

Prevention First

NATIONAL OPERATING STRATEGY 2011 **»** 2015





Commissioner's Foreword

I am pleased to launch Prevention First as the new operating strategy for New Zealand Police.

Prevention First puts prevention at the forefront of everything we do, ultimately to reduce crime and crashes, gain greater control of the criminal environment and make New Zealand a safer place to live, visit and to do business.

It is a balanced approach which uses intelligence, enforcement and alternative ways of resolving cases enabling us to better understand and respond to the drivers of crime.

Prevention First will mean a raft of changes to the way we work with victims so they receive a better service and are less likely to become victims again. It will involve changes to the way we deploy staff so our workforce is more flexible

and better placed to respond to what's happening in our communities before it's too late. It will also provide a framework for understanding and responding to issues at the root of crime so we are not always simply reacting to issues associated with individual cases.

Police has always had a role to play in preventing crime and crashes, but Prevention First makes it our number one priority and all staff have a role to play.

Prevention First marks the beginning of an exciting new era for New Zealand Police. We know it will take some time to change our traditional thinking and the style of policing we have become accustomed to, but we are committed to making it happen. I hope you will support us on this journey.

Peter Marshall MNZM
Commissioner of Police



Background

Prevention First is the operating strategy for New Zealand Police that places prevention at the forefront of our organisation and people at the very centre.

The strategy focuses on targeted policing to reduce offending and victimisation and aims to:

- ▶ Reduce reported crime with a target of 13% by 2014/2015; and
- ▶ Reduce the number of cases referred to the Justice Sector pipeline with a target of 19% by 2014/2015.

Over the past ten years overall reported crime has been gradually reducing, however, the actual cost of crime to society has been increasing and this year has been estimated to cost New Zealand in excess of \$11 billion per annum. This is unsustainable. At the same time there has also been a rise

in overall demand for Police services as well as an increase in the public's expectations.

This has placed considerable pressure on Police resources, requiring a new approach. Prevention First sets out an operating strategy for how we intend to cut crime even further – which will contribute to a reduction in the overall economic and social costs – while optimising the deployment of our finite resources.

Prevention First provides us with an opportunity to strengthen our responsiveness to Maori by working in partnership with iwi and local service providers to address their over representation in the criminal justice system and as victims.

What is Prevention First?

Prevention First is the responsibility of all employees of Police.

Police have a major role to play in responding, investigating and resolving crime and these remain important. At the same time, Prevention First requires all staff to seek out prevention opportunities as part of their existing day-to-day work. This requires looking beyond single issues associated with individual cases, and for all staff to:

- ▶ Be aware of and leverage off community services and networks to protect vulnerable people, particularly repeat victims;

- ▶ Act with urgency against priority and prolific offenders; and
- ▶ Develop innovative and sustainable, practical solutions using problem solving approaches to manage crime hotspots and Priority Locations.

In order to achieve real outcomes for our communities and meet the aims of Prevention First we will develop specific actions that will enable us to:

- ▶ Deploy to beat demand;
- ▶ Understand and respond to the drivers of crime; and
- ▶ Foster a change in our mindset that puts prevention and the needs of victims at the forefront of policing.



Deploying to beat demand

Deployment is a crucial component of Prevention First and is about being prepared and flexible so we can mobilise resources pre-emptively and quickly to stay on top of demand.

It provides a structured and disciplined framework for using resources in an informed and well-directed manner in order to achieve and maintain demand reductions.

The four components to the model are Critical Command Information, Tasking and Coordination, Workforce Management and Operational Delivery (Execution).

Critical Command Information

We will:

- › Develop District-wide demand profiles that identify both overt and latent demand;
- › Assess District-wide capacity (internal and external) against the identified demand profile;
- › Develop and implement a new and revised performance management framework that aligns our Prevention First priorities to outcomes as outlined in the New Zealand Police Statement of Intent and National Business Plan;
- › Further develop actionable District intelligence products where opportunities to cut crime exist;
- › Concentrate our intelligence efforts on the collection and analysis of information which will inform key tasks and activities to resolve neighbourhood issues; and
- › Use a crime science approach to inform plans aimed at cutting crime.

Tasking and Coordination

We will:

- › Further improve our focus on priority and prolific offenders, crime hotspots and vulnerable victims;
- › Broaden the skills of District Tactical Coordinators to drive the implementation of locally developed Prevention First tactical plans;
- › Ensure that actions taken to address drivers of crime are integrated within District tasking and coordination regimes;
- › Improve decision making by strengthening the Tasking and Coordination process; and
- › Develop a nationwide framework for the development and implementation of tactical plans that aligns with the Prevention First priorities for each District.

Workforce Management

We will:

- › Develop and implement a workforce management system which includes centralised rostering and which is tailored to meet each District's demand, capacity, skills and availability profiles.

Operational Delivery (Execution)

We will:

- › Develop an integrated model that ensures greater connectivity between Communication Centres and Districts; and
- › Deploy Neighbourhood Policing Teams in priority neighbourhoods with a focus on addressing the underlying causes of crime.

Understanding and responding to the drivers of crime

Police will work with other agencies, service providers and the community, particularly Maori, Pacific and ethnic groups, to address the underlying causes of offending and victimisation.

For example, we will ensure that locally developed and consulted Iwi-led crime prevention plans are integrated within the District level tactical plans.

