



GUIDE

COMMUNITY ACTION PLANNING

Community action planning guide

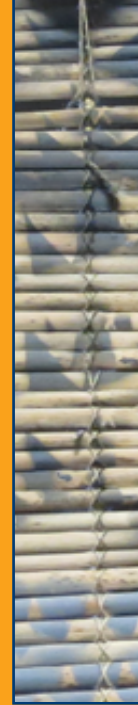
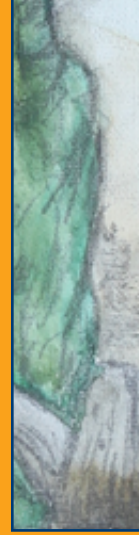
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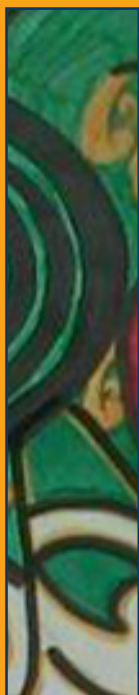
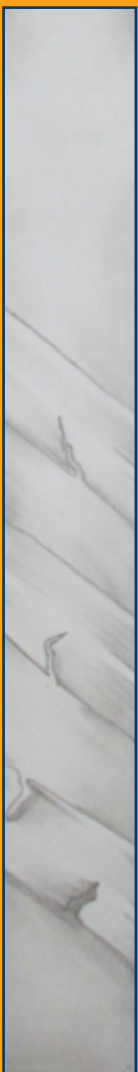
YCAP

Youth crime action plan
2013–2023





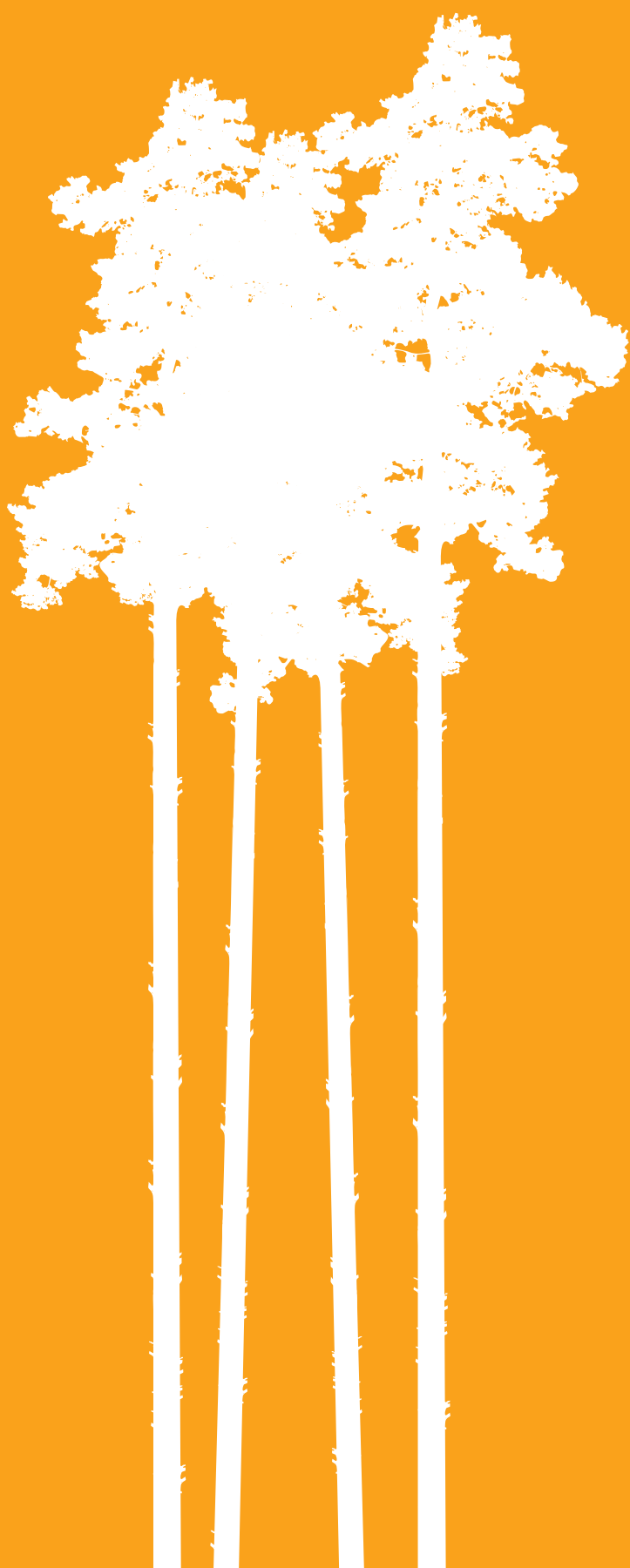
**THIS ARTWORK WAS CREATED BY
YOUNG PEOPLE STAYING AT
CHILD, YOUTH AND FAMILY RESIDENCES**



Contents

Introduction	3
7 STEPS FOR CREATING YOUR COMMUNITY'S ACTION PLAN	
Flowchart	5
Preparation	6
Understand your community	8
Clarify issues	10
Involve the community	12
Set goals	14
Finalise your plan	16
Put your plan into action	18
WORKSHEETS FOR CREATING YOUR COMMUNITY'S ACTION PLAN	
Community action plan template	21
How to set out goals	28
How to set out goals & actions	30
How to manage risks & dependencies	31
Community action plan checklist	34
Your community: who to involve and why	36
Glossary	42





E TŪ KAHIKATEA, HEI WHAKAPAE URUROA

FROM A WAIATA COMPOSED BY HĪRINI MELBOURNE

Kahikatea trees thrive in groups and are rarely seen growing by themselves: their shallow root base means the strength of the individual tree depends on the strength of the collective.

The same is true in our own communities, where each young person's potential depends on the environment that nurtures them.

Mahere tukanga hapori (community action plans) are about working with the community to harness this collective strength.

Introduction

One of the best ways we can reduce youth crime in New Zealand is for communities and government agencies to work together.

That's why creating such partnerships is one of the three strategies at the heart of the Youth Crime Action Plan (YCAP), the 10-year plan to reduce crime by children and young people, and to help kids who do offend to turn their lives around.

This guide takes you through a simple and flexible 7-step process for creating your own community action plan – from the initial stages of forming a community group, through to developing, implementing, monitoring and evaluating your plan.

This approach reflects research that shows local people and professionals can successfully tackle complex issues in their communities if they work together and focus their efforts on an agreed action plan, with shared goals and ways of measuring progress.

Existing initiatives to reduce youth crime are paying off. Police apprehensions, court appearances and serious offending statistics are going down. But challenges remain, such as making sure we turn young lives around at the earliest opportunity, and addressing the reasons why a disproportionately high number of young Māori get caught up in the youth justice system. Community action plans are a key way we can address such challenges.

Because each community is different, each community's action plan will be unique. Your plan may be quite a simple document and list only a few goals. The aim is not to try to save the world, but to mobilise people in your area and take action on the things that will make the biggest difference.

YCAP provides a blueprint that guides everything we do to tackle youth crime. But it's what we do with that plan that will make it work. By building on successes and confronting challenges together, we can continue to make positive changes in communities and to young people's lives.

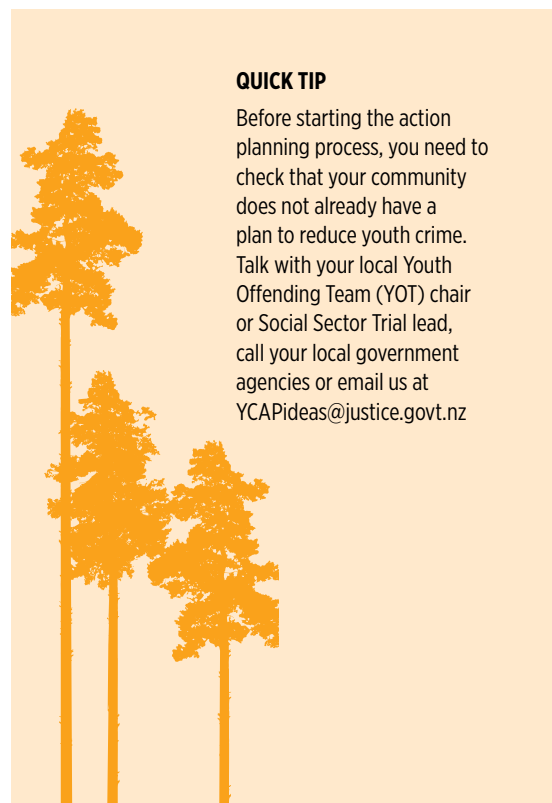
Who is this guide for?

This guide will help any group wanting to develop a community action plan, including:

- New Zealand's 32 Youth Offending Teams (YOTs) – YOTs are a great starting point to get YCAP going in communities, as some already include a range of members from local government agencies, iwi and other community organisations
- iwi or non-government organisations (NGOs) wanting to develop a community action plan in partnership with government agencies and the wider community
- people involved with other government initiatives (such as Social Sector Trials) who want their work to encompass YCAP
- anyone wanting to get their community working on an action plan.

