's rights, and the availability of victim services • Develop appropriate strategies to identify and support young victims of crime • Implement community engagement models in line with the <i>NSWPF Framework for Community Engagement</i> aimed at strengthening community confidence in police, especially with young people • Develop localised community-based campaigns to increase reporting of youth crime and anti-social behaviour in public spaces • Utilise community precinct meetings to enhance community focused approaches to address youth-based issues • Promote the discussion of youth issues at community safety precinct meetings 	<ul style="list-style-type: none"> • Decrease in police complaints by victims and the community for inaction/lack of communication • Increased awareness by victims of crime of existing support services and resources • Reduction of young people as repeat victims of crime • Improved police community relations and community perceptions • Number of community-based crime prevention campaigns developed by PACs/PDs • Increased public reporting of youth crime and anti-social behaviour • Report on community focused initiatives implemented through community precinct meetings • Youth established as a standing agenda item at community precinct meetings 	



TIER ONE OBJECTIVES & STRATEGIES

TIER ONE strategies are aimed at young people who have been identified as a ‘young person at-risk’ through police interaction or by other organisations. These strategies aim to reduce the likelihood of young people engaging in criminal behaviour and the subsequent contact with the criminal justice system.

There is a strong focus on implementing prevention initiatives and strategies, including referral to available programs such as RISEUP, to influence young people to make positive life-course decisions. External support services referrals may also be appropriate to address the risk factors of the individual.



PREVENTION	INTERVENE EARLY for at-risk individuals and groups to limit escalation, minimise harm and positively influence behaviour	
TIER ONE OBJECTIVE	Engage at-risk children and young people in programs to improve their health and wellbeing	
WHAT WE WILL DO	Collaborate with external partners and agencies in the development and delivery of programs Engage with external stakeholders for early identification of at-risk children and young people Study effective prevention and diversionary programs to inform NSWPF strategies	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Advocate for the alignment of resources at all government levels to improve youth outcomes across safety, education, wellness and employment through the establishment and implementation of a ‘whole of system’ approach Cultivate and nurture constructive relationships with external agencies Promote and strengthen intervention programs in collaboration with partner agencies Conduct research into effective preventative programs to inform the development of similar models for implementation within NSW Examine effective evidence-based national and international diversionary programs with a view to identifying models that can be adopted within NSW 	<ul style="list-style-type: none"> Increased number of joint-agency agreements Ensure NSWPF delivered education packages are contemporary and fit for purpose Comprehensive review of RISEUP programs completed by 2023 Number of newly developed diversionary programs trialled 	

DISRUPTION	DISRUPT criminal behaviour to break criminal networks and bring offenders to justice	
TIER ONE OBJECTIVE	At-risk children and young people are identified and referred early to increase participation in diversionary programs	
WHAT WE WILL DO	Identify at-risk young people to initiate their referral to matched service providers Expand Police-led Youth Action Meetings Support identified at-risk young people to increase their confidence to make positive decisions	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Using police indices, including the child at risk reporting process, identify and refer at-risk young people Implement a corporate identification tool based on recognised risk factors (individual, family, school, peer, and community) to assist officers in identifying at-risk youth PAC/PD Youth Portfolio Holders referring identified 'at-risk' children and young people to Youth Command for intervention pathways Utilise local Youth Action Meetings (YAMs) processes to target refer young people to early and intensive intervention programs Implement the NSWPF mentoring model to intervene early with identified at-risk young people to educate and empower them to make positive choices and decisions Working with agency partners to ensure that at-risk youths are identified and allocated appropriate support services and assistance In partnership with PCYC, increase participation in RISEUP programs 	<ul style="list-style-type: none"> Number of at-risk young people referred Successful adoption of a single corporate identification tool for at-risk young people Number of Youth Action Meetings established Number of young people referred to Youth Action Meetings Number of intervention plans for young people established through Youth Action Meetings Number of at-risk young people referred by PACs/PDs to Youth Command Successful implementation of the NSWPF Mentoring Model Number of young people being mentored Number of RISEUP programs delivered Number of Sporting Industry Partnership programs facilitated Number of young people enrolled in RISEUP programs 	

