

12 November 2024

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Tēnā koe Joshua

**Request for information**

Thank you for your Official Information Act 1982 (OIA) request of 12 August 2024, in which you requested:

*In relation to this article:*

<https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.waikatotimes.co.nz%2Fnews%2F350037276%2Fcrime-times-waikatos-top-cop-admits-youth-crimeexplosion&data=05%7C02%7CMinisterial.Services%40police.govt.nz%7C16c635c340784610e7e508dcba685e1d%7Cca3e98072c6841ae8b669330cd5ee407%7C0%7C638590204631193907%7CUnknown%7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IjE6IHR5cGU6IiwiZW50LCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=b4LeuK41RKMFMdVxTE2GXpXrdkKJ%2BpXRtjfBzH3bkvQ%3D&reserved=0>

*Please outline what plans, management and correspondence Bruce Bird has provided into the management of youth crime, burglaries and car thefts in Hamilton.*

Firstly, I apologise sincerely for the delay in responding to your request.

In response to your request, please find attached copies of the Hamilton Area Youth and Community Plan, the Waikato District Ram Raid / Burglary Strategy 2024/25 and a copy of the Waikato District Community Policing Model.

Please note that as part of its commitment to openness and transparency, Police proactively releases some information and documents that may be of interest to the public. An anonymised version of this response may be publicly released on the New Zealand Police website.

Nāku noa, nā

Geoff Blow  
Sergeant – Waikato OIA team  
New Zealand Police



# *Hamilton Area Youth and Community Plan*

September 2023

Senior Sergeant Scott McKENZIE

Hamilton Area Manager: Youth  
and Community

# Introduction

## Introduction

1. The Hamilton Area Youth and Community Group consists of six workstreams. They are; Prevention Team (Prevention), Neighbourhood Policing Team (NPT), Youth Aid Services (YAS), Youth Engagement Team (YET), Youth Development (YD) and Alcohol Harm Reduction.
2. The New Zealand Police Operating model is Prevention First - the way we go about delivering our vision, that New Zealand is the safest country; our purpose, to ensure everybody can be safe and feel safe; our mission, to prevent crime and harm through exceptional policing.
3. The Prevention First operating model clearly sets out that the idea behind Prevention First is that our first priority should always be the prevention of crime and harm. Quite simply, it is better not to be a victim of crime than to have a gold service when you are one.
4. Whilst this is not to say that workgroups outside of the Hamilton Area Youth and Community Group don't have a responsibility to undertake prevention, it is the basis for the core activities that this workgroup will deliver.
5. The primary focus of the Hamilton Area Youth and Community Group is to support the Hamilton Area groups in reducing crime, demand and harm.
6. In preparing this strategic document, NCOs have undertaken a planning day to focus the direction of the workgroup and identify key roles for each section as well as considering current key district documents, specifically,
  - District Youth Strategy
  - Community Policing Model and Strategy (Draft Form)
  - Community Intelligence
  - Community Engagement (Draft Form)
  - Org Crime Vipers (Draft Form)
7. Whilst we will support one another, to understand the intent of the workgroup, it should be considered in three groups, area-based prevention teams (Prevention & NPT), youth service group (YAS, YET & YD) and, alcohol harm.

## Core Values and Guiding Principles

8. Everything we do at New Zealand police is about a commitment to ensuring people are safe and feel safe. To enable us to deliver on this commitment we are guided by our core values which are Professionalism, Respect, Integrity, Commitment to Māori and the Treaty, Empathy and Valuing Diversity. Our values inform the way we work, operate, and make decisions. Our values reflect what is important to us and the communities we serve.
9. Key expectations around work undertaken by the teams are:

- Activities link to the three goals of the organisation: Safe Homes, Safe Roads and Safe Communities
- Activities recorded and are measurable and have clear link to a deployment rationale
- They align with the area of responsibility for their workgroup.

10. To embody the direction of the Hamilton Area Youth and Community Group, we adopt the mantra or purpose as being ***Building resilient communities to reduce harm through a holistic problem-solving mindset.***
11. Following on from this purpose, prevention workgroups will adopt a problem-solving mindset and use PANDA or SARA models as a core expectation of delivering our business.
12. The key roles are capture in the attached SPT document. (See Appendix A)

# Workgroups

## Prevention Team

- Prevention is a team based at the Hamilton East Police Station. The team is led by a Sergeant and consists of five “G band” Constables.
- Their core role is based around having a community-based focus, bringing together the Waikato District’s community intelligence and community engagement strategies.
- They operate under a Community Ownership Model (COM) and will foster and strengthen Police links to the communities in which they are assigned. Operating under the COM, each Constable is assigned an area of the City, which is divided into manageable areas. This ensures an understanding of the different community needs and that there are balanced responses to the different issues that communities face across the City, rather than focussing on crime spikes or panics in smaller areas of the city. They will leverage the community intelligence model to ensure a clear understanding of the different crime problems. Whilst aligned to an area, they will support one another as tasked by the Prevention Sergeant
- They are responsible for obtaining community intelligence and building appropriate relationships within their area to identify issues that are faced by that area. Some relationships may be held by others from the team, but others will be specific to that community. This ensures an evidence based approach, ensuring that we are addressing the Police related community problems across Hamilton City on a needs basis.

- Operating a PANDA model, the workgroup will be tasked with undertaking problem solving activities and developing VIPERS plans which can be implemented to provide sustained outcomes to eliminate the problem.
- Problems will be tasked and monitored by the Prevention supervisor and may be tasked to the group through ATAC, assessing intelligence and community intelligence documents.
- Prevention staff will also be responsible for any “neighbours at war” occurrences, which is defined as three or more calls for service occurring between two or more proximate addresses, that are likely to persist or escalate without intervention.
- Prevention staff will also be responsible for building victim intervention plans in relation to any red victims, as requested by the Victim’s Manager, for their areas.
- Current files assigned to the Prevention Group for follow-up will be returned to FMC for investigation or case closure. Files that form a potential problem for PANDA may be identified through the intelligence scanning process. This will be the subject of a separate paper through ALT.
- Prevention will also lead the foot patrol staff who have completed their District FTU period. Responsibility for their delivery will be with the Prevention supervisor. (See Appendix B)
- They will undertake some operational deployments to address the goals contained in our business and will undertake presentations for crime prevention as requested by community groups. This would be limited to one per week and would require a reach of at least 5 people again for the purpose of addressing one of our goals; safe homes; safe roads; and/or safe communities.

## ***Neighbourhood Policing Team***

- NPT is a team based at the Hamilton East Police Station. The team is led by a Sergeant and consists of five “G band” Constables.
- The core role of this team is to focus on a complex problem causing harm in Hamilton City that is likely to require long term problem solving and investment to attain a sustained change in resolving the problem.
- NPT will utilise the PANDA model to problem solve issues that are assigned through ATAC.
- The first problem NPT will be undertaking is the crime / harm problem on Ulster Street, Hamilton. It will focus on the demand and harm that is being caused by emergency and transitional housing. It is premature to define the problem and what the end state looks like, but this will be provided to ALT prior to implementing the strategy.
- As part of the VIPERS strategy, a clear exit strategy will be required with a pivot towards a new emerging issue that will require medium to long term problem solving.

