



Safer Goldfields Regional Action Plan

GVROC Consultancy

Statement of Requirements

March 2023

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About Us

The Goldfields Voluntary Regional Organisation of Councils (GVROC) was formed in 2007, with the overarching principle to develop a strategic alliance of Local Government Authorities (LGAs) in the Goldfields, who contribute and work together to ensure development and retention of infrastructure and community services and undertake joint economic development initiatives, through grant funding with the State and Federal governments plus the private sector, to enhance the region.

It consists of the:

- Shire of Coolgardie
- Shire of Dundas
- Shire of Esperance
- City of Kalgoorlie-Boulder
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ngaanyatjarraku
- Shire of Wiluna



The GVROC also look to enhance service delivery and infrastructure for its collective and individual communities and to achieve a sustainable, cost-effective model for sharing of resources.

Further information on the activities of the GVROC are available on the website www.gvroc.com.

Statement of requirements

The GVROC is seeking consultancy services to develop a Safer Goldfields Regional Action Plan that its member LGAs can utilise to enable the delivery of coordinated regional community-based action targeting ‘community safety and crime prevention’ in the region and to advocate to State and Federal Government for assistance towards implementing these actions.

Further details of the needs and requirements are outlined in the background section on the next page.

Specification

Specifications	Details
Maximum contract value (exclusive of GST, but inclusive of all expenses and all contract extensions)	Up to \$40,000
Proposed contract commencement date	17 April 2023
Proposed contract expiry date	7 July 2023
Contract period	12 Weeks

Background

The Goldfields Esperance region, particularly in the Northern Goldfields towns, is currently experiencing an increase in anti-social behaviour, street drinking and crime resultant from these issues. The region is not alone in this situation, with recent media highlighting the similar issues being faced in places like Alice Springs, Carnarvon and across the towns in the Kimberley's. The GVROC has identified a need for governmental response across all levels to address increasing issues of community safety throughout the Goldfields region.

As a result of this, the GVROC has discussed this issue and agreed that developing a strategy/action plan around how we can address this issue at a regional level and also how as LGAs they can proactively engage with State/Federal Governments on delivery of regional solutions.

While recent efforts by GVROC to resolve these issues have not achieved the desired result, precedence has been established in other locations around the State and Australia demonstrating that attraction of a whole of government response to address community safety concerns is achievable.

The success in the Kimberley region can be attributed to their structured approach. The Kimberley Juvenile Justice Strategy (see **Attachment 1**) was developed to facilitate collaboration, document method and deliver outcomes. The Strategy demonstrated how government investment in regional response would not only build local capacity to increase outcomes, but also alleviate pressure on the government to develop and deliver outcomes.

The GVROC is an active facilitator of collaboration at the regional level and is strategically positioned to support coordinated regional effort. Development of a regional instrument to guide partnerships, document method and encourage the delivery of outcomes will strengthen opportunity to leverage government response and shift the fundamental power from government to the region to choose how that response should be presented.

One of the GVROC's LGA members, the Shire of Leonora, has recently piloted the #SaferLeonora Plan (see **Attachment 2**) in partnership with WA Police Force and key stakeholders within their community. The Plan offers a five-year strategic outlook for Leonora, mapping issues of primary concern to the community and documenting strategies and partnerships to alleviate identified community safety issues. The Plan is an example of a simple instrument that is successfully attracting support and driving community-based action.

Similarly, the Shire of Carnarvon (SoC) in 2022 developed a Family and Community Intervention Plan (see **Attachment 3**) due to the rapid rise in youth crime, violence and antisocial behaviour in around the town. The SoC engaged with stakeholders from the local community as well as State Government Agencies to develop and implement place-based solutions where possible. The discussions and outcomes from this engagement has informed the development plan, which incorporates and integrates an Intensive Family Intervention Task Force, and an Intensive Family Intervention Support Program.

Development of Safer Goldfields Regional Action Plan

The Safer Goldfields Regional Action Plan (SGRAP) would be a five-year strategic plan, developed using the simple design of the #SaferLeonora Plan as a guiding document. It will draw together information from existing contextual planning documents, mapping prospective partners, networks and available resources, and will coordinate a holistic regional level approach to community safety.

The Plan would be developed using the integrated planning process. Background information and supportive evidence can be drawn together from existing contextual planning documents and consultations that have recently been conducted in the Goldfields region.

This will include bi-annual community perception surveys, existing plans and reports from both a local and regional level. While there appears to be enough documented consultation work completed to develop an informed decision on priority areas, the GVROC would also like to conduct a dedicated regional consultation as part of this work via an online survey. An outline of this has been developed and can be provided to the successful consultant for the purposes of this work.

A brief GVROC review of existing consultations indicates that priority areas may be very similar to those identified in the #SaferLeonora Plan and the SoC Family and Community Intervention Plan. Deliverables targeting priority areas will differ as a Safer Goldfields Action Plan would identify higher level actions deliverable at a regional level, rather than a town based, individual LGA plan.

The priority areas identified in the #SaferLeonora Plan were:

- Creating Safer Places and Spaces
- Supporting Families, Children and Youth
- Reducing the Impact of Alcohol and Other Drugs
- Community Action, Connection and Involvement

The priority areas identified in the SoC Family and Community Intervention Plan were:

- At-risk Youth
- Families in Crisis
- Community Safety and Wellbeing.

As part of this work there is also a requirement to map prospective partners, networks and available resources for inclusion in a SGRAP. A recent asset mapping initiative was undertaken in the Northern Goldfields as part of the Summer Response Strategy, and this can be provided as an example to the successful consultant. That mapping document identified key communities, highlighting people and social network assets, program assets, institutional assets, cultural assets, physical assets and economic assets.

Once developed, the SGRAP should provide the GVROC the direction to advocate to both State and Federal Government to implement action on these issues.

Scope of services/project

The GVROC is seeking professional consultancy services to:

- deliver a high-level enabling Action Plan that can progress coordinated locally delivered community-based actions targeting 'community safety and crime prevention' across the nine Goldfields Esperance LGAs contained within the GVROC.
- Provide details around existing regional services or organisations available to address community safety and crime prevention and outline of strategic alignment of their activities for the region (This could include information on current delivery models and an options analysis for stretching those services further. Also, identification of opportunities not currently available within the region that target the focus areas with clear actions on accessing them).
- Provide a framework for the delivery of the action plan, highlighting responsibilities of nominated parties / government / organisations.

The scope of works requires:

1. Initial briefing with the GVROC to discuss approach and requirements of the consultancy work and overall outputs, as described above.
2. An agreed level of project update briefings to discuss the progress of the work.
3. Stakeholder engagement
 - Identify key stakeholders
 - Conduct a stakeholder information capture
 - Develop Terms of Reference for a Safer Goldfields Regional Community Committee
 - Engage with stakeholders to establish key community safety and crime prevention focus areas
 - GVROC Report – Development of Safer Goldfields Regional Community Committee including an options analysis on:
 - a. No committee
 - b. Official sub-committee of the GVROC
 - c. Regional Community committee
 - d. Other
4. Gathering background information and supportive evidence to support the SGRAP
 - Develop a list of informing documents and identify within each alignment to the Safer Goldfields Regional Action Plan
 - Conduct a data analysis
 - Develop survey questions relevant to the Goldfields Region
 - Facilitate the development of an online survey
 - Develop marketing material to be used on social media and emailed to stakeholders to communicate community consultation opportunities
 - Conduct the online survey and enlist the stakeholders to actively encourage community participation
 - Facilitate creative consultation workshops with young people (one school based and one community based) within the region
 - Collate data, identify safety and crime prevention priorities and develop a community perception report
5. Safer Goldfields Regional Action Plan
 - Work with stakeholders to expand priorities with objectives, strategies, simple and achievable actions, and to identify who is responsible to achieve each.
 - Develop Safer Goldfields Regional Action Plan.
 - GVROC Report – GVROC endorsement and adoption of Safer Goldfields Regional Action Plan
6. Post Plan Adoption
 - Support the GVROC and the Safer Goldfields Regional Community Committee to understand their role and participate in initial plan implementation and delivery.

Project milestones

The following project milestones have been outlined for project delivery:

1. Initial briefing 17 April 2023
2. Project Updates To be agreed at the initial briefing
3. Draft Report 23 June 2023
4. Final Report 7 July 2023

Mid milestone updates or project discussion may form part of the response to quotation.

Contract management requirements

The successful respondent will report to the GVROC Executive Officer:

Andrew Mann

P: 0403 447 303

E: mannadvisory@bigpond.com

Please respond to the following questions demonstrating your organisation's capacity to undertake the works:

Qualitative requirements

The respondent must provide information and evidence of their:

- Understanding and knowledge of the requirements outlined in the 'statement of requirements', 'specification' and 'background and current situation' sections, and
- Proposed methodology and approach to meet the 'specification' and 'scope of services/project'.

Organisational capacity

Demonstrate your organisational capacity to perform the contract by:

- Identifying the personnel who will be undertaking the contracted work, together with a brief description of their qualifications and industry experience.
- Show extent of existing working relationships and understanding of the current anti-social and crime issues occurring within the Goldfields Esperance region.
- Detailing the availability of personnel to undertake the works in the prescribed contract period.

Pricing

Please provide information on how services and the overall project will be priced (e.g. fixed price for the completed project or an hourly rate for a set/indicative number of hours or hourly rates for a number of consultants for a number hours or cost per course/participant etc).

The quotation for this scope of works must not exceed \$40,000 inclusive of all expenses but exclusive of GST.

Travel to the region may be required but it is expected that the consultants could also undertake the majority of interviews/meetings via use of video conferencing to minimise travel costs. Any proposed travel costs need to be included within the existing budget of \$40,000 exclusive of GST.

Payment schedule

The payment schedule (and project milestones) will be negotiated with the successful contractor.

Payment Details

On receipt of a satisfactory service and in accordance with the payment schedule, an invoice shall be forwarded to the GVROC Executive Officer, Andrew Mann at mannadvisory@bigpond.com for payment.

Request for Quote - Due Date

The Request for Quote is due **no later than midday on 11 April 2023**.

Contact Us:

If you wish to discuss this Statement of Requirements further, please contact:

Andrew Mann – GVROC Executive Officer

E: mannadvisory@bigpond.com

M: 0403 447 303

A: 459 Albany Highway, Victoria Park, WA, 6100



Government of Western Australia
Department of Justice

ATTACHMENT 1

Kimberley Juvenile Justice Strategy

Community Report Version 3.0

January 2021



About the Kimberley Juvenile Justice Strategy (KJJS)

The Kimberley Juvenile Justice Strategy (KJJS) is an inter-agency government initiative led by the Department of Justice to address the disproportionate number of young people from the Kimberley coming into contact with the justice system.

In September 2018, WA Premier the Hon. Mark McGowan MLA met with Ministers and agency heads from Communities, Education, Health, Justice and Police portfolios to discuss the development of a governmental response in the form of the KJJS. The Department of Justice (DoJ) was tasked with leading an inter-agency working group to respond to five ministerial recommendations that informed the initial KJJS development:

- More remand and sentencing options.
- Improved collaboration between government agencies and non-government agencies.
- Preventive programs to keep youth out of the justice system.
- Education - more training opportunities and access to school psychologists.
- Recognising Fetal Alcohol Spectrum Disorder (FASD).

About the Kimberley Juvenile Justice Strategy (KJJS)

- Following the development of the government's initial KJJS document, input from community was sought to assist with further co-design, development and implementation of the KJJS. An important first step was the engagement of the services of the Kimberley Aboriginal Law and Cultural Centre (KALACC) to undertake a consultation process across the Kimberley.
- In 2019, KALACC engaged with a total of 68 Aboriginal organisations (ACCOs), 18 non-government organisations and 42 government departments in the consultation process, along with more than 50 young people themselves. Individuals, young people, families and organisations were given the option of contributing via community workshops or one-on-one meetings. Several organisations chose to engage with more than one of these methods.
- KALACC consulted with the communities of:
 - Wyndham, Warmun, Tjurabalan/Kujungka communities, Kununurra, Kalumburu and Halls Creek in East Kimberley.
 - Gibb River Road, Fitzroy Valley, Fitzroy Crossing, Derby, Dampier Peninsula, Broome and Bidyadanga in West Kimberley.

Project Objectives and Process

A series of project objectives and processes guided this endeavour and included:

- Undertake the consultation in a manner consistent with Government's commitment to Aboriginal people driving and leading changes in their communities, supported, but not led by, Government
- Hear from communities, at a local level, as to what they need/want in relation to juvenile justice support
- Inform the deliverables of community-based youth programs for prevention, diversion and on country alternative sentencing options (including alternative/s to detention)
- Provide advice on how this may be achieved, considering other contemporary and place-based models such the Aboriginal Medical Service (AMS).

Kimberley Juvenile Justice Strategy Consultation Report

Following an intensive six months of consultation (from July 2019 to February 2020), the *KJJS Consultation Report* was provided to DoJ. While not a public document, it was intended to:

- Represent the preliminary collation and summation of the materials gathered from all stakeholders participating in the process - effectively, a consultation summary
- Provide a collective community voice for various key Kimberley Aboriginal organisations and communities and their contributions to improving juvenile justice programs into the future
- Identify the activities, partnerships, achievements and aspirations within a range of sectors who can support the revision of the juvenile justice options currently available in the region
- Identify options for future residential sites to reduce the need for young people to be remanded in detention 2500km away from their Country and extended families
- Discuss alternative and diversionary support programs to assist all levels of young people before they enter the justice system, during their time there, and after they return home.

This community report summarises important feedback on the findings of the consultation to the Kimberley community.

Collective community voices

Key points identified through this process are included below, with summaries of consultation within each town included in Appendix 1 (followed by Appendix 2 listing participating organisations). An addendum to this community report has also been created of the complete consultation reporting of community voices within the overarching Consultation Report.

Upon hearing from the community, the voices shared collectively articulated clear messages about the fundamental improvements required for our youth.

Culture is the building block from which co-designed justice solutions are developed.

- Re-investing in culturally-based solutions at the earliest point of contact with the justice system is to be achieved through working with local, remote communities, their elders and community representatives. There was resounding sentiment that culture should be the focal point of the KJJS. Some opportunities to address this included:
 - Valuing elders and traditional knowledge, supporting them with a role in young people's lives.
 - Providing cultural camps for young people to connect to land, language, community, culture.
 - Opportunities to teach culture and promote cultural identity in young people
 - Healing places and centres for young people to gather, connect and heal based on culture.
 - Cultural activities and community gatherings.

Collective community voices

Young people and their families require support and access to culturally appropriate services

There was agreement that youth and family wellbeing were intrinsically linked. The family has to be involved in the wellbeing of a young person and play a role in reducing the risk of them coming into contact with the justice system. A number of elements were recognised as being unmet needs in the community in relation to prevention, family support and on country alternatives to detention. Primary prevention strategies were required to support young people before offending occurs through:

- A need for youth workers and cultural maintenance officers.
- Supporting young people with life skills, leadership and mentorship programs.
- Food insecurity was considered an issue, with the need to have healthy and affordable food in community stores.
- Providing access to sport and recreational programs.
- Availability of structured activities to avoid boredom.
- Re-engaging young people into educational pathways.

Collective community voices

Young people and their families require support and access to culturally appropriate services (cont.)

Supporting young people to access engaging activities outside business hours and during school holidays. Family and parenting support initiatives are required to:

- Enable parents to be more engaged
- Build the capacity of parents and grandparents to support young people.
- Improve access to family counselling and therapy services.
- Support young people and families with FASD and reducing its prevalence
- Provide access to young people and their families to relevant wraparound services.

On Country alternatives to detention are needed to:

- Keep young people on Country where they have access to family support and culturally appropriate services to address their offending behaviour.
- Support young people to address alcohol and other drugs and violent behaviour.
- Support young people returning from detention to re-integrate into community and access relevant support services.

Collective community voices

Self-determination and empowerment of the community is needed

The need for communities and people to be empowered and in control of their own lives was clear. The community have stated that the path to self-determination was to transition funds and resources to communities through community organisations not external agencies nor NGOs. This is in line with the Department of Communities 'Aboriginal Community Controlled Organisations Strategy to 2022', which advocates for all non-ACCO service providers to ensure transition to ACCO delivery within five years of receipt of respective funding. Aligning with this, issues raised included:

- Locally run and coordinated approach with the required resources (programs & infrastructure), including training, mentoring for services to be delivered.
- Insecure funding, whereby ACCOs were continually required to compete with each other, was raised as impeding self-determination.
- Longer term funding for ACCOs to provide stability and allow for long term planning.
- The need to build capacity of people and communities should be prioritise.