QUICK TIP

Before starting the action planning process, you need to check that your community does not already have a plan to reduce youth crime. Talk with your local Youth Offending Team (YOT) chair or Social Sector Trial lead, call your local government agencies or email us at YCAPideas@justice.govt.nz



What is action planning?

Action planning is an ongoing step-by-step process to help a community design, develop and deliver solutions to address youth crime. An action plan is like a road map that shows where your community is now, where it wants to go, and what steps you need to take to get there.

Action planning will help your community:

- agree on a shared vision
- identify what the current situation is and where to focus your attention over the next year or two
- identify clear goals and work out how you will achieve them
- keep track of whether what you are doing is working
- achieve long-lasting positive change.

This guide suggests a process to make your planning easier. However, there is no one-size-fits-all approach, and you may need to go about your action planning quite differently.

How to use this guide

This *Community action planning guide* takes you through a 7-step process to create a community action plan. If you are starting your action planning from scratch, simply follow the guide through from step 1 to step 7. However, if your community has already done some of the work outlined in the steps, you can focus on the sections that are helpful to you.

This guide should be read alongside the *YCAP report*, particularly the introduction (pages 3–5) and the three strategies (pages 11–14). It's also worth looking at the crime prevention approaches and other best-practice principles and scenarios outlined in the 'Making a difference' section of the report. The YCAP report is available at justice.govt.nz/ycap

This guide also includes:

- an action planning template (page 21) to help you structure your plan
- a community action plan checklist (page 34), which summarises the kinds of questions you will want to keep asking throughout the planning process to make sure your action plan fits with the *YCAP report's* strategies and goals
- several worksheets (pages 28–33) to help you to:
 - set out your goals and actions
 - manage risks and dependencies
 - identify who to involve in your action planning.

Other action planning tools

This guide is part of the 'YCAP toolkit', a collection of how-to guides and resources to help government agencies and communities to work well together. The toolkit currently includes a list of frequently asked questions about community action planning. More documents will be added over the coming months.

If you have suggestions for improvements or additions to the YCAP toolkit, please send them to YCAPideas@justice.govt.nz

7 steps for creating your community's action plan

7 TE KŌHURE
MATURITY

Put your plan into action

Start doing the actions on your plan
- monitor what impact you're having
and check if you're achieving your goals

6 TE WHAKATIPU
GROWTH

Finalise your plan

Create a step-by-step plan to achieve
your goals, and write it down

5 TE PIHINGA
IDEAS EMERGE

Set goals

Set some goals and work out how
you'll know that you're achieving them

4 WHĀNGAIA NGĀ KĀKANO
NURTURE IDEAS

Involve the community

Involve the community and make
sure you are on the right track

3 WHAKATŌNGIA NGĀ KĀKANO
PLANT THE SEEDS

Clarify issues

Decide what issues your group
will focus on

2 WHAKATIKAINA TE WHENUA
PREPARE THE GROUND

Understand your community

Work with your team to build a picture
of your community

1 KOHIKOHIA NGĀ TAPUTAPU
GATHER YOUR TOOLS

Preparation

Before your first meeting, choose who will
be part of the planning group and prepare
some information about your community

STEP 1

Preparation

KOHIKOHIA NGĀ TAPUTAPU | GATHER YOUR TOOLS

Before you create a successful community action plan, you will need to gather some tools – the right group of people and some excellent information on youth crime in your community.

Choose who will be part of the planning group

YCAP is about working together – government agencies with local communities and young people. Before starting work on an action plan, think about who needs to be included in the discussions. You may already be part of a YOT or another group in your community that could form the basis for your group. Even so, an existing group like a YOT will probably need to expand its membership and change the way it works with communities when it starts working on a community action plan.

Having a wide range of people means:

- you can tap into a wealth of local information and understanding of youth justice issues and effective practice
- the community is more likely to actively support your action plan
- you are more likely to come up with solutions that will work
- your community action plan will be a YCAP plan, instead of business-as-usual.

Ideally, your group will include people from different parts of the community, including iwi or urban Māori authorities, ethnic and minority groups, young people, NGOs, service providers, the local council and someone from each of the core agencies: Police and the Ministries of Social Development, Health and Education.

You should also involve people who are able to influence policy and funding decisions in your community. Contact your local council to find out if there is a group that coordinates the allocation of funding in your community. Perhaps someone from that group could join your planning, or you could link with them in another way.

For more help, contact us at YCAPideas@justice.govt.nz and we'll put you in touch with a community advisor at the Department of Internal Affairs.

QUICK TIP

It's a good idea to choose 1 person in your group who will take overall responsibility for drafting your action plan.

Ideally, your group will also have someone who can dedicate 1–2 days a week to organising meetings, writing up notes from discussions and pushing the planning forward. In some communities, local government agencies share the cost of employing someone to provide administrative support.

WORKSHEET

'Your community – who to involve and why' (in the worksheet section of this guide) lists people you might want to include and how each person can contribute to your planning group.



Gather key information about your community

Statistics

You will probably have a gut feeling about what the local issues and priorities are in your community, based on your experiences. You'll also need the youth justice statistics for your community to help you:

- understand what is actually happening in your community, not just what people think is happening
- compare issues in your community with other places in Aotearoa New Zealand
- identify issues you need to focus on
- measure the impact of your group's actions so you know which of your approaches are good ones, and which are not working.

FOR MORE HELP *You can find links to relevant statistics on justice.govt.nz/ycap. If you are having trouble finding the information you need, please get in touch with us at YCAPideas@justice.govt.nz*

Key performance indicators (KPIs)

The Government is using a set of YCAP key performance indicators to measure the success of YCAP across the country. Key performance indicators give a number or percentage or show a trend about:

- how many young people are in the youth justice system
- the nature of their contact with the system
- the interventions they receive
- if they are reoffending.

FOR MORE HELP *The KPIs will be available on justice.govt.nz/ycap. If you are having trouble finding the information you need, please get in touch with us at YCAPideas@justice.govt.nz*

Local statistics, services and programmes

Members of your group from local government agencies should be able to provide detailed information about how your area compares nationally. They will also have information about what programmes are currently available and where funding is going at a local level. Ask them to come to your first meeting with the following information.

Police

- Monthly data about youth apprehensions – how many, which crimes, and the outcomes.
- Data on local crime hotspots.

Education staff

- Data on unjustified absences, stand-downs, suspensions, exclusions and academic performance (you can also find this data, broken down by territorial region, age, gender and ethnicity, at educationcounts.govt.nz – search under 'Know your Region', select your territorial authority and 'student engagement').
- Information on Positive Behaviour for Learning (PB4L), bullying and violence prevention programmes.
- Any other programmes, services and training opportunities in local schools.

Local District Health Board staff

- Statistics on interventions for vulnerable children, and mental health and drug and alcohol programmes.
- Advice on a range of services, including mental health, addictions and chronic conditions.

Ministry of Social Development

- Monthly data for the number of referrals.
- Statistics around family group conferences (FGCs) and 'intention to charge' FGCs (including outcomes), and the number of young people subject to Youth Court orders.
- Information on youth programmes in your community, and how they are funded.

Also ask schools, iwi, hapū, service providers, NGOs and local council representatives to bring along information on local youth services and programmes they know about.

STEP 2

Understand your community

WHAKATIKAINA TE WHENUA | PREPARE THE GROUND

It is time to meet together as a group and 'prepare the ground' for your planning. You will need to define your community, then make sure you share an understanding of the youth justice picture in your area and why it looks the way it does.

Define your community

It is a good idea for your group to define the geographical boundaries of your community. Government agencies all set their boundaries differently, and you will also have your own ideas about what will work for your group.

Questions for your group to ask itself:

- If the intended geographical area for our action planning is large (for example, a large town or a rural area), will our members know all the areas covered and have a significant interest in them? Will we still feel comfortable defining our plan as a 'community' action plan?
- If the intended geographical area is small (for example, a suburb within a city), do we run the risk of doubling up our efforts? Are the area's issues significantly different from issues in the area next door? Will staff from government agencies have to work on too many different community action plans?

There may not be an easy answer, and your group may need to define and re-define its boundaries over time.

QUICK TIP

When working on your community action plan, you will be handling a lot of information. You need to be aware of your legal obligations and potential issues when collecting, keeping and distributing personal information.

You can find information about the Privacy Act 1993 (legislation.govt.nz) on the Privacy Commissioner's website privacy.org.nz

Build a shared picture of youth justice in your community

Your group needs to have a shared understanding of what is going on in your community, and why. Conversations should be wide ranging. You might want to structure your discussions along the following lines, to make sure you cover key points.

- Start with a stocktake of youth services currently funded in your community, to help identify gaps and overlaps. Do you know what works best? Are these services currently available?
- Consider other government initiatives in your community, such as Whānau Ora and Turning of the Tide, the Children's Action Plan and Social Sector Trials. Discuss potential links with your community action plan. Ideally your efforts will feed into what already exists, rather than doubling up on effort.
- Look at the statistics you have gathered, and draw on your combined local knowledge to talk about what they tell you. Why do they look the way they look? What underlying issues might they highlight?
- Widen the discussion to identify other issues and factors influencing youth justice in your community. Use the SWOT analysis method, outlined on the following page.

QUICK TIP

While statistics will give you a view of what is happening, they won't clearly tell you why. People in your group may have quite different understandings of what the statistics mean, and why your community has the issues it has. This is your opportunity to talk openly and pool your knowledge.