## Youth Aid Services

- YAS is a team based at Hamilton East Police Station. The team is led by a Sergeant and consists of six G to H band youth aid officers, with two further “G to H band” positions on hold under P21.
- YAS is responsible for providing subject matter expertise to the District for operationalising and implementing the Oranga Tamariki Act 1989.
- They will represent Police before the Youth Court and Family Court for any youth justice related prosecution or care and protection issue raised because of criminal offending. They will also be responsible higher level ITC family group conferences.
- YAS will triage all incoming files and allocate to the workgroups as appropriate with consideration to the District Youth Strategy.
- They will undertake responsibility for upskilling other stakeholders on Police process and expectations from a youth justice perspective and will maintain the key tactical relationship with Oranga Tamariki (OT) for youth justice matters.

## Youth Engagement Team

- YET is a team based at Hamilton East Police Station. The team is led by a Sergeant and seven constables. It also consists of a team of four constables working as school community officers (SCO) in our schools. All constables are “G band” positions.

### YET

- These staff are assigned to undertake alternative actions including Te Pae Oranga referrals, AA plans and warnings. They will manage any file that is deemed by the Youth Aid Sergeant not to reach the threshold for their team. This may require the development of programs to meet a particular need.
- YET will be responsible for locating and arresting any POTAC assigned youth targets and any youth that abscond when remanded to an OT residence in Hamilton.
- Their file holdings will be actively managed by the YET Sergeant to ensure interventions are of a high quality and avoid this youth from returning to a criminal pathway in line with the district youth strategy.

### SCO

- The four SCO positions are responsible for delivering courses / programs in schools. The only mandated program is School Road Safety Training in any school (primary / intermediate) that have a manned school crossing as per our contractual obligations to Waka Kotahi.
- They also deliver, keeping ourselves safe, cyber bullying and loves me not.

- Given the number of schools in Hamilton far exceeds our capability to deliver in all of them, our intent is to provide quality not quantity.
- We will target our delivery into schools using the Ministry of Education's (MOE) Equity Index (EI). EI is used by MOE for the purpose of funding, but it is a publicly available, yearly updated, list of schools ranked based on socio-economic characteristics of the children who attend these school. Applying a lens of crime prevention, prioritising these school will result in interaction with children who have higher ACES scores (indicators of offending risks, see Appendix C)

## Youth Development

- YD is a team based at Hamilton East Police Station. The team is led by a Sergeant and consists of two "H band" Constables, two "G band" Constables and four non-sworn employees.
- They are responsible for delivering service to youth who are not yet offending but are at high risk of transitioning into offending. This includes situation where Police are advised, but can't prove, that offending is occurring.
- This is prioritised through the use of ACEs, and only youth who have an ACEs score of four or more out of 10 will be engaged with.
- Pathways into the workgroup include, frontline referrals, Fast track, youth at search warrants, missing persons, and to a lesser extent family harm.
- They utilise the Youth Intervention Panel (YIP), sharing information with external partners in developing plans and making appropriate referrals.
- YD currently follow-up on home visits through the Kapua Te Kakaho (KTK) and Fasttrack (FT) process. It is intended that one of the "H Band" constables within this workgroup will be assigned the portfolio to represent Police on the three panels, FT (Serious or persistent offenders 10-13), KTK (all youth offending), and, YIP (not yet offending but high risk). This position will then triage the appropriate alternative action, or support service response and consider through consultation with the Youth Aid Sergeant, whether a Police file requires assignment to YAS, YET or YD.

*From a prevention perspective, the intent of the three youth workgroups is YD will prevent escalation to YET and YET will prevent escalation to YAS.*

## Alcohol Harm Reduction

- Alcohol Harm Reduction is based at Hamilton Central Police Station and consists of a Sergeant.
- The Sergeant is responsible for undertaking vetting regarding alcohol licence applications and applications to Private Security Personnel Licensing Authority (PSPLA).
- They will plan and execute controlled purchase operations.

- The Sergeant will collate any breaches of Sale and Supply of Alcohol Act 2012 and represent Police at the District Licencing Committee and the Alcohol and Regulatory Licensing Authority.

# ***Association to District Strategies***

## ***Community Policing Strategy***

The community policing strategy will be operationalised across all workgroups.

Both Prevention and NPT will be problem solving orientated, utilising the PANDA problem solving tools across the areas for Prevention and in the Ulster Street area for NPT. This ensures visibility and scanning across all areas of the city rather than focusing all attention in one area, neglecting others. To develop and understand the crime problem, the community intelligence model will be utilised. These will be short to medium term in nature. Implementation will be through the community engagement model and may or may not be led by Police and will depend on the nature of the crime problem.

The benefits include:

- A deeper understanding of what is affecting Hamiltonians from a crime and harm perspective.
- Whether issues are Police issues or can be referred to other agencies.
- Hi visibility within all Hamilton communities.
- Assisting with identifying intelligence gaps that may require ATAC consideration.
- A clear output in terms of addressing identified crime problems.
- Achievement towards "Our Goals."

These activities will also be key to achieving the successes sought in the community policing strategy, specifically,

- Reduction in re-victimisations.
- Increase in community engagement
- Decrease in community Complaints
- Increase in problem solving initiatives for the District
- Increase in referrals to partner agencies
- Uptake in community intelligence noting's; and amalgamation of notings
- Increase in community visibility
- Increase in number of resolved offences with non-court action
- Reduction in Youth Offending
- Reduction in offences linked to Gang Harm
- Reduction in Retail Crime.



## ***District Youth Strategy***

Within the Hamilton Area, the three youth sections, YAS, YET and YD will be collectively responsible for delivering the intent of the strategy and will operate in line with the strategy's workstreams: partnering with communities, reducing escalation, and, early and sustainable exits.

Currently the workgroup has tactical and operational relationships with key stakeholders including Oranga Tamariki, Ministry of Justice, Ministry of Education and Ministry of Social Development. This are maintained through the three panels FT, KTK and YIP. These relationships provide collaboration including a rich source of information to support the development and implementation of both Court and non-Court related plans.

