



**CRYPAR**

Coordinated Response to Young People at Risk

# Implementation Guide

- Establishing the CRYPAR Program in your district -

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## ABOUT THIS GUIDE

This guide provides a framework for the implementation of a "Coordinated Response to Young People at Risk (CRYPAR)" program in your district, and offers useful information and templates to support the process.

Further information can also be obtained from:—

The Program Manager  
CRYPAR Coordination Unit  
GPO Box 1440  
BRISBANE QLD 4001  
Ph: (07)33643482

## AIM OF THE PROJECT

The "Coordinated Response to Young People at Risk (CRYPAR)" program is a whole of government initiative which aims to assist young people in addressing issues which are often identified as contributing factors in the development of criminal and self-harming tendencies and anti-social behaviour.

## BACKGROUND OF THE PROGRAM

In 2002, members of the Queensland Police Service (QPS) conducted a public forum involving a range of government agencies and non government organisations. The purpose of the forum was to discuss emerging issues for young people and identify possible intervention strategies. From the forum a smaller interagency committee was formed to further develop an appropriate response to young people's issues.

As a result of this process the CRYPAR pilot project was developed and implemented in the North Brisbane District in 2005 and expanded in 2007 into the Pine Rivers District of Metropolitan North Region.

## HOW CRYPAR WORKS

The program is designed to give police an additional tool (in the form of a referral process) when encountering a young person at risk.

For the purpose of this program "at risk" is defined as a young person at risk of becoming involved or further involved in criminal, self-harming or anti-social behaviour as a result of underlying social problems.

Essentially, CRYPAR is a simple referral process that allows police officers in the field to refer young people to an agency that can support the young person and their

family. The police officer who makes contact with the young person simply fills out a referral form, the young person signs the form to indicate consent, and the form is later faxed to the appropriate agency. Local organisations have agreed in a Memorandum of Understanding (MOU) to respond to referrals within 48 hours, ensuring a prompt response. The program achieves success through collaboration of government agencies and selected non government organisations.

## SUPPORTING MATERIAL

- Appendix A: Referral Form
- Appendix B: Service Provider List and Information
- Appendix C: Memorandum of Understanding

For an electronic version of these forms and documents, please contact the CRYPAR Coordination Unit, Metropolitan North Region.

## GUIDE TO IMPLEMENTATION

The following information is provided as a suggested format for implementation of the CRYPAR program. It is understood that each district will have its own unique issues and for this reason the program may require modification to meet those needs.

### STEP ONE: COMMUNITY FORUM

Meeting with government and non-government agencies which provide services to young people, is the first step in establishing a CRYPAR program in your district. This forum should be attended by managers who have the capacity to make a commitment on behalf of their organisation.

1. Establish community support for the program
2. Establish an implementation framework
3. Identify agencies that can provide a prompt response to referrals

Possible agencies recommended for inclusion in the forum include:

- Queensland Police Citizens Youth & Welfare Association (QPCYW)
- Queensland Health

### STEP TWO: STEERING COMMITTEE

The aim of the steering committee is to provide governance and guide the development of the program.

#### Role of the Steering Committee:

- Make commitments to service delivery on behalf of their organisation
- Provide advice and resources in pursuit of funding opportunities
- Interview and selection of the civilian coordinator
- Draft policy and procedures
- Report on program development to senior management of their respective organisation
- Provide ongoing support to the CRYPAR Coordination Unit

### MENTAL HEALTH

- Drug and Alcohol Agencies
- Accommodation Agencies
- Culturally Specific Agencies
- Family Conflict/Youth Support Service
- Young Parents Programs
- Men's Programs
- Neighbourhood and community centre coordinators
- Disability services