QUICK TIP

Your community may have already done some work on youth justice issues.

Make sure you take their work into account too.

What relevant resources does our group have access to?

What special skills do our members bring to the table?

What does our community do well in terms of preventing youth crime and promoting better outcomes for youth?

What do the statistics show are our community strengths?

What existing services, programmes and initiatives do we have? (For example, Whānau Ora, the Children's Action Plan, Fresh Start)

What other good things about our community may be relevant?

Strengths

What local opportunities are coming up in our community – local events, changes in policy or social patterns?

What interesting trends are we aware of? (This may include information about youth justice programmes that have been successful elsewhere.)

Who in our community could we form relationships with? Are we already working with local iwi, hapū and whānau groups?

Weaknesses

Opportunities

Threats

Are there weaknesses in our group? Is everyone involved who should be?

What are our community's weaknesses? What particular social, cultural and environmental issues do we have?

Given our knowledge of the community, which youth justice issues are a particular concern? Why do we have those issues?

Looking at the statistics, are there other things that jump out as issues, especially in comparison with the rest of Aotearoa New Zealand? For example, perhaps we have a bad record on reoffending rates, or particularly bad outcomes for Māori youth, compared to non-Māori? If so, why?

What obstacles does our group face?

What obstacles does our community face?

SWOT analysis

A SWOT analysis should give you a good overview of both your group and your community. SWOT stands for:

- strengths
- weaknesses
- opportunities
- threats.

As a group, discuss and record your answers to the questions. If you have a large number of people, it might be easier to talk in smaller groups first, and then share your findings with the wider group.



It is time to move from the preparation phase into some planning work. Plant the seeds of your future success by identifying and prioritising the issues you will focus on.

Identify some issues

You could start by writing a list of all the youth justice issues concerning your community. Use your SWOT analysis as a reference.

They are likely to be a mixture of issues faced by:

- young people – for example, ‘a disproportionate number of Māori youth are placed on remand’
- the community – for example, ‘we have a problem with young people stealing cars’
- people working in the youth justice area – for example, ‘communication has broken down between key agencies’ or ‘funding is going into the wrong areas’.

Prioritise your issues

You will probably have produced a long list of issues quite easily! The challenge now is to choose just a few of them. You are more likely to have a real impact if you concentrate on a small number than if you spread yourself too thinly.

These criteria may help narrow down your list.

Think about which of your issues:

- fit best with the YCAP approach to reducing crime and achieving the best possible outcomes for youth, especially the 3 key strategies.
- have been highlighted as the most important by iwi and other community members
- make it hardest for government agencies to carry out their jobs effectively
- are most closely linked with youth crime levels in your community
- address gaps in any services that reduce youth crime
- can be most quickly solved with the least cost and the biggest impact.

You may have to make hard decisions. Some important issues might need to go on the backburner for now. Don't despair: the next time you revise your community action plan, you can revisit issues you might not have time for this year.



WORKSHEET

The community action plan checklist (in the worksheet section of this guide) has a summary of the philosophy and strategies in the *YCAP report*.

STEP 4

Involve the community

WHĀNGAIA NGĀ KĀKANO | NURTURE IDEAS

Now that your group has a list of issues (and no doubt a few ideas for solutions too), it is time to start building on these ideas with the community.

Partnering with the community

Partnering with Communities is the first of YCAP's 3 key strategies. It addresses the need for communities to work together to find solutions to youth crime. In particular, the *YCAP report* recognises that many whānau and communities are capable of designing, developing and delivering their own solutions to address youth crime because they know their people and circumstances best.

For some existing government-led groups, developing a richer partnership with the community will mean a new way of working and it may seem difficult at first. However, it is central to achieving real, long-lasting change in your community.

So what does 'partnering' mean in practice?

If your action planning group includes a wide range of people, you are well on the way.

A YCAP approach should engage the community in an in-depth way throughout the planning and implementation phases of your action plan. Using some of the ideas listed below, we encourage you to:

- involve iwi, community groups and interested individuals in coming up with some solutions
- inspire people to help develop the solutions and put them into practice
- try to involve hard-to-reach communities
- double-check the issues your group has chosen
 - do other people in the community care about the same things?
 - are there other issues you weren't aware of?

Ideas for involving the community

There are many different ways to involve the wider community in your community action plan and you will no doubt have ideas about what might work best in your particular community. Here are a few ideas to get you started.

- Meet with targeted groups of people (such as iwi, Māori service providers, NGOs, school principals, local businesses or health providers) and brainstorm around specific issues. Some groups may prefer to organise their own hui and invite you along to listen.
- Visit schools, youth groups and local sports clubs to brainstorm issues and solutions with young people.
- Organise a public meeting for people to raise their concerns about youth crime and come up with ideas for solutions.
- Run a community survey to gather ideas (try [surveymonkey.com](https://www.surveymonkey.com)).
- Invite and encourage members of the community to be part of the solution by joining your planning group, or by offering their help in other ways.

Running community meetings

Running a community meeting isn't everyone's cup of tea! It can be hard to work out who to invite, how to help them to have a good discussion, and make sure all people are heard (no matter how quiet or loud their voices are).

Your local authority may be able to help with this. The Department of Internal Affairs' Community Development Advisory Services may also be able to help. There are community advisors in 16 locations from Kaitiaki to Invercargill.

Community advisors can:

- help identify who in the community could be involved in developing an action plan
- support you in running meetings with wider members of the community, to identify local youth crime problems and discuss possible goals for your community action plan.

FOR MORE HELP Contact us at YCAPideas@justice.govt.nz if you would like us to put you in touch with a community advisor in or near your community.

Involving hard-to-reach communities

Some groups in your community will be harder to involve than others, but you will need to include them in your discussions if you want to have a sustainable impact. These groups will differ within each community. Examples include:

- socio-economically disadvantaged young people and their whānau or parents
- children and young people whose opinions are not often taken into account, and who often do not expect to be taken seriously
- victims of violence and domestic abuse
- elderly or frail people: a number of young people live with their grandparents
- refugees and minority ethnic communities where language is a barrier or cultural perceptions and traditions are different from those of other New Zealanders.

Think creatively about ways to access the hard-to-reach groups you want to work with. It might be through informal networks, social venues or local organisations who work with these groups. Working through people who have credibility with the hard-to-reach group – or represent the group – can help overcome barriers.

Be flexible and look for ways to encourage engagement and participation, such as using interpreters or providing care for dependants. You should also be flexible over timing, location and transport issues. For example, try to use neutral venues for meetings – a police station may not be the best place to explore issues around youth crime.

Double-check

Did you choose the right issues?

After your discussions with a wide range of community members and groups, you may need to re-prioritise the issues you had chosen to focus on in your action plan. (Go back to the criteria suggested in step 3 to do that.)

Are the right people in your group?

If you are still happy with your priorities, now is the time to double-check that your group includes the people who need to be there. You may want to include specialists in your priority areas. For example:

- If your major concern is disproportionate levels of Māori youth crime, are all key local iwi involved? What about local Māori service providers?
- If you want to tackle drug use, are you including relevant health staff and NGOs?
- If you plan to focus on shoplifting, do you have local business leaders involved?

QUICK TIP

If your group gets too large to work effectively, you could choose a core group of members to keep an overview of the community action plan (a 'steering group'), then break into smaller working groups around specific youth crime issues. However, make sure that key people won't have to attend too many meetings and will have time to fulfil expectations.



STEP 5

Set goals

TE PIHINGA | IDEAS EMERGE

The next step for your group is to give some shape to your developing ideas by setting clear goals and deciding how to measure your progress towards achieving them.

Setting goals

You will need to examine each issue you have chosen and come up with a positive vision of what you want to achieve. In other words, turn your issues on their head and express them as goals. You should refer back to your SWOT analysis here, and make sure your goals build on any strengths and opportunities you identified, and address any weaknesses and threats.

Be realistic

Start with some 'easy wins'. Your community action plan isn't about changing the world overnight. Your goals might be quite modest to begin with. Choosing some 'easy wins' to start with will get your group feeling confident and create momentum. You will probably want to limit yourself to just 3 or 4 goals at any one time.

Be precise

Your goals need to be specific. While 'reducing youth crime' is the overall aim of YCAP, it wouldn't be a useful community action plan goal because it's so hard to define: you haven't identified what sort of crime you are targeting, or how much you aim to reduce it by.

QUICK TIP

Your 'goal' describes the state (or point) you want to get to.

Your 'actions' in step 6 will describe how you plan to get there.

Get SMART

You've probably heard of the SMART criteria before. To make sure your community action plan is clear, your goals should be:

- specific – they target a specific area for improvement
- measurable – they are quantifiable, or at least suggest an indicator of progress
- attainable – don't choose an impossible goal!
- realistic – they state what results can realistically be achieved, given available resources
- time-bound – they specify when you expect to see the result(s).

For example, the issue 'our community has particularly high rates of youth reoffending compared with other places in NZ. The statistics are particularly bad for rangatahi Māori' might have the following goals:

- interim goal – 'in partnership with local iwi, understand why this is the case'
- long-term goal – 'reduce overall youth reoffending rates to NZ national average or lower. Reduce or eliminate discrepancy between Māori and Pākehā reoffending rates by June 201X'.