RESPONSE	DELIVER professional policing services to maintain community confidence	
TIER ONE OBJECTIVE	Reduce the likelihood of at-risk young people engaging in criminal behaviour	
WHAT WE WILL DO	Enhance police capabilities in working with youth at-risk of offending Establish and promote a network of specialists to drive the implementation of a shared response to youth offending and at-risk youth Conduct intelligence driven high visibility policing in identified hot spots to reduce opportunities for offending	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Youth Portfolio Holders at PACs/PDs to nurture collaboration between specialist crime prevention officers and General Duties police officers in youth engagement activities and decisions Utilise the <i>NSWPF Community Engagement Framework</i> to maximise the effectiveness of engagement initiatives Strengthen relationships with culturally and linguistically diverse communities in line with the <i>NSWPF Multicultural Policing Strategy 2021-2025</i> Support the implementation of youth strategies in the <i>Aboriginal Strategic Direction 2018-2023</i> Review protocols and memoranda of understanding with government and non-government agencies to enhance information exchange Continue to collaborate in productive and constructive interagency relationships to achieve successful outcomes Utilise a valid and transparent process to identify hotspots to reduce the potential for youth crime to occur Offer additional guidance and support in the use of <i>Joint Protocol</i>, for those providing out of home care for young people 	<ul style="list-style-type: none"> Report on involvement of specialist officers in youth engagement activities and decisions Adherence with NSWPF strategic reporting requirements Memorandums of Understanding are realised Report on the progress and outcomes of interagency collaborations Reduction in the number of young missing person reports generated by those participating in the <i>Joint Protocol</i> 	

CASE STUDY: APPLYING THE STRATEGY

At-risk young person



Background

- 14 years old (at time of initial engagement in 2021)
- Currently 16 years of age
- Currently resides in a foster home with his aunt in Western Sydney.

Charges & Interaction with Police Include:

- Shoplifting
- Referral to YAMs
- School Truant
- PTC issues fines due to a lack of a valid ticket
- Consumption of alcohol in a public space

CHARGED OR RECEIVED FINES ON NINE SEPARATE OCCASIONS BETWEEN FEBRUARY 2021 AND OCTOBER 2021.

Tier 1 Strategies Implemented

- Enrolled in Fit for Life at PCYC.
- Mentoring provided for 3 months by Youth Engagement Officer.
- Engagement with Aunty at Young Person's foster home who was very supportive of mentoring and enrolment in RISEUP program.
- Encouraged and supported to move to another suburb to detach from peer influence.
- Exemplary attendance at Fit 4 Life. Became a pseudo leader within the group and was elevated to lead warm up sessions at Fit for Life.
- Utilised a Work Development Order (WDO) to decrease the value of accumulated fines

Behaviour Changes During Mentoring

- Agreed to engage in Drug and Alcohol counselling with an external agency
- A small amount of re-offending continued initially (drug and alcohol consumption) but tapered off over time.
- Has not been charged with an offence or received a fine since October 2021.

Measure of Success

- Young Person regularly attends Sports High School – is currently in year 11
- Young Person works on weekends and in school holidays as a scaffolder.
- Young Person plays rugby league and was the leading try scorer in his team last year. This is indicative of a commitment to the team.
- Although no longer participating in Fit 4 Life, the Young Person will occasionally attend the PCYC to train with his cohort.
- Young Person is no longer consuming alcohol and has indicated that he is interested in pursuing a career as a personal trainer.

TIER TWO OBJECTIVES & STRATEGIES

TIER TWO strategies are focused on responding to crime, with initiatives addressing the prevalence of re-offending and/or threats to community safety.

Strategies under this tier confirm the NSW Police Force commitment to the implementation of alternatives to court process, where applicable, while recognising that in some circumstances there is a need to employ swift police action in response to criminal activity to ensure community safety, even when the offenders are juveniles.

PREVENTION	DIVERT minor offenders and at-risk groups (e.g. young people, First Nations People, etc.) to reduce reoffending and avoid unnecessary contact with the criminal justice system	
TIER TWO OBJECTIVE	Reduce re-offending and improve community re-integration	
WHAT WE WILL DO	Increase participation in diversionary programs to reduce re-offending Implement initiatives to increase successful community re-integration for juvenile offenders	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Support external agency-led initiatives to reduce young people's contact with the criminal justice system Examine the feasibility of legislative mechanisms to mandate youth diversion into targeted programs through cautions and court determinations Build rapport with and identify opportunities for young people to increase their chance of successful reintegration into the community after their release from custody Deliver education modules for young offenders relevant to identified social and criminogenic risks Examine cultural and environmental barriers to youth accessing programs upon release, particularly in remote areas 	<ul style="list-style-type: none"> Number of external agency-led initiatives involving NSWPF support Feasibility study and research conducted on mandated youth diversion Number of education modules delivered Number of young people participating in post-release programs Police action taken in response to identified cultural and environmental barriers 	