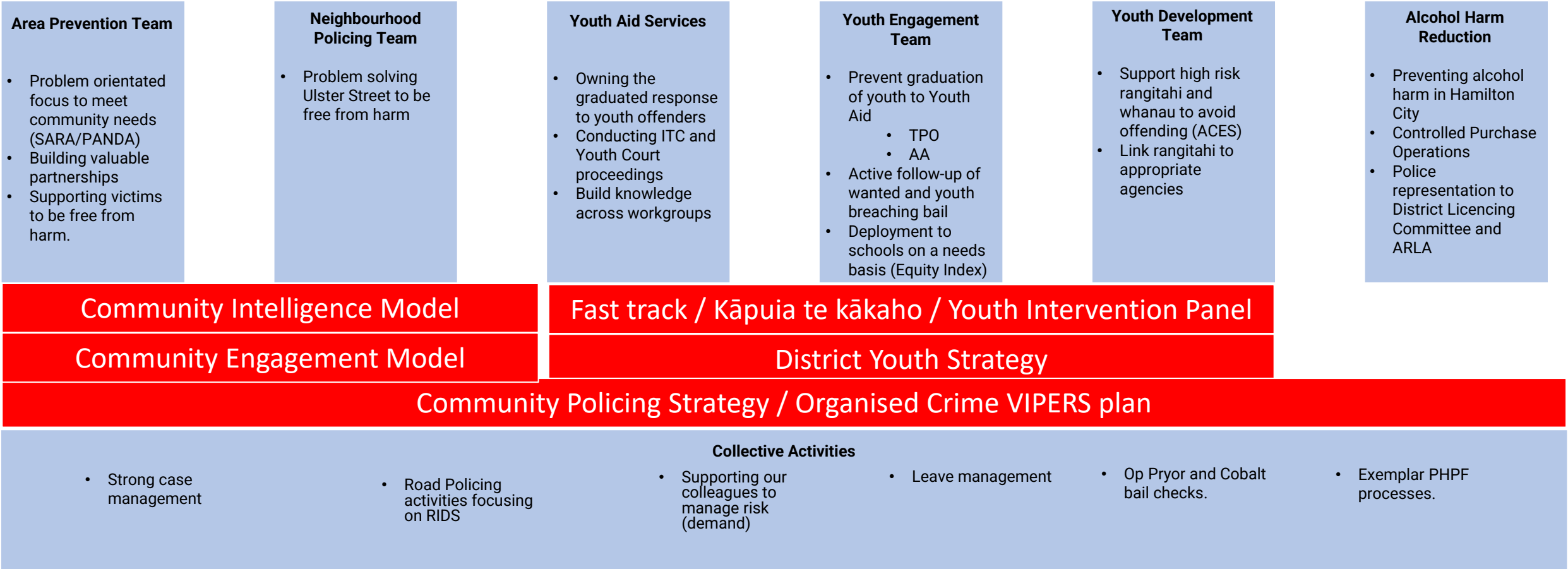
We operate with the mindset of taking the least restrictive actions to reduce, minimise or eliminate criminal proceedings by holistically considering a youth's drivers of criminal offending and strengthening the resilience of that individual and their family. This addresses both reduction in escalation and early and sustained exits from this pathway. This will be achieved by a mindset shift, both internal to the workgroup, but also wider in the city, through prioritising effective alternative actions like the Te Pae Oranga Rangitahi Kaupapa and referring to appropriate wrap around services.

## ***Organised Crime VIPERS plan***

Prevention group will deliver aspects of the Organised Crime VIPERS plan, specifically, respond following search warrants where children are present, submit community intelligence relating to gang activity, prioritise schools where students are more likely to be recruited by gangs, and likely NPTs disruptive activity in Ulster Street.

# Hamilton City Prevention Group

Building resilient communities to reduce harm through a holistic problem-solving mindset



**OUR GOALS**

- ▲ **SAFE HOMES**  
FREE FROM CRIME AND VICTIMISATION 
- ▲ **SAFE ROADS**  
PREVENTING DEATH AND INJURY WITH OUR PARTNERS 
- ▲ **SAFE COMMUNITIES**  
PEOPLE ARE SAFE WHEREVER THEY LIVE, WORK AND VISIT 

**OUR PRIORITIES**

- ▲ **BE FIRST, THEN DO**  
STRENGTHENING HOW AND WHO WE ARE AS AN ORGANISATION
- ▲ **DELIVER THE SERVICES**  
NEW ZEALANDERS EXPECT AND DESERVE  
UNDERSTANDING AND PROVIDING WHAT THE PUBLIC WANT FROM THEIR POLICE
- ▲ **FOCUSED PREVENTION THROUGH PARTNERSHIPS**  
FOCUSED POLICE EFFORT AND WORKING WITH OTHERS TO ACHIEVE BETTER OUTCOMES

# Waikato District Leadership Team Cover Sheet

<b>Reference</b>	WKT/23/
<b>Paper title</b>	Hamilton City – FTU foot patrol deployment
<b>Sponsor</b>	Inspector W. Loughrin – Area Commander.
<b>Presenter/s</b>	Senior Sergeant Scott McKenzie
<b>Prepared by</b>	Senior Sergeant Scott McKenzie
<b>Meeting date</b>	DTAC – August 2023

## Consultation required

*Unless specifically directed by the paper's Sponsor, the paper should be presented to at least one of the four sub governance groups in the first instance, using the appropriate governance group paper template.*

*If the contents of this paper are such that they are to be presented to the DLT only, consultation may still need to be undertaken with other work groups / service centres / districts to ensure their views have been sought and are accurately reflected in this paper.*

*For consultation purposes, please ensure you refer to the PDM to cover the necessary aspects/interests.*

*Please double click the boxes to tick which groups / individuals have been consulted regarding this paper and include their feedback in the Feedback Received section.*

Tick	Group / individual	Specify, if required
<input type="checkbox"/>	Stewardship & Performance	
<input type="checkbox"/>	Health & Safety	
<input checked="" type="checkbox"/>	Tasking & Coordination	
<input type="checkbox"/>	Organisational Capability	
<input type="checkbox"/>	External (specify)	
<input type="checkbox"/>	Other (specify)	

*While a sponsor can exempt a paper from seeking consultation this should be an extremely rare occurrence. If the Sponsor deems consultation to be unnecessary, a full explanation must be provided below:*

# Hamilton City FTU foot patrol deployment review for the Waikato Tasking and Coordination consideration.

**Reference:** WKD/23/  
**Title:** Hamilton City – FTU foot patrol deployment

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August 2023

## **Purpose of Paper**

The purpose of this paper is to clarify intended deployment of Field Training Unit (FTU) staff in supporting efforts around foot patrols in retail areas in Hamilton. The paper outlines; timeframes, lines of reporting, and deployment principles.

## **Introduction**

Over the past several years there has been considerable public interest in retail crime; not only robberies and commercial burglaries but shoplifting as well. This stems from several high-profile incidents involving retail crime, unfortunately a number of these occurring in the Waikato District.

Our Business clearly outlines that that the purpose of why Police are here is to ensure that everybody can be safe & feel safe and community orientated policing remains a priority for the public.

The Police Executive SPT records as a priority, maintaining operational focus: High public place visibility and youth retail crime.

High visibility patrols in the right places, at the right times and engaging with our community supports efforts to meet the expectations of our community in being seen preventing retail crime, creating opportunities for early intervention and deterring crime from happening in the first place.

Since about May, two FTU staff members have been deployed to Hamilton Prevention to assist with foot patrols in retail environments in efforts to prevent retail crime.

Utilising FTU to assist with these deployments supports Hamilton Prevention's efforts with foot patrols and provides a learning opportunity around the importance of community engagement, intelligence gathering and high visibility in community settings.

## **Field Training Unit Deployment**

Upon commencing operational Policing in the Waikato District, following the completion of their recruit wing, new Police staff undertake several months of learning in different areas of Policing. Included in this has been attachment to Hamilton Prevention and deploying to retail crime areas conducting foot patrols.