WORKSHEET

'How to set out goals' (in the worksheet section of this guide) has more examples of how to clearly state your issue as a goal.

Measuring your goals

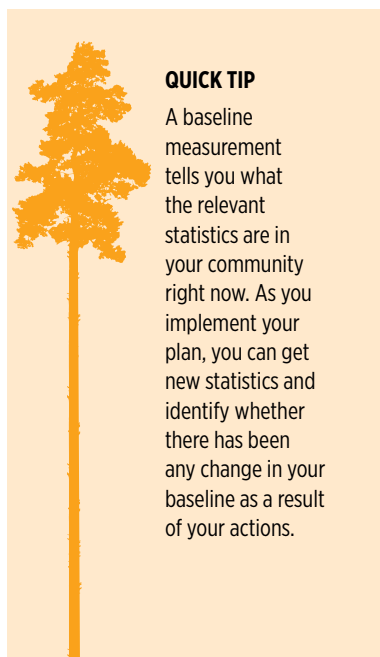
Numbers can tell a story

How will you know when you have achieved your goals – or if you are going way off track? Working out how to measure your goals will help with this.

Some goals will have an obvious measure of success – for example, truancy can be measured in numbers. Your **baseline measurement** would be current truancy figures – for example, the average number of unjustified absences per day might be 6 per 100 students. (National truancy data is available on educationcounts.govt.nz and your local schools will be able to provide you with up-to-date information on truancy for your community.)

Next, set your **goal** so you have something to work towards – for example, the target level you would like to achieve might be to reduce the average number of unjustified absences per day at your local school to 2 per 100 students.

You can **measure success** by comparing your baseline measurement (6 per 100 students) with your goal (2 per 100 students).



QUICK TIP

A baseline measurement tells you what the relevant statistics are in your community right now. As you implement your plan, you can get new statistics and identify whether there has been any change in your baseline as a result of your actions.

Use the YCAP key performance indicators (KPIs)

You will be able to use the YCAP KPIs for many of your baseline measurements. If each community uses the same baseline measures, we'll be able to compare results and know what works best.

Other ways to measure the impact of your community action plan

Not all goals will involve measuring numbers and statistics. For example, if you are aiming to implement a practical system to get agencies and service providers to work more effectively together, how will you measure your success? Here are two ideas:

- Do a simple survey to assess perceptions of how well agencies and service providers currently work together. Then do the same survey again in a year's time to see if there is any improvement.
- Decide that your goal will be achieved if all relevant agencies and service providers agree on a set of guidelines, which people then follow. Agree to re-assess 6 months after the guidelines are agreed to make sure they are implemented.

You may want to choose more than one measure of success for each goal.

FOR MORE HELP *We can help make sure your baseline measurements will accurately assess the impact of your community action plan. We can also help design measures, such as surveys or questionnaires, where it is important you ask the right range of questions. Contact us on YCAPideas@justice.govt.nz*

STEP 6

Finalise your plan

TE WHAKATIPU | GROWTH

You are getting there! You know what you are most concerned about and what changes you would like to see. It's now time to grow your ideas into a full-blown community action plan.

Choose some actions

First, the really challenging bit – what actions will your group take, what will you do, to achieve each of the goals? The success of your community action plan hinges on getting this right.

If you think of your goal as the place you are aiming to reach, an action lays out how you plan to get there. Each action is a stepping stone towards achieving your goal.

Brainstorming

There will usually be a variety of different actions you could take to achieve a particular goal. Brainstorming with a wide range of people is a great way to make sure you don't miss any potentially genius solutions. Encourage everyone in the group to come up with as many ideas as they can, crazy or not. Once you have a good selection, choose some actions that make sense to everyone, taking into account:

- how the action fits with YCAP's strategies and approaches
- what skills are available in the group
- what resources you have available (or can get)
- what is most likely to work (for example, has this approach worked in another community?).

Narrowing your focus

You may find there is one obvious best solution to achieve your goal that is simple, quick and cheap: if so, brilliant! However, it is more likely you will want to choose a combination of approaches.

Find a happy balance. Be creative and think big! ... But equally, be practical and think realistically.

You are all busy people: try to limit your actions to the critical few that you all agree will make the most difference to youth crime in your community.

YCAP REPORT

The best practice guidelines (pages 17–33 in the *YCAP report*) set out a range of effective crime-prevention approaches.



Write up your actions

When you list your planned actions for each goal it may help to think about the following questions.

- **What** specific action are we taking?
- **How** will it be done? Step-by-step, what are all the things we need to do to complete the action?
- **Who** will take responsibility for making sure it gets done?
- **When** do we expect to complete it?

It can sometimes be tricky to distinguish between goals and actions, and to work out how best to write them up. However, if you get this bit right it will make things a lot easier when you come to monitor and assess your progress later.

Manage any risks

At this stage, it is important to think about any unintended consequences your community action plan may have, or any factors outside of your control that may stop it. You will need to identify some strategies to reduce or prevent any risks.

Write up your community action plan

You should now have all the information you need to fill out the community action plan template (in the worksheet section of this guide). You may choose to lay out your action plan differently, but it is important that you set out the key components on paper in some format. This will allow anyone in your community to see what has been planned, and who is responsible for doing what and by when.

At this point you might want to discuss questions such as:

- Who will sign up to the community action plan?
- Who will have copies?
- Will our community action plan be distributed widely in the community, and if so, how?

WORKSHEET

'How to set out goals & actions' (in the worksheet section of this guide) has some action examples.

WORKSHEET

'How to manage risks & dependencies' (in the worksheet section of this guide) explains a bit more about risk management and includes a template to help you with this process.



STEP 7

Put your plan into action

TE KŌHURE | MATURITY

Implementing, monitoring and evaluating

Putting together a collectively agreed community action plan is a major achievement and when you get this far you should be rightly proud of yourselves! But now you have to do the work you have planned. There are three essential components to this:

1. implementing – doing the work
2. monitoring – regularly checking the work is being done
3. evaluating – assessing whether the work has had a positive impact

Set some guidelines for your group

To make sure your group covers all three components, you need to get some guidelines in place early on for how your group will work. Decide how often to meet and how your meetings will run.

- Will you meet as a full group, or will you split into working groups?
- Who will organise the meetings?
- Who will run them?
- Who will write up the minutes?
- Who will make sure people do what they say they will?

FOR MORE HELP *You can also ask your local community advisor from the Department of Internal Affairs for help with setting up governance structures and running meetings. Contact us on YCAPideas@justice.govt.nz and we can put you in touch with them.*

Agree on some dates

As you start putting your plan into action, you will want to make sure everyone is doing what they said they would do. You will also want to make sure there is some progress towards your goals. There is no point continuing with a plan of action that isn't achieving anything. Your plan will need to be flexible to accommodate possible changes.

Agree with your group on dates for the following.

Review progress against each individual action.

Probably every 1 or 2 months

- Has there been progress on the action?
- Will deadlines be met?
- Do current actions need to be updated?

Review progress against each goal.

Probably every 6 months

- Has there been a (statistical) change in the baseline measurements you decided would be used to assess your progress? Do the numbers now tell a better story than they did when you drafted your community action plan?
- And/or: anecdotally, can you see any progress towards achieving the goal?
- If you can't see much, or any, progress towards achieving your goals, do you need to revise your planned actions?

YCAP TOOLKIT

The YCAP toolkit will include a short guide on running community groups effectively.

Review your community action plan as a whole.

Probably once a year

- Does the action plan still reflect the issues that are most important to your community? Have you had any community feedback on your progress? Do you need to do some more consultation?
- Do you have the resources to add more goals to the community action plan?
- Is your group functioning well? Do you need to revise how you work together?
- Do you have any problems (for example, low attendance at meetings) that YCAP national office staff could help with?
- Do you want to invite new people to be involved?
- Does your risk management plan need to be revised and updated?

SHARE YOUR PLAN

Please send us your community action plan and share it with other groups around the country. In that way we can learn from and build on each others' efforts – and keep improving YCAP.

YCAPideas@justice.govt.nz



Good luck

Developing a community action plan and putting it into action may not always be plain sailing and you may be frustrated at times. However, the rewards of partnering more closely with the community will be long-reaching and long-lasting.

Please share your ideas, frustrations and successes with YCAP national office staff and other communities around New Zealand by emailing YCAPideas@justice.govt.nz



Worksheets for creating your community's action plan

Community action plan **template**

How to work out goals [example](#)

How to set out goals and actions [example](#)

How to manage risks and dependencies [example](#)

Community action plan **checklist**

Your community: who to involve and why [worksheet](#)

Community action plan template

The following template shows the type of information your community action plan will ideally include.

Obviously, because every community is different, not every plan will look the same. Depending on your resources, you may find that your action plan begins as quite a simple document, but develops organically over time.

Remember:

- Your community action plan should align with the philosophy and strategies in the *YCAP report* (see 'Community action plan checklist' on page 34 for a summary).
- To see results, you need to plan specific, measurable actions and monitor progress to make sure what you are doing is working.
- Your action plan is a living document and should not just sit on a shelf collecting dust!

You can download the template as a Word document at justice.govt.nz/ycap



Community action plan template

The Youth Crime Action Plan (YCAP) is a 10-year plan to reduce crime by children and young people and help those who offend to turn their lives around.