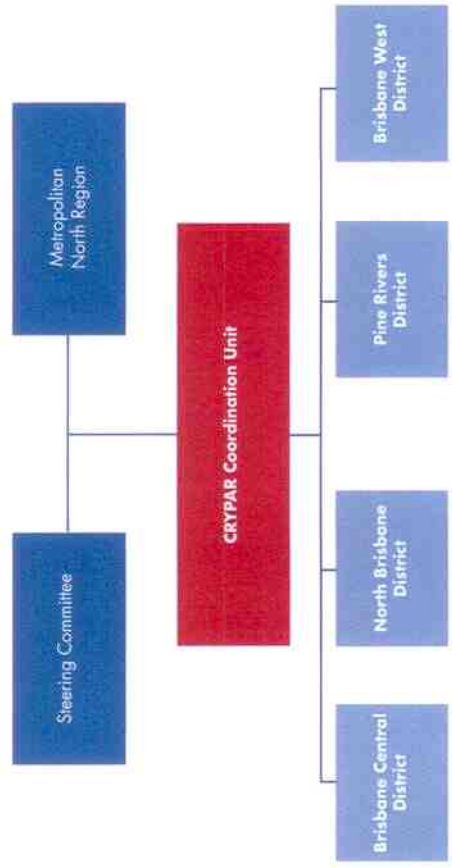
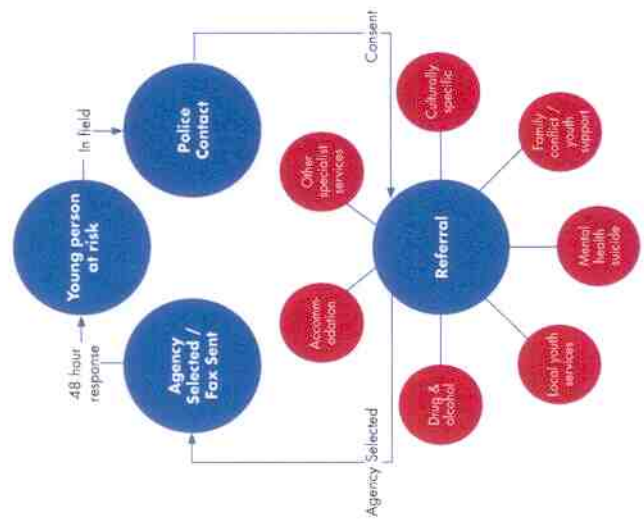
This list is not exhaustive and will vary according to the local requirements of your district.

#### The forum aims to:

1. Establish community support for the program
2. Establish an implementation framework
3. Identify agencies that can provide a prompt response to referrals

Possible agencies recommended for inclusion in the forum include:

- Queensland Police Citizens Youth & Welfare Association (QPCYW)
- Queensland Health



### STEP THREE: PROJECT PLAN

The steering committee is responsible for the development of a project plan. While there is no prescribed format, the CRYPAR Coordination Unit, Metropolitan North Region, has prepared a project plan that can be adapted for use in your district.

As noted previously, each district will have specific issues and problems and careful consideration should be given to the project plan so that the goals and objectives reflect the issues and problems relevant to the district. However, the success of the program can be attributed to a number of factors that are important to its broader success. These are considered the core absolutes of the program and should be thought of as critical factors when considering implementation.

#### Core absolutes

1. Civilian social worker.  
A civilian social worker with considerable appropriate experience is required to coordinate the program in each District and is important for the following reasons:
  - a. Knowledge of and ability to engage the community sector. The Coordinator's knowledge of community sector is essential and an asset to the program and to the workplace.
  - b. Police officers access information and knowledge from the coordinator.
  - c. Phone inquiries are directed to the coordinator, allowing police to concentrate on core police duties.

- d. The maintenance of stakeholder agencies and enhancement of further community engagement and capacity building opportunities.

2. Location of Social worker.  
The civilian coordinator should be located in the CPU office within the district for the following reasons:
  - a. CPU staff have the most contact with young people at risk.
  - b. OIC CPU assists with the daily supervision of the CRYPAR coordinator.
  - c. CPU staff receive majority of calls relating to young people at risk which allows for:
    - i. Immediate transfer of the call to the coordinator
    - ii. Immediate access to coordinator resources / information
    - iii. Coordinators act as on site consultant for CPU officers and are an excellent source of information regarding the community sector

3. Partnerships.  
CRYPAR facilitates a multi agency response and the quality of the relationships formed between the QFS and other stakeholders is critical to success. The civilian coordinator plays a significant role in this area, particularly with agencies that traditionally have been difficult for police to engage. An MOU is required to negotiate involvement and response times with agencies.

### STEP FOUR: FUNDING

External funding will need to be secured to support implementation and members of the steering committee will provide advice and resources in pursuit of funding opportunities.

Implementation costs will vary slightly from region to region however the cost of operating the CRYPAR program in North Brisbane District was approximately \$120,000 in the initial year and then \$100,000 per year thereafter. This allows for the CRYPAR coordinator wages, overheads (car lease, fuel, mobile phone and incidentals), computer and training related expenses.

At the time of producing this document a cost benefit analysis had not been completed, however it is anticipated that the saving to government and community as a result of this intervention will far outweigh the cost.