Collective community voices

Working in partnership with Government to address the needs of young people

Unsurprisingly there was a great deal of conversation at all meetings relating to the failings of previous programs, or the cessation of successful community-led initiatives when government funding cycles impeded access to continuing resources. Many discussed the short-comings of externally-developed programs outside the region, that did not fit well within this cultural landscape. Other points raised included the following:

- Communities felt strongly that past and current approaches were not working, resulting in significant unmet needs. In particular, multiple agencies working in silos was seen as a major concern with decisions made from Perth or Canberra.
- The ability to access a range of services required by young people could be improved through better collaboration between government agencies and service providers.
- Improving the relationship with Police was important as they are usually the first point of contact with the justice system.

Collective community voices

Improved access to housing facilities is required

While overcrowding and housing issues is not new, the discussion around ensuring that young people have access to adequate housing particularly to support education, training and employment was a key point shared repeatedly across the region. This needs to include:

- Safe and culturally appropriate housing for young people, in towns and remote areas.
- Dedicated accommodation for young people during short periods.
- **Vocational training and employment is a high priority for young people**
- Young people require support when they complete school or are re-engaging with alternative educational pathways to
- Access vocational training opportunities and facilities.
- Secure and maintain employment.
- Access independent housing to travel from communities to larger towns for traineeships/employment.
- Create traineeships within communities for young people so that they do not need to go to larger towns if they do not want to.
- Foster pathways for young people to transition between full-time education and employment. Importantly include community-based options for those who do not wish to move to larger towns, reducing boredom and providing much-needed pathways.

Collective community voices

Self-determination and empowerment of the community is needed

The need for communities and people to be empowered and in control of their own lives was clear. The community have stated that the path to self-determination was to transition funds and resources to communities through community organisations not external agencies nor NGOs. This is in line with the Department of Communities 'Aboriginal Community Controlled Organisations Strategy to 2022', which advocates for all non-ACCO service providers to ensure transition to ACCO delivery within five years of receipt of respective funding. Aligning with this, issues raised included:

- Locally run and coordinated approach with the required resources (programs & infrastructure), including training, mentoring for services to be delivered.
- Insecure funding, whereby ACCOs were continually required to compete with each other, was raised as impeding self-determination.
- Longer term funding for ACCOs to provide stability and allow for long term planning.
- The need to build capacity of people and communities should be prioritise.

Proposal to locate residential facilities in the Kimberley

Over 20 potential sites for residential facilities for young people were identified through the consultation process. The following sites were preferred:

West Kimberley	<ul style="list-style-type: none">• Broome (Roebuck Plains Station)• Derby (Myroodah Station/Balginjirr/Udialla)• Fitzroy Crossing (Biridu Community and Leopold Station)
East Kimberley	<ul style="list-style-type: none">• Argyle Diamond Mine Site (Gelganyem)• Koonji Community• Station near Mindibungu (Bililuna)• Ord River Project

'Ideally one [residential facility would be located] in each major centre'

'RNTNBCs need to be involved in the establishment of residential facilities'

Proposal to locate residential facilities in the Kimberley

- During consultation, communities identified a need for locally-based on Country residential facilities in close proximity to towns or communities
 - Larger facilities in the East and West
 - Medium-sized ones in Kununurra, Wyndham, Warmun, Halls Creek, Fitzroy Crossing, Derby and Broome
 - Smaller ones for Tjurabalan/Kujungka areas, Dampier Peninsula, Gibb River Road and possibly also to the south of Bidyadanga
- The next stage of the process would be to continue this conversation and conduct further community engagement and co-design with key stakeholders across the region.
 - This aligns with the Coronial recommendation 40 which strongly states that this initiative requires rigorous consultation with Aboriginal cultural groups in the Kimberley region and functional specifications should have community support and be responsive to the needs of young people in the community.
- This community engagement and co-design process will be vital in determining the functional specifications of this facility which will in turn inform the next stages of development. The Department is working on a collective government approach to consultation with the community on this aspect with further details to follow.

DoJ's - Three-tiered model of care

The model of care applied by DoJ to this project was identified prior to KALACC's involvement and includes three tiers of care that is tailored to meet a young person assessed needs:

- Tier 1 - provides Universal care that is available to all young people with specific focus on cultural care and reconnection, stabilisation, engagement in base level programs, education, vocation, recreation and transitional preparation for the successful return to community.
- Tier 2 - provides care is Targeted to work with the young persons on their assessed needs with specific focus on Alcohol and Drugs, Mental Health and offending behaviour with specific attention to through care case planning.
- Tier 3 - provides Specialised care for young people considered to be at significant risk of harm to themselves and or to others. This care is provided by specialist services in Intensive Support Units. It is specifically focussed on supporting the young person in stabilising, reducing their risk and assisting the young person in being able to regulate themselves and function appropriately within the wider community.

This was then applied to KJJS process to consider existing services and those identified as required in the short to medium term as represented in the following tables.

KJJS Program Matrix of existing and required services

Department of Western Australia
Department of Juvenile Justice

KALACC

Kimberley Juvenile Justice Strategy - Programs and Services

Category	Rehabilitation / Reintegration			Emotional Wellbeing			Life Skills, Health and Development			Education, Training and Employment			Accommodation / Safety			Self care/ self help		
	Sub-Category	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future	
Mentoring	Individual Mentoring (one-to-one)	1		Group Mentoring Programs	1		Workshops	1		GED (to include self-paced learning) for at-risk youth	1		Employment assistance for at-risk youth	1		Relocation / High Risk	1	
	Family alternative (restorative)	1				Wash Centre	1		Indigenous Ranger Program	1				Safe houses for children and families	1			
Family Contact	Family Contact (one-to-one)	1		Extended's Youth Hub	1		Family Learning	1		Visit Kimberley Football League - Junior Football	1		Health Regional 24/7	1		Preventive School	1	
	Family alternative (restorative)	1		Parenting programs	1		Self-help	1		Local Centre	1		Health care programs	1		Safe houses for children and families	1	
Mentoring	Individual Mentoring (one-to-one)	1		Back to country (cultural) programs	1		Workshops	1		GED (to include self-paced learning) for at-risk youth	1		Employment assistance for at-risk youth	1		Relocation / High Risk	1	
	Family alternative (restorative)	1				Wash Centre	1		Indigenous Ranger Program	1				Safe houses for children and families	1			
Mentoring	Individual Mentoring (one-to-one)	1		Family Learning	1		Workshops	1		GED (to include self-paced learning) for at-risk youth	1		Employment assistance for at-risk youth	1		Relocation / High Risk	1	
	Family alternative (restorative)	1		Parenting programs	1		Self-help	1		Local Centre	1		Health care programs	1		Safe houses for children and families	1	

Legend

Model of Care / Service type: Tier 1, Tier 2, Tier 3

Implementation Status: 1. In progress, 2. Specialist program, 3. Specialist program, 4. Specialist program, 5. Specialist program, 6. Specialist program, 7. Specialist program, 8. Specialist program, 9. Specialist program, 10. Specialist program

KJJS Program Matrix of existing and required services

Department of Western Australia Department of Juvenile Justice		Kimberley Juvenile Justice Strategy - Programs and Services												
Rehabilitation/Integration		Emotional Wellbeing			Life Skills, Health and Development			Education, Training and Employment			Accommodation / Safety		Self care/ self help	
Subject	Service/Detail	Detail	Detail	Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail	Service/Detail
KIMBERLEY SOUTHERN DISTRICTS KALBAR	Wellness (Juv Justice Health)	Parenting programs	Good Health/Angelcare	Youthcare Wellbeing (Youthcare)	Young Justice Health (YJH)	Central and City Mentoring	Young programs/mentorship/Exposure/Training	Safe houses for children and families						
	Workshop alternative (rehabilitative system)	Parenting programs (various ones)	Flow		Group activities	WJCC	WJCC	WJCC						
		Back to health (cultural) programs	YJCC 2000 strategy		Sparring competitions (Basketball, football etc.)	YJCC	WJCC	WJCC						
			YJCC 2000 strategy		Self-Employment Specialist (Senior/Junior Alcohol)	WJCC	WJCC	WJCC						
KIMBERLEY NORTHERN DISTRICTS KALBAR	Wellness (Juv Justice Health)	Parenting programs	Good Health/Angelcare	Youthcare Wellbeing (Youthcare)	Young Justice Health (YJH)	Central and City Mentoring	Young programs/mentorship/Exposure/Training	Safe houses for children and families						
	Workshop alternative (rehabilitative system)	Parenting programs (various ones)	Flow		Group activities	WJCC	WJCC	WJCC						
		Back to health (cultural) programs	YJCC 2000 strategy		Sparring competitions (Basketball, football etc.)	YJCC	WJCC	WJCC						
			YJCC 2000 strategy		Self-Employment Specialist (Senior/Junior Alcohol)	WJCC	WJCC	WJCC						
KIMBERLEY WESTERN DISTRICTS KALBAR	Wellness (Juv Justice Health)	Parenting programs	Good Health/Angelcare	Youthcare Wellbeing (Youthcare)	Young Justice Health (YJH)	Central and City Mentoring	Young programs/mentorship/Exposure/Training	Safe houses for children and families						
	Workshop alternative (rehabilitative system)	Parenting programs (various ones)	Flow		Group activities	WJCC	WJCC	WJCC						
		Back to health (cultural) programs	YJCC 2000 strategy		Sparring competitions (Basketball, football etc.)	YJCC	WJCC	WJCC						
			YJCC 2000 strategy		Self-Employment Specialist (Senior/Junior Alcohol)	WJCC	WJCC	WJCC						

KJJS Program Matrix of existing and required services

Department of Western Australia Department of Justice		Kimberley Juvenile Justice Strategy - Programs and Services											
Rehabilitation / Integration		Emotional Wellbeing		Life Skills, Health and Development			Education, Training and Employment			Accommodation / Safety		Self-advocates	
<ul style="list-style-type: none"> Development of programs, tools & planning for ongoing support Individualized, person-centred, collaborative, strengths-based Community Engagement Continued life skills development Continued emotional well-being Continued ongoing medications Continued support 		<ul style="list-style-type: none"> Individual, family and community support (individualized assessment, planning, & ongoing review) Engaged treatment Continued NDIS, mental & community connections 		<ul style="list-style-type: none"> Relevant NDIS & Government Services, including: <ul style="list-style-type: none"> Recreation Education & Acquisition Support/Programs PTSD/RA & Supportive for adulthood 			<ul style="list-style-type: none"> NDIS & Government Support to get & Developmentally Appropriate Language, social skills, training & development, learning for employment Public Safety Relevant NDIS services & resources Community connections 			<ul style="list-style-type: none"> Sheltering Sheltering support Self-advocacy Responsible citizenship 		<ul style="list-style-type: none"> Support for people who are exposed to dual issues (trauma & mental health) to ensure they have a safe & secure & responsible adult life when returning to Kimberley and Koolberran Support for people who are exposed to dual issues (trauma & mental health) to ensure they have a safe & secure & responsible adult life when returning to Kimberley & Koolberran 	
<ul style="list-style-type: none"> Family (includes family support, culturally appropriate, individualized, collaborative) Individual Engagement (IE) (includes Case Management) (ICM) Kimberley Justice Centre 		<ul style="list-style-type: none"> Family Support Program Individualized cultural programs 		<ul style="list-style-type: none"> Work Programs FASS support Work by Park 			<ul style="list-style-type: none"> Individualized Support Programs for Youth (IASP) Alcohol and Drug (A&D) Support Programs Indigenous Support Programs 			<ul style="list-style-type: none"> North Engagement (N&E) (includes job) Safe houses for high-risk families Youth Accommodation Facility Residential housing 		<ul style="list-style-type: none"> Sheltering for young people during wildfire 18-22 	See The Clinician
<ul style="list-style-type: none"> Family (includes family support, culturally appropriate, individualized, collaborative) Individual Engagement (IE) (includes Case Management) (ICM) Kimberley Justice Centre 		<ul style="list-style-type: none"> Family Support Program Individualized cultural programs 		<ul style="list-style-type: none"> Work Programs FASS support Work by Park 			<ul style="list-style-type: none"> Individualized Support Programs for Youth (IASP) Alcohol and Drug (A&D) Support Programs Indigenous Support Programs 			<ul style="list-style-type: none"> North Engagement (N&E) (includes job) Safe houses for high-risk families Youth Accommodation Facility Residential housing 		<ul style="list-style-type: none"> Sheltering for young people during wildfire 18-22 	See The Clinician
Legend Model of Care / Service Layer: Tier 1 (1) Tier 2 (2) Tier 3 (3) Implementation Status: 1. Identified need 2. Specifications agreed 3. Provider identified 4. Basic level service 5. Service developed													

Progressing the Kimberley Juvenile Justice Strategy

The realities of aligning community engagement, cultural governance and administrative processes proved extremely challenging, culminating in recognition that to co-design the KJJS together will require long term investment and commitment. This will involve a dedicated effort over a number of years to structure, monitor, evaluate, respond or modify the KJJS to provide improvements in this space.

For the KJJS to achieve all it seeks to, key drivers identified in a number of recently implemented policies will need to be integrated:

- Commonwealth's Closing the Gap in Partnership Agreement, containing four reform areas and associated targets including
 - Building the Community-Controlled Sector (Reform Area #2)
 - Shared Access to Data and Information at a Regional Level (Reform Area #4)
 - Agreement targets associated with Youth Justice, Culture, Wellbeing
- WA Aboriginal Empowerment Strategy and its six strategic elements of which importantly commence with 'Put Culture at the Centre' and include 'Build the Capacity of ACCOs to deliver services' and 'CoDesign Service Delivery Models'.

Developing a shared understanding of co-design

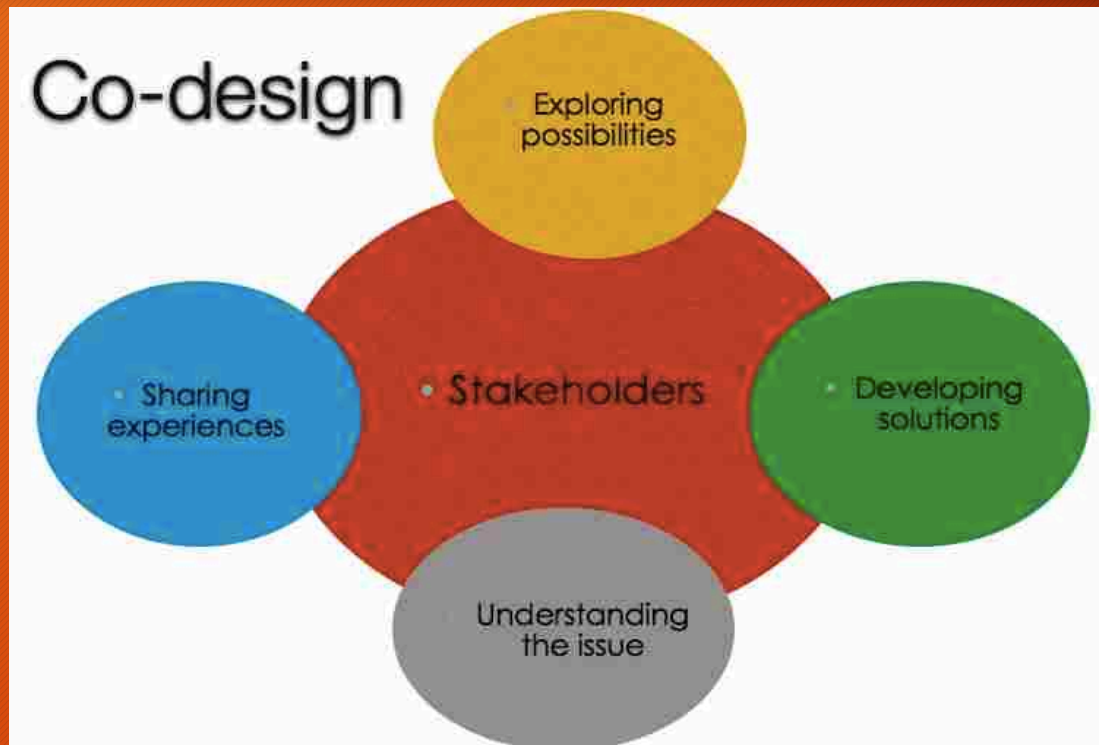
To achieve this, a shared understanding of co-design needs to be developed and implemented by all parties involved - DoJ and other government agencies, ACCOs including KALACC, and community members alike. To assist with this process, the KALACC team considered what this might integrate.

