



COMMUNITY PATROLS OF NEW ZEALAND

STRATEGIC PLAN

2014-2024

Prepared: May 2014

Approved: October 2014

Key Strategic Goals, Principles and Priorities

Our Vision

Safe, resilient communities

Our Purpose

To empower communities to prevent crime and create safer environments through the utilisation of trained and equipped volunteer patrols

Our Values

- To be professional and consistent in all our activities
- To serve our communities
- To maintain a strong and mutually supportive working partnership with Police
- To work cooperatively with governmental and non-governmental agencies with similar objectives to CPNZ
- To recognise and respect human rights, including the right to equal opportunity
- To respect people of all ethnicities and cultures and encourage their involvement in CPNZ

Strategic objectives

- We will empower all communities to be resilient
- We will prevent criminal activity
- We will create safer communities
- We will train and equip volunteer patrollers

Operational Priorities

- Free up Police resources
- Increase community awareness and resilience
- Identify safety issues by using Crime Prevention Through Environmental Design (CPTED) concepts
- Develop relationships with local government, civil defence and emergency management agencies and schools

Specific Strategic Priorities

- Review our Governing Documents to incorporate recent developments and initiatives (**Governance**)
- Increase the number of patrols and the number and diversity of our patrollers (**Growth**)
- Raise community awareness of the existence and value of community patrols (**Raising Awareness**)
- Increase patrol functionality to achieve better outcomes (**Increasing patrol functionality**)
- Create safer environments working cooperatively with other governmental and non-governmental agencies (**Creating Safer Environments**)
- Secure adequate ongoing funding to sustain high-quality operational performance (**Securing Sustainable Funding**)

**COMMUNITY PATROLS OF NEW ZEALAND
2014 -2024 ACTION PLAN**

Key responsibilities:	
xxxxx	Tech Cmttee
xxxxx	Trust Board
xxxxx	CEO
xxxxx	District Cmttee
xxxxx	National Council
xxxxx	District Reps
xxxxx	Natl Opns Mgr
xxxxx	Natnl Traing Mgr
xxxxx	District Trainer

Objective	Deliverables	KPI	Time frame	
A. Governance	(a) Trust Board to propose amendments to Trust Deed for consultation with National Council and District Committees	Proposed amendments circulated	31 January 2015	
		Trust Deed amended by Trust Board	30 April 2015	
	(a) Trust Board to seek additional / replacement Trust Board members	At least two new Trust Board members	30 June 2015	
		(a) CEO and NOM to review and suggest amendments to Trust Board, National Council and District Committees	Amendments proposed	30 April 2015
3. Review Governing Documents to make provision for the role of CEO	(a) CEO and NOM to review and suggest amendments to Trust Board, National Council and District Committees	(b) Amendments to Procedures and Rules to be proposed to AGM	Agreed amendments implemented	AGM 2015
		(c) Amendments to Appendices already consistent with P&Rs to be proposed to National Council	Agreed amendments implemented	30 April 2015
		(d) Amendments to Appendices consequent on changes to P&Rs to be proposed to National Council	Agreed amendments implemented	First NC meeting after 2015 AGM
		4. Review Governing Documents to expand and clarify the role of District Committees	(a) CEO to prepare discussion document on the proposed role of District Committees for discussion with the Trust Board, National Council and District Committees	Paper prepared and discussions held
	(b) CEO and NOM to review Governing Documents and suggest amendments to Trust Board, National Council and District Committees	Agreed amendments adopted	30 April 2015	
		(c) P&R amendments to be proposed to AGM	Amendments implemented	AGM 2015

	(d) Amendments to Appendices already consistent with P&Rs to be proposed to National Council	Agreed amendments implemented	30 April 2015
	(e) Amendments to Appendices consequent on changes to P&Rs to be proposed to National Council	Agreed amendments implemented	First NC meeting after 2015 AGM
5. Review current risk management policies in light of legislative developments	(a) Current risk management policies reviewed and consolidated with any necessary changes adopted	Policies reviewed and adopted by Trust Board	31 August 2015
6. Develop policies to protect vulnerable patrollers	(a) Policies developed to ensure that inadequately trained and skilled patrollers are not placed in emotionally or physically harmful situations and that any adverse risk events are reported	Policies supplemented or amended as necessary by Trust Board	31 August 2015
B. Growth			
1. Increase the number of sustainable Community Patrols with a focus on the most vulnerable communities	(a) Work with Police to assess where the most vulnerable communities are or are likely to be over the next five years	Discussions with Police held	31 October 2014
	(b) Prepare a map showing the areas covered by each patrol in each district	Map completed by all districts	28 February 2015
	(c) Compare Community Patrol coverage with the Police Major Crime Location Index and commence discussions with Police about establishing a sustainable community patrol in each high crime location without one	Analysis completed and discussions commenced	30 April 2015
	(d) Work with Police, local government, other community groups and communities to establish new patrols, with priority given to the most vulnerable communities	Establish 10 new Community Patrols	30 June 2015
		Establish 50 new Community Patrols	30 June 2019
		Establish 100 new Community Patrols	30 June 2024

