

The background features a long, straight asphalt road with white dashed lines, stretching into the distance under a clear blue sky. The road is flanked by red soil and green trees. In the top right corner, there are decorative circular patterns with white dots in shades of orange, teal, and pink. The text 'JUST REINVEST NSW' is displayed in a stylized, blocky font within a green and orange graphic element.

**JUST  
REINVEST  
NSW**

# Justice Reinvestment:

## Getting started in your community

### A Toolkit

“

Justice Reinvestment provides opportunities for communities to take back local control...to not only take some ownership of the problem but also to own the solutions.

**Mick Gooda**

Former Aboriginal and Torres Strait Islander Social Justice Commissioner and Just Reinvest NSW Champion

## Acknowledgement of Country

Just Reinvest NSW acknowledges the Aboriginal peoples of NSW on which Just Reinvest NSW and the offices of the Aboriginal Legal Service NSW/ACT Ltd are located. We acknowledge them as the Traditional Custodians of the land on which these offices are based. We pay our respects to them, and to other Aboriginal and Torres Strait Islander peoples who have made NSW their home. We pay respects to their cultures and to their Elders past, present and emerging.

## Symbols used in this Toolkit



Video link



Resource



Checklist



Tips



Just Reinvest NSW Ltd warns this publication may contain images or content relating to deceased persons of Aboriginal and/or Torres Strait Islander descent.

The term Aboriginal is used throughout this publication to describe Aboriginal and Torres Strait Islander people.

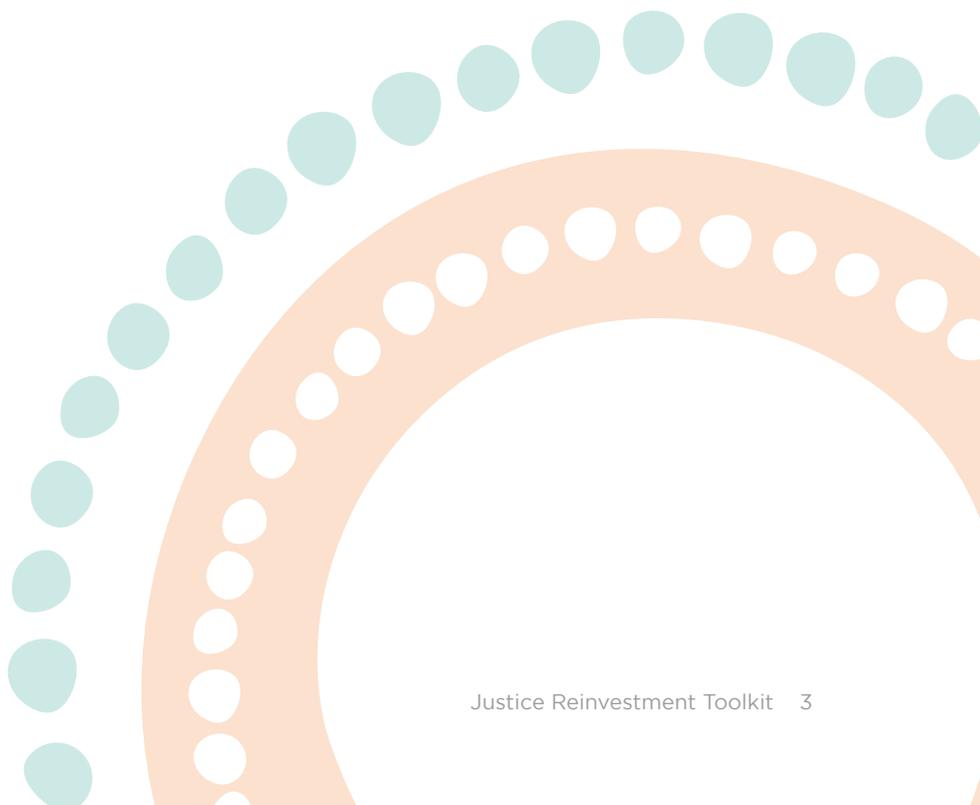
## About Just Reinvest NSW

Just Reinvest NSW (Just Reinvest) was formed by a coalition of more than twenty organisations and individuals from New South Wales to address the significant over-representation of Aboriginal young people in custody through a Justice Reinvestment (JR) approach. Just Reinvest's key message to the government and the community is that there is a solution: a smarter approach that will reduce crime and create safer, stronger communities.

In 2013, Just Reinvest began a partnership with the Bourke community to implement the first major justice reinvestment trial in Australia, the Maranguka Justice Reinvestment Project.

Just Reinvest is an independent, non-profit, membership-based, incorporated association auspiced by the Aboriginal Legal Service NSW/ACT.

For more information visit [www.justreinvest.org.au](http://www.justreinvest.org.au)



# Message from Just Reinvest NSW

Dear friends,

Just Reinvest NSW launched in 2012 and our partnership with the Bourke community began in 2013. Since then we have received many requests from Aboriginal communities for more information about how to implement justice reinvestment (JR). People also ask whether JR is an appropriate model to address community safety and well-being.

This Toolkit will assist communities in deciding if a JR approach is right for them. And, if it is, to help communities to become “JR ready”.

The Maranguka Justice Reinvestment Project (Maranguka) is the first major JR project in Australia. Working on this ground-breaking project has been rewarding and challenging. Just Reinvest and Maranguka want to share their learnings and experiences to support other communities who want to explore JR.

Members of the Aboriginal community in Bourke established Maranguka to create a transformative, whole-of-community agenda for change. Maranguka has adopted a ‘collective-impact’ framework, moving community beyond the existing service delivery model and creating better-coordinated support for vulnerable families.

A ‘backbone team’ complements existing services, creating better pathways with the Aboriginal community. The Bourke Tribal Council directs and guides the aspirations of Maranguka, advocating for Bourke’s Aboriginal community.

Before Just Reinvest and Maranguka formed their partnership, the Bourke Aboriginal community had already laid the groundwork for a JR approach:

- ▶ There was strong community consensus about the need for an approach that focused on a whole-of-community agenda for change.
- ▶ Grassroots groups were meeting.
- ▶ Government engagement had started to take place.

Following community led consultations, there was community backing to try a JR approach.

Each community is different and has different strengths and challenges, and unique strategies will be decided upon by your community. That is why in this Toolkit we focus on the groundwork that needs to be laid, rather than the strategies that the Maranguka Project decided on. At the same time, there are learnings we can share from the groundwork and pre-conditions of the Maranguka JR project.

We hope you find this JR Community Toolkit useful and if you would like to find out more about JR after reading this Toolkit, we encourage you to get in touch with Just Reinvest NSW via [info@justreinvest.org.au](mailto:info@justreinvest.org.au).

Yours faithfully,

**Sarah Hopkins**

Chair, Just Reinvest NSW and Managing Solicitor, Justice Projects, ALS NSW/ACT

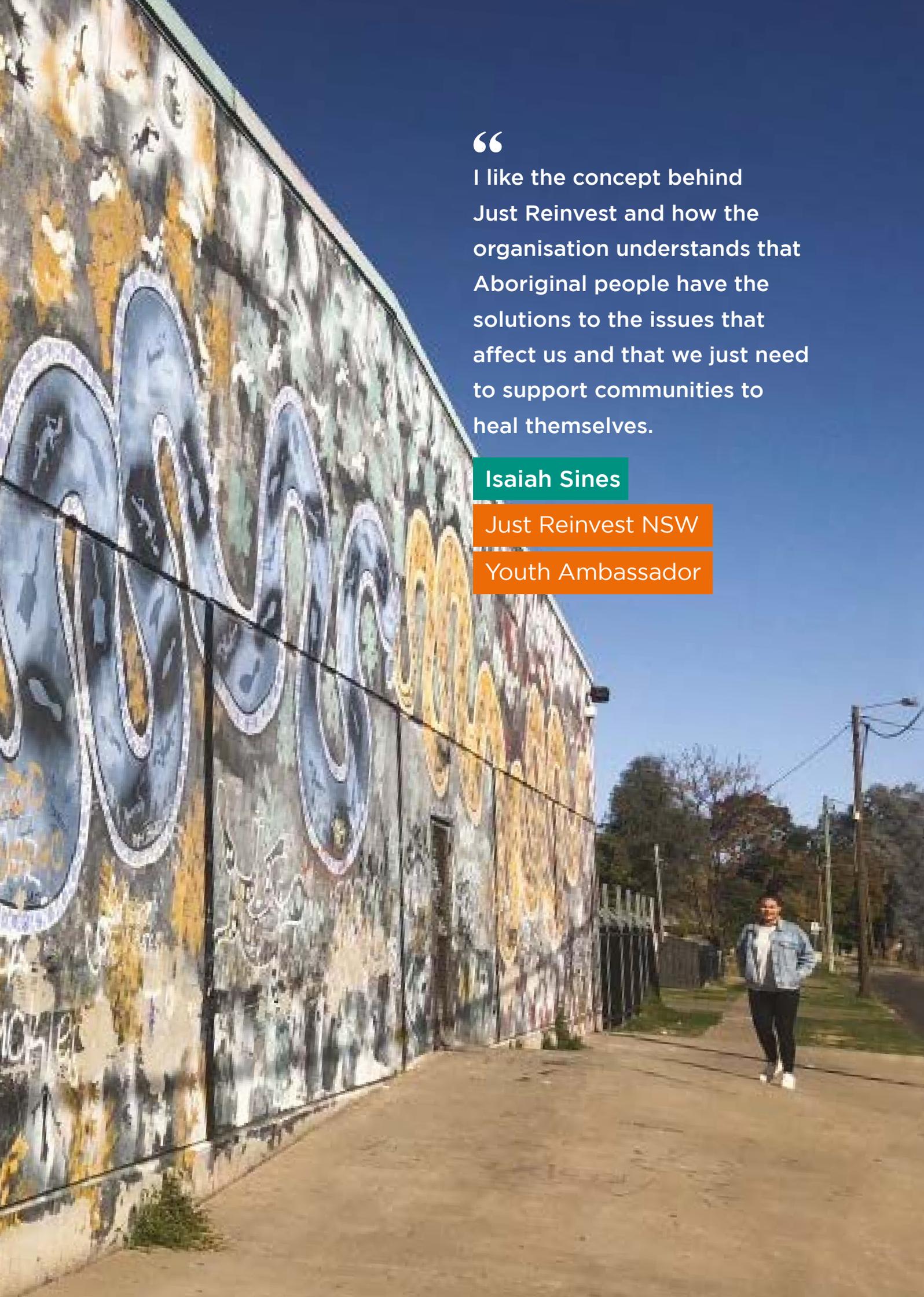
Project Director, Maranguka Justice Reinvestment Project

**Alistair Ferguson**

Founder and Executive Director Maranguka

Executive Committee member Just Reinvest NSW





“

I like the concept behind Just Reinvest and how the organisation understands that Aboriginal people have the solutions to the issues that affect us and that we just need to support communities to heal themselves.