Co-design provides an equal voice to Indigenous stakeholders regarding the programs, strategies and infrastructure that directly affect Indigenous communities. Recognising the value of traditional cultural knowledge, co-design in this context is a collaborative process between the Government and Indigenous communities. It aims to create outcomes that are meaningful and serviceable to Indigenous communities, supporting on-the-ground cultural initiatives and fostering Aboriginal empowerment and ownership in the short, medium and long-term.

This is well illustrated in the *Kooljaman Statement (2019)*:

We are asking for funding to be directed to culturally appropriate support and programs developed by Aboriginal men and women that use traditional law, culture and language, and for service providers, government and non-government, to work together to address these chronic issues. The importance of supporting men and women's groups to lead, develop and deliver gender specific, place-based, regionally focused approaches and solutions should be supported (p2).

Developing a shared understanding of co-design (cont)



The Noongar Family Safety and Wellbeing Council (NFSWC) describes this process as incorporating key elements of inclusivity, respectful, participatory, action oriented and outcomes focused.

Co-designing an alternative community-led strategy

As acknowledged by both KALACC and the DoJ, the current process to date has primarily been one of consultation as opposed to co-design. However, improvements moving forward are achievable, particularly through adherence to and resourcing of the following:

- Close the Gap National Partnership Agreement - Four Priority Reform Areas, plus selected Targets, especially the Youth Justice target
- WA Dept of Premier and Cabinet: Aboriginal Empowerment Strategy Discussion Paper and its six Strategic Elements, starting with 'Put Culture at the Centre'
- WA Dept of Finance: Planning in Partnership Guide: Undertaking Co-Design under the Delivering Community Services in Partnership Policy
- WACOSS (and Dorinda Cox) and NFSWC re co-design processes

How this is realised within the existing KJJS development is yet to be articulated however, it is clear that shared decision making, co-design and building the capacity of Aboriginal and Torres Strait Islander Community Controlled Services (ACCOs) are key principles underpinning the future directions of Indigenous Affairs policy in this nation.

Useful co-design tools



AIATSIS have also developed frameworks that will assist with ongoing co-design as the key principles are established and integrated.

Key principles to assist with co-design

Law Reform Commission (2006)	Binarri-binyja yarrowoo (BBY) 2019
1. Improve government service provision to Aboriginal people.	1. Consider their own capacity
2. Collaboration, cooperation and consultation.	2. Recognise existing capacity
3. Voluntariness and consent.	3. Research existing options
4. Local focus and recognition of diversity.	4. Seek partnerships
5. Community-based and community-owned initiatives.	5. Approach to partnership
6. Respect and empowerment of Aboriginal people.	6. Recognise, support and promote existing development practice
7. Balanced gender and family, social or skin group representation.	7. Work together with Aboriginal people to create strong and viable Aboriginal organisations
8. Adequate and ongoing resourcing.	8. Ensure Aboriginal Control, not just consultation
9. Ongoing monitoring and evaluation.	9. Develop a clear exit strategy
	10. Ensure robust evaluation and accountability
	11. Cultural competency and appropriate development practice
	12. Data sovereignty and research projects

The WA Law Reform Commission and BBY have both developed key principles for working together that are useful as the key principles are established and integrated.

The need for culturally-based initiatives

As stated in the *Kooljaman Statement*:

Our communities continue to be over-represented in the judicial and mental health systems. Our young people are taking their own lives and our children remain in out-of-home care. Our future needs a voice, and it must be our voice (p2).

Ongoing support of cultural programs – particularly those which help and facilitate young people to connect to culture – are needed. There is a complete wealth of information about the importance of cultural identity towards fostering good outcomes for Aboriginal youth, especially Aboriginal youth in remote areas.

The *Message Stick Report* clearly states that building cultural identity is the single most effective strategy for improving youth outcomes. Therefore, ensuring that this is captured in the vision and key principles of any co-designed strategies between the Government and Indigenous communities is paramount. To achieve this, we need to clearly understand the difference between culturally-based and culturally-appropriate and aim for the former.

Culturally-based versus culturally-appropriate

Whatever the objective here – the co-design of youth outcome frameworks, interrelated services and programs, and/or their delivery – we need to understand that culturally-based is where we should be heading in the long-term delivery of all elements of any such strategies. In the short term however, culturally-appropriate may be the achievable option to dually facilitate implementation and build capacity.

To clarify, for something to be ‘culturally-based’ it will likely have been designed, developed, implemented, owned and governed by Aboriginal and Torres Strait Islander people. Importantly, the foundations of the framework, service and/or program will be in culture. Something that is ‘culturally-appropriate’ will seek to ensure that it adheres to and acknowledges culture but may have stronger external drivers. In these latter instances, particular emphasis should be placed on capacity building of ACCOs to ensure transition from external government or NGOs to ACCO-delivery.

Exemplifying a culturally-based paradigm, KALACC’s 2020 *KACfC Plan* highlighted the role of culture in Kimberley ACCOs, including peak Aboriginal regional bodies, Aboriginal art centres, language centres, culture centres and ranger groups. The majority of these organisations fit within the culturally-based paradigm.

Alternatively, the successful Aboriginal Medical Services model that was identified in the *KACfC Plan* is a perfect example of what a culturally-appropriate organisation or service looks like. With roots in the health service and answerable to Government, all efforts have been made to ensure it holistically delivers culturally-appropriate programs and services; is staffed predominantly by Aboriginal people; and is overseen by cultural governance (through steering committees, for example).

Putting culture first...

KALACC continues to provide considerable guidance to the State Government more broadly relating to how culture could and should be harnessed in order to generate better outcomes for Aboriginal communities. In short, significant new Government investments into culturally-based programs will need to be made in the short-term alongside the ongoing co-design processes .

This is further exemplified in the guidance KALACC provided to the Department of Justice regarding how culturally-based programs can be harnessed in order to develop better youth justice outcomes. These are themes picked up in the *Message Stick Report* and in the *Coroner's Report*, but also in the WA Department of Culture and the Arts 2016 Discussion Paper *Investing in Aboriginal Culture: The role of culture in gaining more effective outcomes from WA State Government*.

The Yiriman Project is an exemplar of a successful cultural initiative. Established in 2000 and auspiced by KALACC, the Yiriman Project is an award-winning intergenerational, on-Country cultural program that aims to “build stories in young people” and provides at-risk youths with pathways to improved health outcomes; training and educational opportunities; and enhanced community engagement. Developed directly by the Elders from four Kimberley language groups - Nyikina, Mangala, Karajarri and Walmajarri - the Yiriman Project has been recommended as a key example of best practice in Aboriginal culturally-based programs and in 2012 proudly won a Reconciliation Australia Indigenous Governance Award.

Progressing the KJJS 2021 and beyond

As the KJJS continues to progress through the co-design phase, consideration needs to then be given to

- Governance (underpinned by cultural governance that aligns with existing Kimberley culturally-driven frameworks to avoid duplication and consultation fatigue)
- Co-commissioning (preferably with ACCOs and if not directly, with a pathway for transition to ACCO-delivery)
- Co-implementation (the part of the existing juvenile justice delivery that signifies 'action' and 'application' and has traditionally been where the investment occurs)
- Evaluation and accountability mechanisms (described further below)

This is the overarching objective of all involved in this course of action - young people, families, communities, ACCOs, non-government organisations (NGOs) and government agencies alike, building on perspectives shared by Aboriginal people for decades.

Collective vision to be realised

This shared vision to drive the KJJS initiative requires integration as one that is shared by all involved including young people, families, communities, ACCOs and the government. This should be formally developed collaboratively and collectively as part of the next stages of the KJJS process.

What can be shared from the initial consultation in 2019, is that the following key themes were raised by community voices, as their successful vision:

- **Culture**

- Valuing elders and traditional knowledge and supporting them to have a role in young people's lives
- Providing cultural camps for young people as opportunities to be connected to land, language, community and culture
- Opportunities to teach culture and promote cultural identity in young people
- Healing places and healing centres where young people can gather, connect and heal based on culture
- Cultural activities and community gatherings.

Collective vision... (cont)

- **Self-empowerment/determination**
 - Capacity building of locals
 - Engagement and collaboration
 - Community accountability (that the community hold providers etc accountable)
 - Long-term initiative with long-term resources defined by long-term outcomes
- **Holistic**
 - Preventative and early intervention
 - Youth leadership
 - Support for all kids
 - Change narrative in the way young people are addressed
 - Safe spaces, youth centres and outreach
- **Family empowerment**
 - Parenting support
 - Strong families' model

Collective vision... (cont)

- **Breaking welfare**
 - Housing
 - Education and life skills
 - Pathways to employment from school or TAFE
 - Positive relationships with police, teachers etc needed
- **Restorative action**
 - Justice reinvestment
 - Alternative sentencing
 - Support for young people to understand justice system
- **Health**
 - Mental health
 - FASD support

Evaluation and accountability

Greater understanding is now being shared by government and community alike relating to monitoring, evaluation and accountability. It is vitally important that this is embedded within developing frameworks, initiatives, services or programs from the outset, and regularly reviewed during the process. Ideally, the overarching KJJS should incorporate periodic review into the process to ensure targets are being met, and if not, work out why not and how these can be revised so that they are achieved or alternatives are considered. This point was raised time and again during the community consultation process, with all programs, services and support to be held accountable if not achieving, whether delivered by government, ACCOs, NGOs or community.

Two existing frameworks can be utilised for this:

- ***Draft Indigenous Evaluation Strategy*** (<https://www.pc.gov.au/inquiries/current/indigenous-evaluation/draft>) from the Productivity Commission
- Expertise from the Cultural Development Network (CDN) as part of the continuing process. CDN (<https://culturaldevelopment.net.au/>) has operated initially in the arts sector for many years, supporting the development of evaluation frameworks and outcomes services to every state government and many larger city councils across Australia.

Recommendations from the Consultation Report

This process produced a series of recommendations and key actions (as described below):

1. **Commit to Co Design:** An ongoing commitment to a regionally-led co-design process from both the WA State Government, their representatives and the Kimberley community.
2. **Culture, Country and Language:** Embed culture, country and language as fundamental elements underpinning all components of the KJJS.
3. **ACCO-Led Service Delivery:** Commit to a transition process which has as its goal service delivery of all elements of the KJJS via ACCO-led processes within 10 years. This service delivery can be fulfilled in partnership with government and other non-government organisations where required and as determined by the ACCO and community in relation to capacity building and the like; however, all delivery is to ultimately be delivered from the local and regional communities ACCOs directly.
4. **Accountability and Joint Decision Making Around Program Investments:** Commit to an Accountability mechanism linked to a Joint Decision Making (JDM) process around Program Investments into Juvenile Justice Diversion and the broader suite of Government-funded youth programs in the Kimberley. This would operate along the lines of the JDM processes already commenced in the East Kimberley specific to Commonwealth investments.
5. **Cultural Governance:** Commit to incorporating cultural governance into the KJJS and employing one model of cultural governance to govern the strategy in its entirety, so as to reduce duplication and consultation fatigue.
6. **Long Term Resourcing of the KJJS Processes:** The WA Government commits to providing the resources required to co-design, develop, implement, evaluate and integrate subsequent learnings for the long-term.

Overarching findings of the Kimberley Juvenile Justice Strategy

KIMBERLEY JUVENILE JUSTICE STRATEGY PROJECT RECOMMENDATIONS	RESPONSIVE ACTIONS	
	Short-to-Medium Term Actions (1-5 years)	Medium-to-Long Term Actions (5-20 years)
1. Commit to Co Design: An ongoing commitment to a regionally-led co-design process from both the WA State Government, their representatives and the Kimberley community.	Provide realistic resources for the ongoing co-design process as a sign of investment in the long-term delivery of a holistic collectively owned model.	As the co-design process is embedded, evaluation of improvements will be identified and resources will be needed to embed the KJJS successfully.
1. Culture, Country and Language: Embed culture, country and language as fundamental elements underpinning all components of the KJJS.	Invest in culturally-based and culturally-appropriate programs and services encompassing these elements.	Priority investment in culturally-based programs and services encompassing these elements.
1. ACCO-Led Service Delivery: Commit to a transition process which has as its goal service delivery of all elements of the KJJS via ACCO-led processes within 10 years.	Work with ACCOs to build capacity as required to deliver KJJS programs and services independently or in partnership with government or NGOs.	Deliver all KJJS programs as owned and led by ACCOs and community, supported as relevant by government or NGOs and with exit strategies in place.
4. Accountability and Joint Decision Making Around Program Investments: Commit to an Accountability mechanism linked to a Joint Decision Making (JDM) process around Program Investments into Juvenile Justice Diversion and the broader suite of Government-funded youth programs	Similar to existing Commonwealth investment in the East Kimberley, implement these processes across the region more broadly associated within the KJJS.	Evaluate and continue improving the JDM and accountability processes, incorporating: <ul style="list-style-type: none"> Accountability markers Evaluation frameworks Performance measurable outputs
5. Cultural Governance: Commit to incorporating cultural governance into the KJJS and employing one model of cultural governance to govern the strategy in its entirety, so as to reduce duplication and consultation fatigue.	Introduce and establish KJJS governance framework with cultural foundations embedded; map overlap of other regional governance processes to connect with.	Continue to utilize and strengthen the governance of the KJJS and connect in with regional processes to reduce consultation fatigue and duplication.
5. Long Term KJJS Process Resourcing: Commit to providing the resources required to co-design, develop, implement, evaluate and integrate subsequent long-term learnings.	Plan and obtain resources required to successfully continue to co-design, commission and implement the KJJS.	Continue to invest resources into the longevity of the co-designed KJJS to ensure maximum benefits are realized.

Final considerations...

In summary, the key facets of this co-design process will be for the Government to:

- Commit to working in newfound ways that value Indigenous knowledge and methodologies and recognise their well-documented success in this arena
- Collaboratively work in *partnership* with ACCOs and community organisations, with the aims of self-determination, governance and empowerment - with Aboriginal people being active decision-makers
- Foster multifaceted interagency collaboration towards delivering wraparound services that are responsive to the needs identified by communities in the Kimberley
- Determine and deliver co-designed strategies initiatives that are community-led and incorporate both mainstream and culturally-embedded solutions
- Undertake significant annual investment towards an extensive co-design process that is ongoing, sustainable and responsive, recognising that longer-term funding and support will reap the best outcomes

Final considerations...

KALACC Recommendation

For the State Government to partner with an ACCO that will mobilise Aboriginal organisations and community members to collaboratively develop impactful co-design initiatives that will meaningfully improve juvenile justice outcomes in the Kimberley.

As we continue on this journey together, let us do so with the words of the Honourable Ken Wyatt, Federal Minister for Indigenous Australians in mind:

[W]e are developing an Indigenous voice. It's more than a voice to Parliament, and more than a voice to government. It is an acknowledgment that at a local level right through to our nation's capital - the views of Indigenous Australians matter. It will be a voice for the youngest Indigenous Australian through to our Elders, Traditional Owners and Leaders.

Appendix 1 - Community voices

Broome

- Improvement in overall family wellbeing;
- Strong cultural focus in strategy;
- Youth housing is needed - it is really difficult for young people to get housing when they have disengaged from school but want to work;
- Role of ACCOs and PBCs integral to KJJS success;
- Youth leadership in governance structure;
- Alternative Education Programs needed;
- Resources for projects like Yiriman to expand and more services following identification “at risk” youth; and
- For co-design to truly happen, government needs to let ACCOs (including PBCs) and community truly drive this process.

Appendix 1 - Community voices (cont)

Dampier Peninsula

- We need to focus on family empowerment. Families are breaking down;
- Need to focus on prevention not just the problem now;
- Need a facility up here- creates jobs;
- We need youth centres for the young people to access;
- Investment into parenting programs. Need to start working with high school girls and boys;
- Governance, Local leadership, Cultural competency; and
- Youth Justice staff in schools - help with planning to ensure needs are met.

Appendix 1 - Community voices (cont)

Bidyadanga

- One location is not going to suit all kids.
- Health assessment first and assess what the best option for the kid is.
- Providing more support to high risk kids (FASD, etc) - if too remote may be problematic.
- Aim high- don't rule out any of these options.
- We should have hostel type facilities in all major centres. Kids could be made to agree to attend school if they want to stay at the hostel.
- Juvenile Justice processes are not happening quickly enough- can take more than 12 months to initiate programs (referrals).
- Offenders in General (Cyrianian House) is a good counselling service - can this expand?
- Coordination of funding needs to improve.
- Short-term thinking does not work.
- Strategy cannot be rigid. If something isn't working, amend it but don't dump the whole thing.