Government agencies will work together more closely and partner with Māori, communities, parents, schools and others to tackle youth crime and the factors that lead to offending.

YCAP sets out to make a difference to the children and young people behind the statistics. It aims to stop

problems before they develop, deal with young offenders fairly but firmly when necessary and put systems in place to stop reoffending.

YCAP is centred around 3 strategies:

- Partnering with communities: government agencies engage with and support communities to prevent offending and reoffending.
- Reducing escalation: young people are dealt with at the lowest appropriate level of the youth justice system.
- Early and sustainable exits: young people who offend receive the best type of intervention at the right time.

7 steps for creating your community action plan

Kahikatea trees thrive in groups and are rarely seen growing by themselves: their shallow root base means the strength of the individual tree depends on the strength of the collective. The same is true in our own communities, where each young person's potential depends on the environment that nurtures them. Mahere tukanga hapori (community action plans) are about working with the community to harness this collective strength.

7 TE KŌHURE MATURITY

Put your plan into action

Start doing the actions on your plan - monitor what impact you're having and check if you're achieving your goals

6 TE WHAKATIPU GROWTH

Finalise your plan

Create a step-by-step plan to achieve your goals, and write it down

5 TE PIHINGA IDEAS EMERGE

Set goals

Set some goals and work out how you'll know that you're achieving them

4 WHĀNGAIA NGĀ KĀKANO NURTURE IDEAS

Involve the community

Involve the community and make sure you are on the right track

3 WHAKATŌNGIA NGĀ KĀKANO PLANT THE SEEDS

Clarify issues

Decide what issues your group will focus on

2 WHAKATIKAINA TE WHENUA PREPARE THE GROUND

Understand your community

Work with your team to build a picture of your community

1 KOHIKOHIA NGĀ TAPUTAPU GATHER YOUR TOOLS

Preparation

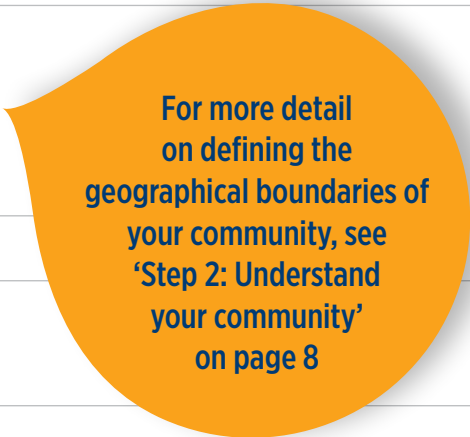
Before your first meeting, choose who will be part of the planning group and prepare some information about your community

This is the community action plan for:

Geographical reach

Our community action plan covers the geographical areas:

It doesn't cover:



Our team

Chair _____ Email _____

Secretary _____ Email _____

Iwi rep. _____ Email _____

Iwi rep. _____ Email _____

Other members

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

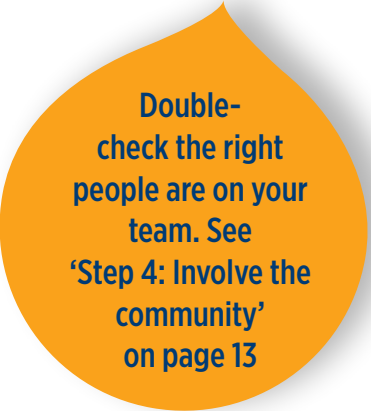
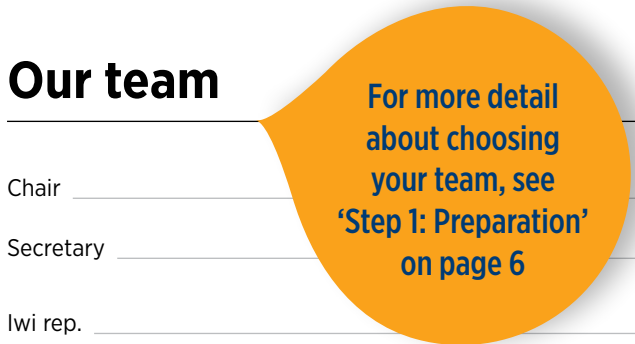
_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____

_____ Email _____



Our community's involvement

Suggestions on who to involve are set out in 'Your community: who to involve and why' on page 36

Who in our community has a stake in this action plan?

How have we involved them in developing it?

For ideas on how to involve your community, see 'Step 4: Involve the community' on page 12

How will the community help put this plan into action?

Key information about our community

An overview of youth justice and social sector statistics in our area.

For more detail about gathering key information about your community, see 'Step 1: Preparation' on page 7

Current local services and programmes.

For more information on understanding your community, see 'Step 2: Understand your community' on page 8

Good things about the way the youth justice sector operates in our area.

Things that could be improved about the way the youth justice sector operates in our area.

To help identify the strengths & weaknesses of your community, use the SWOT analysis technique on page 9

For examples of issues & goals, see 'How to set out goals' on page 28

Issues and goals

The specific **issues** for our community this plan will address are:



Therefore the specific **goals** this plan needs to achieve are:

1. Issue _____

Goal _____

2. Issue _____

Goal _____

3. Issue _____

Goal _____

For help prioritising issues, see 'Step 3: Clarify issues' on page 10

For advice on how to set goals, see 'Step 5: Set goals' on page 14

To make sure your chosen issues fit with the YCAP strategies, run through the 'Community action plan checklist' on page 34

Risk analysis

Any **risks** that may prevent us from achieving the plan's goals:



What we will do to **avoid** these risks

Risk _____

Mitigation _____

Risk _____

Mitigation _____

Risk _____

Mitigation _____

For examples of risks and mitigation, see 'How to manage risks & dependencies' on page 31

Actions

For an example of how this section could look, see 'How to set out goals & actions' on page 30

**Repeat this section for each issue and goal*

Issue _____ Goal _____

How we'll measure progress towards this goal. The statistical (or other method) we'll use.

For information on measuring your goals, see 'Step 5: Set goals' on page 15

Team members responsible for the work.

How we will engage with the wider community to achieve this goal.

For ideas on how to involve your community, see 'Step 4: Involve the community' on page 12

For more information on how to choose your actions, see 'Step 6: Finalise your plan' on page 16

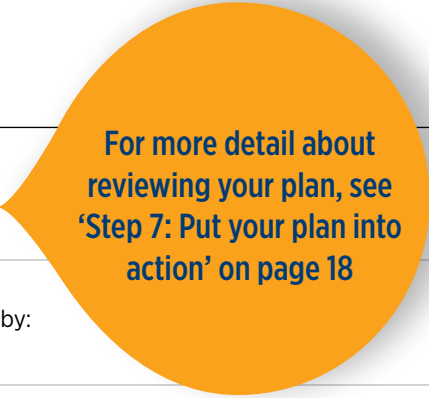
PLANNED ACTIONS TO ACHIEVE THIS GOAL

What we'll do.	How we'll do it.	Who will do it.	When it will be done by.
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Review notes

Date for reviewing this action plan:

Copies of this action plan will be held by:



Sign-off

Action plan signed by _____

Signature

Date

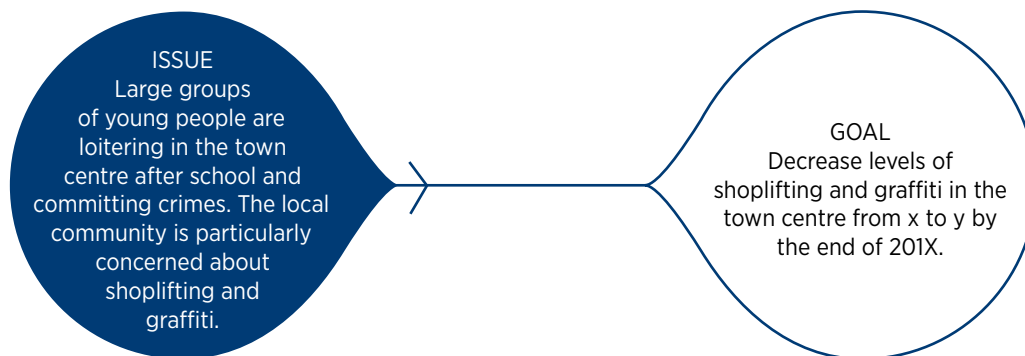
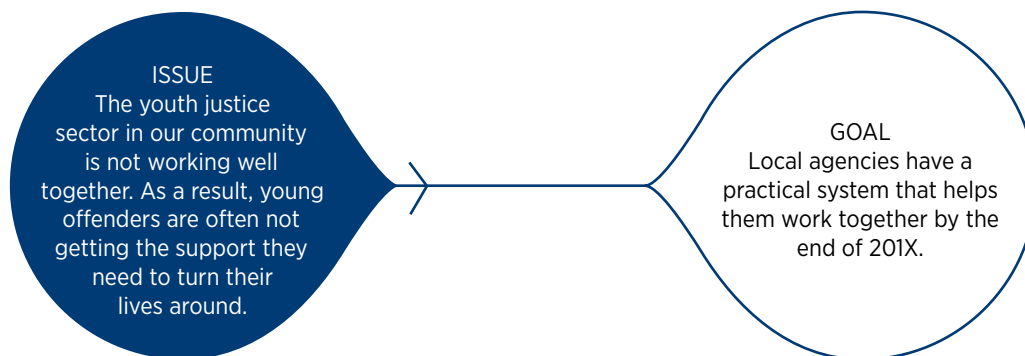
How to set out goals