Isaiah Sines

Just Reinvest NSW

Youth Ambassador

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# Introduction

## Who should use this Toolkit and how should it be used?

This Toolkit is for Aboriginal communities that are interested in adopting a justice reinvestment (JR) framework, as a way to strengthen their communities and build pathways for children and young people away from the criminal justice system.

The Maranguka Justice Reinvestment Project in Bourke is the first major JR project in Australia. Through this Toolkit, we want to share the learnings and experiences from Maranguka and Just Reinvest NSW to support other communities who want to explore and implement JR.

This Toolkit is a practical resource that can be used:

- ▶ To assess if a justice reinvestment approach is appropriate for your community.
- ▶ To identify what your community can do to become 'justice reinvestment ready'.
- ▶ As a resource for discussions and engagement with your community on a justice reinvestment approach.
- ▶ As a guide for starting to plan and implement a justice reinvestment framework in your community.

The Toolkit is a “living document”. We will add more information to the Toolkit from time to time in response to your feedback and suggestions, and as new resources and information comes in. Watch out for updates at [www.justreinvest.org.au/toolkit](http://www.justreinvest.org.au/toolkit).

## What is Justice Reinvestment?

Learn more about Justice Reinvestment here:

[www.youtube.com/watch?v=VNII9IW2468](http://www.youtube.com/watch?v=VNII9IW2468)

Justice reinvestment is about building safer, stronger communities. It recognises that there is a strong link between locations where there is high disadvantage and high rates of people coming into contact with the criminal justice system – that is, the Police, the Courts and the prison system.

JR is a smarter approach to criminal justice. It builds stronger communities by supporting community-led initiatives and strategies. The focus is on getting to the underlying causes of crime and stopping crime from occurring in the first place.

JR is also about diverting the funds saved from less interactions with the criminal justice system and reinvesting those funds back into communities.

JR is about building communities, not prisons.





### Data driven

Data helps identify communities with high numbers of people in contact with the criminal justice system. It tells us where government spends money for little benefit and wastes money locking people up. Data can help us understand what is happening, and why. With ongoing data we can also track changes we make, and helps us measure which strategies are most effective.

### Place based

Local problems need local solutions, led by the local community. Justice reinvestment looks different in each community because each community is different. A 'one size fits all' approach doesn't help communities facing social and economic disadvantage. What works in one place, won't necessarily work in others.

### Community led

Aboriginal self-determination is central to justice reinvestment. Communities drive the change they want to see, taking pathways away from the criminal justice system for their children and young people.

### Economically sustainable

With long-term funding of what works, we can improve the lives of children and young people, create safer communities, and stop young people coming into contact with the criminal justice system. This means we can redirect money from prisons into initiatives that strengthen communities into the future.



## Data driven

Data is empowering. With access to the right information, communities can better understand what is happening locally, and what needs to change. This valuable community knowledge can be used to inform every stage of planning for your local community. Under a JR approach, community expertise + data = informed decision-making throughout the process.

Data is important at every stage: it's important to know where and why crime is occurring. Data helps to create “baselines” (the point we start from) and to set targets and goals (where we want to go). We can then check whether our strategies are working and make smart, evidence-based improvements. We can also calculate what ‘savings’ have been made, for reinvestment back into the community. This will be explored later in this Toolkit.

*“What other communities can learn from what’s happening in Bourke is that data informs meaningful conversations, and meaningful conversations lead to better decision-making.”*

**Sarah Hopkins**  
Chair, Just Reinvest NSW



## Place based

In Australia, local communities have driven justice reinvestment at a grassroots level. JR challenges governments to do better work coordinating their responses according to what communities identify what they need and want. It makes use of community strengths and capacity.

Place based initiatives mean all levels of government (and NGOs) working in genuine partnership with the local community. That means strong networks, collaboration, community engagement and flexibility. Local community partnerships create, implement and evaluate JR initiatives. Community engagement and participation tools support the initiatives and partnerships.





## Community led

*“Aboriginal people have been retreating because they’ve been let down so many times... We became the eyes in the hill, and so we watched out over the landscape watching all these things that were going on and it was to the detriment and expense of Aboriginal people. It is a case of having enough of being in the hills. Now we’re doing our part and what we’re saying is “look, we’ve tried it your way and you’ve failed. Now give us a go.”*

**Alistair Ferguson**  
Executive Director, Maranguka

Justice reinvestment provides a tool for local communities to own their problems, as well as create their solutions. JR builds community confidence and knowledge of how to identify and tackle their own challenges. It encourages communities to be active decision-makers, involved in developing local solutions to local problems. It can be a pathway to self-determination.

*“JR’s emphasis on empowering local communities to address offending/incarceration is fundamental to improving justice and social outcomes. This is perhaps especially so in an Indigenous context, given that disempowerment and dispossession of Indigenous people is a key driver of Indigenous contact with the justice system.”*

**Fiona Allison**  
Researcher/Consultant, JR projects in Katherine and Cherbourg



## Economically sustainable

JR makes financial sense. JR takes a smart, long term approach to funding. If community initiatives result in a reduction in the number of people having contact with the criminal justice system, government should reinvest some of those savings back into the community.

The goal is long-term, sustainable, effective and evidence-based community programs. Communities have the solutions and JR is a framework to provide the resources communities need to create and control the operation of these solutions.

# The Maranguka Justice Reinvestment Project in Bourke

“ Too many of my community were being locked up. Kids were being taken away. Families were being shattered, again and again. We decided that a new way of thinking and doing things needed to be developed that helped our children.

Alistair Ferguson, Executive Director, Maranguka



## About the Maranguka Justice Reinvestment project

In 2013, Maranguka partnered with Just Reinvest NSW to develop a justice reinvestment ‘proof of concept’ in Bourke. It’s taken some time to develop the framework and approaches with a “whole of community” approach. As noted above, sharing data and conversations has been key to driving the changes Bourke wanted to make. Early data is in. Statistics released in October 2018 demonstrate the following changes in Bourke between 2015 and 2017:

- ↓ **18%** Reduction in the number of major offences reported.
- ↓ **34%** Reduction in non-domestic violent related assaults reported.
- ↓ **39%** Reduction in the number of domestic violence related assaults reported.
- ↓ **39%** Reduction in the number of people proceeded against for drug offences.
- ↓ **35%** Reduction in the number of people proceeded against for driving offences.

A driver licensing program, a key initiative under the Maranguka Justice Reinvestment Project has resulted in:

 **236**

People obtained their drivers licence through a JR led program.

↓ **72%**

Reduction in the number of young people (up to 25 years) proceeded against by Police for driving without a licence from 2015-2107.

*“People tell us that the feeling of the town when they walk around has changed. Not only is there less crime, but they feel a sense of pride and cohesion within the community. There was a period of time when I was attending a homicide a month. that is not happening now. I love the vibrant spirit and resilience of the Bourke community.”*

**Greg Moore**

District Area Commander, NSW Police

## Video

Learn more about the Maranguka Justice Reinvestment Project here:

[www.youtube.com/watch?v=4kROj9R-m2w](http://www.youtube.com/watch?v=4kROj9R-m2w)





## Part 1

# Preconditions for exploring JR



## Is your community ready to explore a JR approach?

Before starting to explore whether a JR approach could work for your community, you should think whether the following 'preconditions' are in place.

In Bourke, the presence of these conditions helped the community to commence exploring the potential for a JR project.

It is not essential that all these conditions are in place for you to get started. JR is a process and things may develop as the process progresses.

These are just some things it is useful to think about before you start.



### Is there an urgency for change?

Is there something going on in your community that could be the catalyst for change?

To get the community behind justice reinvestment, community members and local organisations need to want to take action and participate in change.

Is there one issue, or a combination of issues in your community, that highlight the need for change? The need for change in your community could be in relation to:

- ▶ Aboriginal people's contact with the criminal justice system
- ▶ The rates of Aboriginal children and young people in out of home care
- ▶ Students being suspended from school and disengaging
- ▶ Persistent economic and social disadvantage, and/or
- ▶ Communities' experience that the delivery of services in their communities is failing.

### Urgency for change in Bourke

In 2014, Bourke ranked highest in NSW for the rate of youth offending. Young people were being taken away from Bourke and put into juvenile detention centres at least 360km away (in Dubbo) and more than 800km away in Sydney. As well as a shared sentiment of the urgency for change around youth offending, there was also a real demand for accountability and transparency around service delivery.



### Is a new approach necessary?

Communities need to be ready to lead the change they want to see in their communities. For many communities, this will require a new approach to relationships with government and other service providers. For Bourke:

*“It really derived from the readiness of the community which was building some capacity for years. We broke away from essentially relying on Government to provide the resources and tools to support our community. We consciously broke away from that, not waiting on Government.”*

**Alistair Ferguson**  
Executive Director, Maranguka



### Is there strong community leadership?

Community-level change requires strong leadership. While a JR approach can be an opportunity to build leadership within a community, key individuals or a group of individuals need to be ready to drive the change. Leaders need to mobilise and engage not only Aboriginal community members, but also the broader community throughout the JR process.

*“Leaders are essentially creatures of habit. They don’t really do extraordinary things that often. They do ordinary things often and consistently and persistently ... Good leaders keep turning up, they’re there, ... at the coalface, they want to take on the challenges, they want to fight the fight, regardless of how overwhelming the opposition seems, from both in and outside.”*

**Mick Dodson**  
Former Chair, Australian Indigenous Governance Institute, 2007



### Are you committed for the long term?

The JR process takes time. It relies on the constant testing and evaluation of ideas to find the right mix of priorities and initiatives. It requires:

- ▶ **Resilience** and patience from leaders and community members.
- ▶ **Commitment** to work through challenges.
- ▶ **Adaptability** to make changes when things go wrong.
- ▶ **Flexibility** to go with new opportunities as they arise.
- ▶ **Openness** to work in areas of uncertainty.

While this may sound challenging, being open to working in uncertainty and testing new ideas can lead to many positive outcomes.





## Part 2

Is JR right for your community?



## Exploring JR for your community

The next step is exploring whether a JR approach is suitable for your community. This will involve community conversations and community engagement. This can take many forms. For some communities it has involved the following steps:

1. Establishing a local JR group.
2. Initial data collection.
3. Commencing community engagement.

### 1. Establishing a Local JR Group

If you want to create a local JR group, an effective community group or governance structure may already exist or you may need to establish a new group.

The resources below can be used to explain JR to potential local JR group members and to focus and guide discussion during your first meetings.

#### Justice Reinvestment Video

This short, animated film introduces JR. It is an engaging and accessible film that can be used to inform people of the basics of JR.



Watch the Justice Reinvestment video here:

[www.youtube.com/watch?v=VNII9IW2468](https://www.youtube.com/watch?v=VNII9IW2468)

#### Justice Reinvestment Calculator



The JR Calculator can help source data in NSW describing the local health, employment, income, housing and incarceration rates in your area. This can be used to understand how money is being spent in your community and consider whether JR would be a good approach.