### STEP FIVE: ESTABLISHING INTERNAL STRUCTURE

There are a number of roles and responsibilities that make the CRYPAR program successful and they include:

#### Corporate Support

The Assistant Commissioner and/or Chief Superintendent, Operations, in your Region is able to provide direction and supervision to the program.

#### Steering Committee

As previously stated the CRYPAR steering committee provides guidance to the CRYPAR Coordination Unit, including CRYPAR coordinators. The committee allows for joint ownership and provides a conduit for the flow of information for all agencies represented and senior police management.

**CRYPAR Coordination Unit (CCU)**  
In Metropolitan North Region the CRYPAR Coordination Unit comprises the Program Manager (Inspector), the assistant program manager (Senior Sergeant/Sergeant) and two civilian coordinators (one coordinator per district).

The program manager is responsible for the management and supervision of civilian coordinators, along with the management and strategic coordination of the program, including:

- Project integrity
- Stakeholder engagement
- Time management
- Funding and budget
- Communication
- Resources management
- Continuous improvement
- Marketing
- Change management
- Expansion strategy
- Program sustainability

#### Program Manager

It is recommended that a senior police officer, at least at the rank of Senior Sergeant, perform the role of program manager. In Metropolitan North Region this role is performed by an Inspector. Seniority is necessary so that liaison can be successfully conducted at all levels of the service. The program manager is responsible for briefing senior management on a regular basis.

#### CRYPAR Coordinator

The coordinator is responsible for the training of police, data collection, stakeholder consultation and engagement, providing quality advice to police officers and school interventions.

#### Operational Police

All trained police are responsible for utilising the CRYPAR referral process when they encounter a young person at risk.

#### Supporting Material

Appendix D: Status report

For an electronic version of this form, please contact the CRYPAR Coordination Unit, Metropolitan North Region.

**STEP SIX:  
EMPLOYING A COORDINATOR**

One of the first tasks for which the steering committee will be responsible, is employing a CRYPAR coordinator.

The importance of employing a civilian coordinator who has the personal qualities to satisfy the position description criteria cannot be understated. The person must possess knowledge of the community sector, have the ability to actively engage a range of stakeholders and have exceptional networking and organisational capabilities.

Police officers are often disadvantaged in this regard and generally speaking have traditionally found it difficult

to engage some of the non-government stakeholders who have proven to be valuable in the CRYPAR referral pathway.

It is recommended that the CRYPAR coordinator should be paid at a level that will attract quality applicants to this position.

Whilst it is understood that the resources, reporting procedures and internal structure of each district will vary, the following supervisory structure is suggested for the management of the program.

It is suggested that the coordinator be physically located in the CPU office, thereby providing an additional resource to the Unit. In the absence of the CRYPAR

program manager, the day to day support and supervision should be provided by the OIC of the CPU.

As previously stated, there is good reason for locating the coordinator with the CPU, however Senior Management will naturally make a final determination.

The program manager is responsible for the overarching supervision of the coordinator.

For a copy of the position description, please contact the CRYPAR Coordination Unit, Metropolitan North Region.

**STEP SEVEN:  
TRAINING**

It is recommended that all operational police officers in your district are trained in the CRYPAR referral process. An accredited training package has been developed to assist with training delivery. The training can be delivered by the CRYPAR coordinator. The training is approximately 2 hours duration and can be programmed in consultation with the District Education and Training Office.

A useful strategy when delivering the training, is to invite referral agencies along to assist and to provide officers with an insight into the agencies capabilities.

In terms of change management it is beneficial for the program manager to attend the training sessions and address the participants and to reinforce senior management's support of the program.

For a copy of the training package, please contact the CRYPAR Coordination Unit, Metropolitan North Region.

**STEP EIGHT:  
EVALUATION**

Statistical data is critical to the development of a rigorous evaluation of the CRYPAR program.

To this end, an electronic spreadsheet using a sharepoint system has been developed to collect essential data. This system captures all referrals made and

allows the CRYPAR Coordination Unit to provide statistical data to District Officers with respect to CRYPAR referrals. It also allows members of the CRYPAR Coordination Unit to interrogate information so that good work can be recognised and management issues addressed.

The system provides accurate data for future evaluations and allows the evaluating body to track successes and address weaknesses. The system is password protected in order to maintain confidentiality and access is restricted to the CRYPAR Coordination Unit members and selected administration officers for the purpose of data input.

For a copy of the sharepoint CRYPAR data entry system, please contact the Regional Information Resource Manager, Metropolitan North Region.