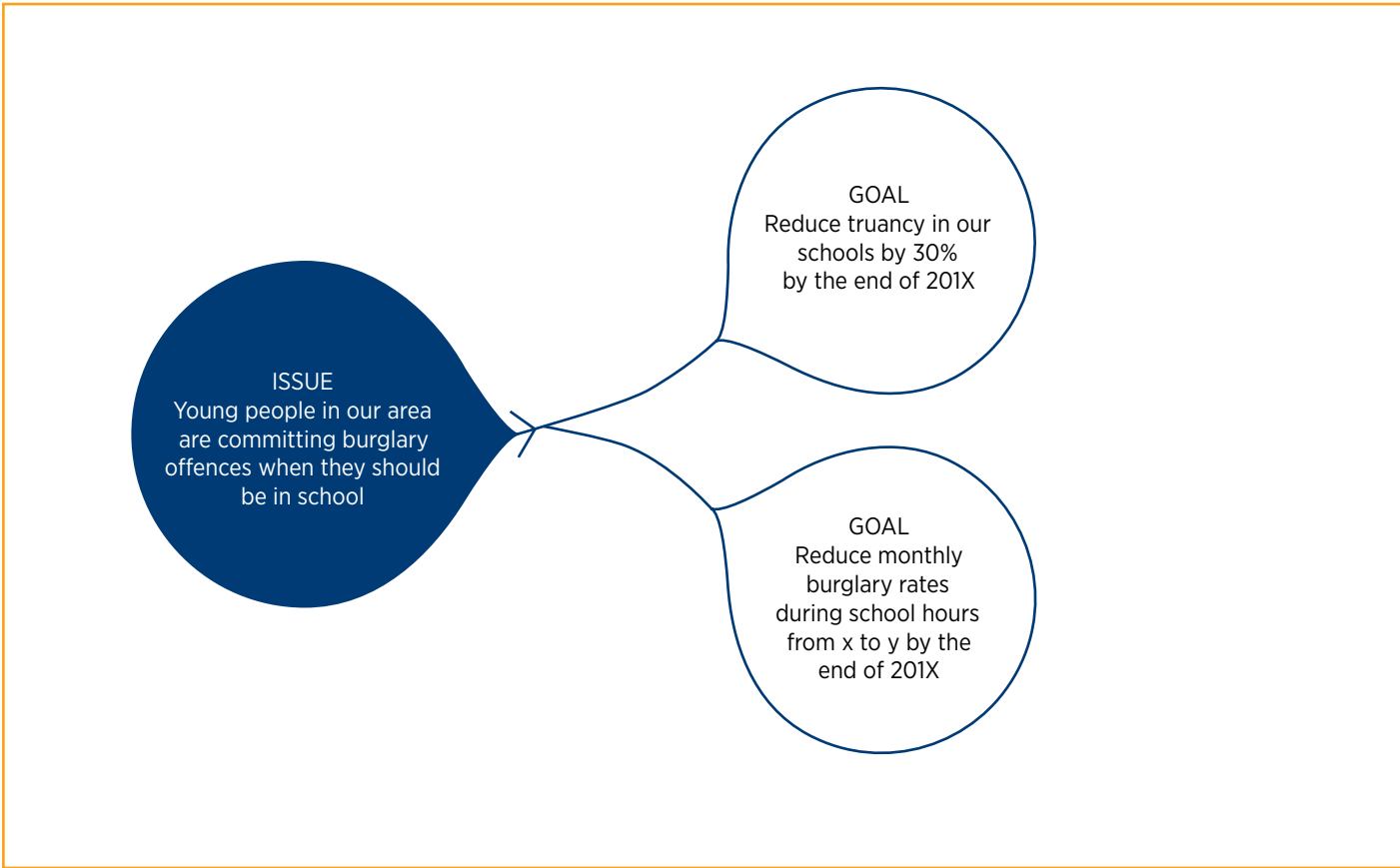
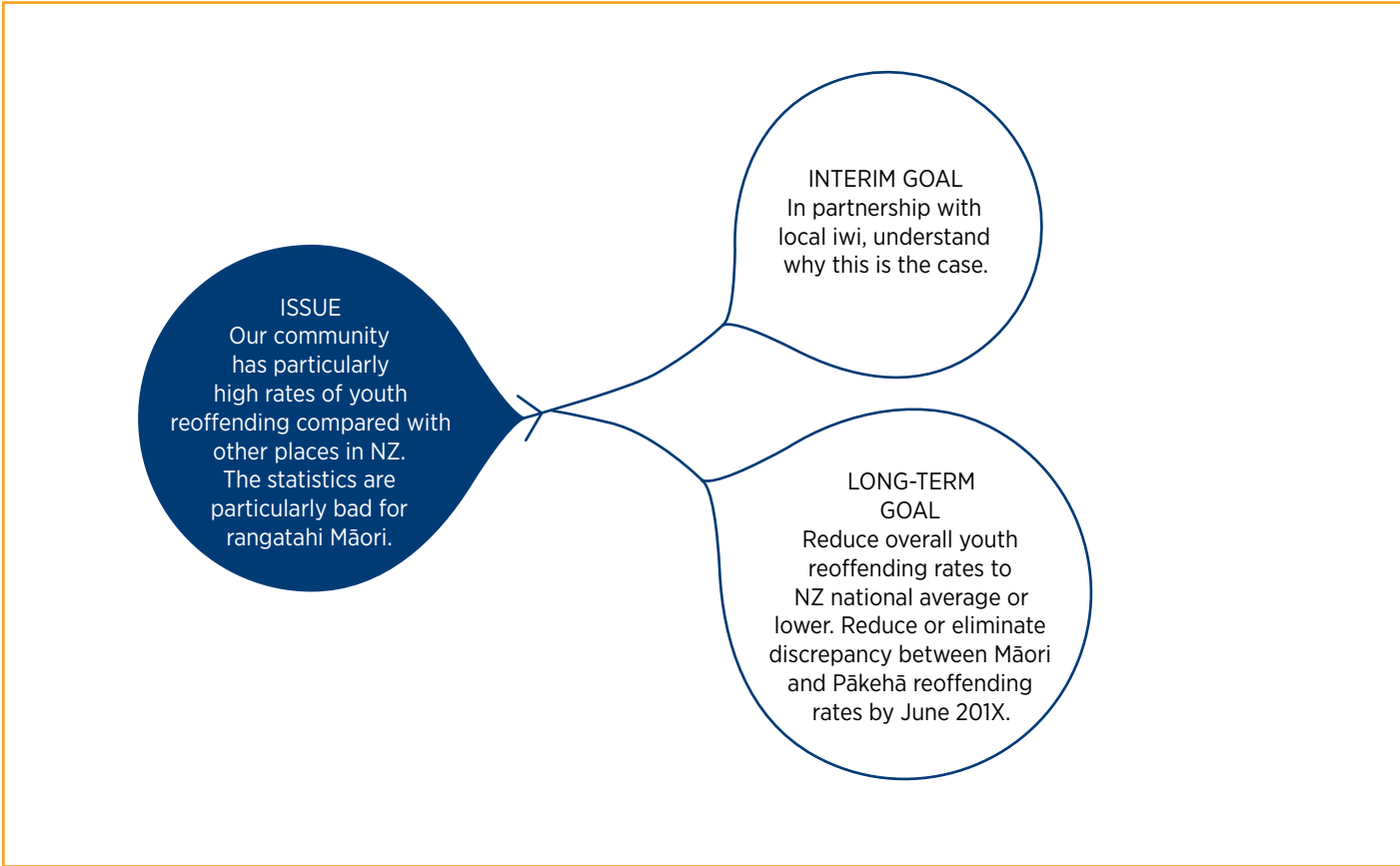
These are examples of **SMART** goals (see page 14).

To make sure your community action plan is clear, your goals should be:

- **S** specific – they target a specific area for improvement
- **M** measurable – they are quantifiable, or at least suggest an indicator of progress
- **A** attainable – don't choose an impossible goal!
- **R** realistic – they state what results can realistically be achieved, given available resources
- **T** time-bound – they specify when you expect to see the result(s).

Your list will obviously look different depending on your community priorities.





How to set out goals & actions

This is an example of how you might write up an issue, goal and related actions in your community action plan. In real life you would probably only choose one or two actions and then test if they work before deciding what to do next.

Actions

Issue Young people in our area are committing burglaries **Goal** Reduce high school truancy by 30% by the end of 2017 during school hours

How we'll measure progress towards this goal. The statistical (or other method) we'll use.

1. Incidences of truancy (as reported by high schools) reduce from 200 per month to 140 per month.
2. A consistent drop in youth committing crimes during school hours, with current incidents averaging 17 per week.

Team members responsible for the work.

Helen (MoE), Greg (police), Bernice (principal of local high school), Rane (chair of the school board), Merri (local iwi representative), Gary (local councillor), Dale (Attendance Service representative), Anita (chair of local business association)

How we will engage with the wider community to achieve this goal.