Use the JR Calculator here:

[www.justreinvest.org.au/jr-calculator](https://www.justreinvest.org.au/jr-calculator)

## Holding your first JR community meeting

Getting your community to consider and explore a justice reinvestment approach is a process. You may want to hold a series of meetings. You can use some of the resources in this Toolkit, such as the JR video mentioned at the beginning of this Toolkit. You can also take the attendees through the Just Reinvest NSW website. It's also a good idea to have some data about what's going on in your community to present to the group, to encourage discussion about the issues.

Just Reinvest NSW can help you with the meeting, and with some initial community data, including high level crime data.

The template Agenda can be used or adapted to guide your first JR meeting. This can be used to plan the first meeting of a local JR group and a stepping stone for more actions to address issues specific to your community.



You can download the JR Group Agenda Template here:

[www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)

### Introduction to JR PowerPoint



This resource can be used to provide visuals on what JR is and why it is relevant for your community.

Coming  
Soon!



You can download the JR PowerPoint presentation here:

[www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)

## Who should be part of the local JR group?

Your local JR group should be community-led. You may want to begin your JR group in an informal way, beginning with community conversations and meetings. There may be a person or a group in a respected Aboriginal leadership role or an existing Aboriginal community governance structure that initially drives the group. You could start by targeting a few key members of the community including local Elders and then reach out more broadly.

As you grow or decide to take things further, you can work on ways to formalise your conversations and intentions by holding regular JR group meetings.

## Initial JR group meetings and conversations

Your JR group should include members from different sectors across the community. Key representatives or stakeholders who could be involved in the initial local JR group include:

- Elders and other respected community members.
- Young people and young leaders in the community.
- Existing Aboriginal community leadership/governing bodies.
- Interested community members.
- Local Aboriginal Land Council.
- People with lived experience of the justice system.
- Existing community working groups/interagency groups.
- Youth services.
- Aboriginal Education Officers from local primary and high schools.
- The local Aboriginal Legal Service/ Legal Aid office / Community Legal Centre.
- Your local Aboriginal Medical Service.
- Services in the community – employment, health, early childhood, community centres, family support services.



Your JR group should prioritise Aboriginal community members' voices. Fundamental to the JR process is changing how decisions are made and who is making them.

## Who to involve later on

Justice reinvestment is about moving people away from interactions with the criminal justice system so you will need to include representatives from that system including Police, the Courts and Juvenile Justice and Corrections. Some community members may find this challenging at first. However, working collaboratively with these players is vital to turning things around.

It's up to you and your community how early you bring representatives from the criminal justice system into your JR working group. You may want to work initially with your local Police Aboriginal Client Liaison Officer (the ACLO), the Police Youth Liaison Officer (the YLO) and one of the Aboriginal Court and Community Support Officer (the ACCSO).

If you need some assistance with this, contact [info@justreinvest.org.au](mailto:info@justreinvest.org.au).

At later meetings, you may want to bring in representatives from other agencies including:

- Family and Community Services (FACS)
- Management at your local schools or TAFE colleges
- Health
- Your local shire Council
- Local NGOs working in your community
- NSW Ombudsman
- Department of Premier and Cabinet (DPC) and Department of Prime Minister and Cabinet (PMC)

Don't be discouraged if it is difficult to get everyone on board initially. It is better to extend a broad invitation. That way individuals and organisations or agencies feel welcomed and engaged from the start. They also have an avenue to engage through in the future.

*"I had good advice early on from an Aboriginal police officer. No-one had shown up... and we are sitting around and he said, "Look, you just work with who's at the table and you just keep going." When something hasn't gone the way I thought it was meant to go, which is often, we do that and we just get to the next stage and then suddenly everyone's at the table or you move forward."*

**Sarah Hopkins**

Chair, Just Reinvest NSW Governance Institute, 2007



### Bourke Coalition

In Bourke, a strong grassroots coalition of concerned local Aboriginal residents were already discussing how they could create better coordinated support for vulnerable families and children. That group began to discuss the idea of JR and reached out to Just Reinvest NSW. This group grew to include many other sectors of the community.

## 2. Initial data collection

### Why is data needed?

Data is a central component of any JR strategy, for a number of reasons. Putting data about community into the hands of community triggers conversations, and can be very empowering.

As you begin your JR journey, demographic and crime-related data will help with conversations around what is currently happening in the community and what needs to change.

Your community will already know what's going on, and what needs to change. But having clear data at your fingertips can trigger change. Locally held data helps your local community:

- ▶ Get a clearer picture of the current situation
- ▶ Share this information across your community
- ▶ Help you determine whether a JR approach is suitable for your community
- ▶ Help your community make the case for what kind of JR initiatives are necessary
- ▶ Identify priorities for change and action
- ▶ Engage with government and other stakeholders
- ▶ Set a baseline to measure the effectiveness and progress of any JR initiatives
- ▶ Measure cost savings from a JR approach
- ▶ Monitor of the progress of JR initiatives
- ▶ Identify where reinvestment could occur

### What data is needed at the start?

If your community decides to pursue a JR Plan and strategy, you will probably collect a broad range of data to monitor your progress. However, at the early stages, some kinds of data will help you to work with your community to make your case for change. JR is basically about lowering interactions with the criminal justice system. Therefore, the kinds of data you may want to collect initially include:

#### Crime statistics

- ▶ What kinds of offences are happening?
- ▶ Who are Police proceeding against (for example, age, gender, Aboriginality)?
- ▶ Where are the main offences happening?

#### Local demographics

- ▶ This will give you a snapshot of your community.
- ▶ Who are the people in your community?
- ▶ Where do they live?

Data from the JR Calculator will also be useful to inform early discussions about your community. Later on, you will probably want to collect a broader range of service data other than crime data. This is discussed later in the Toolkit.

### 3. Commencing community engagement

Community engagement assists the community to lead the process, get the best outcomes and own the agenda for change.

Getting a justice reinvestment strategy off the ground is not a quick or straightforward process. As noted in the section above, you may start small, and expand the people you work with. Continuous and broad community engagement with a diverse range of community members and workers is a crucial part of the JR process.

This section discusses some ways of engaging with your communities at the start.

#### Holding a community forum

A community forum, or series of forums, is a good way to introduce community members to the idea of JR.

After learning about justice reinvestment, a grassroots coalition of concerned local Aboriginal residents from Bourke reached out and invited Sarah Hopkins (Chair of Just Reinvest NSW) and Mick Gooda (the then Aboriginal and Torres Strait Islander Social Justice Commissioner) to visit Bourke and talk to various groups in the community about JR.

A community forum was held with over 80 people in attendance, including Aboriginal Elders. Throughout the forum there were breakout groups of young people, women and men to have discussions specific to their experiences.



## Ideas for getting your community involved

Here are some ideas for getting your community involved in the idea of JR in your community:

- ▶ Ask people to talk to people they know: word-of-mouth (and the Koori grapevine) is always an important tool to engage members of the community
- ▶ Identify existing community representatives and groups and invite them personally
- ▶ Distribute flyers
- ▶ Invite representatives from different groups, families, clans, service sectors, and other areas of the wider community
- ▶ Invite people at interagency meetings
- ▶ Use social media like community Facebook pages
- ▶ Ask the Local council to help advertise on its notice boards and via mailing lists
- ▶ Advertise through the media: local newspapers, newsletters, mail outs, on public transport, at schools and health centres, on radio shows, etc
- ▶ Use pre-existing networks: youth groups, sports clubs, schools, universities, churches etc
- ▶ Plan out your approach - outlining who needs to be engaged and who is the best person from the JR group to approach certain people
- ▶ Invite a JR champion from Just Reinvest NSW to speak in your community – someone that will carry traction with the community and spark community interest. [www.justreinvest.org.au/people](http://www.justreinvest.org.au/people)



Be aware of who you invite into the room. Inviting some government agencies may make people less willing to come forward with their views. It's all about creating a safe space. Similarly, be aware of community dynamics. It may be best to also hold a series of smaller conversations, and bring the views of those smaller groups to the larger community meetings to make sure many voices are heard.

## Template Flyer for JR community meeting



This template can be used to distribute amongst your community to hold a conversation about JR.

You can download the template flyer here:

[www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)



## Building a common understanding of JR

When starting out a conversation about JR, it's a good idea that community members receive information about JR in accessible ways. Resources 1, 2 and 3 can be used to help explain what JR is.

### Important: take your time!

Building genuine understanding and support for JR is crucial and may take time. It won't happen overnight. Aboriginal communities have seen many 'failed experiments' in short-term policy implementation by government, so may understandably be sceptical about another 'new approach'. It may take time to build understanding of and buy-in for JR as a framework for promoting self-determination and community-led change.

## Managing expectations

Be clear from the outset that JR is not a quick fix. JR is addressing a deeply entrenched and complex issue: the over-imprisonment of Aboriginal and Torres Strait Islander people, and working on ways to divert funds that would have been spent on policing, courts and prisons back into community.

Engaging the community will take time, collecting data will take time, developing strategies will take time, working in new collaborative ways will take time, and achieving outcomes will take time. Be upfront and realistic about this aspect of JR.

*“We’re managing expectations, the reality of how we’ve been treated as Aboriginal people for the last 230 years is there has been a lot of injustice. Justice comes in all shapes and forms and from the littlest things to the big things. A lot of that’s got to do with our people wanting to be heard and to share their experience, but a step before that is building people’s confidence to get to that point. In a lot of cases our people need to heal and get stuff off their chest and only once that happens then you can sit down and have a strategic conversation.”*

**Alistair Ferguson**

Executive Director, Maranguka

Developing ‘quick impact initiatives’ or ‘circuit breakers’ can help the community to stay engaged by showing immediate value of different ways of working – see page 39.

To maintain community engagement throughout the process, it’s good to continuously emphasise to community members that they are the drivers of JR.



