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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 when encountering a young person at risk.

For the purpose of this program a "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 single-referral process that allows police 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, signs the form to indicate consent, and the form is then faxed to the appropriate agency. The program achieves success through implementation of government agencies and selected non-government organisations.

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 this program may require modification to meet these needs.

- Mental Health
- Drug and Alcohol Agencies
- Accommodation Agencies
- Culturally specific agencies
- Family Conflict/Youth Support Services
- Young People Programs
- Men's Programs
- Neighbourhood and community centre co-ordinators
- Disability services

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

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.

Showcasing the CRYPAR model at an open forum of interested organisations will establish quickly if key stakeholders are keen in replicating the program in your area or also identify stakeholders who have the ability to deliver the service required by the program.

Possible agencies recommended for inclusion in the forum include:
- Queensland Police Citizens Youth & Welfare Association (QPCYWA)
- 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
STEP THREE: PROJECT PLAN

The steering committee is responsible for the development of a project plan. While there is no prescribed format, the CYPAR Coordination Unit, Metropolitan North Region, has prepared a project plan that can be adopted 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 absoutes of the program and should be thought of as critical factors when considering implementation.

Core Absoutes

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.
   e. 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. QIC CPU assists with the daily supervision of the CYPAR 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
   d. Coordinators act as an onsite consultant for CPU officers and are an excellent source of information regarding the community sector.
   3. Partnerships.
   CYPAR facilitates a multi-agency response and the quality of the relationships formed between the QPS 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.
   4. Steering Committee.
   A multi-agency steering committee allows for joint ownership and provides a conduit for the flow of information for all agencies represented and senior police management.
   5. Supervision.
   A senior member of the QPS should fulfill the role of program manager and provide supervision for the civilian coordinator.

Understandable Local Variations:
The following is not exhaustive but examples of understandable local variations:

1. Response times. Ideally, there should be a 48 hour response however this may vary depending on local issues including the geographical location of the district and staffing issues. These variances should be negotiated by the steering committee.

2. Budget management. The CYPAR budget is managed by the program manager. In Metropolitan North Region, the QPQWMA advise funding.

For a copy of the Project Plan, please contact the CYPAR Coordination Unit, Metropolitan North Region.

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 CYPAR program in North Brisbane District was approximately $120,000 in the initial year and then $100,000 per year thereafter. This allows for the CYPAR coordinator's 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 CYPAR 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 CYPAR steering committee provides guidance to the CYPAR Coordination Unit, including CYPAR coordinators. The committee allows for joint ownership and provides a conduit for the flow of information for all agencies represented and senior police management.

CYPAR Coordination Unit (CCU)
In Metropolitan North Region the CYPAR 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.

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

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

Supporting Material
Appendix D: Status report
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 descriptor 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 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 charge 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. The 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 administrators 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.

STEP NINE: CONTINUOUS IMPROVEMENT

There is no precedent for a project such as CRYPAR in the GFS. 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 biannual basis and maintains a close relationship with Industry Partner, University of Queensland, through meetings, planning days and accommodating student placements.

Provides overall supervision and management of coordinators including leave, budget, HR issues, training needs, resources, communication, etc.

Provides on-site advice and assistance if required.
Coordinated Response to Young People At Risk

Date: 

1. Young Person 2. Parent/Caregiver

Name: 
Address: 
DOB: Age: Relationship: 
PH: 
NESR: Contact with Parent/Caregiver: YES NO 
Attend: School Work: Neither: If not, why? 
ATH: YES NO 

3. Presenting issues – Please provide brief details
Domestic Violence: YES NO 

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

5. Consent to referral being made
I agree to be referred to YES NO and I understand that the information in this document will be passed to this service.
Signature of Young Person: 
Verbal or Signed Consent: YES NO 
Prepared to receive following a case study: YES NO 

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

7. Form filled: Date: 

8. Feedback
[To be filled in by Service Provider & passed back to Officer] 
Contact made: YES NO Further contact: Likely Unlikely 
Comments: 
Service: Worker: 

Caveat: 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 CYPFAR immediately on 07 3364 3417. 