All FTU staff members will align with Hamilton prevention under the guidance of a Field Training Officer (FTO). Currently that FTO is a member of the Neighbourhood Policing Team (NPT) however, once this paper is ratified the FTO position will move to a member on Prevention as the FTU staff will report to the Hamilton Prevention

Sergeant who will oversee their deployment. Depending on the number of FTU constables per monthly deployment, a further FTO may need to be appointed.

The FTU staff will spend four weeks with Prevention and will deploy with their FTO for a minimum of a week conducting only foot patrols in retail areas, providing crime prevention advice to retailers and members of the public, and managing and shoplifting calls for service in that location.

The FTU staff may deploy as a pair once the Prevention Sergeant is satisfied, they understand and can safely conduct their role and taskings but must be in proximity of their FTO or other suitably appropriate Constable who must be easily contactable. Recent iterations of this FTU deployment have involved deployments of the two FTU staff members alone, engaging with the community and applying TENR as they conduct these patrols. Not all FTU staff will be the same and so this assessment will ongoing and will differ with each group.

## **Deployment**

The FTU staff roster will align to the FTO who will be on the Prevention Roster.

Deployment will be “hot-spot,” in nature, carried out in shopping centres, high density retail areas (such as the CBD) and supermarkets. Deployments will be evidence based and overseen by district intel who will identify the areas that deployment is required.

The product produced is still being designed but will leverage crime (NIA) data as well as community intelligence. This product must clearly show the locations and timings where the greatest prevention gains can be made. A previous product used by Hamilton City is included as Appendix A and is intended to be a pictorial guide for DTAC to understand the intention of the product to be produced.

These deployment plans will be updated monthly based on updated intelligence and crime data and to ensure there is an unpredictability to Police deployment.

These deployments will often be supported by the wider Prevention group and the use of the mobile Police Bus to ensure that the greatest community visibility is gained.

Whilst the bulk of deployments will be in Hamilton City, one deployment a fortnight will be to Waikato East and Waikato West areas. In practice, if there are two FTU staff for that month, one week they will deploy to Waikato West and the second week to Waikato East. If there are four staff for that month, there will be a weekly deployment to both Waikato East and Waikato West. Area Commanders will need to allocate the township they wish for that deployment to occur in and an FTO or suitable qualified officer will need to be assigned as a contact and to assist them with the deployment.

## **Activities**

Foot patrols will be carried out for at least 15 minutes and no more than 2 hours. These will be recorded through Responder using a 3F code which should only be created once on site.

Prior to deployment, the FTU staff alongside their FTO and the Prevention Sergeant, will review the deployments required for the day. An auto-run intelligence document has been arranged to show shoplifting incidents for the prior day, and previous seven days. It is expected that these locations are identified, and a crime prevention visit is undertaken during the foot patrol.

This crime prevention visit will serve as an opportunity to provide reassurance, undertake a crime survey (Appendix B), provide CPTED advice and a link to the 2023 retail crime booklet (Appendix C). Any crime prevention visit must be recorded in Responder using a 3C code (conducted whilst 3F) and the Crime Survey recorded in NIA under a 4Z code using the details for the Crime Survey.

It is expected that during each deployment, that the FTU members seek community intelligence from the public, shopkeepers, store owners, site security, or site management around information relating to retail crime. This may include crime trends (items targeted, methods utilised), timings, offender types, etc. More than one community intelligence noting may result from each deployment. All community intelligence notings should be recorded through On Duty, ensuring that Community Intelligence is included in the subject line.

For clarity, FTU members in this role should not be utilised for any activity outside these foot patrols except for the above-described activities and any other offending type that is detected whilst undertaking these foot patrols. Any other exemption is to be approved by the Hamilton Area Manager: Youth and Community, Hamilton Area Commander or the duty Inspector.

### **Benefits**

Implementation of this paper is likely to result in the following benefits:

- Increase in Police visibility engaging in a meaningful way with the community.
- Undertaking Crime Prevention activities with a view of target hardening locations that are victims of crime.
- Exposure of new staff to a prevention mindset, “taking every opportunity to prevention harm.”
- Gleaning intel during core policing activities to enable better deployment activities
- Culture of engagement with our prevention teams and understanding their role within our operating strategy.

### **Future state**

Within Hamilton there are a number of community, NGO and council groups that have an interest in maintaining public safety and reducing crime. Linking with these organisations to support our deployments and to provide further activities takes the intent of the high visibility and community interaction that step further.

Upon initial FTU deployment, once per fortnight, the staff will deploy with City Safe (Hamilton City Council) on a foot patrol in the CBD area. This is to develop our team to form an understanding of anti-social issues from their perspective and to support Policing functions around community intelligence and CPTED assessment that can build on their interactions with retailers. According to the City Safe Manager, they conduct a significant number of retail store visits yearly in the Hamilton area as part of their function.

Supporting the identification and development of these groups will be the responsibility of the FTOs as a part of their BAU role when not deploying with the FTU staff.

Other potential groups that this can be developed would include, Community Patrols NZ, Neighbourhood support, security at malls. Community patrol and neighbourhood support can be leveraged to provide a link to smaller businesses that otherwise would not fall within the FTU 3Fs.

This will in turn achieve the intent of this paper, but also with prevention through partnerships make community groups feel connected, responsible and empowered to take action to prevent crime. Whilst appropriate enablement and guidance from Police, CPTED engagement can be increased and a more rich intelligence source will be created. See Logic Model Appendix D.

### **Recommendations:**

It is recommended that the District Tasking and Coordination group:

1. **Notes** the contents of this paper.
2. **Agrees** to the current settings as recommended in the paper.
3. **Directs** the Hamilton Area Manager: Youth and Community to implement the approved changes.

Senior Sergeant Scott MCKENZIE  
Hamilton Area Manager: Youth and Community.

## Feedback received

Reference WKD/22/

Title

Date paper sent for  
consultation

*In the table below, please record the names of those people consulted, their feedback and your action or recommendations. Please clearly state if no response is received from any parties. If consultation has not been undertaken, a full explanation must be provided on the Cover Sheet.*

Name / position / workgroup / agency	Feedback provided	Action taken or recommended following the feedback





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# Waikato District Community Policing Model

## Waikato District Community Policing Model

### Introduction

The Community Policing Model is to provide a way forward for the Waikato District to help inform and align district planning with Our Business, Te Huringa o Te Tai and the Prevention First Operating Model 2023. The ideal future state would be that all relevant Government agencies, NGO's partner and communities to come together collectively to address various issues within the Waikato District to positively impact the communities and reduce harm to individuals and the community

### Purpose

The purpose of the Waikato District Community Policing Model is to operationalise the Prevention First Operating Model 2023. As shown in Figure 1: Waikato Strategic Interdependencies below, the Community Policing Model is seen as the keystone, with all other targeted strategies forming the additional 'bricks' that will allow a cohesive and synergetic approach to reducing crime and harm in our District.



## Background

As defined within *'Our Business'*, the vision of the New Zealand Police is to be the safest country, and our purpose is for everyone to be safe, and feel safe.