### Tips for talking about JR in your community

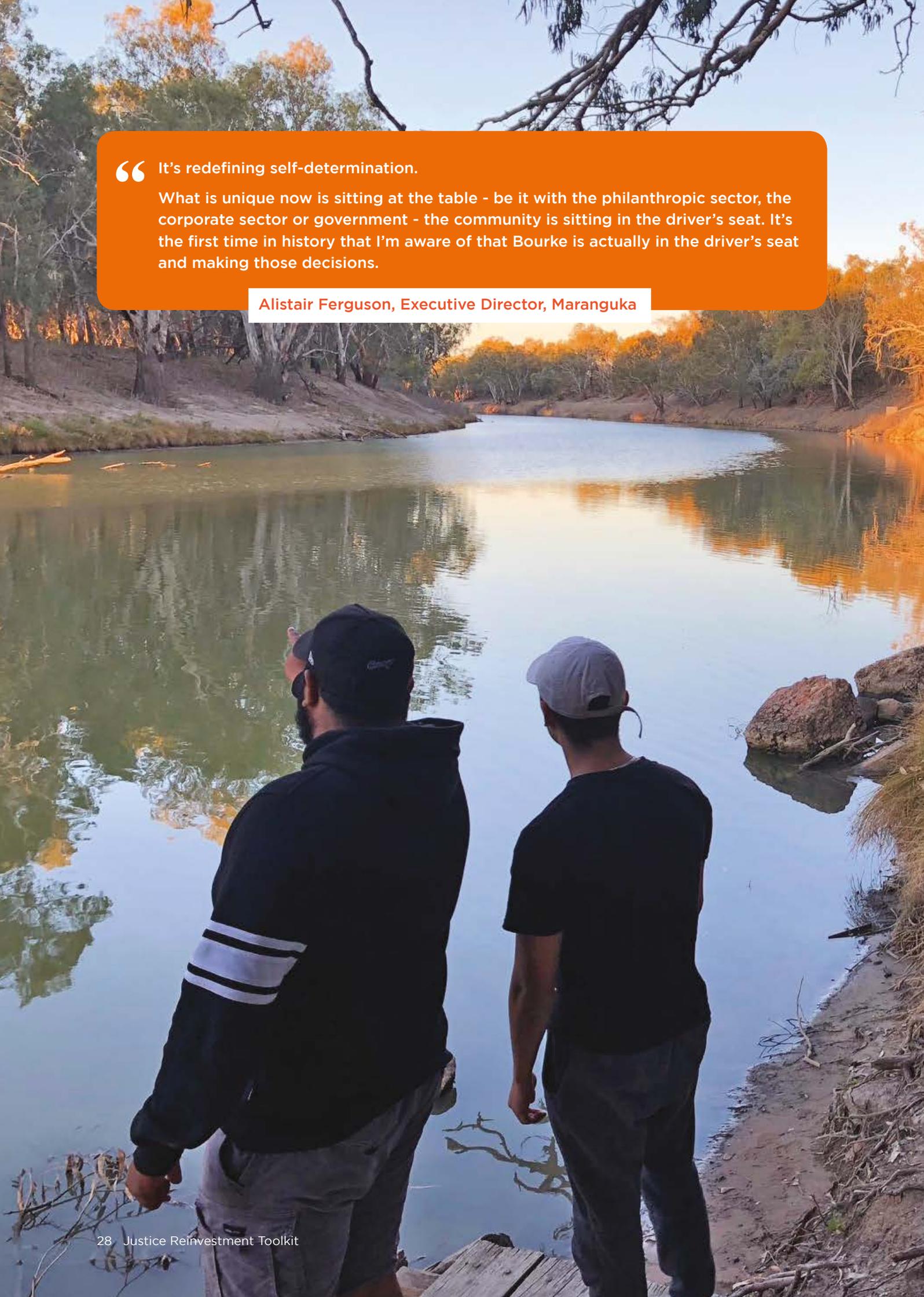
When trying to bring about change, it’s useful to talk about common goals and values in the same way. When facing serious challenges, it’s easy to get sidetracked and focus on the negatives. It’s all part of the process and things will take time.

- ▶ **It’s about young people:** Young people are our future. That’s why we’re doing this.
- ▶ **It’s about building on the strengths of the community:** JR is about community-led solutions. We’re leading this process. It’s making us stronger.
- ▶ **It promotes self determination:** This is about our community. It’s time to do things differently; decisions about our community should be made in our community.
- ▶ **It’s about investing in the community:** Putting our people and our solutions into action.

*“At the end of the day it’s about the best outcomes and the best result, particularly for our children.”*

**Alistair Ferguson**

Executive Director, Maranguka



“ It’s redefining self-determination.

What is unique now is sitting at the table - be it with the philanthropic sector, the corporate sector or government - the community is sitting in the driver’s seat. It’s the first time in history that I’m aware of that Bourke is actually in the driver’s seat and making those decisions.

Alistair Ferguson, Executive Director, Maranguka

## Engaging young people

Engaging young people and valuing their expertise and experience is a vital part of JR. Many JR initiatives will focus on young people, so having young people involved in the design and implementation of any JR process is key to success.

Actively engage with a wide range of young people and be inclusive and welcoming to young people at all JR meetings and community forums. Reaching young people through schools is a starting point, but not all young people are engaged in school or further training. Make sure local youth services are engaged. Community members can identify local young people to help lead JR.

Make sure that meetings and forums include young people's input. This may be through:

- ▶ Youth representatives
- ▶ A nominated community member
- ▶ Briefing young people before meetings and reporting their views to the meetings – and then reporting back to the young people.

You could also hold specific youth consultation sessions. Put on some food, include activities young people want to participate in, and have people they respect and feel comfortable around leading the discussion. Target information channels that young people use, such as school, email, Facebook, radio, youth services and trusted individuals.



Organisations you may want to reach out to for ideas around youth participation include:

- ▶ Youth Action - [www.youthaction.org.au](http://www.youthaction.org.au)
- ▶ Weave Youth and Community Services - [www.weave.org.au](http://www.weave.org.au)
- ▶ The Advocate for Children and Young People - [www.acyp.nsw.gov.au](http://www.acyp.nsw.gov.au)
- ▶ PCYC - [www.pcyctnsw.org.au](http://www.pcyctnsw.org.au)
- ▶ Headspace - [www.headspace.org.au](http://www.headspace.org.au)

In Bourke, young people were engaged throughout the process, initially at community forums through families and the school. The organisation Youth Off the Streets played a crucial role, as well as the PCYC in facilitating the input of young people, especially disengaged young people.

*“Justice reinvestment is important because it offers young people an alternative to detention and focuses on the positive skills and strengths what they already have.”*

**Beau Foster**

Just Reinvest NSW Youth Ambassador



## Part 3

# Laying the foundations



## Ensuring JR is community led

It's good to create a healthy decision making environment in and for the community that reflects the political culture of the community.

There may already be active Aboriginal networks or an Aboriginal community governance structure in place in your community to help lead the change and decision making. If there are no obvious community governance or networks in place, developing and supporting these can be an empowering part of the JR process.

### Community governance structures

To ensure that local voices are part of the local solution, having strong, local Aboriginal governance structures will:

- ▶ Create a decision-making environment in and for the community.
- ▶ Ensure proper consultation.
- ▶ Encourage collaboration, participation and a sense of ownership.
- ▶ Empower people to take leadership and decision-making roles.
- ▶ Reflect the political culture of the community.
- ▶ Help keep the project on track.
- ▶ Ensure decisions align with community wishes.
- ▶ Enhance community cohesion.



### When working to set up a new structure, consider:

- ▶ **How to reflect true community representation and engagement**  
you might need to map out the range of people and organisations in your area and make sure your structures are representative of these. Don't fall into the trap of decisions just being made by whoever turns up.
- ▶ **Ongoing transparency with all members**  
Create a process where everyone is aware of what is happening and, at appropriate times, allowing each person the opportunity to be heard.
- ▶ **Gender balance**
- ▶ **Balancing the voices in the room**  
This is important both regarding the number of people in the room, and who is actively participating. Consider rotating who runs or facilitates meetings, or running 'progressive speaking lists', where people who haven't spoken yet are moved to the 'top of the list'. Otherwise the loudest people in the room sometimes crowd out other voices.
- ▶ **Who's carrying the load**  
Are the same people being called on to do everything? Are the same people wearing all the hats? It's great to spread responsibility. It can help develop emerging leaders and make sure over-committed people don't 'burn out'. Sub-groups can be a good way to delegate responsibility and support new ideas and develop local strengths.

## The Indigenous Governance Toolkit



This is an online resource developed for Indigenous nations, communities, individuals and organisations searching for information to improve their governance. It covers all the basics – your rules, values, culture, membership, leadership, and decision making – and has many examples of ideas that work from other groups. These tools can help you get started, and offer useful guidance to sustain your efforts.



You can view the Indigenous Governance Toolkit here: [www.toolkit.aigi.com.au](http://www.toolkit.aigi.com.au)

### Nation building as part of the JR process

There is a strong undercurrent of nation building in the work of Maranguka in Bourke. Within the Bourke township there are up to 26 different Aboriginal language groups. Maranguka is assisting in community-building, bringing the Aboriginal community together and healing divisions both within the Aboriginal community and with the wider non-Aboriginal community. To overcome divisions, it has been important for Maranguka to find common ground when talking about issues faced by the town. This ensures that there is a sense of ownership across the whole community.

*“From my perspective and our small community of Bourke in western New South Wales, [justice reinvestment] is more of a survival strategy... what’s happening in the background is the nation building; it is the peace building that’s really going on.”*

**Alistair Ferguson**

Executive Director, Maranguka

### Bourke Tribal Council

The Bourke Tribal Council is an emerging governance structure for the Aboriginal community of Bourke and consists of members representing different language groups. The Bourke Tribal Council guides the work of the Maranguka JR Project. It is also a mechanism for government to work with and enables local decision making about the delivery of services in Bourke.

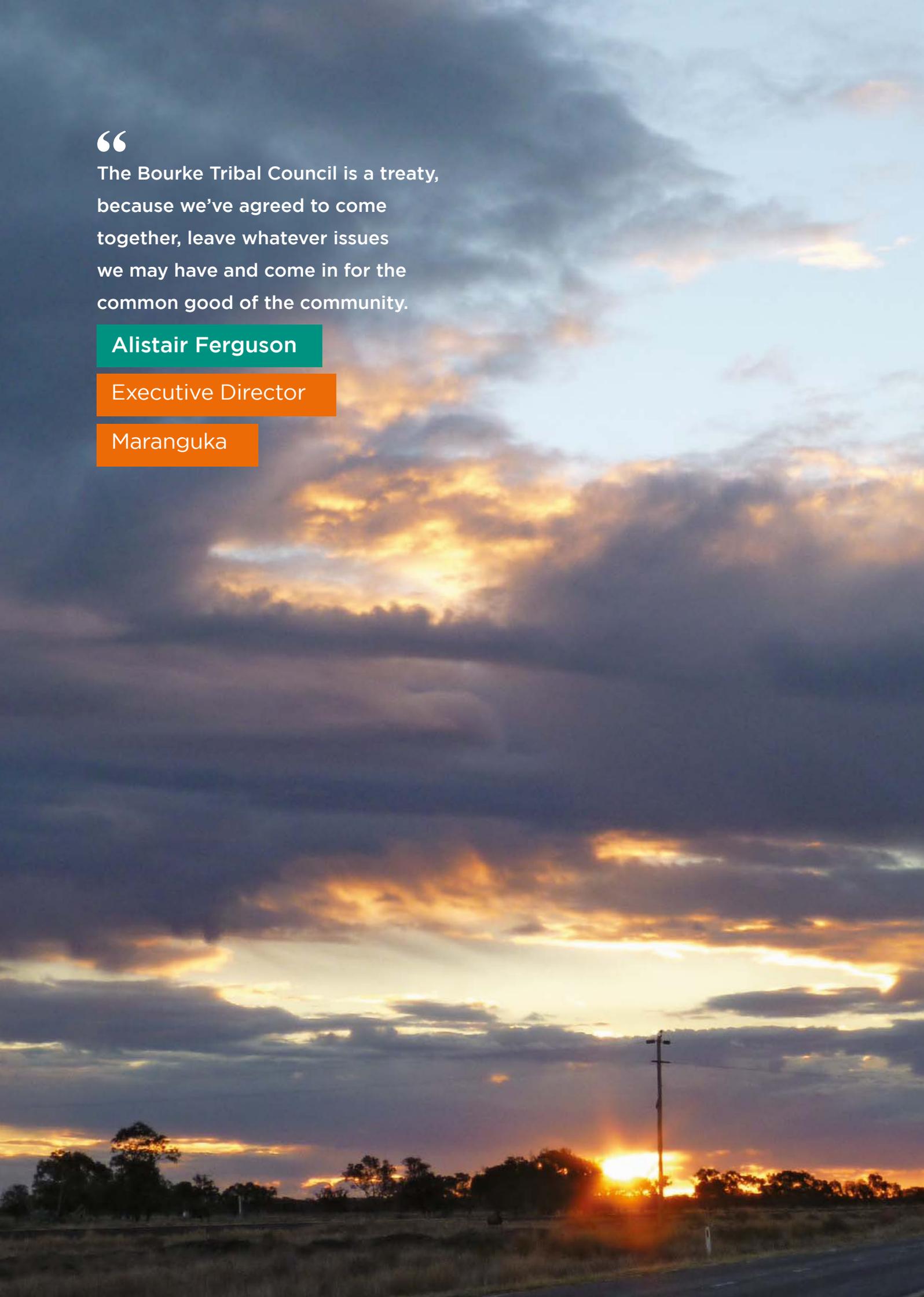
“

The Bourke Tribal Council is a treaty, because we've agreed to come together, leave whatever issues we may have and come in for the common good of the community.