DISRUPTION	DISRUPT criminal behaviour to break criminal networks and bring offenders to justice	
TIER TWO OBJECTIVE	Implement youth focused, consequence-based operations to target youth crime and reduce re-offending	
WHAT WE WILL DO	Target the behaviour of young people engaged in anti-social or youth crime to divert them from future criminal activities and reduce recidivism Support diversionary programs aimed at re-offending and community re-integration	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Participate in state-wide corporate youth focused operations such as PIVOT and FOIL PAC/PD led proactive operations focused at identified localised issues and trends Utilise a valid and transparent process to identify and target repeat young offenders responsible for anti-social behaviour and crime in the community Support initiatives to provide youth with alternate options to short term remand (Youth Justice and NSWPF) Actively participate in re-integration and re-offending programs in partnership with Youth Justice Examine strategies and programs to support young people removing themselves from crime group activity 	<ul style="list-style-type: none"> Number of state-wide youth focused proactive police operations Number of PAC/PD led youth focused proactive police operations Report on the progress of expanding the short-term remand initiative Number of young people engaged in pre-release/ post-release programs Number of young people previously engaged in pre-release programs re-entering Juvenile Justice custody Reduction in youth membership and/or affiliation in or with crime groups Reduction of recidivist young offenders 	

RESPONSE	DELIVER professional policing services to maintain community confidence
TIER TWO OBJECTIVE	Apply a scaled approach in response to young offenders
WHAT WE WILL DO	<p>Take appropriate policing action in response to the severity of the offence applying the provisions of the <i>Young Offenders Act 1997</i> where appropriate</p> <p>Take swift and decisive action in response to serious offences and recidivist young offenders</p> <p>Place a strong focus on community safety by conducting consequence based policing operations</p>
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS
<ul style="list-style-type: none"> Utilise alternatives to court process where appropriate Promote the utilisation of the Protected Admissions Scheme (PAS) for youth diversions particularly amongst First Nations youth Ensure appropriate law enforcement action is taken which aligns and adheres with governing legalisation (Young Offenders Act) Promote and support better utilisation of youth justice conferences Explore the viability of utilising youth justice conferences under the <i>Young Offenders Act 1997</i> for drug and alcohol-related offending Conduct evidence based, data informed policing operations to target youth crime hotspots & reduce recidivism Establish focused strike forces in response to identified youth crime types Embed prevention and diversionary expertise in ongoing police investigations to identify crime prevention opportunities Apply appropriate targeting strategies to identified young people suspected of engaging in criminal activity Examine and apply legislative controls to reduce opportunities for repeat criminal behaviour Impose restrictions using relevant sections of the Bail Act and other legislation (Firearm Prohibition Orders/Weapons Prohibition Orders, Serious Crime Prevention Orders, Public Safety Orders - FPO/WPO/SCPO/PSO) Provide appropriate law enforcement response and action to recidivist young offenders 	<ul style="list-style-type: none"> Number of matters in Children's Court due to appropriate use of court alternatives Increased use of the Protected Admissions Scheme Increased number of Youth Justice Conferences conducted Feasibility study and research conducted on expanding the use of Youth Justice Conferences Number of PAC/PD led youth focused evidence-based police operations conducted Number of youth crime specific task forces established Youth Engagement Officers involvement on youth-targeted strike force activity is adopted as standard practice Number of young people subject to targeted diversion strategies Reduction of recidivist young offenders Increase in the use of consorting legislation to disrupt association with known offenders (14 years and over) Reduction of breach of bail by young people due to NSWPF applying achievable and appropriate bail conditions focused on addressing risk factors Number of legislative restrictions imposed (FPO/WPO/SCPO/PSO) to young offenders



CASE STUDY: APPLYING THE STRATEGY

Recidivist young offender



Background

- 15 old male is currently in custody within a Youth Justice centre.
- Young Person had no prior contact with Police until he was 12 years of age, when there was a significant escalation in seriousness and frequency of offending.