**Robust Regional Evaluation**

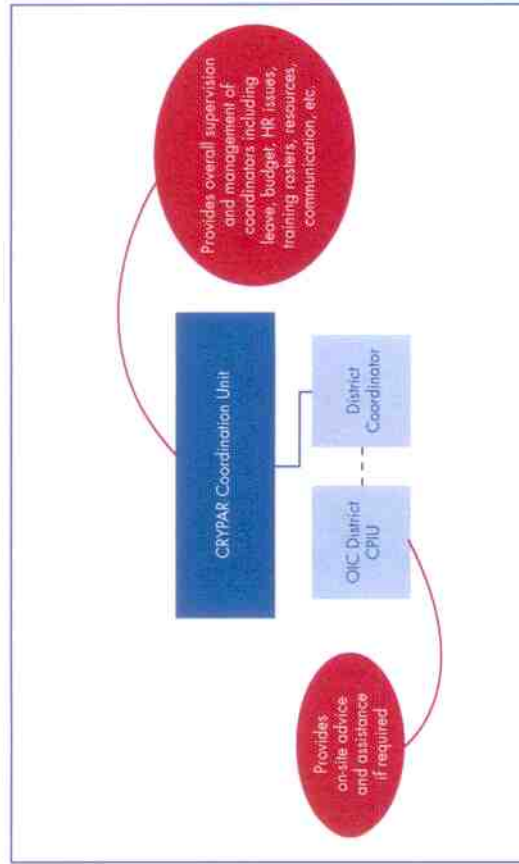
Metropolitan North Region intends to engage Industry Partner, University of Queensland, and a consultancy team to provide essential elements of the evaluation, including:

- Benefits identification and realisation
- Cost benefit analysis
- Assessment of progress and progress review
- Recommendations to rectify deficiencies

**STEP NINE:  
CONTINUOUS IMPROVEMENT**

There is no precedent for a project such as CRYPAR in the OPS. Valuable lessons are learnt as a result of the management environment that endorses and supports a process of continual assessment. Periodic evaluation of progress has highlighted areas for improvement and adjustment. It is essential that team members strive for continuous improvement to ensure that the project seizes opportunities and mitigates threats.

In Metropolitan North Region, the CRYPAR Coordination Unit conducts planning days on a bi-annual basis and maintains a close relationship with Industry Partner, University of Queensland, through meetings, planning days and accommodating student placements.





SUPPORTING MATERIAL - REFERRAL FORM



**Coordinated Response to Young People At Risk**

Date: .....

**1. Young Person**  
 Name .....  
 Address .....  
 DOB ..... Age .....  
 PH .....  
 Relationship .....  
 NESB: YES NO  
 Attend: School Work Neither  
 ATSI: YES NO

**2. Parents/Caregiver**  
 Name .....  
 Address .....  
 Relationship .....  
 PH .....  
 Contact with Parent/Caregiver: YES NO  
 If not, why? .....

**3. Presenting issue/s** - Please provide brief details Domestic Violence YES NO

**4. Has Young Person had previous contact with any agency/service?**  
 Which service/when: .....

**5. Consent to referral being made:**  
 I agree to be referred to ..... and I understand that the information in this document will be faxed to this service.  
 Signature of Young Person .....  
 Verbal or Signed Consent of Parent/Caregiver .....  
 Prepared to receive follow up phone call? YES NO

**6. Referring Officer**  
 Name ..... Rank/Number .....  
 Station ..... PH ..... Fax .....

**7. Form faxed to:**  
 Date .....

**8. Feedback** (To be filled in by Service Provider & faxed back to Officer)  
 Contact made: YES NO Further contact: Likely Unlikely  
 A further referral was made to .....

Comments .....  
 Service ..... Worker ..... PH .....

**Caution:** The information contained in this fax message is confidential and may be the subject of legal professional privilege and/or public immunity. If you are not the intended Recipient, any use, disclosure or copying of this document is unauthorised. If you have received this document in error, please contact CRYPAR immediately on 07 3364 3417.

You've been referred to ..... by .....  
 of ..... Station PH .....

If you change your mind, you can say NO at any stage

..... (perforated section) .....