Alistair Ferguson

Executive Director

Maranguka



## Building Partnerships and Relationships

### Across the broader community

Finding opportunities for the broader community to participate in and support what you are doing is an important part of any JR approach. This is particularly true when using a 'collective impact framework' (see Part 5).

While JR is about justice issues, and you will need to engage police, lawyers and courts, it is helpful to think 'outside the box' and look to other people and organisations in your community who will be interested in and supportive of what you are doing. In addition to the stakeholders listed on pages 21-22, the kinds of organisations and networks you may want to engage with in your communities may include:

- ▶ Local charities and NGOs
- ▶ Business owners – or local Chamber of Commerce
- ▶ Lions and Rotary group
- ▶ Men's Shed
- ▶ Local media

### Outside the community

While a key part of justice reinvestment is about community leadership, community ownership and building local capacity, you may be able to get help along the way. In-kind support is invaluable for community projects. Universities, corporations and philanthropists outside your community may be willing to partner with you to support your work.

The kind of outside support may include:

- ▶ Research support from academics and universities.
- ▶ Media support (film, documentation, websites) support from corporations or universities.
- ▶ Legal advice, support and legal research from law firms with pro bono practices who prioritise this kind of work.
- ▶ Funding/project support from philanthropists who prioritise Aboriginal self-determination.
- ▶ Project partnerships with corporates that have a Reconciliation Action Plan (RAP).

*“As part of the next steps we went and engaged with corporate Australia, with the philanthropic sector, to support that process. It wasn't only financial, it was more focused on the expertise and skill sets that we wanted to gain access to that were highly required at that time.”*

**Alistair Ferguson**

Executive Director, Maranguka

In Bourke, support provided to Maranguka from outside of the community this has included:

### **Funding**

Key funders provide financial support, strategic advice and have a unique set of skills, they have also led to finding further funding partners. See Section 7 – Resourcing the Strategy.

### **In-kind support**

The Aboriginal Legal Service NSW/ACT provides a project director for Maranguka. Funders and other organisations have provided support in areas such as media and communications.

### **Pro Bono work**

KPMG is providing economic modelling as well as producing a preliminary assessment of the Maranguka JR Project. Pro bono law firms may be able to assist with governance structures.

### **Best practice research**

Academics have provided expertise on governance and strategies.

### **Network building**

Funder are connecting the Maranguka team to training and opportunities, expanding their connections to knowledge bases and resources.

### **Strategy development**

Supported by Lendlease, the Maranguka JR Steering Committee provides strategic advice and networks to the project and is comprised of individuals and organisations including Mick Gooda, the Australian Human Rights Commission, the NSW Ombudsman, NSW Aboriginal Affairs, and Just Reinvest NSW.

Before approaching potential partners, think about how being involved with JR can benefit them. Don't underestimate what corporations, philanthropists, universities and other organisations can learn from your community. Think about how your values and goals can align with their priorities.

*“Lendlease was invited by the Bourke Aboriginal Community members to work in partnership with them on designing and implementing a Justice Reinvestment approach. The work in Bourke, brings our diversity and social responsibility commitments to life and evidences our approach to working in partnership to fulfil our human rights obligations. It also leads to mutual organisational capacity development, as Lendlease learns and grows with Maranguka.”*

#### **Cath Brokenborough**

Executive Lead Indigenous Engagement and RAP

Speak to Just Reinvest NSW about what kinds of organisations may be able to help you. You may also think about contacting a corporation or government agency that has a Reconciliation Action Plan. Go to [www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap](http://www.reconciliation.org.au/reconciliation-action-plans/who-has-a-rap) to find out more.

## Engaging with police and the Courts

JR focuses on reducing contact with the criminal justice system, so it is important to include local police and the Courts. While this may be challenging at the start for some communities, it will help develop stronger relationships. JR is about building safer communities. The police and the Courts have a vested interest in this – as well as communities.

*“The police have been at the table from the beginning. Senior police are particularly engaged and are leading the way. It is important to ensure that positive relationships are institutionalised and not dependent on one or two individuals, who may ultimately move on from their current roles”.*

**Sarah Hopkins**

Chair, Just Reinvest NSW



## Engaging with Government

JR projects require governments to work alongside and in genuine partnership with communities. There is often a power imbalance between government and community. Government representatives may have to adjust to a different way of doing business. However, there are ways of getting community and government to partner up and engage with the common aim of creating safer communities. Having strong partnerships in the community and outside is a good way to balance this.

To get government buy-in, think about some roles that government agencies can take on to support JR. These could include:

- ▶ Helping the community gather and share service data from various government agencies.
- ▶ Assisting in creating an ‘asset map’ of services provided by government agencies in your community (see page 48).
- ▶ Making sure there are connections with government departments to support JR projects, like data sources, information points, appointing key “go to” people, and building formal partnerships.
- ▶ Working with government agencies to fund or support specific JR projects.
- ▶ Working with leaders in Government (for example, Ministers) to support JR initiatives publicly (see below).

The NSW Department of Aboriginal Affairs (DAA) has some initiatives to promote local decision-making initiatives across NSW. Check if your region has an existing regional governance body under the NSW Government’s Local Decision Making initiative, which could assist. DAA has also established Coalitions of Aboriginal Regional Alliances (NCARA) [www.aboriginalaffairs.nsw.gov.au/working-differently/local-decision-making/ncara](http://www.aboriginalaffairs.nsw.gov.au/working-differently/local-decision-making/ncara) to exchange ideas and consider common issues, as well as providing leadership and advocacy. You may find some partners within the alliances to support your work and priorities.

### Government involvement with the Maranguka JR Project

Government is involved in the Maranguka JR Project in a number of ways. The NSW government provides Maranguka with a “Cross Sector Champion” who is authorised by the Premier and jointly convenes the Cross Sector Leadership Group (CSLG). The CSLG Executive is convened through the Department of Premier and Cabinet.

Just Reinvest is advocating for the NSW state government to provide coordinated support to other justice reinvestment initiatives in NSW. Read more on our website: [www.justreinvest.org.au](http://www.justreinvest.org.au)



## Part 4

What are your circuit breakers?



## How can you make a quick impact?

Keeping your community engaged and building momentum during the data collection and set up process can be challenging. Implementing 'quick impact initiatives' or 'circuit breakers' may help demonstrate to your community and local organisations what you are trying to achieve and the benefits of working differently.

The Maranguka JR Project identified the need for 'circuit breakers' in Bourke to try and break the cycle of young people entering and re-entering the criminal justice system.

### In Bourke, circuit breakers were designed to:

- ▶ Incentivise young people to engage with the Maranguka Community Hub for support.
- ▶ Engage the wider community at the same time.
- ▶ Drive immediate value to young people in Bourke.

What you choose as circuit breakers will depend on what's going on in your community.

### Bourke Circuit Breakers

#### 1. Bail Protocol

In 2014 Bourke had the highest rate of bail breaches in NSW. To address this, the police, the Aboriginal Legal Service and community negotiated and implemented new bail protocols to help reduce breaches of bail.

The protocols related to bail conditions, breaches, warnings and the use of arrest. The community and the police met each other half way and each played a role in reducing breaches of bail. To see the Bail Protocol contact Just Reinvest NSW.

#### 2. Warrants Clinic

People with warrants outstanding 'went underground'. They often ceased accessing services and engaging in work or education with consequences including homelessness and further offending. Under the clinic, the Aboriginal Legal Service requested that a client's warrant lie in office for 14 days, and a team supports the client to make a plan to submit to the Court.

#### 3. Driver Licensing Program

In 2014, Bourke was ranked the highest Local Government Area in NSW for offences of Drive While Licence Disqualified or Suspended and Motor Vehicle Theft by people aged between 10 and 25. Using this data, Maranguka put up a proposal for a driver licensing program to philanthropic funders. Since 2014, around 240 Aboriginal people have obtained their licenses and there has been a big reduction in driver licensing offences.

More information can be found at:

[www.justreinvest.org.au/justice-circuit-breakers-launched](http://www.justreinvest.org.au/justice-circuit-breakers-launched)

## Questions to consider in developing your circuit breakers could be:

- ▶ What is the community saying are the most pressing issues?
- ▶ What is the data about crime suggesting?
- ▶ What resources and strengths are already in the community?
- ▶ Where is collaboration happening already? Where is it needed?
- ▶ What are services, young people and the community willing to do differently to get better outcomes?

In some communities, data will quickly highlight factors that are leading to offending. You may have already collected data earlier to identify the need for a JR approach. While this data might not be detailed enough to inform the longer-term strategies for change, it can be used to devise 'circuit breaker' strategies.

## Where to find support and resources to put these programs into place

In Bourke, existing resources helped establish many of the circuit breakers, putting in place new ways to do things, and using data as evidence of why things had to change. An example of this is the Bail Protocol outlined below.

If the resources are not in the community already, use the story the data is telling you to gather support for an initiative.





## Part 5

# Data and Justice Reinvestment



# The ongoing need for data collection

## Why collect data?

Data can tell powerful stories. Data helps you and your community make your case for change. Access to and ownership of local data will help your community get a “picture” of what is going on – and how your community wants to respond. Communities owning and controlling data is empowering.

It’s also a vital piece in making your case for funding to support JR initiatives and longer term government investment in long term change.

This chapter explores data, how to get it, and how to use it to support JR in your community.