Woven through *'Our Business'* is the imperative to work alongside partners and communities to ensure people can be safe and feel safe. Community Policing is linked to our organisation's three priorities and offers Police a way of operationalising *'Our Business'* in pursuit of our goals. Additionally, overarching National Police Strategy shows a focus on prevention, (eg *'Prevention First Operating Model'* and *'Te Huringa o Te Tai'*). This shows that any District strategies and/or operating models must be aligned to those tenets expounded by Police senior leadership, and it is considered appropriate that prevention is a common theme, which sits well within the proposed model of having Community-based Policing as our 'umbrella' model for the Waikato District.

Police need to understand community issues and to accept that Iwi, community groups, and other agencies may be better placed to provide alternate courses of action; our role is to ensure that wherever possible we can meet those expectations. Therefore, for Police to be effective there is a need to have a blend of community intelligence, and effective relationships within our communities in order to understand the issues facing all sectors of society and doing our part in ensuring appropriate steps can be taken.

Currently, most Community Policing is delivered through our Prevention Groups and to a degree there is some 'choice' in these activities. It can equally be said that we do not have unlimited resources and we need to ensure that the activities we engage in are evidenced-based and provide the best 'bang for buck.' We can link all initiatives back to building trust and confidence, however given that we can't do everything, we need to have a District or Area oversight that looks at the cost and benefits of our initiatives. For example, playing sport in a high decile school:

- What is the value in this other than trust and confidence?
- What intel are we receiving?
- Are we engaging with children who are already engaged with Police?
- Would we be better served working in a lower decile school?

As stated previously, our activities and initiatives need to link back to Our Goals and District priorities. At times there will be a need to do one-off activities that build trust and confidence, therefore this model provides the overview at both District and Area-level to ensure staff aren't self-selecting what they want to do, to the detriment of District priorities.

Before outlining the Waikato District Community Policing Model, it is useful to review the key points from the guidance within *'Prevention First Operating Model 2023'*, and to briefly explore the concept of Community Policing.

## Prevention First Operating Model 2023

The Prevention First Operating Model describes how we will go about delivering on our mission to prevent crime and harm and working towards realising our vision to be the safest country.

The model describes:

- how we prioritise our effort towards crime and other demand;
- how we go about addressing the drivers of crime and demand;
- how we support partner agencies and communities to achieve our goals of Safe Homes, Safe Roads, and Safe Communities;
- how we work with victims, offenders, and the community to reduce crime and harm;
- how we go about resolving crime, with a focus on preventing further crime and harm, including a focus on high-risk and prolific offenders; and
- the roles and responsibilities of key groups in the organisation as part of this overall operating model.

### **Our Goals** – Safe homes, Safe roads, Safe communities

Our goals relate to the most important places where we are seeking safety outcomes. If we can achieve safe homes, safe roads, and safe communities, then we should achieve our vision of becoming the safest country.

**Safe Homes** – see a shift in our rates of family harm, and a focus reduction of dwelling burglaries

**Safe Roads** – ensure consistent enforcement across our roading network, with a particular focus on those behaviours (RIDS) that most significantly contribute to deaths and serious injuries.

**Safe Communities** – From community to community there are different challenges and risks to safety. Some of the common themes are:

- **Alcohol harm** - alcohol is a huge driver of crime and harm in our communities, both in homes and in the public domain. Alcohol-fuelled violence is a common feature across the country. Working with licensing authorities and communities, we can have a positive impact on reducing this;
- **Drug harm** – drug use and the activities associated with it, including dishonesty crime, are key drivers of harm in our communities. Methamphetamine in particular, causes disproportionate harm. As Police we will adopt a harm minimisation approach, seeking to connect drug users with appropriate treatment interventions, whilst also bringing a strong enforcement action against those responsible for drug supply.

- **Gang violence and harm** – gangs cause considerable harm and an even greater fear of harm; they are the focus of much police attention as a result. Gang harm reduction is a key priority if we are to achieve safe communities, and allow people in all sectors of society to be safe and feel safe;
- **Organised Crime** –New Zealand Police has set the goal of making New Zealand the hardest place in the world for organised criminal groups and networks to do business. A key opportunity in tackling organised crime is to go after the illicit gains made by offenders, because this removes the incentive for offending in this way;
- **Youth** – children and young people are at greater risk of becoming involved in offending and represent the greatest opportunity to prevent future crime and harm, provided we can respond appropriately.

The Prevention First Operating Model states that any Community Policing Model requires engagement with the community to prevent crime and harm. Police and government agencies approach problems through the lens of their core responsibilities, whereas communities take a much more holistic view of the challenge they face. This means community partnerships are often much more successful at generating lasting solutions to problems. This concept is expanded upon in the following section regarding policing within the community.

## Community Policing

'Community policing' is both a community-centred philosophy and an approach to dealing with community-related crime and safety problems. It involves complex problem-solving, working with Iwi, government, non-government, and community groups in a coordinated way, to reduce crime and road trauma and increase community safety and reassurance.

Community policing is expected to be innovative and flexible by using all resources, including those of the community. Police cannot solve community issues alone and therefore we need to draw on the community and engage it in a response. In doing so, this process will build "social capital" in areas, including traditionally hard to reach ones, and thereby assisting in the transition, leaving the community to deal with its own issues and allowing Police to concentrate on their unique role of law enforcement.

The purpose of community policing is to build community capability, by working in problem-solving partnerships with communities, Iwi, and government, and non-government agencies to develop sustainable solutions to identified issues in order to prevent these issues escalating so that the community are safe and feel safe.

### Waikato District Community Policing Operating Model



**Our Vision** - To be the safest District in the country

What does it look like for Waikato be the safest district?

How do we target the certain factors behind the drivers of demand and road policing:

- family harm
- drug and alcohol abuse
- youth offending & mental health issues (youth suicide)
- gangs and organised crime
- road policing

**Our Mission** – To build safe and resilient communities in the Waikato.

We have a role to play in creating reassurance for communities so that people can feel safe and live free of the fear of crime. Whilst it is not Police's role to deliver all the solutions, we are uniquely placed to see the result of problems within the community and can help initiate or influence others to provide appropriate responses. Due to our limited resource, we should play a supporting role rather than a leading role; using our unique skills, knowledge, and powers to enable others by:

- Identifying the factors behind the drivers of crime and harm;
- Identifying and intervening with perpetrators and victims of crime and harm;
- Supporting referrals where appropriate, and connection to specialist services for those who need it; and
- Working in partnership with communities to see underlying problems addressed.

## How

We will the identify and integrate community policing activities (including training) under a coherent strategic framework that will build community and police capability to develop sustainable solutions to identified issues so that our communities are safe and feel safe. By providing a deliberate, empathetic, and humanised presence in the community, we will build trust, confidence, and cohesion, which will in-turn enhance our ability to enforce the law and help prevent future crime. Through understanding

community perspectives and problems, we will be able to identify key stakeholders to identify mutual areas of interest and opportunities to work together in achieving community safety and resilience. For this to occur we need to engage in:

- **Community engagement:** building relationships with communities that include two-way sharing of information, are tailored to specific community contexts, and ensure representation from all sectors of the community, particularly traditionally hard to reach groups or those with mistrust of police;
- **Systematic problem-solving (Pou Mataaho):** Implement effective initiatives using a structured problem-solving methods to identify, prioritise, understand, respond to, and assess problems faced by communities, and involving the community at every stage;
- **Partnership and multi-agency working (Pou Hourua):** building relationships with community representatives and agency partners that involves sharing of information, collaboration, and collective problem-solving focused on long-term problems; and
- **Community policing as a police culture (Pou Mataara):** embedding community policing into the organisational culture so that it forms a whole-of-police approach, where we understand our community and community policing is valued by all.