We will meet individually with local businesses, local council representatives and school principals.
We will hold focus groups with principals, school guidance counsellors and youth representatives.
We will hold a public information session on restorative justice in schools.

PLANNED ACTIONS TO ACHIEVE THIS GOAL

What we'll do	How we'll do it	Who will do it	When it will be done by
Introduce a Rock On programme.	<ul style="list-style-type: none"> • Investigate cost and potential sources of funding. • Put together a proposal. • Seek funding. • Implement the programme if adequate support can be obtained 	Truancy sub group, with police coordinating	Report on costs and funding to be ready by April for further discussion
Begin work towards implementing a restorative justice model at local high schools.	<ul style="list-style-type: none"> • Hold a public information session. • Meet separately with each school principal. • Reconvene to plan any further action needed. 	Truancy sub group, with MoE coordinating	By July
Do an audit of local educational and employment options for children leaving school and identify any room for improvement.	<ul style="list-style-type: none"> • Gather information from local businesses, chamber of commerce, local council and Ministry of Education. • Hold focus groups with principals, school guidance councillors and youth reps to discuss any needs not being met. 	Truancy sub group, with MoE and Anita coordinating	By August
Get local businesses to agree not to serve children during school hours unless they have a pass card.	<ul style="list-style-type: none"> • Meet with key local business owners to build support for the idea • Distribute leaflets to local businesses. • Follow-up with a visit or phone call and ask shop owners to sign an agreement. 	Truancy sub group, with Anita coordinating	By June

How to manage risks & dependencies

Risks

It is important to manage unintended consequences or extraordinary events (factors outside your control) and things that may stop you achieving the goals and activities in your community action plan.

The following pages include a list of risks you might face in your action planning, along with some ways you could manage these risks. These are only examples – the risks you face in your particular community may be quite different.

Remember to make sure that someone is responsible for ensuring mitigation strategies are undertaken and that someone has overall responsibility for ensuring the risk management plan is continually updated and reviewed.

Dependencies

Parts of your plan may depend on the actions of people not in your group, or on specific events happening elsewhere that are outside your control. It is a good idea to identify, record and monitor these dependencies. Make sure any person or organisation that you are relying on knows that you are relying on them, and keeps you informed of progress so that you can revise your community action plan if necessary.

YCAP national office staff may be able to help you monitor some dependencies (such as the development of new legislation) by getting you progress reports from government agencies.

Examples of risks

Operational risk

RISKS	MITIGATION
Unrealistic timeframes to do the action plan	Make sure actions in the plan are SMART (see page 14) and continually review them
No dedicated personnel to monitor the action plan	Ask government agency representatives to take turns
Lack of baseline information to show any change or progress (see page 15)	Contact YCAPideas@justice.govt.nz for help getting data
Key people in the community don't get involved	Invite key people individually to early planning meetings. Make sure someone is responsible for following up if people do not turn up Think of ways to bring key people together and send out regular newsletters to keep them informed
Fundamental conflict within the action planning group	Develop a system for resolving conflict
Actions aren't in line with best practice	Check action are in line with best practice (see <i>YCAP report</i> pages 18–33)
Actions can't effectively achieve the goals	Run some actions as pilots and make sure they are evaluated
Individuals (or organisations) don't do their assigned tasks	Make sure someone is responsible for chasing up unmet tasks

Cultural risks

RISKS	MITIGATION
Iwi don't get involved, which may affect how much difference you can make for rangatahi Māori	Make sure everyone understands relevant Māori culture and protocol Involve local iwi and Māori organisations early on with face-to-face visits Talk regularly with local iwi and Māori organisations to find out how it's going Ask a local kaumātua or kuia to help when you start planning
Lack of understanding of cultural protocols in the community leads to minority ethnic groups not being involved	Make sure all minority groups feel included – talk with them early in the planning process and check in with them regularly Research relevant cultural protocols and make sure these are part of planning meetings

Legal risk

RISKS	MITIGATION
Proposed actions break New Zealand law	If you're hiring people to run activities, make sure they're accredited and have a good work record

Financial risk

RISKS	MITIGATION
Inadequate resources to achieve part of your plan	Prioritise funding applications and opportunities in the plan Include people in the planning group who have a say in funding decisions
Insufficient resources to adequately involve the community and agencies in planning process	Get support from local government and Department of Internal Affairs community advisors Consider different or better ways of working, such as using electronic or online tools Take advantage of any existing meetings between key community groups or individuals
Lack of ability to influence key decision makers and funders to make sure the plan can be carried out	Find ways to present the plan to interagency manager groups in your area Produce regular newsletters to keep all key people informed of progress and achievements

Reputational risk

RISKS	MITIGATION
Groups or people may try to sabotage activities	Think about how people might react Advertise the planning meeting Contact people who may cause problems and get them involved in the early stages of planning Work out how you can use the media to reach these people
Negative or no media coverage	Work out how you'll deal with the media, such as what you will say, what you won't say and who will do the talking Think about how you can get the media involved
The people in your planning group don't have all the skills you need	Involve people outside of your planning group

Technological risk

RISKS	MITIGATION
Methods for reaching young people are not relevant to them and don't get them involved	Include young people in the planning process from the start so they can have a say on what's relevant and appropriate for them
Personal information is mishandled	Be aware of the Privacy Act 1993

Environmental risk

RISKS	MITIGATION
Lack of transport means some young people can't use our services	Make sure the actions in the plan are SMART (see page 14)

Community action plan checklist

YCAP has a distinctive philosophy and sets clear goals. Your community action plan should:

- focus on reducing youth crime and, in particular, try to address the overrepresentation of rangatahi Māori at all levels of the youth justice system
- propose solutions that are consistent with the approach outlined in the *YCAP report*, in particular the 3 key strategies:
 1. **Partnering with communities** seeks to improve the way government agencies engage with and support communities to prevent offending and reoffending
 2. **Reducing escalation** aims to ensure young people are dealt with at the lowest appropriate level of the youth justice system
 3. **Early and sustainable exits** seeks to provide young people who offend with the best type of intervention at the right time
- be created together with a range of relevant people and organisations in your community, including iwi and hapū
- be based on evidence about local youth justice issues (both statistical and anecdotal).

You can use the following checklist during your planning sessions to double-check that your plans are consistent with the approach outlined in the *YCAP report*. You don't have to tick all of these boxes in one plan, but the checklist should give you a feel for the kind of questions to ask yourselves.

- Are our actions and goals compatible with the YCAP objectives of achieving sustainable exits from the youth justice system and reducing a young person's escalation through that system?
- Will our action plan encourage and support families, whānau and communities to build strong foundations for vulnerable children and at-risk young people?
- Will our community action plan provide culturally appropriate programmes and services that are responsive to rangatahi Māori, and allow young people to realise their potential?
- Will our programmes and activities align with best practice and research on what works, or will they add to our knowledge of effective practice?
- Will our action plan help government agencies work with the community to make sure all children and young people regularly go to early childhood education services and school, and that these positively engage Māori children and young people to achieve educational success?
- Is our work based on a youth development approach, so people working with children and young people encourage them to develop a sense of who they are, resilience and self-management, and build positive relationships?
- Can we identify vulnerable and at-risk children and young people at an early stage?
- Will our action plan enable whānau, families and agencies to identify each offender's needs, risks and strengths, and create plans that respond to them?
- In a practical sense, can our action plan describe how the right services will be provided and funded at the right time? How can we use the energy and resources of service providers in the community to do this?
- Are we taking steps to make sure our action plan is supported by the diverse communities within our area?
- Are there any particular hard-to-reach parts of the local community that will need more intensive engagement? Are there any local groups we need to build a relationship of trust with before we can engage with them on youth crime?
- Have we taken into account the views of victims, or the impact of any actions on victims?

Your community: who to involve and why

This is a list of who you might want to include in your planning, and what contributions they can make to your group.

Depending on the size of your community, you may not have all of the following people involved – each community is different, and this list is intended as a suggestion only. If we have left some people off the list, please let us know so that we can update it.

You can also find links to agencies and community organisations working with youth at justice.govt.nz/ycap

Police

police.govt.nz

- Youth aid officer
- Youth aid or station sergeant

Local police can provide:

- direct experience of youth crime and the youth justice system
- statistics and offending data
- links to the community (Safer Community Councils, iwi liaison)
- an overview of what drives crime in your community
- an understanding of the Police's priorities and activities in your area.

Police will know about:

- up-to-date local offending trends
- local crime hotspots.

Our Police contacts

Child, Youth and Family (CYF)

cyf.govt.nz

- Youth justice supervisor
- Youth justice practice leader
- Care and protection manager

CYF has two arms: Care and Protection, and Youth Justice. Both should be involved in your YCAP group.

Local CYF staff can provide:

- direct experience of youth crime and the youth justice system
- direct experience of local care and protection issues that drive local youth offending
- guidance on CYF priorities and activities in your area
- insight into current issues and concerns from a CYF perspective.

CYF staff will know about:

- local youth offenders
- up-to-date local youth justice data
- best practice in youth justice
- how to obtain CYF funding for projects or programmes
- which organisations currently receive CYF funding.