## What data does the community want?

The first step in collecting the data for your JR project is to find out what data the community wants. Communities know what’s going on in their communities. Government data can back up local knowledge, as well as reveal and refine where other challenges may be.

One of the main data sources in JR is crime data. While crime data may be a good start, JR initiatives are about more than the criminal justice system. JR aims to address the underlying causes of crime – and to make informed decisions about early support and prevention choices. For this reason, data around other issues is good – in particular social services data.

### Bourke data

In Bourke, the community decided it wanted data collected reflecting the full life span of a young Aboriginal person in Bourke, from before birth to the age of 25. This included data relating to early childhood, education, health, employment, child safety, mental health, drugs and alcohol as well as data about young people’s contact with the criminal justice system.

Having the right data will help communities to make informed decisions on:

- ▶ Issues to address and prioritise.
- ▶ Strategies to address those issues.
- ▶ Performance measures and goals to track success.

### Caution

There may be data that the community feels is sensitive or potentially stigmatising. A lot of the data about your community may already be publicly available, however it is important to keep checking-in with the community to ensure community members are comfortable with how the data is being collected, analysed, used and shared. It may be helpful to keep the reasons for using data focused on what you are trying to achieve. See page 27 for tips on framing your positive message.

## Collecting government data

### Who has the data and how do you get it?

Sourcing data from government can be a difficult and lengthy process. The kind of government data you may want to collect includes data on:

- child safety/child protection
- socio-economic disadvantage
- fines
- drivers licences
- early childhood
- education – including suspension and retention rates
- employment
- health
- housing – social housing status etc
- Centrelink – Newstart, DSP etc

Specific crime data that might be useful includes information about:

- What offences are most common in your community
- What diversions are being used
- Bail and breach of bail
- Sentencing outcomes
- Statistics on re-offending rates
- who Police are targeting? (age, Aboriginality etc)
- location and time of offending
- What are the breach rates for certain orders (like AVO or bail conditions)?

### Maranguka's Data Reference Group

Putting data in the hands of the community was an important part of the JR process.

Maranguka established a Data Reference Group and data was gathered from a range of government departments. To assist with barriers to accessing government data and to support the project more broadly, the Premier appointed the Minister Brad Hazzard as the Cross-Sector Government Champion.

High-level leadership and facilitation played a key role in the data collection process in Bourke. The NSW Government Departments of Premier & Cabinet, Family & Community Services, Education, and the Office of the NSW Ombudsman also supported the process.

## Sources of Data



Getting data can be challenging. Ask Just Reinvest NSW for help with gathering community data and profiles. You can also look at and use Community Profiles from the Department of Aboriginal Affairs at [www.aboriginalaffairs.nsw.gov.au/new-knowledge/facts-and-figures/community-portraits](http://www.aboriginalaffairs.nsw.gov.au/new-knowledge/facts-and-figures/community-portraits)

### How much data is needed?

This depends on what your community decides to collect and what for. *Resource: A Snapshot of Life for Aboriginal Children and Young People Template* shows the variety of data that the Bourke community prioritised.

### Resource: Data Snapshot Templates



From these templates you can see the large amount of data right across the lifespan of children and young people that was collected, as well as data from the justice system:

You can find these templates at [www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)

### Timeframes and challenges

Timeframes on providing data will vary from department to department. Be prepared for some challenges in getting the data.

Challenges may include:

- ▶ Delays
- ▶ Governments and services not collecting data you want
- ▶ Data inconsistency
- ▶ Reluctance to release data due to issues such as identifiability.

Just Reinvest NSW can give you advice and tips on getting data.

### How to present the data

Lots of raw data may be overwhelming (or boring!) for some people. Presenting data in a variety of ways, for example in pictures or snapshots, as well as raw data tables, may help community members engage in the stories that data can reveal.

In Bourke, the data was summarised into: A Snapshot of Life for Aboriginal Children and Young People ('the Data Snapshot'), designed to visually map a child's life course and stages of development. The Bourke community requested the data be presented like this.

In Resource 2, there is a section on 'Culture' that has been left blank. This section was left blank because in Bourke no service provider had ever collected data about it, and yet the community wanted that data. Blank spaces can be as important as the filled spaces.

## Collecting community data

Community perceptions, wishes and aspirations are rarely reflected in government/bureaucratic data. Once you have government data, it's a good idea to get community feedback on the data to "fill in the gaps" that bureaucratic data doesn't tell. The combination of government data and community knowledge will help create a fuller picture of what is happening in your community.

### 'Community data conversations' in Bourke

In Bourke, 22 government and non-government workers received training on how to:

- ▶ Read the data presented in the quantitative Data Snapshot
- ▶ Hold community conversations, and
- ▶ record community responses and feedback.

The workers then conducted and recorded more than 60 community conversations between September and December 2015. These conversations engaged a broad cross section of the community. Local youth services assisted with specific conversations with young people.

The conversations highlighted some of the broader community concerns that pure numbers could not show. This included issues such as quality of life, strength of culture, cultural safety, community cohesion, the role of men and community safety.

What we learned in Bourke was that very little data is available on community strengths. Community data conversations improved understandings about the strengths in the Bourke Aboriginal community and identified opportunities for change.

## Methods for collecting and presenting community data

Stories, case studies and testimonials can be collected and presented using:

- ▶ Focus groups / yarning circles
- ▶ One-on-one conversations and interviews
- ▶ Surveys (there are free survey tools e.g surveymonkey)

## Resource: Community Conversation Template



This resource reflects the structure of the community conversations that took place in Bourke to explore the data collected:

[www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)

### Indigenous data sovereignty

The concept of Indigenous data sovereignty recognises the rights of Indigenous peoples in relation to data. The overall aim is for Indigenous people to govern their own data through the application of Indigenous Data Sovereignty principles. The overall aim is to shift the ownership, control, access and possession of data about Aboriginal people to Aboriginal people.

*“Local knowledge in Bourke is a key contributor to making a concrete and constructive difference. The Bourke Tribal Council has governance over the data that is collected under the Safe Smart Strong strategy and authorisation protocols are in place. Results are available to the Bourke Tribal Council and authorised partners with the data proving useful for policy articulation, planning, monitoring, evaluation and learning. The Journey to Healing Women’s Group, the Men of Bourke and the Maranguka Youth Advisory Council also have a role in data collection.”*

**Skye Bullen**

Community Data Manager, Maranguka Justice Reinvestment Project

Indigenous data sovereignty should be at the centre of decision-making during every stage of the data collection, data analysis and sharing processes.

## Skipping ahead: formulating the strategy using a variety of data sources

In Bourke, the community conversations led to the development of community feedback document. In December 2015 the community feedback and the data snapshot were presented to the Bourke Tribal Council, along with research on evidence-based activities, with the aim of determining community goals and targets. From this the Project Team supported the Bourke Tribal Council to development the community strategy of **Growing Our Kids Up Safe, Smart and Strong**.

### Asset mapping

‘Asset mapping’ involves collecting and recording the people, agencies and programs in a community who could be involved in the JR process, and how they may be involved. These are your ‘assets’ – valuable local partners who can support the JR process.

Asset mapping can provide a picture of who is doing what, and where. Combined with statistical data, this can show where duplication and crossovers exist, where and what gaps exist, and what might be missing.

Asset mapping should take place early in the JR process and could include:

- ▶ Existing government resources, services and programs in the community.
- ▶ Government funded NGOs.
- ▶ “Community assets” including mentors, men’s groups, women’s groups, youth groups etc.

These resources and assets will help when implementing circuit breakers and longer-term JR initiatives. Asset mapping may lead to a shift in resources: existing funding may be moved to support JR initiatives. The asset map may also highlight the need for additional resources in certain places. This will be an ongoing process.

## Resource: Asset Mapping Template



An Asset Mapping Template can help:

- ▶ Identify the existing resources in the community.
- ▶ Identify the service gaps (including age gaps, timing gaps, and resource gaps).
- ▶ Create a service directory.
- ▶ Serve as the initial engagement process for many services.

You can find a Template for Asset Mapping at [www.justreinvest.org.au/jr-toolkit-2](http://www.justreinvest.org.au/jr-toolkit-2)

A useful next step is to compare the asset map with the data collected and identify any gaps in service delivery.

### Matching the Asset Map with the data

In Bourke, data showed that most crimes (62%) occurred between 6pm and 6am, and that 48% occurred on the weekends. The asset map showed that both youth services in town did not operate on Saturday or Sunday nights. As a result, Bourke focused on working with services to ensure they operated when they were most needed.

### How much money is coming in to your community?

If your community is interested in this, Just Reinvest NSW may be able to assist you to ask Treasury or the Minister for Finance, Services and Property.

### Next steps: ongoing data collection and monitoring in Bourke

The Data Snapshot set the baseline to measure change and progress and has also informed the strategies developed by the community. The community can now measure progress from newly collected data. Maranguka will track and map data to measure impact and savings made.





## Part 6

# Developing and implementing your JR plan



## Developing your JR plan

Developing a JR plan will help you work towards and achieve the results the community wants to see. Your JR Plan is a strategy for change and should include:

- ▶ An overarching goal and vision set by the community
- ▶ A clearly defined problem and solutions, with measurable goals and targets
- ▶ Clearly defined outcomes

An external facilitator can work with your community to help guide this process and ensure that your JR plan captures your community's views on these essential elements.

Developing and finalising the JR plan and strategies will take time. Circuit breakers (see Section 4) can help maintain momentum during the development of your JR Plan.

Bourke, and a number of other communities around the world, are adopting a “Collective Impact” approach to collaborating on complex social problems. In Bourke, this means that the common strategy set by the Bourke community is addressed collaboratively with community, government, business, philanthropy and non-profits all aligning their agendas and efforts for lasting social change.

The organisation Collaboration for Impact is assisting communities drive collective impact initiatives around Australia. Their website contains useful resources and tips for working collaboratively to make change and impact. You can see more about them here:

[www.collaborationforimpact.com](http://www.collaborationforimpact.com)

### Collective Impact: a framework for designing and delivering a JR plan

The Maranguka JR Project was designed and is being delivered using a collective impact approach. ‘Collective impact’ is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem.

The idea behind collective impact is that no single individual or organisation can create large-scale, lasting social change by themselves. ‘Silver bullet’ solutions to systemic social problems do not exist; they cannot be solved by simply upscaling or replicating one organisation or program.

Collective impact involves the following five elements:

- ▶ Common agenda
- ▶ Shared measurement
- ▶ Mutually reinforcing activities - services collaborating on projects
- ▶ Continuous communication
- ▶ Backbone of support

These are explored in further detail below.