SUPPORTING MATERIAL - SERVICE PROVIDER LIST



**COORDINATED RESPONSE TO YOUNG PEOPLE AT RISK**

ACCOMMODATION	FAX	PHONE
Youth Emergency Service		3357 7655.
MENTAL HEALTH/SUICIDE		
Child & Youth Mental Health - extended hours	3636 5180	3636 9027
DRUG & ALCOHOL		
Drug Arm	60 8801	3620 8855
CULTURALLY SPECIFIC		
Kurbingui Youth Development	3265 3263	3865 1462
Chermside Indigenous Health Service	3139 5795	3139 4633
HEALTH/SEXUAL ASSAULT		
Brisbane Sexual Assault Service	3636 2362	1800 0101 120
Chermside Indigenous Health Service	3139 5795	3139 4633
FAMILY RELIANCE/YOUTH SUPPORT		
Project Circuit Breaker	3621 4010	3621 4000
Jabiru Community Youth & Children's Service	3869 0675	3269 0044
Youth & Family Support Service	3274 9979	3274 9917
Youth Outreach Service - Extended Hours	3854 1552	3854 1245
Victory Community Services	3633 0933	3623 9100
YOUNG PARENTS		
Parents YES Program	3358 4944	3254 2955
Young Parents Program	3857 8021	3357 9944
MENS PROGRAMS		
Men's Information & Support Association	3889 7965	3889 7312
EMPLOYMENT/TRAINING		
Epic Community Services	3857 5875	3857 5085
OTHER SPECIALIST SERVICES		
Open Doors - Lesbian, Gay, Bi & Transgender	3257 7680	3257 7660
Disability Services Queensland - Community Team	3357 9536	3630 3200



**Youth Emergency Service**  
Provides support and semi-independent accommodation to homeless and at risk young people (1.5-18). Cannot accommodate anyone with severe psychiatric, physical or intellectual disabilities, serious drug/alcohol use, violence or extreme support needs.

**Child & Youth Mental Health (extended hours)**  
Provides free, confidential counselling and support for children and young people (under 18) with mental health problems such as depression, anxiety, eating disorders, psychosis, conduct disorders, suicidal ideation. Life stresses and relationship stresses.

**Drug Arm**  
Provides assessment, support, brief treatment interventions and referral for individuals and families experiencing difficulties relating to drug use.

**Kurbingu**  
Provides a range of programs to indigenous communities including employment, youth and family support, men's group, boxing club, women's group, holiday activities, computer access/training and new-spacer.

**Chermside Indigenous Health**  
Provides culturally appropriate health services to Aboriginal and Torres Strait Islanders, including medical clinics, child and family health care, support and liaison, antenatal and post-natal care, home and hostel visits, community workshops and information.

**Brisbane Sexual Assault Service**  
Provides support to women who have been raped/sexually assaulted. Counselling, medical care, forensic examination, information and referral.

**Project Circuit Breaker**  
A free and mobile service supporting families with young people (9-17) on Brisbane's north-

**SERVICE PROVIDER INFORMATION**

side to make changes to their lives. Provides individual and family counselling, practical skill development, conflict resolution, group work, advocacy, information and referral.

**Jabiru Community Youth and Children's Service**

Provides support to young people (12-18), their families and social networks. Individual support, VSM program, after school drop in space, holiday program and flexible learning program.

**Youth and Family Support Service**  
Provides counselling and support to families and young people (6-17) experiencing family conflict or crisis, drug related issues, criminal activity, prostitution, at risk of harm or self-injurious behaviour, at risk of homelessness, school truancy, suspension or exclusion.

**Youth Outreach Service**

Provides chill out space and links to accommodation services. Support information and referral for young people up to 21. JPET (employment and training), court and prison support, alternative education program, recreational activities, food, showers and laundry. Good general service that can deal with almost any youth issue.

**Victory Community Services**  
Professional counselling, drop in centre Tues to Fri, emergency relief Tuesday to Thursday, support groups, life skills, literacy/tutoring programs, free computer training and personal development.

**Parents Yes Program**  
Provides support and assistance to families with at least one parent under age 25, including Dads. Focus on supporting young families to prevent their children being placed in care or to have their children returned from care by supporting them to address DCHS concerns. This is done via home visits, advocacy, risk



assessment, living skills, parenting skills, group work, nutrition and child development. Access to health clinics, sexual health clinic, antenatal support, education and training and practical support. Geographical area covered includes Taigum through to Mt Gravatt and west to The Gap and Indooroopilly.

**Young Parents Program**

Provides support to young women 19 and under who are pregnant or parenting. Child birth education, information and assistance with health, housing, money, partner, family, friends and school. Young mum's group and activities. MUST have had their baby whilst a teenager.

**Men's Information and Support Association**

Provides face to face counselling for men of all ages. Anger management classes, learning to cope counselling under 12's, life skills workshop ages 13-18 and Triple P parenting courses for men.