<p>2. Increase the involvement of minority ethnicities in CPNZ</p>	<p>(a) Commence discussions with key <i>national</i> ethnic community organisations to explore the potential for the involvement of their members with CPNZ either through existing Community Patrols or by the development of ethnic patrols.</p> <p>(b) Commence discussions with key <i>local</i> ethnic community organisations to explore the potential for their involvement with CPNZ either through existing Community Patrols or by the development of ethnic patrols.</p> <p>(c) Work with Police, local government, other community groups and communities to establish new patrols with majority ethnic composition</p> <p>(d) Assess the current number of patrollers of minority ethnicity</p> <p>(e) Actively encourage and assist local Community Patrols to recruit patrollers from ethnic communities</p>	<p>Discussions commenced</p> <p>Discussions commenced by 75% of Districts</p> <p>Establish 1 new ethnically-based Community Patrol</p> <p>Establish 3 new ethnically-based Community Patrols</p> <p>Assessment completed</p> <p>The number of patrollers of minority ethnicity in non-ethnic community patrols increased by 50</p> <p>The number of patrollers of minority ethnicity in non-ethnic community patrols increased by 100</p>	<p>31 December 2014</p> <p>31 March 2015</p> <p>30 June 2015</p> <p>30 June 2019</p> <p>28 February 2015</p> <p>30 June 2015</p> <p>30 June 2019</p>
<p>3. Encourage the recruitment of younger patrollers</p>	<p>(a) Analyse the current age range of patrollers</p> <p>(b) Develop a plan for increasing the number of patrollers aged under 30 years</p> <p>(c) Investigate whether it is feasible to establish a youth branch of CPNZ and, if so, its intended purposes</p>	<p>Analysis completed</p> <p>Plan prepared and adopted</p> <p>Feasibility report prepared</p>	<p>31 March 2015</p> <p>30 September 2015</p> <p>30 June 2015</p>

<p>4. Investigate the expansion of CPNZ internationally</p>	<p>(a) Investigate the existence and nature of ‘community patrol’ organisations internationally</p> <p>(b) Investigate whether it is feasible to establish or assist in the establishment or development of ‘community patrol’ organisations in the Pacific region</p> <p>(c) If feasibility established, develop relationships with community patrols in the Pacific region</p>	<p>Report prepared for Trust Board</p> <p>Report prepared for Trust Board</p> <p>Affiliation or other formal relationship entered into with at least one community patrol in <i>one</i> Pacific Island country</p> <p>Affiliation or other formal relationship entered into with at least <i>three</i> community patrols in Pacific Island countries</p>	<p>31 January 2015</p> <p>31 March 2015</p> <p>30 June 2015</p> <p>30 June 2019</p>
<p>C. Raising Awareness</p> <p>1. Increase public awareness of CPNZ</p>	<p>(a) Measure current public awareness through the use of a survey and media analysis</p> <p>(b) Prepare and implement a plan to encourage greater public awareness of CPNZ</p> <p>(c) Assess the need for a media relations manager to work nationally, regionally and with local patrols</p>	<p>Measureable data obtained</p> <p>Plan prepared and implementation started</p> <p>Measureable data obtained showing 20% increase in public awareness and media coverage of CPNZ</p> <p>Measureable data obtained showing 30% increase in public awareness and media coverage of CPNZ</p> <p>Report prepared</p>	<p>31 January 2015</p> <p>30 November 2014</p> <p>30 June 2016</p> <p>30 June 2017</p> <p>30 June 2016</p>