## Who

In order to achieve Our Vision, we need to reduce duplication of effort and ensure cohesion of all our internal stakeholders. Therefore, the district needs to establish a Community Governance Group that all of the key workgroup's feed into, to ensure consistency and a unified approach. For this to occur there needs to be clarity around who owns what part of the business and what are their key deliverables to ensure the District has consistent approach to Community Policing.

**Strategic** - To lead the strategy, *'Our Business'* and enable our people to deliver it

With a longer time, horizon (12+ months), strategic leaders can see more strategic opportunities to prevent crime and harm, including to address structural problems that are driving demand. This level of opportunity is realised through the tasking and coordination process working collaboratively with Areas and other stakeholders.

**Community Governance Group** – Owned by District Prevention Manager, Insp Hywel Jones

The implementation of a Community Governance Group to review and provide oversight of District Strategies and initiatives. This group will be chaired by the District Prevention Manager. It will need to include all of the owners of our local strategies/models and include two independent members from the community who are at their highest level of Governance within their community roles.



**Key Deliverables:**

- Introduce regular quarterly meeting – needs to involve internal stakeholders
- Quarterly reporting to DTAC on VIPERS
- Monitor district strategies, operating models, and VIPERS plans to ensure they are fit-for-purpose and aligned to Prevention First Operating Model and Waikato District Community Policing Model
- Conduct a stock-take of partners vs relationships at all levels of the district (ie strategic, tactical, and operational);
- Grow the capability of staff through provision of training in problem-solving models,
- Monitor the rotation of senior sergeants who are in partnership roles to assess whether ideal length of secondments and that processes are in place for handover of roles
- Develop a ‘whole of police’ approach to community policing, potentially akin to the Prevention First Operating Model that encourages all staff to take every opportunity to positively engage with communities.
- Establish inter agency victim response teams- similar to co-response model
- Manage demand. With demand for Police services growing, strategic leaders must continually review and enhance systems/processes to ensure they are fit-for-purpose and enable staff to prioritise on the right things. Initiatives like P2 triage, and mental health co-responders allows staff to focus our efforts on the things most requiring Police attention whilst working in partnership for everything else.
- Implement an operating group led by Youth and Community Inspector. Group to meet quarterly and includes Area Prevention Manager, Family Harm Manager, Victims Manager, Senior Partnerships Advisor (Māori/Ethnic), Intelligence Collector Manager, and consideration to be given to other internal stakeholders;

**Te Ara Puumau** – Owned by Māori Responsiveness Manager – Insp William Cuthers

The Waikato Police District will create, build, engage and transform partnerships with Iwi, particularly the collaboration with the Kingitanga. A robust governance and operational structure will provide a framework for sharing information and resources, consistent intelligence sharing and provide opportunities for Iwi and Police to work alongside each other to achieve common aims and aspirations.

**Kotahi te kohao o te ngira e kuhuna ai te miro ma, te miro pango, te miro whero**

*There is but one eye of a needle, through which white, black and red cotton are threaded Making of connections and collaboration that may ensue as we work towards supporting a common vision*

**Key Deliverables:**

- Deliver on Te Huringa O Te Tai
- Build the mindset of staff through developing a cultural understanding and awareness of our staff so they can engage more effectively with our ethnic communities.

- Engage with Iwi partners to establish co -designed and joint initiatives through identifying mutual areas of interest and opportunities to work together and understand what community needs are
- Understanding Policing Delivery – ensure our processes, actions and outcomes are fair and equitable
- Deliver on Vipers plan

### **Waikato District Ethnic Strategy** – Owned by Māori Responsiveness Manager – Insp William Cuthers

#### **Key Deliverables:**

- Deliver on the Police Ethnic Strategy and implementation plan
- Building capability for ethnic diversity within the district
- Monitor current initiatives and activities to ensure they align to the District Community Model and Our Goals
- Engage communities in collaboration and co-design at the earliest possible point of development of any specific initiatives,
- Grow the mindset and capability of staff through developing a cultural understanding and awareness so they can engage more effectively with our ethnic communities.
- Deliver on Vipers plan

### **Waikato Organised Crime Prevention Operating Model** – Owned by Community and Youth Manager – Insp Scott Miller - Enforcement owned by District Criminal Investigations Manager – D/Insp Graham Pitkethley

Engage early, be inclusive, think broadly to ensure Our Communities and our people feel safe, are safe from gang harm, intimidation and crime.

#### **Key Deliverables:**

- Deliver on Organised Crimes five-year strategy
- Monitor current initiatives and activities to ensure they align to the strategy and Our Goals as stated
- Build resilience to organised crime in our communities (ROCC)
- Ensure community engagement and assessments are completed on all warrants
- Deliver on Vipers plan

#### **Enforcement**

- Targeted investigations that focus on drug manufacture/influential gang members
- Build community trust and confidence by proactive targeting of offenders through organised crime tasking and coordination
- High visibility, ensuring we follow-up on offending of all gang members

**He Rautaki Rangatahi o Waikato** – Owned by Community and Youth Manager – Insp Scott Miller

Reduce crime by children and young person and help those at risk turn their lives around. Our children and young people are enabled to find a meaningful pathway to a positive future. This means our children and young people are safe, and enabled through a strong identity with their culture, to stay out of the criminal justice system, succeed in education and obtain socio-economic independence.

**Key Deliverables:**

- Monitor current initiatives and activities to ensure they align to the strategy and Our Goals as stated
- Establish a partnership model – with providers who can contribute to target the factors behind youth offending and deter them from entering into gangs
- Engage communities in collaboration and co-design at the earliest possible point of development of any specific initiatives,
- Improve Police practices around youth, ensuring initiatives and activities are focussed on our most at risk schools, youths and families
- Early and appropriate interventions, tailored to the individual needs of the child or young person, have stronger long-term outcomes for children, young people, and their families.
- Deliver on Vipers plan

**Community Intelligence Model** - Owned by District Intelligence Manager – Tony Sasso

Intel products give a picture of opportunities from various angles, whether through the lens of the crime triangle (offenders, victims, locations) or through the lens of a particular crime problem or crime type. Intelligence also helps analyse and distil the complexity of what is occurring in communities. Combined with Insights Reports, and Critical Command Information, we will be well-placed to identify actionable opportunities to prevent crime and harm, particularly through the tasking and coordination process.