Appendix 1 - Community voices (cont)

Derby

- One location is not going to suit all kids.
- Health assessment first and assess what the best option for the kid is.
- Providing more support to high risk kids (FASD, etc) - if too remote may be problematic
- Aim high- don't rule out any of these options.
- We should have hostel type facilities in all major centres. Kids could be made to agree to attend school if they want to stay at the hostel.
- Juvenile Justice processes are not happening quickly enough - can take more than 12 months to initiate programs (referrals).
- Offenders in General (Cyrianian House) is a good counselling service - can this expand?
- Coordination of funding needs to improve.
- Short-term thinking does not work.
- Strategy cannot be rigid. If something isn't working, amend it but don't dump the whole thing.

Appendix 1 - Community voices (cont)

Gibb River Road

- When kids get to their teenage years, they want to go to town. The young ones we have here are good. When they go to town they get into trouble.
- There's not much crime out here. If you take kids out bush- it needs to be two-way learning.
- We need to make sure that we reward the kids that are doing the right thing.
- If the Government wants to build a facility, they should look at somewhere on a station so the young people can work - Leopold Station is a good option but so is Ngallagunda (Gibb River Station), Home Valley, or Fairfield Station.
- Kids will stress for family so the families will need to be able to access and visit, this will mean a lot for the kids to get back on track.
- Because there is no Police presence in the community, there is no positive image of Police with the young people. The only time we see them is when they come to pick up people from community.
- Lack of housing and jobs means we lose our young people to towns and cities.

Appendix 1 - Community voices (cont)

Fitzroy Crossing

- Increased capacity of families and communities;
- Safe communities;
- Reduction in FASD;
- Return control of funds, resources and capacity to individual communities;
- Appropriate services must be based locally not Broome FIFO; and
- We have local programs that should be delivering many of these programs such as Martu Leadership Program. Indigenous Ranger Program, Yiramalay, Security Services.

Appendix 1 - Community voices (cont)

Kununurra

- Co-ordinated/Collaborative Approach (like “Strong Families Model”) to ensure accountability of services;
- Services should be delivered from a holistic approach looking at the families first, who can then support child;
- Long-term recurrent funding for sustainable livelihoods of families and communities;
- Culturally appropriate frameworks (cultural governance) for service delivery organisations;
- Evidenced and impactful delivery of services so effectiveness of programs is visible; and
- Pre-justice - Mapping of services to be a live document for accountability of service delivery to young people & families.

Appendix 1 - Community voices (cont)

Wyndham

- Co-engineering- bringing all groups together i.e.: koori justice system and making a sustainable system to benefit both cultural and western justice;
- No seagulls (FIFO from Kununurra) - locally based services needed;
- Pre-preventative measures should also be considered including producing a tool kit for parents and youth;
- Final warnings are too late - families need support to do something positive and preventative for their kids so that they don't end up in Banksia.

Appendix 1 - Community voices (cont)

Kalumburu

- We live in poverty, we are isolated and we have still survived. We are tired of organisations and people saying that they will help us, we need action on this. We need the real help and support...;
- More training in consulting, protecting behaviours, working with kids needed;
- More on-country trips need to happen - we currently receive some funds through the Crime Prevention Grant, but it's not enough;
- Need more Mental Health Camps - Healing camps for families to address the family feuding, youth and drug matters in the community;
- Troubled kids have nothing to look forward - no rewards, always getting into trouble - we really need to support them more;
- Parents have many challenges and need the help and support; and
- We need infrastructure - a building for the kids to call their own (a youth hub - similar to the women's resource centre) to run programs. Kids to feel relaxed and participate in programs in a positive environment.

Appendix 1 - Community voices (cont)

Warmun

- The Elders talked about (Wunan) - it's about sharing Country and this needs to be fundamental to the strategy;
- 'Lian Bunba' is a restorative approach and process designed for the youth who are getting in trouble with the justice department by holding them accountable and responsible, and making the youth do jobs around the community in return;
- The parents and community members need more support and resources in the community;
- Governance and decision-making processes need to be respected;
- Police need to have an improved and pro-active presence in the community, rather than only responding to calls when there is trouble; and
- Create more job and training opportunities for young people.

Appendix 1 - Community voices (cont)

Halls Creek

- Too much suicide is still happening here and not enough locally trained people to help:
 - Safe spaces need to be provided for youth in many of the communities
 - More activities are also needed - the drop in centre isn't enough to cater for all of the kids who are disengaged;
- Olabud Doogethu program is working well through the Shire and could potentially provide more support; and
- Disengaged young people are looking for a purpose, a job, an income.

Appendix 1 - Community voices (cont)

Tjurabalan and Kujungka areas

- Resources, support, mentoring and training of local people in sustainable ways for each community (not out of Balgo);
- Working in collaboration with qualified non-Indigenous staff members to build capacity of staff and youth workers;
- Running separate programs for young men and women; and
- EKFL supporting the 'greening' of public spaces such as the ovals to improve broader health and wellbeing of communities.

Appendix 2 - Participating organisations

	Local area	Aboriginal organisation	Government agency	Non-Indigenous Organisation
WEST KIMBERLEY	Broome	<ul style="list-style-type: none"> Broome Men's Outreach Service Alive and Kicking Goals Wirrpanda Foundation Garnduwa Nyamba Buru Yawuru Aarnja Limited 	<ul style="list-style-type: none"> Regional Development Australia (RDA) Kimberley Dept of Education (Regional Office) Broome District High School Shire of Broome Dept of Justice North Regional TAFE NIAA officers 	<ul style="list-style-type: none"> Kimberley Diocese, Catholic Church PCYC Broome Youth and Families Hub/Drop In Centre Hope Foundation/Community Services Telethon Kids Institute
	Dampier Peninsula	<ul style="list-style-type: none"> Bardi Jawi PBC and Bardi Jawi Rangers Ardyaloon Community Djarindjin Community 		<ul style="list-style-type: none"> WAAPI (Save the Children community collaboration)
	Bidyadanga	<ul style="list-style-type: none"> Bidyadanga Community Council Karajarri Traditional Owners 	<ul style="list-style-type: none"> Bidyadanga Police Bidyadanga DCP 	
	Derby	<ul style="list-style-type: none"> Walalakoo AC Madjulla Inc Winun Ngari AC Mowanjum Arts & Culture Centre Mowanjum Community Balginjirr Community Udialla Community 	<ul style="list-style-type: none"> Shire of Derby/West Kimberley RDA Kimberley Dept Human Services (DHS)/ Centrelink 	
	Gibb River Road	<ul style="list-style-type: none"> Imintji Community Kupungari (Mt Barnett) Community Kupungari Community School Ngallagunda (Gibb River) Community 		
	Fitzroy Crossing	<ul style="list-style-type: none"> Bunuba Dawangarri AC Bunuba Rangers Marninwartakura Women's Resource Centre Marra Worra Worra Nindilingarri Cultural Health Fitzroy Valley Men's Shed 	<ul style="list-style-type: none"> Dept of Justice Fitzroy Crossing District High School Fitzroy Crossing Police 	

Participating organisations (cont)

EAST KIMBERLEY	Kununurra	<ul style="list-style-type: none"> • Binarrri-binyja yarrowoo (BBY) • Miriuwung Gajerrong Corporation • Waringarri AC • Waringarri Arts • Ord Valley Aboriginal Health Services • Wunan Foundation • Job Pathways (Wunan) 	<ul style="list-style-type: none"> • Aboriginal Legal Service • Dept of Justice • Kunununurra Police • Kunununurra DCP • Legal Aid WA • Shire of Wyndham/East Kimberley • Kunununurra Chamber of Commerce 	<ul style="list-style-type: none"> • Hope Foundation • Save the Children Australia • Anglicare WA • East Kimberley Football League
	Wyndham	<ul style="list-style-type: none"> • Ngnowar Aerwah • Sobering Up Shelter • Wyndham Youth AC • Balangarra Rangers • Warri Community 	<ul style="list-style-type: none"> • DHS/Centrelink 	
	Kalumburu	<ul style="list-style-type: none"> • Kalumburu Community Council • Wumanbal Gaambera AC • BBY • Balangarra TOs • Kalumburu Women's Resource 		
	Warmun	<ul style="list-style-type: none"> • Warmun Aboriginal Corporation • Warmun Arts 		
	Halls Creek	<ul style="list-style-type: none"> • Yiri Yungi Aboriginal Health Service • Wunan Foundation • Koonji Community • Halls Creek Community members • Yardgee Community 	<ul style="list-style-type: none"> • Shire of Halls Creek • Halls Creek Police • NIAA officers 	<ul style="list-style-type: none"> • Hope Foundation
	Tjurabalan	<ul style="list-style-type: none"> • Tjurabalan PBC • Paruku Rangers • Mulan Community • Bililuna Community • Ringer Soak Community • Balgo Arts • Balgo Women's Resource Centre • Wirrimanu Community 	<ul style="list-style-type: none"> • Shire of Halls Creek • Bililuna School • Legal Aid WA • Boab Health 	<ul style="list-style-type: none"> • Youth with a Mission (YWAM) • Kimberley Regional Service Providers (KRSP) • Anglicare WA

Participating organisations (cont)

Regional	<ul style="list-style-type: none"> • Kimberley Aboriginal Law and Culture Centre • Kimberley Land Council • Kimberley Regional Economic Development • Kimberley Language Resource Centre • Kimberley Aboriginal Suicide Prevention Trial • Kimberley Aboriginal Medical Service • Josie Farrer MP 	<ul style="list-style-type: none"> • WA Police • Dept of Health • Mental Health Commission • Kimberley Country WA Public Health Network • Dept of Corrective Services • Dept of Communities • Dept of Education • Dept of Local Government Sport and Cultural Industries • Kimberley Development Commission • WA State Office • Attorney General • Dept Industry Regional Development • Dept of Premier and Cabinet • Dept of Treasury • WA Judiciary • Commissioner for Children and Young People 	<ul style="list-style-type: none"> • NOUS Consultancy • Nulungu Research Institute (UNDA) • UWA (Harry Blagg) • WACOSS • NFSWC (Dorinda Cox) • Cultural Development Network Limited • Hall McMaster & Associates Limited • Wisdom for Life
Australia-wide		<ul style="list-style-type: none"> • NT government (Cross-borders Project) working with Legal Aid WA 	

#SaferLeonora Plan 2022-2027

Community Safety and Crime Prevention Strategy



#SaferLeonora

Working together for a safer community



Disclaimer

This report has been prepared from information provided by the community and other sources. All effort has been made to confirm and validate the information.

The information has been prepared for the exclusive use of WAPOL Leonora and the Shire of Leonora. Whilst the information, data, opinions, evaluations, assessments and analysis referred to in this report have been researched and expressed in good faith, no responsibility will be accepted for any error of fact or opinion.

Authors

Michelle Blackhurst
Consultant
0439 049 590

Jamie Cresswell
WA Police Force, Leonora
(08) 9028 6700

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Foreword

I am pleased to release the Shire of Leonora #SaferLeonora Plan 2022-2027. The Plan reaffirms the Shire of Leonora's commitment to addressing issues associated with community safety and crime prevention, in partnership with WA Police Leonora, key stakeholders and the community.

Community safety is rated as the highest area of importance and concern to local residents and business owners within the Shire of Leonora. The Plan is a five year strategic outlook for Leonora Police and the Shire of Leonora that aims to map the issues of primary concern to the community and document strategies and partnerships to alleviate these issues.

The plan aims to provide the Shire of Leonora with an overview of current local community safety issues, draw together information about existing initiatives and services, and coordinate a holistic approach to community safety and crime prevention through an action based strategy, drawing on the capacity of prospective partners and networks in relation to the efficient and effective use of available resources.

The Plan considers the perception of crime as well as the actual crime. A safe community is one where community members are able to pursue the fullest life possible without fear or hinderance of crime, making their feelings of safety as important as their actual level of safety.

The Shire of Leonora is very appreciative of the residents, community groups, business owners and key stakeholders who contributed during the development of the #SaferLeonora Plan. This partnership approach during the plans development lays the foundations which will continue to build during the plans implementation. We are confident that the plan will support everyone to work together, contributing to better outcomes for our community.

Cr Peter Craig
President, Shire of Leonora



Acknowledgement

The Shire of Leonora would like to acknowledge the contribution of the Leonora Police of the WA Police Force in the development of the #SaferLeonora Plan 2022-2027.

This co-design approach in collaboration with the community is key to sustainable change and we appreciate the ongoing support.



Executive Summary

Building a safe and inclusive community through better coordination of stakeholders and community members was a key objective of the #SaferLeonora Plan 2022-2027. Achieving this required the Shire of Leonora to understand the issues at a local level and work with stakeholders to share their experiences, explore possibilities and develop potential solutions that could be applied locally.

The development of the Plan was facilitated using a co-design approach to ensure that it represented the collective community voice and to make certain that resources could be strategically targeted in areas of identified need within the community.

The plan has four priority areas:

Creating Safer Places and Spaces

Creating environments that are safe, attractive, well maintained and used by the community without fear or hinderance of crime.

Supporting Families, Children and Youth

Maximising the resources available targeting barriers that impact on families, children and young people, and decrease the likelihood of offending.

Reducing the Impact of Alcohol and Other Drugs

Engaging and working with the community to implement effective programs that reduce the impact of alcohol and other drugs in Leonora.

Community Action, Connection and Involvement

Strengthening existing and establish new community and stakeholder partnerships that enable collaborative and effective approaches for addressing community safety.

The plan will guide the implementation of actions under the four priority areas and has

been designed to be a flexible and adaptable document to accommodate for the changing needs of the community over the next five years.

What is Community Safety and Crime Prevention?

According to the Australian Institute of Criminology (2012), crime prevention can be defined as 'an effective approach to reducing crime'.

A National Crime Prevention Framework has been introduced by the Australian Institute of Criminology to promote best practice and provide guidance to stakeholders in the development of sustainable policies, strategies and programs that address crime problems.

The Framework is intended to assist in the achievement of the following outcomes:

- A reduction in crime and disorder problems that are of greatest harm and concern to the community;
- Increased community safety, security and cohesion, including a reduction in the actual and perceived risk of victimisation;
- Increased support for people to cope with the impact of victimisation; and
- A reduction in re-offending among those people who have already engaged in criminal or anti-social behaviour.

Models of Crime Prevention

There are four approaches to crime prevention which used in combination ensure that the complex causes of crime are understood and addressed.

These approaches are:

- Developmental (early intervention and reducing the risk factors)
- Social (strengthening communities and helping to develop social capital)
- Situational (reducing the opportunity for crime and increasing the difficulty of offending)
- Criminal Justice (law enforcement)



Government Approach

From a government perspective, responsibility for the safety of our community falls across three tiers:

Federal

Responsibility is assumed by the Federal government for high-level crime, setting policy directions and co-funding many health and community services.

State

The WA State government funds and delivers most services involved in safety including the WA Police Force, Department of Fire and Emergency Services, St Johns Ambulance, Department of Communities, Drug and Alcohol Services as well as setting the regulatory framework such as building standards and the Office of Bush Fire Management.

Local

Local government enforces many of the state regulations and is responsible for the 'peace, order and good government' of their municipal districts. This includes the delivery of, and advocating for, the services that support a safer and inclusive community.

WA Police Force Priority Areas

The WA Police Force identified the following priority areas in their Annual Report 2021:

The key priorities are to:

- Contribute to preventing and combatting family violence
- Disrupt organised crime networks in WA and reduce the supply of illicit drugs with a focus on meth
- Reduce youth offending
- Reduce Aboriginal offending and victimisation
- Enforce traffic laws and support road safety initiatives
- Provide critical incident management, emergency prevention and preparedness

A core value for the WAPOL is to work in partnership with others to enhance the safety and security of the state. The agency collaborates with federal, state and local government agencies, not-for-profit and

community organisations and the private sector to contribute to better outcomes for the Western Australia community.

Why do we need a community safety and crime prevention plan?

While judicial and law enforcement roles are the responsibility of the federal and state government, local government is an active facilitator of collaboration at the local level between federal, state and community organisations on issues of community safety and crime prevention.

The #SaferLeonora Plan 2022-2027 is a tool to support WA Police Force Leonora, the Shire of Leonora, key stakeholders and the community to collaboratively enhance safety and public perceptions of safety, assist in the prevention of crime and coordinate actions to increase actual and perceived safety in the Leonora community.

The Plan identifies priorities in community safety and crime prevention and directs efforts for building partnerships with key stakeholders and the community, enabling a multidisciplinary approach to address safety issues that may impact upon our community.