Charges & Interaction with Police Include:

- Aggravated Break and Enter
- Robbery in company
- Armed with intent
- Take and drive conveyance
- Kidnapping in company
- Aggravated Robbery in company
- Armed robbery

- Young Person was identified as 'Young Person at risk' in 2020 at the age of 12 after being charged on 16 separate occasions.
- The Young Person had been placed into custody on 17 occasions prior to turning 13.
- Young Person has not attended school beyond year 6. The Young Person was refused entry to Pendle Hill High School based upon a risk assessment conducted by the school.

- The Young Person was previously residing with his Grandmother, however, she was incapable of providing the level of care, support and influence required for the Young Person. He has previously resided in an Out of Home Care facility.
- Due to being in Out of Home care, the Young Person was a regularly reported as a missing person for absconding from this residence.
- It is believed that the increase in frequency and seriousness of offending can be attributed to the passing of his great uncle.

INITIAL METHOD OF INTERVENTION OR REFERRAL: JUVENILE JUSTICE REFERRAL IN 2020

Tier 2 Strategies Implemented

- Strong family engagement by Youth Command & local Youth Engagement Officer (YEO).
- Attendance at Koori Court - Youth Command attended and this demonstrated a NSWPF support of conditional bail into programs.
- YEO attended Rieby Youth Justice Centre to build rapport with the Young Person. Young Person was receptive to Police and their ideas.
- Offered Fit for Life program engagement while residing at Rieby on multiple occasions, but Young Person did not engage.
- Youth Command Engagement with Juvenile Justice ensuring pre-release plans were prepared.
- Offered opportunity to engage with YEO in a mentoring program, but upon release, did not engage.
- In collaboration with Department of Communities and Justice, arrangements for financial support were provided to the Young Persons grandmother to enable her to register her vehicle. The intention of this engagement was so that the grandmother could legally drive her grandson to psychologist or doctors' visits.
- Provided Young Person with financial support in registering to play local rugby league, but Young Person did not engage.

Behaviour Changes During Mentoring

- Offending continued during engagement efforts.
- Repeated offending saw re-incarceration which setback efforts to rehabilitate.
- The Young Person heavily influences his associates when in the community and his presence has seen his associates escalate their level of criminality.

Measure of Success

- Currently bail refused
- Offending and subsequent victim harm has reduced whilst the Young Person is in custody.
- Associates are less motivated to offend when the Young Person is in custody.
- The risk the Young Person poses to himself is diminished whilst in custody.
- Local YEO continues to engage with the Young Person whilst they are in custody, and the Young Person is receptive to these efforts.

CAPABILITY OBJECTIVES & STRATEGIES

To ensure that the NSW Police Force can effectively implement the Youth Strategy, initiatives have been developed under three broad capability categories – People, Systems and Leadership.



CAPABILITY	DEVELOP CAPABLE AND RESILIENT PEOPLE to maximise performance	
PEOPLE OBJECTIVE	Enhance police capabilities in working with at-risk youth and young offenders	
WHAT WE WILL DO	Solidify the role and responsibilities of the Youth Portfolio Holder in all PACs & PDs Develop and maintain Specialist Youth Officer's knowledge, skills and expertise Increase frontline police officers' awareness and skills relevant to working with young people	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> • Provide Youth Portfolio Holders with sufficient resources, avenues and support • Embed mechanisms to ensure effective collaboration between Youth Portfolio Holders and Youth Command to address emerging issues • Utilise the expertise of Youth Engagement Officers in the development of operational and investigation plans for youth targeted policing activities • Establish a process to ensure Specialist Youth Officers (SYO) knowledge, skills and expertise remains contemporary • Strengthen knowledge of legislative requirements and the operational application of police powers relevant to young people through the provision of training and educational materials to frontline officers • Enhance police awareness and skills relevant to conducting thorough investigations into matters involving young offenders to ensure successful prosecutions • Promote and capitalise on workforce diversity to ensure an appropriate surge response to youth issues 	<ul style="list-style-type: none"> • Dedicated Youth Portfolio Holder portal is maintained with contemporary information • Ensure Youth Portfolio Holder Forums are held annually • Collaboration between Youth Command and Youth Portfolio Holders is increased • Youth Engagement Officers involvement in the development and planning of youth targeted policing activity is adopted as standard practice • SYO training is contemporary and relevant to current trends • Increased number of Specialist Youth Officers • Reduction of reported complaints against police officers and the alleged misuse of police powers • Youth related training and resources are current and relevant to the ongoing needs of NSWPF members • An agile NSWPF workforce which can quickly respond and de-escalate rising disturbances 	