<p>2. Adopt and implement a common uniform for all community patrols</p>	<p>(a) Prepare and distribute specifications for a uniform hi-vest vest</p> <p>(b) Implement common hi-viz vest uniform policy by encouraging patrols to obtain and their patrollers to only wear the approved uniform</p> <p>(c) Decide on an informal uniform design for use under hi-viz vest and where hi-viz vest not required</p> <p>(d) Implement informal uniform policy by encouraging patrols to obtain and their patrollers to only wear the approved uniform</p>	<p>Specifications prepared and distributed to all patrols</p> <p>50% of patrols own and their patrollers consistently wear approved hi-viz vest</p> <p>100% of patrols own and their patrollers consistently wear approved hi-viz vest</p> <p>Informal uniform design agreed by Trust Board and National Council</p> <p>25% of patrols own and their patrollers consistently wear approved uniform</p> <p>50% of patrols own and their patrollers consistently wear approved uniform</p> <p>100% of patrols own and their patrollers consistently wear approved uniform</p>	<p>31 December 2014</p> <p>30 June 2015</p> <p>30 June 2019</p> <p>28 February 2015</p> <p>30 June 2016</p> <p>30 June 2019</p> <p>30 June 2024</p>
<p>3. Adopt and implement the use of a common livery design for all Community Patrol vehicles</p>	<p>(a) Decide on a common livery design for use on vehicles owned or operated by patrols while they are being used for patrolling</p> <p>(b) Implement 'overt' patrolling policy by encouraging patrols to signwrite vehicles with the approved design or use the approved magnetic signs whenever on patrol</p>	<p>Livery design agreed by Trust Board and National Council</p> <p>Adapt magnetic sign design to better complement livery design</p> <p>95% of patrols are 'overt'</p>	<p>28 February 2015</p> <p>28 February 2015</p> <p>30 June 2016</p>

	(c) Implement common livery design by encouraging all patrols who own vehicles to signwrite their vehicles with the approved design	50% of owned patrol vehicles have the common livery design 90% of owned patrol vehicles have the common livery design	30 June 2019 30 June 2024
4. Attain consistency in patrol names	(a) Encourage non-consistent patrols to adopt the established name of <i>[Area] Community Patrol</i>	90% of patrols use the consistent name	30 June 2016
D. Increasing patrol functionality			
1. Increase the skills and abilities of patrollers	(a) Appoint a National Training Manager to work with District Trainers (b) Appoint District Trainers in all districts	Manager appointed District Trainers appointed	9 August 2014 31 December 2014
2. Ensure consistency in patrol training standards	(a) Assess current training levels in all patrols with reference to the Training Log Book (b) Assess the quality of local training delivery in patrols through consultation, discussion and observation (c) Develop and carry out a training 'roadshow' that is accessible by all patrol trainers (d) Review training package on health and safety arising out of new legislation and risk management policy (e) Set up Trainers' area on website to provide readily accessible current training information (f) Investigate whether it is feasible to develop an NZQA Certificate in Community Patrolling and/or an NZQA Certificate in Community Patrol Administration	Assessment completed Assessment completed Road show completed covering <i>at least six</i> districts Road show completed covering <i>all</i> districts New training package made available to all patrols Website training area established National Report to Council	31 March 2015 31 March 2015 31 December 2015 31 December 2016 31 December 2015 31 March 2015 30 June 2015

	(g) Hold a National Training Seminar or other national event that focuses on the up-skilling of patrollers, trainers and patrol administrators	National Training Seminar or other event held National Training Seminar or other event held National Training Seminar or other event held	30 June 2015 30 November 2016 30 November 2017
3. Increase the use of electronic and other technology by patrols	(a) Research Police plans to develop new technology for use by Police and the possibility of that technology being accessed by CPNZ (b) Develop a plan and timeframe for the introduction of new technology to increase the timeliness and accuracy of information gained during patrolling and its delivery to Police and other agencies (c) Implement a pilot scheme to test the proposed plan	Report completed for Trust Board Plan completed for Trust Board Plan implemented	31 December 2014 31 March 2015 31 June 2015
4. Increase communication with and deployment of patrols by Police	(a) Establish good communication lines between District Chairs and their respective District and Area Commanders in accordance with the Police MoU (b) Assess, through consultation, discussion and observation: (i) the quality of the communications that each patrol has with Police; (ii) the extent to which the local Police District Command Centre tasks each patrol and, if below par; (iii) the reasons for that.	100% of district committees report a <i>good</i> level of communications with Police 100% of district committees report a <i>very good</i> level of communications with Police Assessment completed	30 June 2015 30 June 2016 31 March 2015