Evidencing the Need for the Plan

The development of the #SaferLeonora Plan 2022-2027 involved:

- Research into crime statistics for the Shire of Leonora.
- Facilitation of new and consideration of past community consultations.
- Consultation with key stakeholders to seek their considered position on key focus areas.
- Desktop research of interstate and international community safety and crime prevention initiatives.

Reported Crime Statistics

Crime statistics accessed through the WA Police Force 'Crime Statistics Portal' provide an overview of categorised crimes occurring in the Leonora Local Government area.

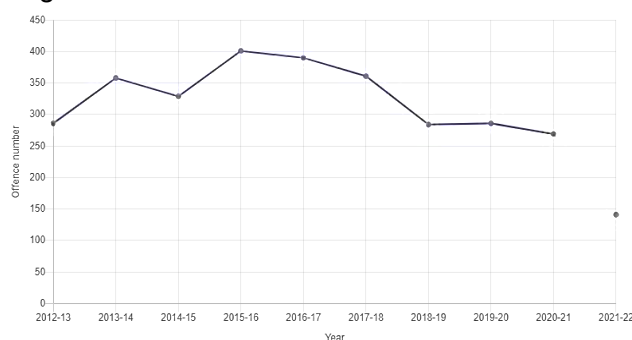
The Shire of Leonora also receives regular crime statistics through an agreement with Western Australian Local Government Association (WALGA) and the WA Police Force. This provides an insight in to emerging issues specific to Leonora with which solutions can be developed in collaboration with the community.

Shire of Leonora crime statistics have been collated in Figure 1 to show total numbers of reported offences per financial year from 2015/2016 to 2020/2021, enabling identification of crime trends in the area.

While crime statistics are important, not all crime is reported and therefore crime statistical reporting is not an accurate indication of the actual level of crime in the community. Figure 2 shows that the level of crime in Leonora has decreased in more recent years however, the perception of the community is that the level of crime has increased.

A safe community is one where the community members are able to pursue the fullest life possible without fear or hindrance from crime and disorder, making their feelings of safety as important as their actual level of safety. The Shire of Leonora therefore utilises a number of other information sources to guide its efforts and develop a holistic response to community safety and crime prevention.

Figure 2: Police Crime Statistics



Retrieved from <https://www.police.wa.gov.au/Crime/CrimeStatistics/#/>.

Figure 1: Reported Offences (Financial Year)

Offence	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021
Assault (family)	72	85	54	61	56	69
Assault (non-family)	40	39	33	29	20	31
Drug Offences	26	26	13	4	12	14
Dwelling Burglary	45	38	76	33	34	21
Property Damage	89	75	65	47	52	51
Threatening Behaviour (family)	3	8	4	2	3	1
Threatening Behaviour (non-family)	9	8	4	5	7	5
Stealing	45	43	47	53	44	31
Breach of Violence Restraint Order	21	32	18	15	16	12
Sexual Offences	1	1	8	3	4	5

Community Consultation

An important first step in the development of the #SaferLeonora Plan 2022-2027 was to undertake a consultation process in Leonora.

In March 2022 Leonora Police of the Western Australia Police Force (WAPOL Leonora) and the Shire of Leonora facilitated consultation sessions with the Leonora community and key stakeholders to develop an understanding of the community safety and crime prevention challenges in the community.

A total of 151 people were engaged with a broad representation from the community, and the key priorities for the Plan were identified by participants. The three most prominent community safety concerns identified were alcohol related issues, disengaged young people and antisocial behaviour.

Broad consultations were also undertaken in 2021 for the development of the Shire of Leonora: Plan for the Future. The feedback from the community consultation highlighted community safety as a priority.

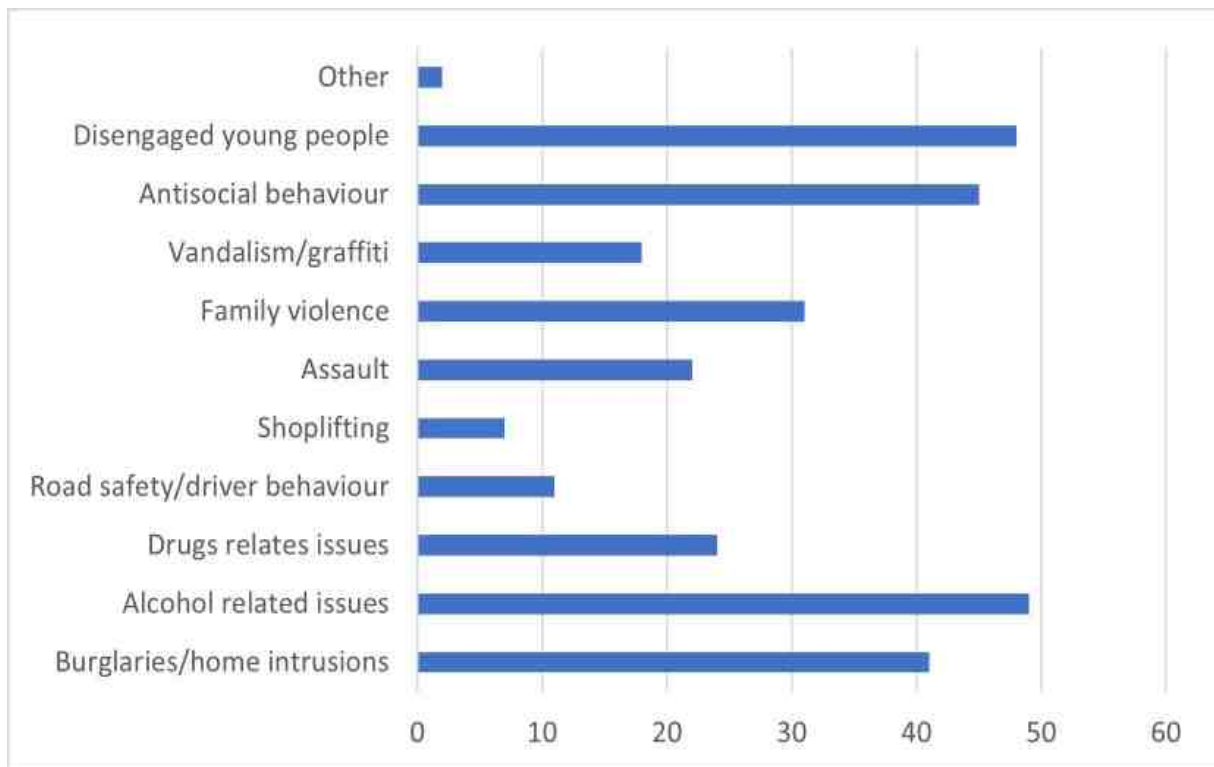
Key Stakeholder Consultation

The stakeholder engagement enabled a better understanding of the community safety and crime prevention issues that were raised by the Leonora community from the perspective of the agencies that individually target some of those issues. It also facilitated constructive, productive relationships of mutual benefit to enable a holistic collective impact.

Desktop Research

Desktop research considered international, federal, state as well as trends and best practice examples in community safety being delivered by other Local Government Authorities. Relevant concepts were translated where possible to reflect the context of community safety and crime prevention in the Shire of Leonora and included as potential strategies within the Plan.

Figure 3: Leonora Priority Concerns



Strategic Context

The following strategic context has been considered in the development of this plan. This framework also provides guidance and understanding with regard to the current trends and issues raised during consultation.

The World Health Organization's (WHO) 'Safe Communities Model'

The World Health Organization (WHO) Manifesto for Safe Communities states that "All human beings have an equal right to health and safety".

National Crime Prevention Framework (2020)

Developed by the Australian Institute of Criminology as a resource which outlines the most effective approaches to the prevention of crime.

Driving Change (2020-2030)

Driving Change is the framework to guide WA's road safety journey to reduce the number of people fatally, severely or seriously injured by 50 to 70% by 2030, and to zero by 2050.

Department of Communities Path to Safety (2020-2030)

Western Australia's strategy to reduce Family and Domestic Violence 2020-2030 is a long-term vision that sets out a whole of government and community plan for reducing and responding to family and domestic violence.

Strong Spirit Strong Mind - Aboriginal Drug and Alcohol Framework for Western Australia 2011-2015

The Strong Spirit Strong Mind – Aboriginal Drug and Alcohol Framework for Western Australia was developed to provide guidance towards delivering culturally secure programs and supporting Aboriginal ways of working in order to strengthen their efforts to manage and reduce alcohol and other drug related harm in Aboriginal communities.

Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025

Strategic planning for the mental health and AOD sector providing a guide for investment, decisions and priority setting. It provides an

overview of effective strategies for the mental health and AOD sector.

West Australian Alcohol and Drug Interagency Strategy 2018-2022

Western Australia's key policy document that outlines strategies to prevent and reduce the adverse impacts of AOD in Western Australia.

At Risk Youth Strategy 2015-2018 Department for Child Protection and Family Support

The Strategy has been developed to guide the Department's ongoing role in planning and delivering services that support and encourage young people to reach their potential and promote safety in the community.

Western Australia's Family and Domestic Violence (WA FDV) Prevention Strategy to 2022

The Strategy has been developed to guide the reduction of domestic violence.

National Drug Strategy 2017-2026

This is a ten-year framework that aims to reduce and prevent the harmful effects of alcohol, tobacco and other drugs.

WA Police Force Reconciliation Action Plan

The WAPOL's formal statement of commitment to reconciliation outlining strategies to close the gap.



Managing the Plan

#SaferLeonora Committee

The Leonora community identified the need to bring key stakeholders together in a structured way to achieve social change, through a collective impact approach.

The #SaferLeonora Committee was developed as a strategic crime prevention advisory group to enhance community safety and reduce crime in Leonora through collaboration and coordination of key stakeholders and community members. The Committee will review and oversee the implementation of the #SaferLeonora Plan 2022-2027, actively implement the actions listed in the plan, collaboratively seek resources and funding opportunities to aid in community safety and crime prevention and report outcomes achieved to the Shire of Leonora.

Key Stakeholders

The #SaferLeonora Committee is a Shire of Leonora 'Official Committee of Council', consisting of representatives from a diverse cross section of the Leonora community including government, non-government and members of the community who share a collective commitment and expertise in relation to community safety and crime prevention.

The #SaferLeonora Committee consists of representatives from both government and non-government organisations, police and community agencies at the local level who share a collective commitment and expertise in relation to community safety and perceptions of safety. The Committee membership includes:

- Two (2) Elected Members:
- Officer In Charge of the Leonora Police Station or nominated representative;
- One (1) representative of Hope Community Services;
- One (1) representative of the Department of Communities - Child Protection and Family Support;
- One (1) representative of the Department of Education;

- One (1) representative of the Nyunnga-Ku women's support group;
- One (1) representative of the Leonora Youth Centre;
- One (1) representative of the Wongatha Aboriginal Elders/Leaders;
- Up to two (2) community representatives.

Responsibilities of the Committee

The Committee is responsible for:

- Reviewing and overseeing the implementation of the Shire of Leonora #SaferLeonora Plan 2022-2027;
- Development of effective partnerships to support the coordination and integration of community safety and crime prevention activities within the Shire of Leonora; and
- Identifying and coordinating funding opportunities to address priority issues that have been identified in the #SaferLeonora Plan 2022-2027.



#SaferLeonora Action Plan

Through community and stakeholder consultation a diverse range of information was collected which focused on what those living in and visiting the Shire consider to be important in relation to community safety and their perceptions on crime. Four priority areas have been identified with supporting objectives, actions and outcomes.

Focus 1 Creating Safer Places and Spaces

Goal: To create environments that are safe, attractive, well maintained and used by the community without fear or hinderance of crime.

- 1.1 Reduce the opportunity for crime or offending behaviour.
- 1.2 Improve the perception of safety and security in the Leonora town centre.

Focus 2 Supporting Families, Children and Youth

Goal: To maximise resources available targeting barriers that impact on families, children and young people, and decrease the likelihood of offending.

- 2.1 Prevent children and young people from becoming involved in the youth justice system and improve the outcomes of those who do.
- 2.2 Increase access to leadership and development opportunities and activities for Leonora young people.
- 2.3 Reduce opportunity for domestic violence.
- 2.4 Facilitate opportunity for healing through culture and country.
- 2.5 Improve the health and wellbeing of disadvantaged community members.

Focus 3 Reducing the Impact of Alcohol and Other Drugs

Goal: To engage and collaborate with the community and implement effective programs that reduce the impact of alcohol and other drugs in Leonora.

- 3.1 Combat the ongoing problem of alcohol misuse and non legitimate behaviour in the streets at night.
- 3.2 Reduce the harms of alcohol and other drug use through coordinated, multiagency responses and improve the social wellbeing of users and those around them.

Focus 4 Community Action, Connection and Involvement

Goal: To strengthen existing and establish new community and stakeholder partnerships that enable collaborative and effective approaches for addressing community safety.

- 4.1 Build strong partnerships and relationships.
- 4.2 Encourage community engagement and participation in community safety and crime prevention.

Focus 1: Creating Safer Places and Spaces

Mapping of Current Initiatives and Services

Initiative/Service	Details	Current Status	Action
Shire of Leonora CCTV	CCTV system with Geutebruck Security Management System. Ability for live view by Police.	Community has requested additional CCTV. Modern CCTV system Installed in the Leonora town centre.	Establish if there is a real need for additional CCTV.
WA Senior Card - Safety and Security Rebate	Rebate of up to \$400 for a WA Seniors Card Holder to apply some target hardening to their homes.	Applications are open. Not currently marketed to Leonora Seniors.	Market to Leonora Seniors.
WA Police Force Cam-Map	<p>Cam-Map WA is a comprehensive database of all voluntarily registered CCTV systems across Western Australia.</p> <p>This publicly accessed platform allows owners and operators of CCTV systems to self-register onto a secure database operated by the Western Australia Police Force.</p> <p>Accurate knowledge of the locations of CCTV systems will assist WA Police to investigate incidents in order to improve community safety.</p> <p>Cam-Map WA encourages the active participation of State Government agencies, local governments, and the community to register towards the creation of safer environments.</p>	Low numbers of Leonora entries.	Market to the Leonora community.

Focus 1: Creating Safer Places and Spaces

1.1 Reduce the opportunity for crime or offending behaviour.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
1.1.1	Apply 'Designing Out Crime' principles within the community.	Conduct a lighting audit to identify lighting requirements in Leonora.	Shire of Leonora			X			
		Apply for funding to upgrade lighting in areas identified in the lighting audit. Apply creative lighting to dark spaces.	Shire of Leonora				X		
		Promote the registration of private and business CCTV with the WA Police Force Cam-Map initiative.	WAPOL Leonora	COMPLETED					
		Conduct a 'map and gap' of community based CCTV to identify key gaps.	Shire of Leonora			X			
		Apply for funding to upgrade the CCTV infrastructure if gaps are identified.	Shire of Leonora / #SaferLeonora Committee				X		
1.1.2	Encourage activity in local parks, spaces and facilities.	Enable access to public open spaces during day and night.	Shire of Leonora	X	X	X	X	X	X
		Encourage community-driven alternative activation in the town centre, both day and night using vacant shops, public open spaces and streets. (e.g. colouring in station, cultural object making workshops)	#SaferLeonora Committee to select lead stakeholder	X	X	X	X	X	X
		Activate the Rec Centre with alternative activities that will attract youth (for example, purchase rollerskates and run indoor rollerskating, purchase of boxing equipment and start boxing classes). Note: Rollerskating in the Rec Centre will not damage the floor. Contact the Shire of Irwin for feedback on this).	Shire of Leonora Sponsorship Opportunity		X		X		X
1.1.3	Implement target hardening initiatives with the Leonora community.	Apply for funding to subsidise locks and lighting for seniors and vulnerable community members in their homes to reduce the opportunity for crime. 'Lock and Light' program.	#SaferLeonora Committee Sponsorship Opportunity	X					
		Create home security checklists to residents. Provide this to the Shire for inclusion on the 'Community safety' tab on the website.	#SaferLeonora Committee to select lead stakeholder	COMPLETED					
		Produce a brochure for businesses to improve security and distribute to businesses	#SaferLeonora Committee to select lead stakeholder		X				
		Facilitate a campaign to remind people to lock up their homes and vehicles.	#SaferLeonora Committee to select lead stakeholder		X				
		Investigate the availability of current WA Seniors Safety and Security Rebate and assist elderly residents to apply.	#SaferLeonora Committee to select lead stakeholder	COMPLETED					