(perforated section) 

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

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

COORDINATED RESPONSE TO YOUNG PEOPLE AT RISK

ACCOMMODATION
Youth Emergency Service 
FAX: 3357 7655
PHONE: 3626 9027

MENTAL HEALTH/SUICIDE
Child & Youth Mental Health - extended hours 
3626 9027

DRUG & ALCOHOL
Drug Arm 
FAX: 3620 8855
PHONE: 3620 8855

CULTURALLY SPECIFIC
Kurhinggai Youth Development 
FAX: 3265 3263
PHONE: 3865 1462

Chermside Indigenous Health Unit 
FAX: 3139 5795
PHONE: 3139 4633

HEALTH/SEXUAL ASSAULT
Brisbane Sexual Assault Service 
FAX: 3656 2362
PHONE: 1300 0018 120

Chermside Indigenous Health Unit 
FAX: 3139 5795
PHONE: 3139 4633

FAMILY VIOLENCE YOUTH SUPPORT
Project Echidna House 
FAX: 3621 4010
PHONE: 3621 4000

Jahira Community Youth & Children’s Service 
FAX: 3899 0675
PHONE: 3269 0044

Youth & Family Support Service 
FAX: 3274 9979
PHONE: 3274 9917

Youth Outreach Service – Extended Hours 
FAX: 3854 1352
PHONE: 3854 1245

Victor Community Services 
FAX: 3633 0933
PHONE: 3623 9100

YOUNG PARENTS
Parents YES Program 
FAX: 3381 0384
PHONE: 3254 2985

Young Parents Program 
FAX: 3857 8021
PHONE: 3357 9944

MENS PROGRAMS
Men’s Information & Support Association 
FAX: 3889 7965
PHONE: 3889 7312

EMPLOYMENT/TRAINING
Epic Community Services 
FAX: 3857 5875
PHONE: 3857 5085

OTHER SPECIALIST SERVICES
Open Doors – Lesbian, Gay, BI & Transgender 
FAX: 3257 7680
PHONE: 3257 7660

Disability Services Queensland – Community Team 
FAX: 3357 9536
PHONE: 3630 3209
Youth Emergency Service
Provides support and semi-independent accommodation to homeless and at risk young people (15-18). 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 Action
Provides assessment, support, brief treatment interventions and referral for individuals and families experiencing difficulties relating to drug use.

Kuringai
Provides a range of programs to indigenous communities including employment, youth and family support, women's group, navy club, men's group, holiday activities, computer access/training and newspaper.

Chermside Indigenous Health
Provides culturally appropriate health services to Aboriginal and Torres Strait Islanders, including medical clinic, child and family health care, support and liaison, emotional and psychological care, home and hospital 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-west 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) and 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 service 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.

EPIC Community Services
Job Placement Employment and Training programs 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, education programs and training.

Victory Community Services
Professional counselling, drop in centre 9.30am to 3.30pm, emergency support, support groups, life skills, literacy/numeracy programs, computer training and personal development.

Parents Voice 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 DCFS 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 Logan, 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 years old, skills workshop ages 13-18 and Triple P parenting courses for men.

MEMORANDUM OF UNDERSTANDING

CYPAR

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

CYPAR 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 collaborative partnerships.

By signing this agreement and becoming a 'Service Provider' of CYPAR 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 CYPAR referral pathway, specialised training will be provided to Police Officers using CYPAR 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 CAN'T offer to those they may refer.

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

CYPAR only ask that you work within your individual guidelines, whatever they may be.

The CYPAR 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 CYPAR.

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

CYPAR will also hold 2 monthly networking get togethers to enable you to meet with and share information regarding the CYPAR referrals. This may also provide an opportunity to Services to cross refer and case share where appropriate.

Finally, CYPAR 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

**Project Name:** CRYPAR

**Brief Project Description:** 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

## Milestones / Key Activities Completed this Reporting Period

### On-going Activities

## Milestones / Key Activities Missed this Reporting Period

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<thead>
<tr>
<th>Activity</th>
<th>Impact of Delay</th>
<th>Recommended Action</th>
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## Milestones / Key Activities Planned for the Next Reporting Period

## Major Issues

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<tr>
<th>Issue description</th>
<th>Impact description</th>
<th>Recommended Resolution</th>
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## Major Risks

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<th>Risk description and (risk rating)</th>
<th>Impact description</th>
<th>Recommended Resolution</th>
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**Name:**

**Title:** Inspector

**Role:** Program Manager - CRYPAR

**Date:**

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**Coordinated Response to Young People At Risk**

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**Meeting Date:**

**Period Ending:**

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Internal Email: 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