**Key Deliverables:**

- Delivery of community profiles for decision makers that identifies the problems that supports problem solving within the community.
- Make intelligence gathering a part of our day-to-day business.
- Provision of Partner agency engagement INTSUMs to inform understanding of partners' priorities and focus areas to support partnering with purpose and ensure alignment with community Intel themes

**Tactical** - To lead the tactics for *'Our Business'* and enable our people to deliver them

With a medium time horizon (3 -12 months), leaders and managers can see emerging patterns and trends that may indicate tactical opportunities to prevent crime and harm; be it in respect of a new crime trend or a new location of interest etc. By engaging communities in collaboration and co-design at the earliest possible point of development of any specific initiatives, we can ensure our staff have the capability and are allocated to the right problems in a timely way, so they have the best chance of responding effectively and preventing future harm.

**Community Policing Operating Group** – Owned by Youth and Community Inspector – Inspector Scott Mill

This group will be responsible for operationalising the District Community Policing Model. This group will be led by Youth and Community Inspector and includes Area Prevention Managers, Family Harm Manager, Victims Manager, Senior Partnerships Advisor (Māori/Ethnic), Intelligence Collector Manager, and consideration to be given to other internal stakeholders.

**Key Deliverables:**

- Establish quarterly meetings
- Monitoring of our partners to identify partnership gaps in relation to Our Goals and District priorities. This includes ensuring partners have the capacity and capability to work with Police;
- The application of problem-solving methodologies to community problems to ensure it provides effective prevention and service response, based on community intelligence and District priorities;
- Planning exit strategies/offramps – how quickly can we handover responsibility to community partners?
- Building the capability of staff through provision of training in problem-solving models,
- Enabling the systematic reporting of community policing activities that capture key indicators of desired community policing outcomes
- Ensuring initiatives and activities are evidence based and focus on District priorities
- Embedding community policing mindset into the organisational culture so that it forms a whole-of-police approach
- Build or support key partnerships with Iwi and communities that are effective and focused on prevention opportunities
- Implement new/enhanced online communication mechanisms Explore opportunities of implementing engagement forums and mechanisms by which people can engage – Facebook, generic email, websites, chatrooms, 105 etc;
- Improve External/Internal Comms – look at various ways of communicating 'success' with a move away from the trust and confidence photos (kids birthday & schools) to community engagement (staff on patrol, engaging with community)
- Establish how we share updates and information back to communities
- Implement activities/initiatives (3F's, 3M's, reassurance patrols, community engagement) encourages opportunities for informal contact with our communities rather than just build trust and confidence

**Operational** - To lead the activities for *'Our Business'* and enable our people to deliver them  
To deliver (or enable others to deliver) *'Our Business'*

Our responses to everyday individual situations can work to prevent crime and harm. This requires officers to be alive to those opportunities and armed with an understanding of what works to prevent crime and harm. We must ensure the right mechanisms are in-place to allow our people to respond appropriately to the situations and people we come across. This level of opportunity will be realised through the daily decision-making of frontline staff and the activities they carry out.

## **Sergeants and Constables,**

Key Deliverables:

- Develop cultural understanding and awareness to better engage with our ethnic communities.
- Providing referrals that connect people to appropriate services in order to address underlying causes of crime and harm (Te Pae Oranga and AWHI);
- Increase in community intelligence that enables decision-makers to understand community expectations and implement initiatives to address the causes of harm;
- Bringing humanity to every interaction to be able to understand, at a human level, what is going on with the people in front of them, be they victims, offenders, or members of the public; and
- Looking for opportunities for informal contact with our communities through activities like foot patrols, vehicle stops and community reassurance patrols.
- Activities (3F's, 5K's, 3M's, 3T's and community engagement) are focussed on District priorities and encourages opportunities for informal contact with our communities rather than just build trust and confidence
- 'All of Police' approach to policing our roads – “see something, do something”

**Assessing Effectiveness - How will we measure success** – Owned by the Policing Development Manager – Insp Shelley Begbie

Effectiveness evaluation is a process of assessing the extent to which a program, policy, or intervention achieves its intended objectives or goals. It involves measuring the outcomes and impacts of a program to determine whether it is producing the desired results and meeting the needs of the target population, such as:

- **RELEVANCE:** is the intervention doing the right things (goals/priorities)?
- **EFFECTIVENESS:** is the intervention achieving its objectives?
- **EFFICIENCY:** how well are resources being used?
- **IMPACT:** what difference has the intervention made?
- **SUSTAINABILITY:** will the benefits last?

Achieving this requires us to:

- Improve the recording, monitoring, and oversight of our engagements with community partners through tools such as Checkpoint;
- Establish efficient systems for tracking and reporting on implementation of projects, as well as providing feedback on our measurables from every level, including our partners.
- Establish a quarterly document that reports back to DTAC on District Community Activities/Measures
  - Te Pae Oranga referrals;
  - in AWHI referrals;
  - Community intelligence noting's;
  - Licensed premises checks;
  - Controlled Purchase Operations throughout the District;
  - Number of resolved offences with non-court action;
  - Staff visibility
  - Youth Offending;
  - Offences linked to Gang Harm;
  - Retail Crime;
  - Community engagement, measured through Checkpoint – community and ethnic engagement forms;
  - Number of prevention initiatives (PANDAs) for the district

## What does success look like?

Success is a reduction in crime and harm, but it is arguably impossible to measure what Police has been effective in preventing. Policing occurs in a complex and changing social environment. Whilst good policing will have a positive effect on the reduction of crime and harm, separating the impact of policing in an environment where social and other factors are changing is exceedingly difficult.

There is no one response to crime, or a crime prevention tactic, that will be effective in all situations and Police effectiveness is judged differently across communities. For some, just the absence of crime is deemed to be effective, whereas others may see a decrease in crime, yet still maintain feelings of not being safe. Other groups may also expect strong engagement on Police initiatives, which requires us to tailor our response to problems differently across New Zealand communities. Police actions need to support both elements of our purpose – to be safe and feel safe. These measures below will inform police deployment decision-making, alongside intelligence and other inputs to the tasking and coordination process:

- Reduction in re-victimisations.
- Increase in community engagement at a strategic level

- Decrease in community Complaints
- Increase in problem solving initiatives for the district
- Increase in referrals to partner agencies
- Uptake in community intelligence noting's; and amalgamation of notings
- Increase in community visibility
- Increase in number of resolved offences with non-court action;
- Reduction in Youth Offending;
- Reduction in offences linked to Gang Harm;
- Reduction in Retail Crime;