1.1.4	Reduce high risk behaviours that impact on the safety of Leonora residents and visitors.	Order 'Please Slow Down - Consider Our Kids' wheely bin stickers from WALGA's Roadwise program and provide them to property owners. Note: opportunity for a local #SaferLeonora campaign and personalised stickers.	Shire of Leonora Rangers / #SaferLeonora Committee Sponsorship Opportunity	x				
		Seek funding to purchase two (one for each end of the main thoroughfare through town) digital message boards to encourage truck drivers and other road users to slow down when driving through the town centre. Note: these can be used for activation and community announcements (emergency response, events, drawing attention to attractions, community safety messaging, warning about works programs, etc.)	Shire of Leonora (lead) / #SaferLeonora Committee Sponsorship Opportunity	x				

1.2 Improve the perception of safety and security at night in the Leonora town centre.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
1.2.1	Increase visibility of surveillance activities.	Task Shire rangers/works teams to facilitate the 'Eyes on the Streets' program and encourage other agencies to join. Order stickers for their vehicles. Arrange training through Community Policing.	Shire of Leonora / #SaferLeonora Committee	x					
		Seek funding and investigate opportunity to reintroduce 'night patrol' program.	#SaferLeonora Committee to select lead stakeholder Sponsorship Opportunity	x					
1.2.2	Reduce untidy and unwelcoming surroundings.	Identify old buildings that need maintenance and lobby property owner to complete repair work.	#SaferLeonora Committee to select lead stakeholder	x					
		Facilitate regular litter collection programs such as 'Keep Australia Beautiful'. Seek incentives to encourage participation.	#SaferLeonora Committee to select lead stakeholder Sponsorship Opportunity	x	x	x	x	x	x
		Investigate opportunity for funding to include additional vibrant street art in the town centre.	Shire of Leonora Sponsorship Opportunity			x		x	
		Promote 'Snap Send Solve'. This is a free app that allows you to easily report service issues from your mobile phone reports are submitted directly to responsible organisation for action. It encouraged the community to actively be part of the solution.	#SaferLeonora Committee	COMPLETED					

Focus 2: Supporting Families, Children and Youth

Mapping of Current Initiatives and Services

Initiative/Service	Details	Current Status	Action
Hope Community Services	<ul style="list-style-type: none"> • Counselling (individual and in groups) • Community pharmacotherapy referral • Advocacy for individuals and families affected by AOD and MH concerns • Suicide and Harm Prevention • Integrated Team Care • AOD outreach 	Services delivered in Leonora currently.	No action.
Nyunnga-Ku Women's Group	The Nyunnga-Ku Women's Group is supported by Home Community Services. Colleen Berry is the Chairperson.	Operational but needs support	Use the #SaferLeonora Committee to support this group to continue to deliver their programs.
Stephen Michael Foundation	Provision of youth activities	Funded.	Opportunity to expand this service.
Kalgoorlie PCYC	Provision of youth activities	Funded. Additional funding required.	Support access to further funding to expand service.
Leonora Youth Centre	Drop-in and provision of youth activities	Operating with limited hours.	<p>This service has opportunity to expand.</p> <p>More funding is required to extend the hours of operation.</p>
Housing	No local Housing Officer.	The community has expressed the need for a Housing Officer. This is an area of high priority.	Lobby for a Housing Officer.

Focus 2: Supporting Families, Children and Youth

2.1 Prevent children and young people from becoming involved in the youth justice system and improve the outcomes of those who do.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
2.1.1	Increase availability and accessibility of services and programs.	Map existing programs, services and community groups, and establish a list of required services. Lobby for additional services to fill the gaps.	#SaferLeonora Committee to select lead stakeholder	x					
		Encourage delivery of the 'Protective Behaviour Program' to operate at Leonora District High School.			x				
		Engage Relationships Australia to deliver support in Leonora.			x				
		Investigate and implement the Safety House WA program.	#SaferLeonora Committee to select lead stakeholder		x				
		Facilitate the 'Keeping Kids in Schools' program.	Dept of Education (lead)	x	x	x	x	x	x
		Facilitate a 'Back to School' activity to ensure vulnerable young people have school supplies.	Leonora DHS P&C		x	x	x	x	x
		Facilitate a Creators Hub / Makers Hub (art and craft) for young people not in to physical activities, and facilitate intergenerational relationships.	Leonora Youth Centre		x	x	x	x	x
		Create an email network of Leonora youth stakeholders as a communication tool and encourage regular conversation and collaboration within the group. Send an introduction email to raise awareness of the group and to start conversations.	Shire of Leonora / Leonora Rec Centre	x					
		Develop and market collaborative school holiday programs with the support of all stakeholders.	Leonora Youth Centre Kalgoorlie PCYC SM Foundation Leonora Rec Centre/CRC	x	x	x	x	x	x
		Provide updated information about service providers to Shire of Leonora to add to the community directory on the website. Promote this resource.	#SaferLeonora Committee	x	x	x	x	x	x
Activate vacant shops and other 'in-between use' spaces with displays and interactive activities that promote services available.	Leonora DHS - artwork #SaferLeonora Committee	x	x	x	x	x	x		

2.1.2	Increase engagement in education	Identify stakeholders to support specific barriers experienced by young people and create an agreed localised referral process to better support Leonora DHS in providing a wrap around service for at risk young people.	#SaferLeonora Committee to select lead stakeholder	x					
		Support Leonora DHS to access funding to strengthen their ability to deliver current and additional learning programs.			x	x	x	x	x
		Arrange permissions for funding applications to be auspiced by the Shire of Leonora via the #SaferLeonora Committee.		x					
2.1.3	Develop opportunities for vulnerably families and children to access food when in need.	Reintroduce the 'Hot Lunch Program' to provide vulnerable children access to food.	#SaferLeonora Committee to select lead stakeholder Sponsorship Opportunity		x				
		Facilitate weekly healthy cooking on a budget workshops for vulnerable young people.		x	x	x	x	x	x
		Complete the community garden that was started in the Recreation Centre precinct and appoint a local group to be the caretaker.			x				
		Investigate opportunity for the church to facilitate a soup kitchen service on a day when food is not already available.		x					

2.2 Increase access to leadership and development opportunities and activities for Leonora young people.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
2.2.1	Increase opportunity for Leonora young people to access leadership and development opportunities, and activities that are available in surrounding communities.	Identify programs and initiatives within close proximity to Leonora, and promote them to Leonora young people.	Youth Advisory Council Leonora Youth Centre Kalgoorlie PCYC SM Foundation Leonora Rec Centre #SaferLeonora Committee	x	x	x	x	x	x
		Seek funding to purchase a Shire owned community bus.	Shire of Leonora (lead) Sponsorship Opportunity	x					
		Encourage and assist community members to get their Working with Children Check and bus licenses to enable volunteering.	#SaferLeonora Committee to select lead stakeholder Sponsorship Opportunity	x					
		Investigate opportunity for Leonora young people to access to Clontarf in Kalgoorlie through lobbying for a hostel service and transport using community bus from Leonora to Kalgoorlie at the start and end of each week.				x	x		
		Seek funding to pay for scholarships for Leonora young people to access Clontarf and other leadership opportunities.			x	x	x	x	x
		Increase positive role modelling for young people. Enquire about existing mentoring programs to deliver to Leonora. Potentially True Blue Dreaming.			x	x	x	x	x

2.3 Reduce opportunity for domestic violence.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
2.3.1	Increase family support networks.	Expand the Toy Library to include support services for young mums and bubs through development of family support networks. Include service providers to enable extended opening.	#SaferLeonora Committee to select lead stakeholder	x					
		Investigate opportunity to form a Men's Shed.			x				
		Support the Nyunnga-Ku program to continue to provide assistance to women in Leonora.		x	x	x	x	x	x
2.3.2	Facilitate opportunity for crisis care accommodation for women and children.	Develop a business case/feasibility study for the development of crisis accommodation in Leonora for women and children at risk.	Shire of Leonora Sponsorship Opportunity	x					
		Seek funding to produce a feasibility study for development of crisis accommodation in Leonora.		x					
		Seek funding to develop crisis accommodation in Leonora. Potentially the Building Better Regions Fund.			x				
2.3.3	Increase awareness of support services for domestic violence	Research support services for domestic violence and request marketing materials to promote to the Leonora community.	Hope Community Services (lead) #SaferLeonora Committee	x					
		Promote the Strong Families, Safe Kids Advice & Referral Line 1800 000 123.		x	x	x	x	x	x

2.4 Facilitate opportunity for healing through culture and country.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
2.4.1	Diversify services and initiatives with cultural considerations.	Facilitate opportunities to establish meaningful relationships between Aboriginal and non-Aboriginal community members using cultural activity.	Aboriginal Residency Group with support from #SaferLeonora Committee	x					
		Create an opportunity to showcase the Aboriginal culture in a setting that will instill pride within the Aboriginal community and support social cohesion.			x	x			
		Provide advice to support services around enhancing their services so that they are responsive to cultural considerations in Leonora.	Aboriginal Residency Group with support from #SaferLeonora Committee	x	x	x	x	x	x
2.4.2	Facilitate opportunities for young people to connect to their culture to strengthen their sense of identity.	Support the Aboriginal Residency Group and the Leonora Youth Centre to access funding and deliver culture based activity targeting community safety, crime prevention and youth engagement (for example, on-country camp outs for young people, tool making workshops, etc.).	Aboriginal Residency Group and Leonora Youth Centre with support from #SaferLeonora Committee	x	x	x	x	x	x
2.4.3	Facilitate opportunities for young people to strengthen connections with family and community to instill a sense of belonging.	Establish programs that facilitate mutually enjoyable parent/child interaction.	#SaferLeonora Committee to select lead stakeholder	x	x	x	x	x	x

2.5 Improve the health and wellbeing of disadvantaged community members.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
2.5.1	Improve housing conditions in Leonora.	Lobby for Housing Officer to operate from Leonora through the Department of Housing.	#SaferLeonora Committee to select lead stakeholder	X					
		Investigate the opportunity for new housing stock in Leonora.		X	X				
		Rather than being reactive to poorly maintained houses, take a proactive approach and schedule regular inspections through the Department of Housing.		X	X	X	X	X	X
		Encourage the community to report violations to tenant policy to the Department of Housing so that targeted inspections can take place.		X	X	X	X	X	X
		Lobby Department of Housing to provide incentives to rehabilitate and maintain homes (i.e. lower rent they maintain the garden, lower rent if they keep the yard clean, etc.)		X					

Focus 3: Reducing the Impact of Alcohol and Other Drugs

Mapping of Current Initiatives and Services

Initiative/Service	Details	Current Status	Action
Hope Community Services	<ul style="list-style-type: none"> • Counselling (individual and in groups) • Community pharmacotherapy referral • Advocacy for individuals and families affected by AOD and MH concerns • Suicide and Harm Prevention • Integrated Team Care • AOD outreach 	Program is currently being delivered in Leonora.	
Centrelink Cashless Debit Card	<p>A Cashless Debit Card looks and works like a normal bank debit card. You can't use it to buy alcohol, gamble, or get cash out. This is already active in the Goldfields Region.</p> <p>The Department of Social Services commissioned the Future of Employment and Skills (FES) Research Centre at the University of Adelaide to undertake an independent baseline data collection in the Goldfields Cashless Debit Card (CDC) site.</p>	Program is currently being delivered in Leonora.	
Alcohol Interlock Scheme	<p>A state-wide Alcohol Interlock Scheme commenced operation in Western Australia in October 2016.</p> <p>The purpose of the scheme is to reduce the road safety risk posed by repeat drink drivers. In certain circumstances, a court will order that, for a period of six months, offenders only drive vehicles fitted with interlock devices.</p>	The program is delivered in Leonora.	
Liquor Restricted premises	<p>To declare a premises liquor restricted, an application must be made to the Director of Liquor Licensing.</p> <p>Applications can be made by owners/occupiers of a private premises or by the Chief Executive Officer of the agency responsible for administering the Children and Community Services Act 2004.</p>		

Initiative/Service	Details	Current Status	Action
Liquor Accords	<p>Liquor Accords are local voluntary agreements between the liquor industry, the WA Police Force, local government authorities and the WA Department of Health. Accords strive to exceed the standards of venue management and duty of care to patrons, as required by the Liquor Control Act.</p> <p>Accords are run and monitored locally by those groups interested in the safe and professional management of licensed premises. The purpose of Liquor Accords is to help reduce the harm associated with the misuse of alcohol.</p> <p>Accords can be approved by the licensing authority. Once approved the accord can request that the licensing authority impose, vary or cancel a condition of a license.</p>	In the process of developed by WAPOL.	Support the development of a Goldfields Liquor Accord
Banned Drinkers Register	Operational in Leonora.		
Strong Spirit Strong Mind	Cultural specific AOD Service		
School Drug Education and Road Aware (SDERA)	School Drug Education and Road Aware (SDERA) helps children and young people make safer choices by providing programs that use a resilience approach to alcohol and other drugs and road safety education.	Available to Leonora but not currently in operation.	
Goldfields Community Alcohol and Drug Service (GCADS)	<p>Aims to support individuals and families affected by alcohol or other drugs in the Goldfields region of WA.</p> <p>Services include counselling (individually and in groups), community pharmacotherapy referral, advocacy for individuals and families affected by alcohol or other drugs and mental health concerns, suicide and harm prevention, Integrated Team Care (ITC), individualised community living strategy, consultancy and referral services for health professionals, and community prevention initiatives to address alcohol and other drug issues.</p>		

Focus 3: Reducing the Impact of Alcohol and Other Drugs

3.1 Combat the ongoing problem of alcohol misuse and non legitimate behaviour in the streets at night.

Strategies		Key Deliverables	Stakeholder	Timeframe						
				2022	2023	2024	2025	2026	2027	
3.1.1	Reduce access and consumption of alcohol in Leonora.	Develop a Goldfields Liquor Accord.	WAPOL Leonora	x						
		Lobby the Director of Liquor Licensing to impose a ban on the sale of take-away alcohol in Leonora that is stronger than 2.7% alcohol.	Goldfields Liquor Accord	x						
		Form an agreement with Goldfields Liquor Accord for purchase of take-away alcohol to only be permitted after 2pm and prior to 6pm each day.	WAPOL Leonora	x						
		Conduct controlled purchase operations to identify outlets selling liquor to young people.	Goldfields Liquor Accord		x					
3.1.2	Reduce underage drinking.	Increase the level of signage of penalties for supplying alcohol to minors. Investigate current signage and provide appropriate signage.	Goldfields Liquor Accord		x					
		Promote appropriate alcohol related resources for young people and diverse dissemination strategies including: <ul style="list-style-type: none"> • Diversion programs • YPOP (DOJ) - Young Persons Opportunity Program • Court Diversion • Pay off fines - Work and Development Scheme related AOD • AAT - Alcohol Assessment and Treatment • CIR & ODIR - Cannabin Intervention Requirement and Other Drug Intervention Requirement. 	Hope Community Services (lead) #SaferLeonora Committee	x	x	x	x	x	x	
		Encourage community members to report sale or provision of alcohol to minors by calling Crime Stoppers on 1800 333 000.	WAPOL Leonora (lead) #SaferLeonora Committee		x					
		Plan a regular schedule of weekly diversionary activities to reduce the temptation for young people to drink alcohol.	Kalgoorlie PCYC / SM Foundation / Leonora Rec Centre	x	x	x	x	x	x	

Strategies	Key Deliverables	Stakeholder	Timeframe					
			2022	2023	2024	2025	2026	2027
	Implement “I need you to say no” campaign targeted at parents of young people 12 to 17 years. Campaign resources will include audio and visual media in September and October 2022.		X					
	Investigate opportunities to implement educational workshops and stalls at community events.		X	X	X	X	X	X
	Promote the Alcohol and Drug Support Line - 1800 198 024.		X	X	X	X	X	X



3.2 Reduce the harms of alcohol and other drug use through coordinated, multiagency responses and improve the social wellbeing of users and those around them.