## Collective Impact: a framework for designing and delivering a JR plan

1. **Common agenda**
  - Common understanding of the problem
  - Shared vision for change
2. **Shared measurement**
  - Collecting data and measuring results
  - Shared accountability
3. **Mutually Reinforcing Activities**
  - Working groups to progress the overarching strategy
4. **Continuous communication**
  - Consistent and open communication
  - Focus on building trust
5. **Backbone of support**
  - Separate organisation(s) with staff
  - Resources and skills to convene and coordinate participating organisations

Using a community-led collective impact approach, the Maranguka Justice Reinvestment Project in Bourke has developed and will continue to strengthen the following elements:

- ▶ A whole-of-community and whole-of-government common agenda to reduce youth crime and increase community safety.
- ▶ A backbone organisation to perform the necessary functions of facilitating the collaboration, continuously communicating and tracking change in the shared measures.
- ▶ Shared measures for change based on real-time data.
- ▶ A common approach, based on best evidence, for creating change via the shared measures, and developing the will and capability within the system to implement these responses.
- ▶ A clear financial picture of the cost of implementation and the costs saved through effective implementation.

### Note

Collective impact and JR, as already mentioned, are long term strategies. As such, it is important to take the time to **lay a strong foundation**.

## The Development of Growing Our Kids Up Safe, Smart and Strong

Bourke developed a common whole-of-community and whole-of-government agenda to reduce crime and increase community safety.

Using the Data Snapshot and the report from the community conversations, the Bourke Tribal Council developed priority areas and goals. They identified four specific focus areas designed to reduce Aboriginal young people's involvement with the criminal justice system and developed the JR plan: *Growing Our Kids Up Safe, Smart and Strong* (See below). The priority areas of the strategy are:

- ▶ Early childhood and parenting
- ▶ 8 - 18 years old
- ▶ The role of men
- ▶ Service delivery reform

## Implementing your JR plan

Implementing your JR plan should be an inclusive and collaborative process. While the community owns the agenda, delivering the vision of a JR plan requires working with government, service providers and community members. This is why the “collective impact” approach referred to above is so attractive: it builds the JR Plan or strategy around a framework of collaboration.

## Establishing a JR team

The JR team supports and guides progress. It has an ongoing role of creating and maintaining trust and building collaborative partnerships. The JR team are responsible for establishing and managing relationships with the community, government and services.

A strong team has strong leadership and governance structures. There may or may not be an existing organisation or group of stakeholders that are ready to form the JR team. You might want to identify areas where you might need to build capacity in your community and reach out to get support without stalling your work within the JR Team.



A large part of the JR team’s role is constant engagement with stakeholders and coordination of what’s going on in your community. This is time consuming work, so it’s important the team and the work they do is adequately staffed. There also needs to be a focus on communication and strategic planning. Under-resourcing is detrimental for both coordination and strategic thinking.

### The role of the Maranguka JR team includes:

- ▶ Guiding vision and strategy.
- ▶ Establishing shared measurement systems.
- ▶ Convening and facilitating collaboration between community, government, services and others.
- ▶ Supporting the working groups.
- ▶ Continuously communicating with all stakeholders.
- ▶ Building public support and engagement.

## Setting up structures to implement the strategy

Once you have a strategy for change and a JR team in place, it’s time to put that strategy into action. Depending on your strategy’s priorities, this could involve establishing working groups or other collaborative structures to coordinate activities that align with your priorities for change.

The JR team can facilitate this through capacity building and support for working groups. To be effective, you will need to have cross-sector support and community engagement to develop and deliver the activities identified in your strategy. Roles taken on by community members should be highly valued. There will be people in your community who will be ready to step up to be involved.

## Bourke structures to implement its JR strategy

In Bourke, the structures for implementing the strategies has largely been through working groups. These were established based on three of the priorities in the *Growing Our Kids Up Safe, Smart and Strong* strategy which are:

- ▶ Early Childhood and Parenting
- ▶ 8-18 year old
- ▶ Role of Men

The fourth priority area, service sector reform, is being implemented through the working groups and through the Cross Sector Leadership Group.

The working groups include government and non-government agencies, service providers and Bourke community members. The groups are forums to engage with problems facing the community and find community driven solutions.

Each working group in Bourke has adopted a 'test and trial approach' to determine (over time) which activities best drive progress towards the goals and targets. This also helps to identify existing and new funding sources for those activities.

Input from families, services and the broader community is continuously used to inform the working groups. The groups use data and feedback from the community and the Bourke Tribal Council to closely monitor the performance of the activities and adapt as necessary.

The Bourke Tribal Council has identified specific goals, targets and measures of success for each working group.

These working groups are now firmly established, continually growing, and well progressed in defining and implementing specific strategies including:

- ▶ Universal 3-year-old health and development checks
- ▶ Voluntary wrap around support for children and young people at risk of disengaging from school or offending (the Maranguka Support Model)
- ▶ Building and strengthening employment pathways (the Aboriginal Employment and Prosperity Strategy)

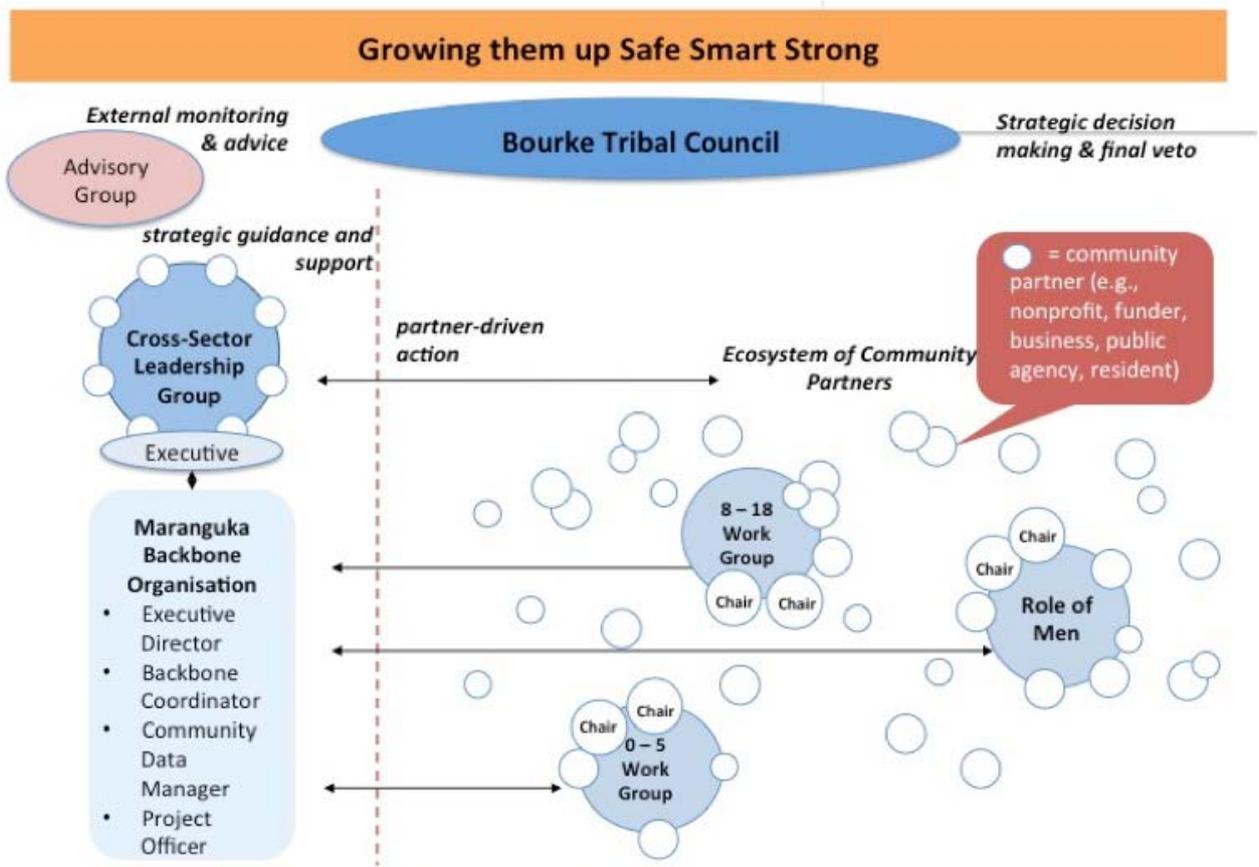
It is important local community members and groups have a way to feed their views into the working groups, in order to:

- ▶ Guide the strategy
- ▶ Identify if change is felt
- ▶ Adjust strategies as require
- ▶ Build capacity of the community to make the change they want

Ultimately local community members are the ones that will stay in the community and can pass on knowledge and expertise learnt.

## Maranguka Youth Advisory Council

Maranguka has set up a Youth Advisory Council to ensure that young people have a voice in the process. The Bourke community wants them to take ownership of the change they want, say what they want and to be honest. SOS/Birrang, Youth Off The Streets, Maranguka and Just Reinvest NSW facilitate the meetings.



\* Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman, 2008.

## Ensuring strong communication

The JR team is responsible for ensuring effective communication throughout the project. Stakeholders need to be kept engaged and informed and their trust in the process has to be maintained. Strong communication means that concerns can be more easily expressed and addressed, and successes can be celebrated. The JR team also helps maintain momentum and ensure the project is progressing.

It's a good idea to create a communication strategy. This should ideally include ensuring JR team staff and community partners have the right training and skills to implement the strategy.

Communication needs to be both:

- ▶ **Internal:** supporting the effective functioning of the project, amongst working group members and partners, and
- ▶ **External:** informing and engaging the community as well as providing opportunities for their feedback and input.

### Communication in the Maranguka JR project

#### Internal

The Maranguka JR Project has quarterly working groups and contact between working groups. Minutes of the groups are shared.

#### External

The Maranguka JR Project has a Facebook page, newsletter, holds community data days, delivers a community report card and holds community forums to keep the community involved and engaged.

## Tracking progress

Identifying what success looks like for the community is an important part of the process.

Establishing a shared system for tracking progress can include identifying a set of agreed indicators and/or creating a common data collection tool.

Tracking progress helps the community see outcomes and also shows when a strategy is not achieving its intended outcomes and might require a different approach.

Monitoring progress helps maintain and build momentum in the community. Given the long-term nature of JR work, it is important to celebrate achievements along the way.

## Shared management system for evaluation

In Bourke, the Community Data Manager, BOCSAR and Social Ventures Australia helped create a shared measurement system to evaluate the initiatives and strategies and whether or not they are meeting the benchmarks set by the community. This started with a 'story of change' and has been developed into specific measurable targets based on each outcome.

Working with data requires a level of resilience. Sometimes the results will be encouraging, other times they won't. It's important to remember that while data is critical for effectively delivering the change the community wants to see, it is also just a snapshot in time. Things can and do change. It might be useful to discuss with your community that data will change each time you review it.





## Part 7

# Resourcing your JR plan



**FUNDING  
AHEAD**

## What funding and support is required?

Justice reinvestment is a relatively new concept in Australia. At the time of writing this Toolkit, there has been little or no Government funding for local justice reinvestment initiatives or justice reinvestment bodies.

The Maranguka initiative in Bourke has had some Government support, but the main source of financial support to date has been through philanthropy. Just Reinvest NSW and the Aboriginal Legal Service (NSW/ACT) has, and continues to provide substantial administrative support.