	<p>(c) Work with Police to identify and address barriers to good communications between Police and each CPNZ patrol with reference to the Police MoU</p> <p>(d) Analyse the current level of tasking of patrols by District Command Centres</p> <p>(e) Work with Police to identify barriers to the use of patrols by Police and increase the tasking of patrols by Police District Command Centres</p> <p>(f) Work with Police and each patrol to identify the days and times that patrols are of greatest assistance to Police and their local communities</p> <p>(g) Encourage and assist patrols to adjust patrolling times to this scheduling</p>	<p>90% of patrols report a <i>good</i> level of communications with Police</p> <p>90% of patrols report a <i>very good</i> level of communications with Police</p> <p>Analysis completed</p> <p>20% increase in the tasking of patrols by DCCs</p> <p>Analysis completed for 25% of patrols</p> <p>Analysis completed for 50% of patrols</p> <p>Analysis completed for 100% of patrols</p> <p>25% of patrols report scheduling consistent with analysis</p> <p>50% of patrols report scheduling consistent with analysis</p>	<p>30 June 2015</p> <p>30 June 2016</p> <p>31 March 2015</p> <p>30 September 2015</p> <p>30 June 2015</p> <p>30 September 2015</p> <p>31 March 2016</p> <p>30 September 2015</p> <p>31 March 2016</p>
5. Improve awareness of significant events experienced by patrols	<p>(a) Extend patrol reporting requirements to provide for monthly summaries of significant events to be sent to their Districts and the National Office</p> <p>(b) Implement new procedures by encouraging patrols to prepare and provide a monthly Patrol Event Summary</p>	<p>Required procedures implemented</p> <p>25% of patrols provide monthly summaries to their Districts and National Office</p>	<p>31 December 2014</p> <p>30 June 2015</p>

		50% of patrols provide monthly summaries to their Districts and National Office	30 June 2015
		80% of patrols provide monthly summaries to their Districts and National Office	30 June 2019
6. Better evaluate the positive impact on communities of patrolling activities	<p>(a) Identify patrols that are good at evaluating the positive impact on communities of their patrolling activities</p> <p>(b) Prepare a national guideline on evaluating those positive impacts for implementation by patrols</p> <p>(c) Encourage patrols to incorporate those evaluations into their monthly summaries</p>	<p>Patrols identified</p> <p>Guideline prepared and adopted by National council</p> <p>Evaluations included in 25% of monthly summaries</p> <p>Evaluations included in 50% of monthly summaries</p> <p>Evaluations included in 80% of monthly summaries</p>	<p>31 March 2015</p> <p>30 June 2015</p> <p>30 June 2016</p> <p>30 June 2019</p> <p>30 June 2024</p>
E. Create safer environments			
1. Reduce the opportunities for offending to occur	(a) Encourage patrols to regularly analyse repeat crime locations for their area (using data from Police and other sources) and to focus patrolling on the identified areas	<p>25% of patrols report that they regularly complete that analysis and focus patrolling accordingly</p> <p>50% of patrols report that they regularly complete that analysis and focus patrolling accordingly</p>	<p>30 June 2015</p> <p>30 June 2016</p>

		80% of patrols report that they regularly that analysis and focus patrolling accordingly	30 June 2019
2. Oversee potential offending areas using CCTV	(a) Explore with Police and local authorities (as appropriate) increased involvement by CPNZ patrols in CCTV camera surveillance and in responding to matters that arise out of that surveillance	Reports prepared	31 March 2015
3. Strengthen relationships with Local Government	(a) Seek opportunities to present CPNZ to Local Government New Zealand and local authorities	LGNZ presentation completed at national level	31 August 2015
		75% of districts report a <i>good</i> level of communications with their local authorities	30 June 2015
	75% of districts report a <i>very good</i> level of communications with their local authorities	30 June 2016	
	(b) Enter into arrangements with local authorities for the local patrols to regularly engage with them	50% of District Committees have an arrangement with at least one local authority	30 June 2015
		75% of District Committees have an arrangement with at least one local authority	30 June 2016
		50% of District Committees have an arrangement with <i>all</i> their local authorities	30 June 2019
75% of District Committees have an arrangement with <i>all</i> their local authorities		30 June 2024	