Strategies		Key Deliverables	Stakeholder	Timeframe					
				2022	2023	2024	2025	2026	2027
3.2.1	Increase the focus on prevention of use of alcohol and other drugs.	Provide targeted public education campaigns focusing on prevention of uptake and delaying first use of alcohol.	#SaferLeonora Committee	x	x	x	x	x	x
		Lobby WALGA to reintroduce the School Drug Education and Road Aware (SDERA) program in Leonora and support them to facilitate activities.	#SaferLeonora Committee	x					
		Increase awareness of prevention services available online, by telephone and in person in Leonora.	#SaferLeonora Committee	x	x	x	x	x	x
		Facilitate and promote recreational, social, educational and cultural activities as healthy alternatives to prevent and delay alcohol and other drug use amongst young people.	Youth Advisory Council Leonora Youth Centre Kalgoorlie PCYC SM Foundation Leonora Rec Centre	x	x	x	x	x	x
3.2.2	Increase existing and implement additional intervention programs and services that identify people at risk of harm related to alcohol and other drugs, to provide opportunity to intervene before problems become entrenched.	Investigate opportunities to leverage off existing groups and activities (bush days, men's and women's groups) and introduce intervention components.	Hope Community Services (lead) #SaferLeonora Committee	x	x	x	x	x	x
		Investigate existing intervention initiatives in other communities and replicate them in Leonora.		x	x	x	x	x	x
3.2.3	Support people to recover from alcohol and other drug related problems.	Lobby for additional recovery services to ensure that people with severe alcohol and other drug problems can access services when needed in Leonora.	Hope Community Services (lead) #SaferLeonora Committee	x	x	x	x	x	x
3.2.4	Reduce the prevalence of FASD and the impact it has on individuals, families and Leonora.	Develop culturally specific information regarding FASD and alcohol consumption for Aboriginal and Torres Strait Islander women.	Hope Community Services (lead) #SaferLeonora Committee	x	x	x	x	x	x
		Distribute Goldfields Community Alcohol and Drug Service (GCADS) alcohol and other drug support guides to local health care agencies and public spaces.	Hope Community Services (lead) #SaferLeonora Committee	x	x	x	x	x	x

Focus 4: Community Action, Connection and Involvement

Mapping of Current Initiatives and Services

Initiative/Service	Details	Current Status	Action
#SaferLeonora Committee	Shire of Leonora #SaferLeonora Committee is an official Committee of Council.	Adopted by Council. Ready to establish.	Facilitate the #SaferLeonora Committee.
Aboriginal Residency Group	The Aboriginal Residency Group is an established group in Leonora made up of a mix of people from the Wangi community. Rene Reddingius is the Chairperson.	Operational but needs support	Use the #SaferLeonora Committee to support this group to continue to deliver their programs.
Nyunnga-Ku Women's Group	The Nyunnga-Ku Women's Group is supported by Home Community Services. Colleen Berry is the Chairperson.	Operational but needs support	Use the #SaferLeonora Committee to support this group to continue to deliver their programs.
#SaferLeonora hashtag	<p>Leonora Police have established the hashtag '#SaferLeonora' which they have been using to group together conversations and content occurring online around community safety and crime prevention. The #SaferLeonora Committee and Plan have been developed as a build on from this original initiative by police.</p> <p>A hashtag is essentially a way to group together conversations or content online around a certain topic. It is used to index key topics online and allows people to easily follow that topic.</p>	The #SaferLeonora hashtag is being used successfully by police.	<p>The #SaferLeonora hashtag is a way for all different stakeholders to link and collaborate with delivery of content.</p> <p>Encourage all stakeholders to use the #SaferLeonora hashtag.</p>

Focus 4: Community Action, Connection and Involvement

4.1 Build strong partnerships and relationships.

Strategies		Key Deliverables	Stakeholder	Timeframe						
				2022	2023	2024	2025	2026	2027	
4.1.1	Develop and facilitate the #SaferLeonora Committee	Request the development of the #SaferLeonora Committee as an 'Official Committee of Council' to ensure that the Committee retains its value and drive.	WAPOL Leonora	COMPLETED						
		Develop a list of key stakeholders to be members of the Committee based on the Stakeholder Impact Assessment.	WAPOL Leonora / Shire of Leonora	COMPLETED						
		Develop Terms of Reference for #SaferLeonora Committee.	WAPOL Leonora / Shire of Leonora	COMPLETED						
		Develop the #SaferLeonora Plan 2022-2027 and review bi-annually.	#SaferLeonora Committee	x		x		x		
		Conduct bi-monthly agenda-driven meetings to report progress against #SaferLeonora Plan to Council and the community. Meetings to take place July, September	Shire of Leonora	x	x	x	x	x	x	

4.2 Encourage community engagement and participation in community safety.

Strategies		Key Deliverables	Stakeholder	Timeframe						
				2022	2023	2024	2025	2026	2027	
4.2.1	Encourage local residents to take ownership of their neighbourhood and report issues.	Establish a #SaferLeonora Facebook group and use it to facilitate an online neighbourhood watch program.	#SaferLeonora Committee to select lead stakeholder		x					
		Support the local community through small grants programs to deliver community safety initiatives.			x	x	x	x	x	
		Create a #SaferLeonora home safety and security checklist to encourage property owners to target harden their property.		COMPLETED						
4.2.2	Provide opportunity for young people to take a leadership role in the community safety and develop civic pride.	Investigate opportunity to develop a Youth Advisory Council.	Leonora Youth Centre Kalgoorlie PCYC SM Foundation Leonora Rec Centre		x					

4.2.3	Enable greater awareness of activities and projects across the Shire of Leonora which address community safety and crime prevention.	Develop a #SaferLeonora marketing and communications strategy.	#SaferLeonora Committee to select lead stakeholder	COMPLETED					
		Promote the use of the #SaferLeonora hashtag to group together conversations and content occurring online around community safety and crime prevention.		x	x	x	x	x	x
		Implement relevant State Government programs such as Burglar Beware, Dob in a Dealer, Eyes on the Street, Goodbye Graffiti, National Bike Register.		x	x	x	x	x	x
		Promote participation in Aboriginal diversion programs.		x	x	x	x	x	x
4.2.4	Promote crime reporting and recording avenues to the community.	Promote Crimestoppers through materials developed for social media use. Set as a reoccurring scheduled post.	#SaferLeonora Committee to select lead stakeholder	x	x	x	x	x	x
4.2.5	Engage with the Leonora business community via an email network to reduce the opportunity for crime.	Develop an email list for the Leonora business community.	Leonora CRC	x					
4.2.6	Engage local people in sharing messages with the broader community.	Develop 'Photo Voices' to share community safety messages using the experience of local people to give the message personal meaning. Visual cues to share simple messages from the heart. Aboriginal Elder - FASD Awareness, WAPOL - Antisocial Behaviour, Pub Owner - Alcohol Consumption, School Principal - Feeling Safe, Aboriginal Leader - Domestic Violence	Aboriginal Elders/Leaders Business Owners Youth Advisory Council Youth Leader Education Department	COMPLETED					
4.2.7	Update the 'Community Safety' tab on the Shire of Leonora website with the name #SaferLeonora, and add relevant and accessible #SaferLeonora information.	Add #SaferLeonora campaigns, links to Keeping Kids in School assets, information about WAPOL Cam-Map, information about the #SaferLeonora Committee and access to the Plan. Opportunity to provide feedback to the Committee. Information about the Community CCTV. The Lock and Light Home Security Assessment.	Shire of Leonora	x	x	x	x	x	x
4.2.8	Enable greater access for the community to external funding for delivery of community-led activities and initiatives.	Create a Leonora focused 'grant cheat sheet' and share it with the community so that the application process is simplified and that projects have a uniformed approach. Support the application process.	#SaferLeonora Committee to select lead stakeholder	x					
		Send advice to interested community members about opportunities for external funding.	#SaferLeonora Committee to select lead stakeholder	x	x	x	x	x	x

Communications

Planning communications will enable effective delivery of information to identified target audiences. The plan is an outline of how the #SaferLeonora Committee will communicate important project information and when it will be communicated.

Media and Marketing Opportunities

Social Media

- Shire of Leonora
- The Leonora Grapevine
- Leonora CRC

Printed Media

- Tower Street Times
- Leonora District High School Newsletter
- Kalgoorlie Miner

Community Notice Boards

- Leonora CRC
- Shire of Leonora Administration Building
- Post Office Leonora
- The Food Van
- Leonora Pharmacy
- Leonora Information Centre
- Vacant shop windows

Calendar

January

- School holidays - youth engagement
- Post Christmas (large amounts of new purchases in the house)
- People leaving town on holidays
- New Year celebrations

February

- Back to school

March

- Autumn begins
- Tourists camping

April

- School holidays - youth engagement
- People leaving town on holidays
- ANZAC Day
- Check fire alarms

May

- Back to school
- National road safety week
- Mothers Day

June

- Golden Gift
- Winter Begins

July

- School holidays - youth engagement
- NAIDOC Week

August

- Wild flower season
- Keep Australia Beautiful week

September

- School holidays - youth engagement
- Spring begins

October

- Halloween




November

- Wild flower season
- Opening of the pool
- Warm weather - people leaving the windows and doors open and unlocked for cool air.

December

- School holidays - youth engagement
- Christmas
- Summer begins

Communications

IMAGE	BLURB	HOW & WHEN
	<p>No Alcohol is the Safest Choice</p> <p>Most parents don't provide alcohol to their children. Given teenagers vulnerabilities to the effects of alcohol and the associations with adverse adult outcomes, its safest to delay the use of alcohol until at least 18 years of age.</p> <p>Goldfields Community Alcohol and Other Drug Services (GCADS) provides advocacy for individuals and families affected by alcohol or other drugs and mental health concerns.</p> <p>#SaferLeonora</p>	<p>Social Media Shop Windows School Newsletter Printed Media</p> <ul style="list-style-type: none">• Tower Street Times• Kalgoorlie Miner <p>Schedule to be posted twice per year.</p>
	<p>Drop to 40kms in the School Zone</p> <p>Drivers are reminded that the school term commences today. Please protect our kids and reduce your speed to 40 km/hr between the hours of 7:30 am and 9:00 am, and from 2:30 pm to 4:00 pm on school days.</p> <p>#SaferLeonora</p>	<p>Social Media</p> <p>First day back to school (February, May, July, October)</p>
	<p>Cam-Map</p> <p>Accurate knowledge of the locations of CCTV systems (both private and business) greatly assists WA Police to investigate incidents and improve community safety. 'Cam-Map WA' is a database operated by the Western Australia Police Force that allows owners of CCTV systems to securely self-register their equipment.</p> <p>If you have CCTV, we would really appreciate your help! You can make a big difference by taking 2 minutes to follow the link and register your CCTV. https://cam-mapwa.police.wa.gov.au/</p> <p>#SaferLeonora</p>	<p>Social Media</p> <p>Schedule to be posted twice per year.</p>



Alcohol is Destroying Our Beautiful Culture

Contact Goldfields Community Alcohol and Other Drug Services (GCADS) on (08) 9071 5169. They provide advocacy for individuals and families affected by alcohol or other drugs and mental health concerns.

This service outreaches to Leonora, Laverton, Kambalda, Coolgardie, Menzies, Norseman, Ravensthorpe and Hopetoun, and supports culturally appropriate and safe practice.

#SaferLeonora

Social Media
Shop Windows
Printed Media

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.



I Deserve to Feel Safe in my Home

Everybody deserves to feel safe at home. Having a safe and secure space is essential to your health and wellbeing.

Mara Pirni Healing Place provides family support, parenting and trauma counselling. In-reach services, such as alcohol and other drugs counselling, mental health support, housing support, legal services and financial support. Out-reach services such as advocacy and support, family and domestic violence education and awareness.

Mara Pirni Healing - 9420 7264
Women's Domestic Violence Helpline - 1800 007 339
National Sexual Assault, Domestic & Family Violence Counselling Service - 1800 737 732
Crisis Care - 1800 199 008

#SaferLeonora

Social Media
Shop Windows
School Newsletter
Printed Media

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.



I Can See the Harm that Alcohol Does

Contact Goldfields Community Alcohol and Other Drug Services (GCADS) on (08) 9071 5169. They provide advocacy for individuals and families affected by alcohol or other drugs and mental health concerns.

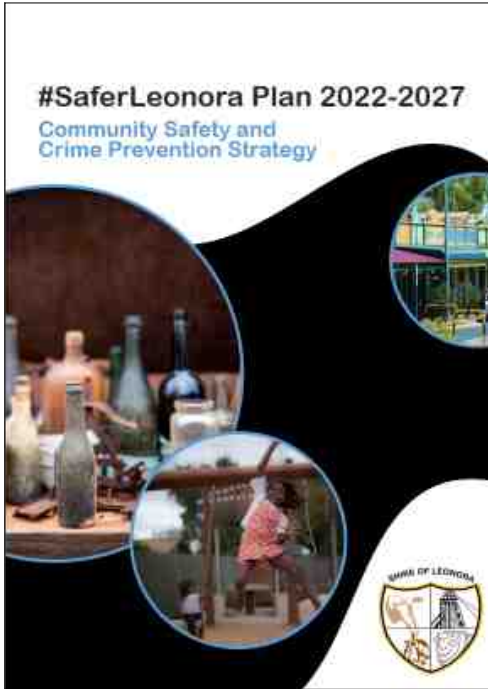
This service outreaches to Leonora, Laverton, Kambalda, Coolgardie, Menzies, Norseman, Ravensthorpe and Hopetoun, and supports culturally appropriate and safe practice.

#SaferLeonora

Social Media
Shop Windows
Printed Media

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.



#SaferLeonora Plan 2022-2027

The #SaferLeonora Plan 2022-2027 is a five year strategic outlook for Leonora Police and the Shire of Leonora that aims to map the issues of primary concern to the community and key stakeholders, and document strategies and partnerships to alleviate these issues.

The #SaferLeonora Plan 2022-2027 is available from the Shire of Leonora website.

#SaferLeonora

**Shire of Leonora
Website
Social Media**

July



Limit Your Speed. Limit The Damage

If you're speeding, just 5kms/hr over the speed limit will greatly impact your ability to brake in time. Please consider our children and slow down.

#SaferLeonora

**Social Media
Printed Media**

- Tower Street Times

Schedule to be posted twice per year.



Snap Send Solve

Snap Send Solve is a free App that makes reporting issues in your community REALLY easy. It captures a photo and pinpoints your location, and sends a request to the correct local organisation to get the issue fixed. Download the App and help to improve your community.

#SaferLeonora

Social Media

Schedule to be posted twice per year.



Crime Stoppers

Call Crime Stoppers on 1800 333 000 to anonymously report any suspicious behaviour or go to their website <https://www.crimestopperswa.com.au/>. If you see something, say something. Crime Stoppers will make sure the right information gets to the right people.

#SaferLeonora

Social Media

Schedule to be posted quarterly.



You can make a difference. Join Neighbourhood Watch today!

You and your neighbours are in a really good position to observe and report anything of a suspicious nature around your neighbourhood to Police. Neighbourhood Watch helps people to protect their property and way of life through communication and cooperation with their neighbours.

Getting a Neighbourhood Watch program up and running in your area is easier than you think! Neighbourhood Watch today is simply about promoting good communication amongst neighbours. New technology and social media platforms have provided a free, convenient, instant and surprisingly easy to use method of communicating these days.

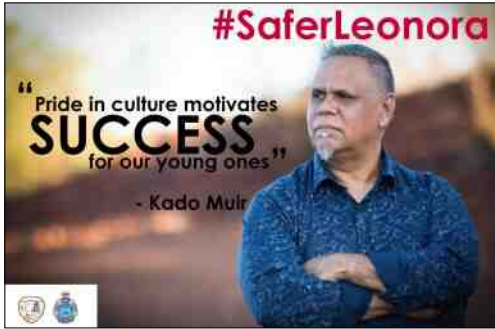
For information on how to start your own group, contact Neighbourhood Watch on 0428 377 901 or go to <https://www.nhw.wa.gov.au/>.

#SaferLeonora

Social Media

Schedule to be posted twice per year.





Pride in Culture Motivates Success For Our Young Ones

Cultural identity plays an important role in helping our young ones to define themselves. It is a part of a person's self-conception and their feeling of 'belonging'. It is important for our Aboriginal young people to not only continue to have cultural experiences, but to be able to proudly share those experiences with their non-Aboriginal peers.

#SaferLeonora



You Need to Want to be Helped

Contact Goldfields Community Alcohol and Other Drug Services (GCADS) on (08) 9071 5169. They provide advocacy for individuals and families affected by alcohol or other drugs and mental health concerns.

This service outreaches to Leonora, Laverton, Kambalda, Coolgardie, Menzies, Norseman, Ravensthorpe and Hopetoun, and supports culturally appropriate and safe practice.

#SaferLeonora



Keeping Kids in School (when school goes back)

One of the biggest obstacles facing students is the temptation to take a day off school without permission. Our community is working together in a bid to encourage students to gain a better start in life by attending school every day.

The Keeping Kids in School program is a coordinated approach to increase participation in school and reduce truancy involving the entire community working together to address the issue. Under the program local businesses have the right to refuse service to school aged students who are not at school during normal school hours if they do not have a valid leave pass.

Information packages, including posters to display in shop windows are available from the Shire of Leonora website.

#SaferLeonora

Social Media

Schedule to be posted twice per year.

Social Media Shop Windows Printed Media

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.