**EPIC Community Services**

Job Placement Employment and Training program for young people 15-21. Can help with staying at or going back to school, education information, finding a place to live, personal issues, health and legal issues, information about traineeships/apprenticeships, training options (TAFE), numeracy/literacy, creating a resume, all types of information about work.

**Open Doors**

Provides support to young people (12-18) questioning or exploring their sexuality or gender or who identify as lesbian, gay, bi-sexual, transgender, transsexual, inter-gender. Drop in, groups, activities, family support, community education, information and referral.

**Disability Services Queensland**

Provides assistance with respite for families supporting people with intellectual disabilities. Information and referral links to other services.



**MEMORANDUM OF UNDERSTANDING**

**CRYPAR**  
Referral Pathway Agreement  
(Coordinated Response to Young People at Risk)  
Boondall Police Complex – 149 Muller Rd, Boondall QLD. 4034.  
PH: 3364 3417 or 0408 807 4325

CRYPAR is a Community/Government Service and Queensland Police Service initiative which aims to holistically respond to young people at risk and their families through the use of effective referral pathways within a collaborative partnership framework.

By signing this agreement and becoming a 'Service Participant' of CRYPAR you will be supporting this partnership model to reach its full potential and in turn, assist those in the Community most in need.

Because of the specific nature of the CRYPAR referral pathway, specialised training will be provided to Police Officers using CRYPAR to ensure the referrals made to you will be appropriate and fit with your Service guidelines. Where possible, we would encourage you to participate in the Police training to further ensure all officers have a detailed understanding of what your Service CAN and CANT offer to those they may referal.

As your Service has already developed its own individual policy in regards to confidentiality, CRYPAR would ask that you agree to continue to work within these guidelines, including those Services bound by mandatory reporting. CRYPAR only ask that you work within your individual guidelines, whatever they may be.

The CRYPAR Coordinator, \_\_\_\_\_ will aim to follow up on all referrals in a timely manner to gain feedback from you regarding the appropriateness of that referral, the outcome and any issues or future needs your Service may require from CRYPAR.

If for whatever reason your circumstances change and it is in the best interest of your Service to withdraw from CRYPAR, simply contact the CRYPAR Coordinator and withdrawal arrangements will be made.

CRYPAR will also host 3 monthly networking get togethers to enable you to meet with and share information regarding the CRYPAR referrals. This may also provide an opportunity to Services to cross refer and case share where appropriate.

Finally, CRYPAR would like to take this opportunity to sincerely thank your Service for its support in this project and to express our excitement in working with your Service in the future to better support the Young People and Families of Brisbane North.

Agency Name & Address:

Name of Manager/Coordinator: \_\_\_\_\_ Signature of Manager/Coordinator: \_\_\_\_\_ Date Signed: \_\_\_\_\_

# Project Status Report



<b>Project Name- CRYPAR</b>	
<b>Brief Project Description:</b>	<i>Coordinated Response to Young People At Risk – Early intervention Whole Of Government Crime Prevention referral process to link young people at risk with Government and Non-Government agencies to assist with their specific problem</i>

**Milestones / Key Activities Completed this Reporting Period**

**On-going Activities**

Activity	Impact of Delay (Schedule, Budget, Resources, Scope, Quality, Projected Benefits etc)	Recommended Action
<b>Milestones / Key Activities Missed this Reporting Period</b>		

**Milestones / Key Activities Planned for the next Reporting Period**

Issue description	Impact description (Schedule, Budget, Resources, Scope, Quality, Projected Benefits etc)	Recommended Resolution
<b>Major Issues</b>		

Risk description and (risk rating)	Impact description (Schedule, Budget, Resources, Scope, Quality, Projected Benefits etc)	Recommended Resolution
<b>Major Risks</b>		

Reported by \_\_\_\_\_ Supported by \_\_\_\_\_

<b>Name:</b>	Inspector	Assistant Commissioner / Chief Superintendent
<b>Title:</b>	Program Manager - CRYPAR	Region
<b>Role:</b>		Project Sponsor / Operations Coordinator
<b>Date:</b>		



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Internal Email: [crypar@police.qld.gov.au](mailto:crypar@police.qld.gov.au)



### QPS Vision Statement

We are determined to be a professional police service,  
dedicated to excellence and committed to working in partnership  
with the people of Queensland to enhance the safety and  
security of our community.

[www.police.qld.gov.au](http://www.police.qld.gov.au)