<p>4. Strengthen relationships with the Ministry of Civil Defence and Emergency Management (MCDEM)</p>	<p>(a) Seek opportunities to present CPNZ to MCDEM</p> <p>(b) Explore the possibility of entering into a national Letter of Agreement with MCDEM</p> <p>(c) Establish relationships with regional CDEM organisations</p> <p>(d) Encourage patrols to actively engage with their local CDEM groups</p>	<p>MCDEM presentation made</p> <p>Report to Trust Board on feasibility and likely parameters of a LoA</p> <p>75% of districts have a good relationship with their local civil defence organisation</p> <p>100% of districts have a good relationship with their local civil defence organisation</p> <p>25% of patrols report that they actively engage with local CDEM groups</p> <p>50% of patrols report that they actively engage with local CDEM groups</p>	<p>28 February 2015</p> <p>30 June 2015</p> <p>30 June 2015</p> <p>30 June 2016</p> <p>30 June 2016</p> <p>30 June 2017</p>
<p>5. Engage in civil defence preparedness</p>	<p>(a) Encourage patrols to undertake civil defence training</p>	<p>25% of patrols report that they are actively encouraging their members to undertake CDEM training</p> <p>50% of patrols report that they are actively encouraging their members to undertake CDEM training</p>	<p>30 June 2016</p> <p>30 June 2017</p>
<p>6. Strengthen relationships with local schools</p>	<p>(a) Explore the possibility of entering into a Letter of Agreement with the Ministry of Education</p>	<p>Report to Trust Board on feasibility and likely parameters of a LoA</p>	<p>31 March 2015</p>

	<p>(b) Establish relationships with regional School Principal groups</p> <p>(c) Review and implement desired changes to 'Patrolling of Schools' policy</p> <p>(d) Encourage patrols to actively engage with their local schools to discuss monitoring of schools after hours, monitoring of school crossings, engagement at school events, and/or the presentation of safety programmes</p>	<p>75% of districts have a good relationship with their regional Principal groups</p> <p>100% of districts have a good relationship with their regional Principal groups</p> <p>Policy reviewed and implemented</p> <p>25 % of patrols report that they actively engage with at least one school</p> <p>50 % of patrols report that they actively engage with at least one school</p>	<p>30 September 2015</p> <p>30 September 2016</p> <p>30 June 2015</p> <p>30 June 2016</p> <p>30 June 2019</p>
7. Strengthen relationships with local service clubs and other community organisations	(a) Encourage patrols to proactively seek opportunities to assist service clubs and other organisations to manage events	<p>25% of patrols report having assisted at one or more local events</p> <p>50% of patrols report having assisted at one or more local events</p>	<p>30 June 2015</p> <p>30 June 2016</p>
<p>F. Securing Sustainable Funding</p> <p>1. Secure stable medium term funding streams</p>	<p>(a) Clarify future medium term MoJ national funding availability</p> <p>(b) Investigate potential alternative medium term national funding sources</p> <p>(c) Secure potential alternative medium term national funding</p>	<p>Report to Trust Board</p> <p>Report to Trust Board</p> <p>Significant alternative medium term national funding obtained</p>	<p>31 October 2014</p> <p>31 March 2015</p> <p>30 June 2016</p>

<p>2. Assist patrols to secure a sufficient level of patrol funding for their needs</p>	<p>(a) Identify patrols that are successful fundraisers and prepare a report identifying the reasons for their success</p> <p>(b) Develop a Funding Guide to assist Patrols to pursue and access funding</p> <p>(c) Provide assistance to patrols that are having difficulty obtaining adequate funding for their expenses by developing and carrying out a fundraising 'roadshow' that is accessible by all patrols</p>	<p>Reports completed by 75% of District Committees</p> <p>Guide prepared and adopted</p> <p>Road show completed covering <i>at least 6</i> districts</p> <p>Road show completed covering <i>all</i> districts</p>	<p>31 March 2015</p> <p>30 September 2015</p> <p>31 December 2015</p> <p>31 December 2016</p>
<p>3. Reduce Insurance costs to patrols</p>	<p>(a) Explore the possibility of obtaining a standardised insurance cover using bulk buying leverage and the possibility of sponsorship promotion</p>	<p>Report prepared for National Council</p>	<p>31 March 2015</p>