Our CYF contacts

Health

- health.govt.nz
- werrycentre.org.nz
The Werry Centre for Child and Adolescent Mental Health
- **Child and Adolescent Mental Health Service**
- **Youth Forensic Services and/or Alcohol and Other Drug clinician**
- **District Health Board manager**
- **Primary health representative**
- **Public health nurse**

Your local health professionals can:

- be an advocate for YCAP within their organisation or District Health Board (DHB)
- share information and knowledge about health issues that drive youth offending (mental health, illness and treatment)
- help come up with solutions that may involve interagency cooperation
- advise on key strategic issues for service providers, locally and nationally
- enable early and best practice intervention for young people and their whānau.

They will know about:

- local available services (such as mental health screening at court, Alcohol and Other Drug treatment and rehabilitation services, therapy options)
- the referral and triage process
- entry criteria and wait times
- local Youth One Stop Shops
- housing issues.

DHB staff can often provide good links with local councils.

Local youth issues can have a big impact on your local DHB – who fills the emergency departments on Friday and Saturday nights? Emergency department staff can offer insight – what are they concerned about?

Our health contacts

Te Puni Kōkiri

tpk.govt.nz

TPK staff can provide:

- political, historical and social context for issues affecting rangatahi Māori
- statistics and information regarding or affecting Māori or local iwi
- help identifying and making contact with iwi and Māori organisations
- information on programmes and services provided for and by Māori (for example, Whānau Ora and Turning of the Tide).

Our TPK contacts

Ministry of Youth Development

myd.govt.nz

The Ministry of Youth Development develops and promotes young people aged between 12 and 24 years using their knowledge, skills and experience to participate confidently in their communities.

The ministry can:

- provide youth engagement, development and policy advice on matters affecting young people in a community
- suggest young people who could contribute to or be consulted on local action plans
- advise on how to consult young people and upskill people who wish to engage better with young people.

Our Ministry of Youth Development contacts

Iwi, hapū and whānau

tkm.govt.nz

Te Kāhui Māngai – Directory of Iwi and Māori Organisations

Useful relationships have been established between iwi, local and central government through Treaty settlement protocols and relationship accords.

Contact us on YCAPideas@justice.govt.nz if you would like to know if there are established relationships in your community.

Iwi, hapū and whānau can:

- provide knowledge of local iwi histories
- help your group understand issues facing the Māori community, and what drives crime for local rangatahi Māori offenders
- develop, or help develop, programmes and services responsive to the needs of local rangatahi Māori
- help develop the community's understanding of tikanga and te reo Māori.

Our iwi, hapū and whānau contacts

Education

minedu.govt.nz

- **Manager and practitioner from Group Special Education (GSE)**
- **Manager and practitioner from Education Curriculum and Performance Team (ECP)**
- **Attendance Service providers**
- **Alternative education providers**

Local Ministry of Education staff can provide:

- liaison between your group and schools, the principals' association, Attendance Service providers and boards of trustees
- information about the concerns and issues facing local schools
- up-to-date information about referrals to the Attendance Service
- non-enrolment data
- information about education officers in the youth courts.

They know about:

- best practice for improving educational outcomes for children and young people
- the Positive Behaviour for Learning (PB4L) programme and which schools are participating in restorative practice processes
- the number of stand-downs, suspensions and exclusions in local schools
- local educational programmes, including for Māori and Pacific peoples.

In addition, each region has an Attendance Service provider, contracted by the Ministry to help schools manage persistent unjustified absence. Attendance Service providers also support schools by receiving and following up on non-enrolment notification referrals.

Ask your local Ministry of Education office for the contact details of the Attendance Service provider in your area.

Our education contacts

School representatives

- Principals
- Parents
- School counsellors

There is value in involving representatives of your school community, in addition to your local Ministry of Education staff. They can offer:

- information about the concerns and issues facing local schools
- truancy and attendance rates
- a personal perspective on issues facing young people and their whānau.

Our school contacts

Young people

- Youth council member
- Member of Social Sector Trial youth advisory group

Local young people can provide a reality check on your action planning. They can offer:

- a youth perspective on issues (on-the-ground intel)
- fresh ideas for solutions
- insight into what might work and what definitely won't work
- feedback on draft plans.

Our youth contacts

Non-government organisations (NGOs) and community service providers

charities.govt.nz
arataiohi.org.nz

There are likely to be a variety of NGOs and service providers working in youth justice in your community. They can offer:

- a different perspective on the youth justice system
- insight into what drives crime in your community
- community contacts
- flexible and responsive service and programme delivery
- ideas, time and energy
- ideas on funding options.

Our NGO and community service provider contacts

Local council representatives

localcouncils.govt.nz

- **Community development teams**
- **Youth development officers**
- **Community boards**
- **Settlement support officers**

Local government has a growing interest in and responsibility for crime prevention. Most local councils have their own youth crime prevention initiatives and they may have youth councils or youth representatives.

Local government can offer expertise in:

- local statistics and surveys, including perceptions of safety and community needs
- truancy issues
- local crime issues, including graffiti
- environmental factors that influence crime
- the design of spaces for young people, including playgrounds, facilities, green spaces and after-school programmes
- liquor licensing
- gambling
- local deprivation and housing issues
- local programme and service directories.

They can also provide:

- links with strategic governance bodies that may include senior government officials
- links with local NGOs
- links with local business
- links with youth centres and programmes
- public visibility and mana for your plan
- programme funding or advocacy (particularly in urban areas)
- 'Quality of Life' survey results for Wellington, Christchurch, Auckland, Hutt Valley, Porirua and Dunedin (topics include crime and safety, health and wellbeing, community, culture and social networks, built environment, public transport and lifestyle, work and study)
- advice and support with community planning.

Our council contacts

Youth Court/Te Kooti Rangatahi representatives

Especially Youth Court lay advocates

Youth Court representatives can provide:

- direct knowledge of the youth justice system, including an insight into what drives crime in your community
- knowledge of how the various agencies and youth justice organisations work, and how they link together
- statistics on family group conferences, court hearings and outcomes.

Our Youth Court contacts

Housing New Zealand

Local operations manager

Housing New Zealand staff can provide:

- knowledge of local communities, including housing and poverty issues
- insight into what drives crime in your community.

Our Housing New Zealand contacts

Department of Internal Affairs (DIA)

- **Community advisors**
- **Ethnic affairs advisors**

DIA has community advisors in 16 locations from Kaitaia to Invercargill. They provide advice, information and support to community organisations, hapū and iwi, with activities such as planning, governance management, brokering relationships, facilitation and training, and fundraising.

They can help:

- identify who in the community could potentially be involved in developing a YCAP action plan
- support the facilitation of meetings with wider members of the community, to identify local youth crime problems and discuss possible YCAP goals
- provide information on youth programmes that have been successful
- access funding opportunities through Fundview (Funding Information Service website).

Our DIA contacts

Ministry of Pacific Island Affairs

Community advisors

Ministry of Pacific Island Affairs staff may be able to help your group access Pacific community groups in the Auckland, Christchurch and Wellington regions and can provide cultural expertise, advice or statistics on Pacific nations.

Our Ministry of Pacific Island Affairs contacts

Local business representatives

Local businesses support their communities and offer young people employment opportunities. They are also often the victims of youth crime.

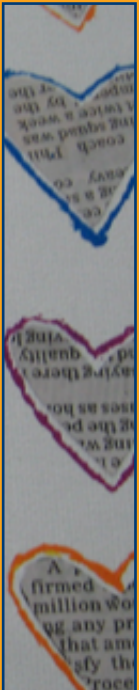
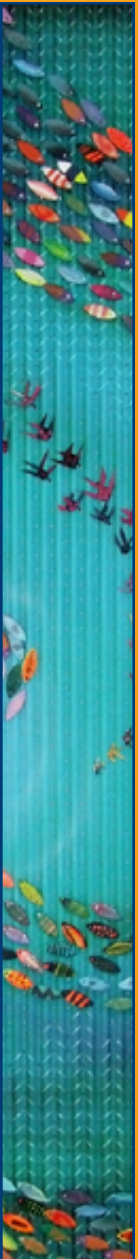
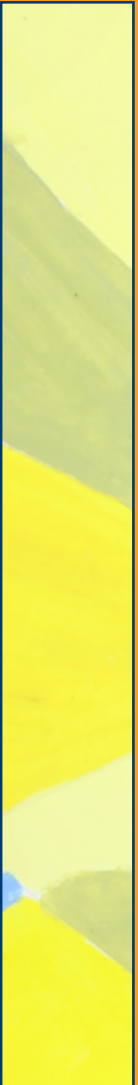
Local business can advise on:

- issues that concern retail, business and industrial areas, such as safety, graffiti, truancy and shoplifting
- opportunities for employment (and the skills needed for that)
- funding or sponsorship opportunities for YCAP projects.

Our local business contacts

Glossary

DHB	District Health Board
FGC	family group conference
KPI	key performance indicator
NGO	non-government organisation
SMART	specific, measurable, attainable, realistic, time-bound
SWOT	strengths, weaknesses, opportunities and threats (analysis)
YCAP	Youth Crime Action Plan
YOT	Youth Offending Team





For more
information, go to
justice.govt.nz/ycap

YCAPideas@justice.govt.nz

Produced by the Ministry of Justice

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ISBN 978-0-478-32433-4 (print)

ISBN 978-0-478-32424-1 (online)

New Zealand Government

MOJ0088.7-AUG14