To do this we will draw on well-founded evidence and intelligence in order to better understand the socio-economic factors at the root of crime and victimisation. Our key tactics for responding to these complex issues is to deploy Neighbourhood Policing Teams in Priority Locations and to act with urgency to hold priority and prolific offenders to account.

We will concentrate our efforts on the following priority areas:



Families

To support and protect vulnerable and dysfunctional families, lift the veil of secrecy around family violence, child abuse and expose familial organised crime groups we will:

- › Improve our response to women and children subjected to family violence by engaging more effectively internally: between Family Violence coordinators, Child Protection Teams and Pacific, Ethnic and Iwi liaison officers;
- › In partnership with Child, Youth and Family, respond to reports of child abuse and neglect in accordance with the agreed Child Protection Protocols;
- › Make better use of the intelligence gleaned from our engagement with Maori, Pacific and ethnic communities to target family violence and abuse within these communities; and
- › Target crime families.



Youth

To keep vulnerable children and young people safe and decrease the number of young people represented in the criminal justice system we will:

- › Prioritise our response to children subjected or exposed to family violence, child abuse and neglect;
- › Ensure at-risk youth are identified early and prioritised for intervention and development programmes;
- › Ensure youth offenders are responded to and dealt with swiftly;
- › Encourage the use of alternative actions;
- › Support interventions targeted particularly at reducing offending and victimisation involving young Maori and Pacific peoples;
- › Promote and increase the safety of young drivers aged 15 – 24; and
- › Work with schools and community groups to educate and work with at-risk youth in relation to the dangers of abusing alcohol and drugs.



Alcohol

To foster a culture of responsible drinking, reduce incidents of alcohol-related offending and victimisation we will:

- › Develop, implement and embed District-level collection plans specific to alcohol offending;
- › Improve entry and analysis of Alco-Link data;
- › Undertake quality licensed premises compliance checks in high risk locations, including focusing on sales of alcohol to minors; and
- › Apply tactics to target public place drinking, including employing high visibility patrols at risk times and locations.



Road policing

To reduce death and serious injury on our roads we will:

- › Work with the neighbourhoods to deliver locally-led prevention programmes on road safety matters;
- › Work with our established partners to deliver road safety education, improve environmental design and the safety of vehicles; and
- › Implement measures, as appropriate to Police, adopted under the Government's Safer Journeys strategy.



Organised crime and drugs

To reduce the social impact of gangs and drugs we will:

- › Enhance the national picture of organised crime to better inform operational priorities and whole-of-Police decision making;
- › Use a suite of interventions and tools targeting priority offenders;
- › Improve the Tasking and Coordination of National and District operational resources to maximise our impact against the highest priority organised crime problems;
- › Intensify our targeting of assets derived from criminal activity through the proactive use of financial information, intelligence and enforcement; and
- › Generate greater understanding of the nature and scale of youth gang activity and identify opportunities to intervene and prevent recruitment of young people to adult gangs.

At a national level we will also refresh the control strategies for each of these five priority areas to better reflect the objectives of Prevention First. Once this has occurred, Districts will be required to develop tactical plans that provide local focus and direction to the revised national strategies.



Changing the mindset of our people

Prevention First will foster a change in the mindset of our people which puts prevention and the needs of victims at the forefront of policing.

Leadership

Changing the organisational mindset requires strong leadership at every level. Through strong and clear leadership Prevention First aims to take control of the criminal environment rather than just react or respond to it. Leaders will also role-model intelligence-led decision making and emphasise prevention activities and thinking at all levels and by all work groups.

For these changes to occur our leaders need to be clear about their role and purpose, particularly how and why Prevention First is relevant to them and their staff and be able to communicate this in real terms to their staff.

We will

- › Increase the visibility of commissioned officers in each District during periods of peak demand to ensure that resource availability matches incoming demand;
- › Support Area Commanders to own and be accountable for local problems and solutions;
- › Modify our leadership training curriculum to include a development programme for emerging talent and a tailored programme for executive leaders;
- › Develop an accountability framework;
- › Develop a performance management framework that integrates Prevention First principles with all policing activities; and
- › Maximise the use of Police discretion and alternative resolutions in appropriate circumstances.

Victim focus

Prevention First requires a shift from being mainly focused on offenders to better recognising our responsibilities to victims. This requires improving the overall quality of the service we provide to victims, especially those at the highest risk of victimisation. This means being attuned to victims' particular needs and vulnerabilities and responding accordingly.

By improving the way we engage with victims and reducing the likelihood of repeat victimisation, we will reduce future demands on Police. We will also get one step closer to our vision of creating communities where individuals are safe and feel safe.

We will:

- › Develop a compliance framework and set standards which recognise the provisions of the Victims Rights Act and is delivered through the case management process;
- › Deliver victim focused training which incorporates the Victims Right Act, Code of Practice, and Service First;
- › Develop an IT solution that will enable repeat and high-risk victims to be identified;
- › Develop individual case plans for repeat and high-risk victims; and
- › Work closer with our partner agencies to strengthen our response to victims.

Implementation

This document forms the National Operating Strategy as set by the New Zealand Police Executive. It is designed to guide the roll-out of Prevention First in all Districts.

The key actions outlined in this strategy will be developed, implemented and where possible embedded by the year ending 2014/15.



E tū ki te kei o te waka
Kia pākia koe e nga ngaru o te wa

Stand at the stern of the waka
and feel the spray of the future biting at your face