DRAFT

**Outcome:**

Nominate a Strategy		Deploy the Strategy		Assess the impact	
VIPERS	Our Approach ( <i>tactics, pilots, treatments, activities, change initiatives</i> )	Partnership Approach	Task Owner/ Partnership Liaison	Timeframes	Performance Measures
<p><b>Victim Support</b></p> <p><i>What approaches or activities can we and our partners take to support victims, families and communities (e.g. our approach to victims, victim support, timely attendance, etc.)?</i></p>	<ol style="list-style-type: none"> <li>Ensure attendance practices maximise the opportunities for prevention, investigation, and offender identification (including non-SOCO trained staff)</li> <li>DBAR.</li> <li>RCP/LLL (Retail Crime Prevention Programme &amp; Locks, Lights and Lines of Sight)</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> <li>External-MBIE</li> </ul>	<ul style="list-style-type: none"> <li>TCU/PST/Prevention</li> <li>Area Commanders</li> <li>LLL</li> </ul>		<ul style="list-style-type: none"> <li>98% Gold</li> <li>POTAC 95%</li> <li>No more 3% increase - Victimization</li> <li>15% Clearance</li> </ul>
<p><b>Intelligence and Evidence Based Policing</b></p> <p><i>Where do we need to improve our knowledge and how we will improve our knowledge and understanding of the problem.</i></p> <p><i>What information must be collected through community engagement or with partners provide to inform our approach and understanding?</i></p>	<ol style="list-style-type: none"> <li>Create stolen vehicle Intelligence Reports to confirm spatial-temporal hotspots, targeted vehicle types, repeat offenders and prevention opportunities.</li> <li>Identify repeat victims of Unlawful Taking and Ram Raid offending to ensure victim support and prevention work can be carried out.</li> <li>Ensure intel scanning of social media sources are connected to investigators to support identification of stolen goods and offenders.</li> <li>Conduct intelligence interviews with Ram Raid offenders and suspects with a view of clearing other offences and getting better insights into the offending and the offenders.</li> <li>Identify prolific receivers and property distribution markets to target in order to minimise further harm.</li> <li>Increase capability of the Hamilton City Op PRYOR/ Op COBALT Bail check app to filter for Ram Raid offenders on bail.</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> </ul>	<ul style="list-style-type: none"> <li>INTEL</li> <li>TCU/PREVENTION/MPES</li> <li>INTEL/TCU</li> <li>TCU</li> <li>TCU</li> <li>INTEL / TCU / YOUTH AID</li> </ul>		<ul style="list-style-type: none"> <li>Relevant and Timely Intel products</li> </ul>
<p><b>Prevention</b></p> <p><i>What is our treatment approach? What change initiatives or tactics to employ that are effective at reducing and/or preventing the problem. What opportunities to partner exists?</i></p>	<ol style="list-style-type: none"> <li>Ensure follow up prevention visit by prevention teams to repeat locations – following on from CPTED details provided from check list.</li> <li>Support the implementation of CPTED measures and the retail crime prevention programme.</li> <li>Utilise community Patrols and Māori/Pacifica wardens to create community guardianship at high risk locations.</li> <li>External communication – Facebook, Instagram and TikTok to have posts endorsing / supporting the reduction in Ram Raid offending.</li> <li>Identify youths that are on the fringes or siblings of those groups, in particular 6-10 year olds, and provide interventions that steer them away from this type of offending.</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> </ul>	<ul style="list-style-type: none"> <li>PREVENTION</li> <li>PREVENTION/TCU</li> <li>MPES/PREVENTION</li> <li>AREA COMMANDERS</li> <li>YOUTH AID/PREVENTION</li> <li>PREVENTION/MPES/TCU/PST</li> <li>PST/TCU/PREVENTION/</li> <li>YOUTH AID/</li> <li>WHANAU ENGAGEMENT TEAM</li> </ul>		<ul style="list-style-type: none"> <li>SMELTER-Outputs</li> <li>POP projects</li> <li>DBAR</li> </ul>



	<ol style="list-style-type: none"> <li>Identify tailored approaches with alignment of Te Huringa o Te Tai and Supported Resolutions to deter further offending.</li> <li>Op Smelter</li> <li>Ensure high risk youth Op Pryor offenders are checked whilst on bail, frequently and targeted.</li> </ol>			
<p><b>Enforcement</b></p> <p><i>Activities that will provide an opportunity to deliver support or offer preventative treatments to the problem through the deployment of police resource. What activities can our partners undertake, or work underway that we can leverage off?</i></p> <p><i>When we must resort to an arrest, what are things we can do that still align with our intent to provide better outcomes and reduce reoffending?</i></p>	<ol style="list-style-type: none"> <li>Prioritising forensic hits for those offenders identified for Unlawful taking and ram raid offending.</li> <li>Initial attendance at ram raid offences to be completed by TCU/PST.</li> <li>Prioritisation of ram raid investigation files – hand over completed between teams (not to just be assigned through IMT or NIA) – Treated as a “hot file”.</li> <li>Ensuring TCU across the District are collaborating with their investigations and series linking of offending.</li> <li>Youth teams actively sharing details and prioritising youth files.</li> <li>Youth teams to arrange flag in NIA of risk youth offenders for Ram Raid or high risk Unlawful Taking offending.</li> <li>Messaging to ensure staff email Youth team member if risk youth is apprehended before end of shift and prior to file arriving with Youth team.</li> <li>Identify youth offenders who are not attending school and prioritise their re-engagement in the education systems.</li> <li>Regular and accountable visits to child offenders currently going through the youth process.</li> <li>Youth practitioners to prepare guidelines for managing youth/child offenders involved in ram raids.</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> </ul>	<ul style="list-style-type: none"> <li>TCU</li> <li>TCU/PST</li> <li>PST/TCU/INVESTIGATIONS</li> <li>INTEL/TCU</li> <li>YOUTH AID/PREVENTION/TCU</li> <li>YOUTH AID/PREVENTION/TCU</li> <li>TCU</li> <li>AREA COMMANDERS</li> <li>YOUTH AID/PREVENTION</li> <li>YOUTH AID/PREVENTION/TCU</li> <li>YOUTH AID</li> <li>WHANAU ENGAGEMENT TEAM</li> </ul>	<ul style="list-style-type: none"> <li>POTAC</li> <li>SMELTER outputs</li> </ul>
<p><b>Reassurance</b></p> <p><i>What can we do to reassure members of our communities. What steps can we take to build trust and give confidence.</i></p> <p><i>Have we assessed the cultural impact of our approach? Have we followed crown engagement with Māori guidelines?</i></p> <p><i>What opportunities exist to work with our partners to reassure the public?</i></p>	<ol style="list-style-type: none"> <li>Area deployment plans to provide reassurance in key locations and at relevant times as per intelligence product.</li> <li>Identify Partners as capable guardians.</li> <li>Planned District comms strategy-internal and external (focus on the offender and arrest, not the Crime)</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> <li>External-Community patrol</li> <li>Māori Wardens</li> <li>Safety Officers</li> <li>Retail groups</li> </ul>	<ul style="list-style-type: none"> <li>PST/PREVENTION/TCU</li> <li>MPES</li> </ul>	<ul style="list-style-type: none"> <li>3F/3M-prevention activities</li> </ul>
<p><b>Support</b></p> <p><i>Non-operational activity must be implemented to support the strategy (e.g. training). Do we need to ‘lean in’ to support our partners and our</i></p>	<ol style="list-style-type: none"> <li>Ensure consistent approach across the District to the timeliness and standard of youth files and submissions in agreed timeframe.</li> <li>DNA and Fingerprints from youth arrests-Training</li> </ol>	<ul style="list-style-type: none"> <li>Internal</li> </ul>	<ul style="list-style-type: none"> <li>TCU/PREVENTION/PST</li> <li>CUSTODY</li> </ul>	<ul style="list-style-type: none"> <li>Increase DNA</li> </ul>

*communities. What support do we need to support the intent of this approach?*

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