During the early stages of a JR initiative, a lot of the work will probably be done “in kind” from people and organisations who commit to work collaboratively to drive the local strategy. However, funding will be required to progress the initiative and get longer term outcomes and change.

Funding may be required:

1. To do the local justice reinvestment core work and will include:
  - ▶ Employing a small team of staff
  - ▶ Resourcing working groups, meetings, independent advisors, setting up a shared system for tracking progress, graphic design, printing, etc.
2. To implement the particular strategies identified under the JR plan

### Assessing the need for additional funds

Resourcing a JR Plan may be a case of realigning existing resources, finding additional funds or a combination of both. A good starting point is mapping out what resources you have available already, **see asset mapping above**.

### Potential sources of funding

Funds and support may be available from:

#### ▶ Government

Local, state and federal governments may be a source of funding for some initiatives under your JR Plan – for example crime prevention or community development grants. In Just Reinvest NSW’s view, the Government should ultimately provide ongoing and sustainable support for justice reinvestment initiatives.

#### ▶ In-kind support

Many businesses such as legal and consulting firms undertake pro bono work and are willing to contribute their time and expertise towards projects for free.

#### ▶ Philanthropy

The philanthropic sector is diverse in terms of both size and areas of focus. Many of these funders are more flexible and nimble than government, and may be more willing to take on the innovative work that JR can involve. However, philanthropic funding is generally not long term.

#### ▶ New funding models

There is a growth in ‘payment by results’ schemes and ‘social impact bonds.’ This may be an option in the future. However, investors get the financial benefits of some of these models and schemes, rather than the savings being reinvested into the community.

## Bourke funding sources

In Bourke there are a number of funding sources:

- ▶ The Departments of Health and Family & Community Services, the Federal Government under the Indigenous Advancement Strategy are funding two data positions
- ▶ There is a huge amount of in-kind support for the Maranguka JR Project, see Part 2, Community Engagement for some examples
- ▶ Philanthropists fund the Maranguka backbone team
- ▶ Funders not only supply monetary support, but also additional training, guidance, support, further funding opportunities and input

*“In Bourke, we saw a commitment to a “new way of doing business”. We saw and responded to the vision, commitment and courage in Bourke.*

*We realised that what philanthropy could provide is the time – time for the community to come together, put their house in order, time to gather all the necessary data, time to put the plan and put their case together.*

*Through dedication and hard work the group have generated immediate results. But more importantly they are building the structures and platform for community engagement and change for the long haul.*

*However, this philanthropic support is not forever. For the Maranguka team to be sustainable longer term it needs to have appropriate government funding for the work they are driving and the results they are achieving in Bourke.”*

**Teya Dusseldorp**  
Dusseldorp Forum

Contact [info@justreinvest.org.au](mailto:info@justreinvest.org.au) for information and advice about funding and support.





## Part 8

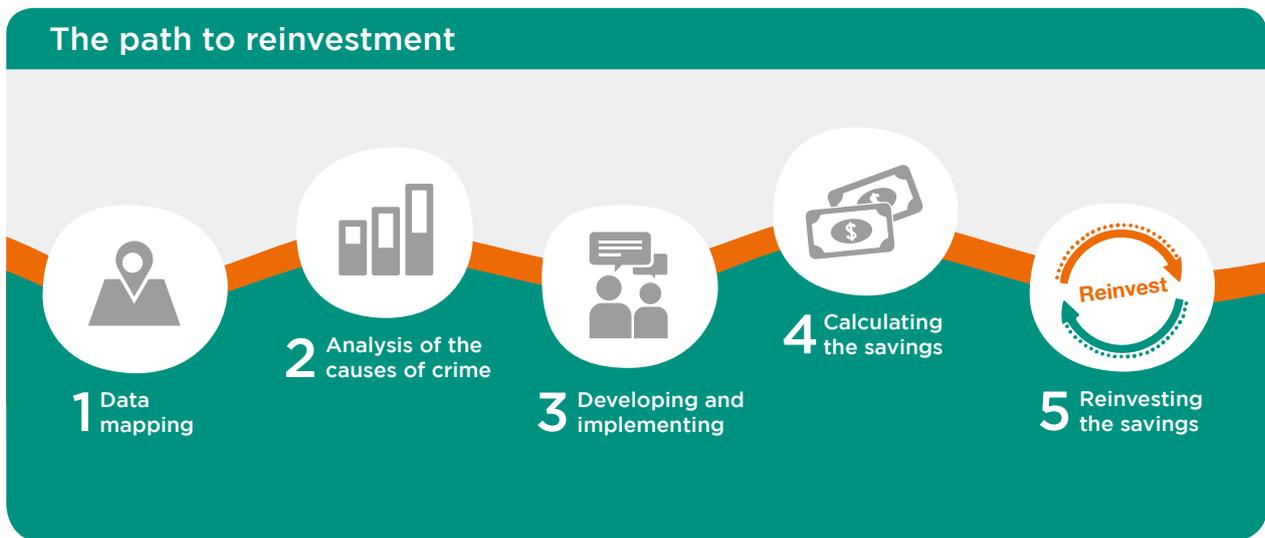
Reinvesting the savings:

making your case for reinvestment

## How does the reinvestment bit work?

The financial reinvestment element is what makes JR innovative. Ideally, if a community can demonstrate they have made savings through the strategies and actions under their JR plan, a JR process should lead to those savings being reinvested in community-led strategies. Not only does it make sense to continue to fund strategies and actions that are working, it is money that the community has saved.

In a nutshell, the savings made by a community under justice reinvestment are calculated by subtracting the spending on the criminal justice system (policing, courts and prison) after JR initiatives were implemented from the spending on the criminal justice system before the JR initiatives were put in place.



### 1. Data mapping.

Collecting data about crime in the community along with other data that measures wellbeing in a community, such as employment rates, health and education levels and social supports.

### 2. Analysing the underlying causes and drivers of crime disadvantage in the community.

This also involves looking at the services available to support people in the community and identifying gaps where new or better services may be needed.

### 3. Developing and implementing relevant strategies that aim to address the underlying causes of crime and disadvantage.

This will plug the gaps and reduce interactions with the criminal justice system - thereby strengthening communities.

### 4. Calculating the savings (\$) made from implementing those services and programs.

### 5. Reinvesting those savings back into the community.

This will keep the crime rates and disadvantage down, keep well-being high and maintain strong communities.

Areas for reinvestment are likely to be similar to the strategies identified in implementing the JR framework, as they have been tested, tried, adjusted and proven to reduce contact with the criminal justice system.

The reinvestment stage requires a real shift in thinking in government that may assist in supporting self-determination. For government, this shift may come from proof of outcomes from community initiatives that reduce crime and incarceration rates – and save the government money.

To date, there has been no precise reinvestment of savings made through justice reinvestment initiatives in Australia. At the time of publishing this Toolkit, encouraging evidence (statistics) on crime reduction from justice reinvestment initiatives is only just starting to come in from Bourke.

Just Reinvest NSW is watching how the reinvestment of savings unfolds. Stay in touch through [www.justreinvest.org.au](http://www.justreinvest.org.au)

## Analysing the costs

### What it costs your community now

As noted above, government has not reinvested savings made from justice reinvestment initiatives yet. However, getting a snapshot of the current financial costs of the justice system before you start, and the costs after your JR initiatives will help you make the case for what could and should be reinvested later on.

#### Economic case for JR in Bourke

In Bourke, when considering whether an economic case could be made for JR, the accountancy firm KPMG was engaged to calculate the cost and other impacts of the Maranguka JR Project. You can see the KPMG Report at [www.justreinvest.org.au](http://www.justreinvest.org.au).

## The Cost of a JR approach

#### Costs in Bourke

For Bourke, the main costs are in resourcing the backbone team (JR team). Other costs in Bourke have included:

- ▶ Graphic design and printing for the *Data Snapshot*
- ▶ Meetings of the Women and Men's Groups and the Maranguka Youth Advisory Council
- ▶ Resourcing independent advisors including a collective impact advisor
- ▶ Costs of setting up a shared measurement system



There may be opportunities for in kind support. It's a good way of resourcing your project, with expert advice and input that you may not have the funds to pay for. In kind support also encourages greater buy-in and collaboration.

## Where to get assistance

It can be challenging to measure the costs of the justice system, of your strategy, and of the savings made. There is currently no formula that will give you the “correct” response. It may be worth reaching out to accounting firms looking to do pro bono work or universities to help with economic modelling. You can contact Just Reinvest NSW to discuss ideas.

There are lots of different skills in JR work. You don't need to know how to do everything. Think about bringing in expertise from outside your community. Part of the process is gathering many types of knowledge and expertise to work collaboratively.

## Demonstrating savings for reinvestment

### Reinvestment in Bourke

The firm KPMG is working with the Maranguka Justice Reinvestment Project to:

- ▶ undertake an **economic** impact analysis of the work in Bourke
- ▶ host a round table with key representatives from the government, philanthropic and corporate sectors to talk about financing models and scalability in NSW.

The goal is around long term funding for Maranguka and to have JR embedded as policy in NSW.

# JR Checklist

This is a checklist of steps to help you to determine whether your community is “ready” for a justice reinvestment approach, and what you might do to trial justice reinvestment in your community.

## 1. Are the conditions right in my community? (page 14)

- Is there a shared sentiment that there is an urgent need for change?
- Is there a recognition that a new way of doing business is necessary?
- Is there a desire for whole-of-community change?

## 2. Establish your local JR group (page 19)

- Who needs to be involved? (Elders, youth groups, community organisations etc)
- What does community leadership look like?

## 3. Collecting data (page 23)

- What evidence (data) are you going to collect and monitor to support your case for change?
- How will you collect, monitor, analyse and share the data with your community?

## 4. Community engagement (page 24)

- Who do you need to work with to make the changes you want?
- How will you engage your local community to drive the change?
- How will you set up and maintain ongoing communication and feedback with your community?

## 5. Are there any quick impact/circuit breakers? (page 38)

- Are there any circuit breakers or quick initiatives you can do now to get buy-in?

## 6. Who are your assets? Who do you need to partner with? (page 34)

- Who else do you need to work with in your community? Who is doing what, and where are they doing it?
- Who do you need to work with in Government? (schools, Police, Local Council etc)
- Who do you need to work with in the non-government sector? (philanthropy, NGOs)

## 7. What's your JR Plan? (page 50)

- What are your community's priorities for change?
- How will the priorities be implemented?
- How will the work be done?

## 8. Funding and support (page 60)

- What resources, funding and support do you need to implement your JR Plan and its priorities?

## 9. Develop your community governance model (page 31)

- How will you and your community organize yourselves to put your Plan and priorities into action?
- What's your governance now – and what will it be like in the future?

## 10. Testing your progress (evaluation) (page 57)

- How will you know if you've made a difference?

## 11. Making your case to government (page 67)

- How will you show government that your JR plan is working?
- What data and analysis will you collect to prove the costs that your Strategy has saved the government?

## 12. Reinvesting your savings (page 64)

- How will you show government that the savings you have made should be reinvested back into your community?



## Acknowledgement

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