CAPABILITY	BUILD EFFECTIVE SYSTEMS to future-proof service delivery	
SYSTEMS OBJECTIVE	Strengthen program design and technology capabilities	
WHAT WE WILL DO	Improve NSWPF internal recording system Broaden internal accessibility to youth related systems Identify improvements for youth programs through evidence-based evaluations	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Invest in the NSWPF internal recording system for youth related projects, innovations, and strategies to enhance cross Command knowledge and experiences Increase accessibility to dedicated internal recording systems to relevant NSWPF practitioners Develop shared and consistent data definitions and parameters in existing IT systems Implement a standardised digital reporting mechanism to chronicle progress on the implementation of the NSWPF Youth Strategy Develop a digital mechanism for recording the use of the corporate identification tool for at-risk youth Distribute a dedicated youth services contacts catalogue internally Strengthen program design through the application of best practice principles including the development of an evaluation framework for NSWPF delivered education packages Establish set parameters for evidence-based evaluations of youth prevention and diversionary programs Constant evaluation of current prevention and diversion programs to ensure they remain contemporary and effective Support longitudinal studies to measure the effectiveness of intervention and prevention initiatives 	<ul style="list-style-type: none"> NSWPF corporate system is maintained, promoted and accessible Standardised data definitions are realised Accurate and accessible statistical reports Progress on the implementation of the NSWPF Youth Strategy is catalogued The use of the corporate identification tool is digitised Youth Services contacts catalogue is maintained and made available to relevant NSWPF practitioners An evidence-informed evaluation model is developed by the end of 2023 Prevention and Diversion programs are consistently evaluated Longitudinal studies and research conducted on intervention and prevention initiatives 	

CAPABILITY	ENHANCE LEADERSHIP to build an agile, innovative organisation	
LEADERSHIP OBJECTIVE	Deliver a unified, measured and coordinated approach to meeting the NSWPF key priority Next Generation (Youth and First Nations People) under the NSWPF strategic vision - <i>Our Focus Our Future</i>	
WHAT WE WILL DO	Provide strategic leadership to drive the implementation of the NSWPF Youth Strategy Explore, develop and implement NSWPF cross-portfolio strategies for youth related policing	
HOW WE WILL DO THIS	HOW WE WILL MEASURE SUCCESS	
<ul style="list-style-type: none"> Raise the profile of NSWPF Youth priorities within the organisation, and at national and state-level boards and committees Provide strategic advice, guidance and direction regarding youth policing issues in alignment with the NSWPF Strengthen the NSWPF approach to youth policing through Youth Portfolio Holders Provide specialist support and advice on youth issues shared with other corporate portfolios and business units Contribute to the development and implementation of corporate portfolio strategic and operational documents Provide a unified and coordinated response to youth violence and serious crime by NSWPF 	<ul style="list-style-type: none"> Increase of NSWPF internal formal forums, meetings and assemblies which are specific to addressing emerging youth violence and serious crime trends Youth Advisory Group chaired by the Corporate Sponsor for Youth are held quarterly Accurate and detailed reporting of challenges, successes, and opportunities Youth and crime prevention priorities are negotiated and considered across all strategic portfolios 	

DEFINITIONS & REFERENCES

NSW Police Force Policies & Legislation

The Youth Violence Strategy interacts with other policy (internal and external) and legislation including, but not limited to:

- Children & Young Persons (Care and Protection) Act 1998
- Young Offenders Act 1997
- NSW Police Force Aboriginal Strategic Direction
- NSW Police Force Multicultural Policing Strategy
- NSW Police Force Domestic and Family Violence Action Plan
- NSW Police Force Victims of Crime Action Plan
- NSW Police Force Mental Health Action Plan
- NSW Police Force Framework for Community Engagement

External References

- NSW Office of the Advocate for Children and Young People
- NSW Bureau of Crime Statistics and Research
- Australian Bureau of Statistics-Census

Glossary

- NSWPF New South Wales Police Force
- PAC Police Area Command
- PAS Protected Admissions Scheme
- PCYC Police Citizens Youth Clubs
- PD Police District
- SYO Specialist Youth Officer
- YAM Youth Action Meeting
- YEO Youth Engagement Officer
- YLO Youth Officer
- YOA Young Offenders Act 1997



NSW Police Force



NSW
GOVERNMENT