Social Media Shop Windows School Newsletter

Schedule to be posted directly following school holidays each term.



Good Decisions Help Make Our Families Strong

Strong families help children to feel safe and secure. Looking after yourself is an important part of raising a strong family.

Contact Goldfields Community Alcohol and Other Drug Services (GCADS) on (08) 9071 5169. They provide advocacy for individuals and families affected by alcohol or other drugs and mental health concerns.

If you would like some help to strengthen your family, call the **Strong Families, Safe Kids Advice & Referral Line** on 1800 000 123.

#SaferLeonora

**Social Media
Shop Windows
Printed Media**

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.



Violence is Never OK

Mara Pirni Healing Place provides family support, parenting and trauma counselling. In-reach services, such as alcohol and other drugs counselling, mental health support, housing support, legal services and financial support. Out-reach services such as advocacy and support, family and domestic violence education and awareness.

Mara Pirni Healing - 9420 7264

Women's Domestic Violence Helpline - 1800 007 339

National Sexual Assault, Domestic & Family Violence Counselling Service - 1800 737 732

Crisis Care - 1800 199 008

#SaferLeonora

**Social Media
Shop Windows
Printed Media**

- Tower Street Times
- Kalgoorlie Miner

Schedule to be posted twice per year.

Leonora Home Security Self-Assessment

You don't have to be a security expert to keep your house safe from burglars. There are simple things you can do to improve your home security.

To support residents in taking an active role in reducing the opportunity for crime, the #SaferLeonora Committee has developed a Home Security Self-Assessment which can be used to identify security issues in your home. This can be downloaded from the Shire of Leonora website ([linking address](#)).

It is recommended that the completed Home Security Self-Assessment is then taken to your hardware store for advice on cost effective products to assist with securing your home.

#SaferLeonora

**Shire of Leonora
Website**

Sale or Provision of Alcohol to Minors is Illegal

Alcohol is not a prohibited drug however its use is controlled as set out in *The Liquor Control Act 1988* (WA).

It is an offence for any person (whether under 18 or over) to supply alcohol to a young person under 18 on an unlicensed premises without the consent of the young person's parent or guardian. Even if the parent or guardian consents, a young person (under 18) cannot be supplied alcohol by anyone if the young person, supplier or parent (or all three) are drunk or if the supplier cannot supervise the young person.

For legal advice about your own situation, contact Youth Legal Service 1800 199 006 or 9202 1688.

WA Police, Alcohol and the Law: <https://www.police.wa.gov.au/Your-Safety/Alcohol-and-drugs/Alcohol-and-the-law>

Alcohol. Think Again: <https://alcoholthinkagain.com.au/>

Government of Western Australia – Mental Health Commission “Alcohol and You” <https://www.mhc.wa.gov.au/your-health-and-wellbeing/alcohol/>

Drug & Alcohol Youth Service: <https://www.missionaustralia.com.au/servicedirectory/185-alcohol-other-drugs/drug-and-alcohol-youth-service-days-youth-withdrawal-and-respite-service>

#SaferLeonora

Did you know that WA Senior Card holders may be eligible for a safety and security rebate of up to \$400?

If you are a WA Seniors Card holder, you can apply to receive the Safety and Security Rebate which will allow you to claim up to \$400 towards purchasing eligible safety and security items for your home. Go to <https://www.wa.gov.au/service/community-services/community-support/apply-safety-and-security-rebate> for more information.

#SaferLeonora

Social Media

Schedule to be posted twice per year.

Social Media

Intensive Family & Community Intervention 2022-2023

PROPOSED PILOT PROJECT



Community Vision: Unity, Humanity, Nature.

'A connected community across leaders, cultures and generations'; 'A future for every young person.'

OVERVIEW

Carnarvon is the regional centre of the Gascoyne region, with an average combined population of approximately 9,046 and is located 902kms north of Perth, WA. Like many other regional communities across the state, Carnarvon is currently under siege by a rapid rise in youth crime, violence and antisocial behaviour in and around the town. The safety and wellbeing of the whole community is being compromised by daily acts of threatening, violent and antisocial behaviour, theft, property damage and vandalism being committed by a cohort of unruly at-risk youth, some 8 years old and younger. Many residents, especially vulnerable people, and businesses in the community are exhausted, frustrated and fed-up with the lack of law and order, intervention, accountability and justice. Vigilante retaliation poses a real and imminent threat in Carnarvon as tension, unrest and discord builds towards breaking point across the community.

As the Local Government Authority, the Shire of Carnarvon is experiencing extreme scrutiny and pressure to take action on behalf of local residents to address youth crime and antisocial behaviour in the community. The Shire has engaged with stakeholders from the local community as well as State Government agencies to develop and implement place-based solutions where possible. The Shire also participates as a stakeholder in the Carnarvon District Leadership Group and has supported the efforts led by the Dept. of Communities to extend the trial of the T120 program in Carnarvon. However, the limited resourcing and satellite service delivery of this program out of Geraldton is already presenting with gaps and flaws in its effectiveness and capacity to maximise impact and change with local families in crisis.



Figure 1: IFCI Target Groups

Escalating incidents of violence and break-ins committed by at-risk youth in Carnarvon have led the Shire to host a crisis response meeting with key community representatives to discuss and develop a local intervention strategy to address youth crime and antisocial behaviour. The discussions and outcome from this meeting have informed the development of the *Intensive Family & Community Intervention (IFCI)* which incorporates and integrates (a) an *Intensive Family Intervention Task Force*; and (b) an *Intensive Family Intervention Support Program*.

In every instance the purpose and intent of the *IFCI* is to act, uphold and protect the human rights of vulnerable at-risk youth, support families to overcome cycles of disadvantage; and maintain community safety and wellbeing.

In presenting this concept, the Shire would like to emphasise that in no way is the *IFCI* intended to further penalise, disempower, or compromise a family's right to self-determination. Furthermore, it is imperative to recognise and acknowledge that to date, attempts to address the entrenched and multilayered complexities of social disadvantage for families in Carnarvon have been unsuccessful and ineffective, this mainly due, but not limited to, the high levels of disengagement by families in crisis and the gaps in effective service delivery.

The *IFCI*, led by the *Intensive Family Intervention Task Force* will be required to provide intensive wrap around and mandated intervention support that will concentrate on three (3) priority areas:



Figure 2: IFCI Priority Areas Summary

The Shire is aware that the *IFCI* is a completely new and different approach to addressing crime and social disorder; and anticipates it may be condemned for being too radical. However, the Shire firmly believes that radical and extreme action is necessary and is the only plausible intervention option left to support community's grappling with families in crisis and curb reckless youth crime and antisocial behaviour.

PROPOSAL

The Shire is proposing Carnarvon become a trial site to pilot the *Intensive Family & Community Intervention (IFCI)* over the next two (2) years commencing early-mid 2022; and recommends the *Intensive Family Intervention Task Force* is formed and led by the Dept. of Communities to manage and implement the *IFCI* and the *Intensive Family Intervention Support Program*; and is jointly supported by the WA Police, Housing Authority WA, Dept. of Health, Dept. of Justice and Dept. of Education WA.



Figure 3: IFIT Engagement Strategy

The Shire recommends that through the *IFCI* and the Task Force, the Courts exercise its powers to enforce mandated intervention and support opposed to formal charges so that families and/or at-risk youth can be placed, supported and case managed through the *Intensive Family Intervention Support Program*.

It is envisaged that any at-risk youth or family coming into contact with a Task Force agency will initiate a mandatory follow up and assessment by the Dept of Communities; and if deemed necessary, referred to the Courts to mandate a formal placement on the *Intensive Family Intervention Support Program* for a minimum of six (6) months.

It is critical that all Task Force agencies mandatory report and refer families and at-risk youth at first contact; and the *IFCI* secures strategic collaboration, investment and resourcing for the whole duration of the pilot period to enhance tangible social impact outcomes and change.

To adequately deliver the *Intensive Family Intervention Support Program*, the Shire has identified that the Dept. of Communities will need increased resourcing to support a team of 14 fulltime staff.

At present, the Shire is aware there is up to 15 or more known at-risk youth regularly presenting and committing criminal offences in public and residential spaces around Carnarvon; and between 20-30 households with families in crisis that these at-risk youth and other vulnerable young people are directly connected to. The proposed *IFCI* is an absolute must in supporting families in crisis to increase their capacity to overcome the impacts of social disadvantage, reduce and divert at-risk youth from criminal and antisocial behaviour; and maintain community safety and wellbeing.

Phase 1: Development & Consultation		Phase 2: Roll Out		
Codesign IFCIS Framework & Scope <ul style="list-style-type: none"> Develop the Intensive Family & Community Intervention Strategy (IFCIS) inclusive of the Intensive Family Intervention Task Force and the Intensive Family Intervention Program. 	Community Consultation & Finalise IFCIS <ul style="list-style-type: none"> Conduct statewide information and community consultation workshops to enable public review and comment on the draft IFCIS. Finalise the IFCIS and rollout implementation. 	Intensive Family Intervention Task Force <ul style="list-style-type: none"> Establish and roll out the Intensive Family Intervention Task Force: Dept. of Communities (Lead Agency), WA Police, Housing Authority WA, Dept. of Health, Dept. of Education WA and Dept. of Justice. 	Intensive Family Intervention Support Program <ul style="list-style-type: none"> Establish team and office. Roll out the Intensive Family Intervention Support Program. 	Youth Safe House <ul style="list-style-type: none"> Identify and secure site for Youth Safe House. Plan and set up Youth Safe House. Set up team and commence operations.

Figure 4: Shire of Carnarvon – Implementation Plan (Draft)

In the interim, while the *Intensive Family & Community Intervention (IFCI)* proposal is being considered, the Shire has reviewed and identified what local place-based action it can continue to lead, as follows:

INTERIM ACTION PLAN		S*	M*	L*
1. At-risk Youth	1.1 School Holiday Program available.	●		
	1.2 Reopen Shire Youth Hub.	●		
	1.3 Recommence Shire Night Patrol.	●		
	1.4 Establish Youth Safe House (old primary school site).		●	○
	1.5 Establish an Alternative Youth Intervention & Diversion Facility & Program.			●
2. Families in Crisis	2.1 Ongoing referral and provision of local support services.	●		
	2.2 Lobby for the Basics Card or Cashless Debit Card.	●	○	
	2.3 Establish a Men's Crisis Accommodation.		●	○
3. Community Safety & Wellbeing	3.1 Impose community curfews.	●		
	3.2 Impose Alcohol Restrictions during high-risk periods.	●		
	3.3 Lobby for increased allocation of Police Officers over holiday period.	●	○	
	3.4 Lobby for the Ban Drinkers Register.	●	○	
	3.5 Lobby for allocation of 2 x Police Officers to Youth Engagement.		●	○

S* - Short Term, M* - Medium Term & L* - Long Term

Figure 5: Shire of Carnarvon – 2021/22 Interim Action Plan

PRELIMINARY RECOMMENDATIONS

PRIORITY 1: AT-RISK YOUTH

RATIONALE:

In Carnarvon, at-risk youth are presenting as the most vulnerable and disempowered victims in their families and the wider community as it is evident their basic human needs and rights are neglected. There are multiple issues impacting on the stability and security of their home. Many lack a consistent and responsible adult to care, nurture, support and provide for them. They have no control or ability to improve their situation and environment, so they function in survival mode from a very early age without any structure, routine, boundaries or accountability. Their health, safety and wellbeing is frequently compromised on a daily basis; and there are also grave concerns of predatory exploitation as at-risk youth are being exposed and have access to alcohol and substance misuse.

IDENTIFIED NEEDS:

- 1.1 Protect the human rights of at-risk youth.
- 1.2 Meet the basic needs of at-risk youth – food, shelter, sleep, love, security, etc.
- 1.3 Increase the health, safety and wellbeing of at-risk youth.
- 1.4 Increase opportunities for positive engagement with at-risk youth.
- 1.5 Increase alternative education and diversion programs for at-risk youth and those with special needs.
- 1.6 Reestablish family and community values, morals, connection, belonging and pride in at-risk youth.
- 1.7 Access to age-appropriate health and wellbeing services/treatment, i.e., Counselling, Clinicians, etc.

RECOMMENDATIONS:

- 1(a) Engage and support at-risk parents/families through a court mandated *Intensive Family Intervention Support (IFIS)* program.
- 1(b) Reengage at-risk youth and those with special needs in alternative education and diversion programs, activities and events.
- 1(c) Establish and operate a facility to host alternative education and diversion programs, activities and events.
- 1(d) Establish and operate an age-appropriate Youth Safe House in Carnarvon.
- 1(e) Assign 2 x Police Officers as Youth Engagement Officers.
- 1(f) Increase access to age-appropriate trauma informed healing, recovery and clinical treatment and facilities.

PRIORITY 2: FAMILIES IN CRISIS

RATIONALE:

In Carnarvon there is unfortunately a number of local families who live in an extreme cycle of dysfunction and crisis embedded in poverty, insecurity, homelessness, intergenerational trauma, incarceration, substance and alcohol misuse and family & domestic violence. These multilayered issues are intergenerational and systemic which have further compounded without any form of healing, recovery, support and intervention. Intensive and mandated intervention and support to parents and families in crisis is critical to assist and strengthen their capacity to break the cycle of disadvantage, increase their engagement and overcome the challenges impacting on them. Investing in the parents/families to make changes, will ultimately lead to improving the situation and circumstances for at-risk youth.

IDENTIFIED NEEDS:

- 2.1 Support parents/families in crisis to address their basic needs, especially housing.
- 2.2 Disengagement of at-risk parents/family's needs to be address.
- 2.3 Access and coordination between services and agencies supporting shared client/s.
- 2.4 Service providers need to be culturally competent to better meet the needs of clients.
- 2.5 Access to healing, recovery and clinical support services and programs.
- 2.6 Need support services, facilities and programs for men, including a Men's Crisis Accommodation facility.
- 2.7 The Basic Card/Cashless Debit Card needs to be applied supported by Money Management and Parenting programs.

RECOMMENDATIONS:

- 2(a) Engage and support at-risk parents/families through the *Intensive Family Intervention Support (IFIS)* program.
- 2(b) Review and streamline access to crisis support, especially housing, health and welfare for at-risk parents/families.
- 2(c) Increase coordination of support services and agencies working with at-risk parents/families under the IFIS program.
- 2(d) Set culturally responsive service benchmarks to evidence cultural competence of service providers/staff.
- 2(e) Increase investment and resources into services, facilities and programs for men, especially Crisis Accommodation.
- 2(f) Increase culturally appropriate money management and parenting programs to support at-risk parents/families, including introducing the Basic Card/Cashless Debit Card option for income support payments.
- 2(g) Implement a transition to work plan for at-risk individuals engaged in the *IFIS* program.

PRIORITY 3: COMMUNITY SAFETY & WELL-BEING

RATIONALE:

The proposal of an *Intensive Family Intervention Task Force* consisting of key State Government Agencies and led by the Dept of Communities with partner agencies the WA Police, Housing Authority WA, Dept of Health, Dept of Justice (Courts and Juvenile Justice) and Dept. of Education WA. The primary objective and purpose of the Task Force will be to manage engagement and implementation of the *Intensive Family Intervention Support Program* to family in crisis and at-risk youth. The Task Force will also be responsible for overseeing an internal service delivery review and audit across all state government led and funded services, facilities and/or programs/projects; and, addressing the gaps in services in response to community needs.

IDENTIFIED NEEDS:

- 3.1 More accountability and consequences for parents/families and youth offenders, especially through the Courts.
- 3.2 Increase in support for victims of crime.
- 3.3 Early intervention, diversion and prevention programs and services for at-risk youth.
- 3.4 Afterhours community curfew.
- 3.5 Address alcohol, drugs, family violence and social needs impacting on parents/families in crisis, especially housing.
- 3.6 Increase coordination and collaboration amongst service providers and agencies.
- 3.7 Additional resources for Police, especially allocation of two Officers to youth.

RECOMMENDATIONS:

- 3(a) Establish the operation of an *Intensive Family Intervention Task Force*, led by Dept of Communities.
- 3(b) Increase employment for an additional 14 new staff members to the *Intensive Family Intervention Programs*, led by the Dept. of Communities.
- 3(c) Select pilot sites across WA for *Intensive Family & Community Intervention*, including Carnarvon.
- 3(d) Engage and support at-risk parents/families through the *Intensive Family Intervention Support (IFIS)* program.
- 3(e) Enforce a community curfew after hours.
- 3(f) Allocate 2 additional funded position to Police to work with youth.
- 3(g) Increase funding and resources for youth programs, including a Youth Safe House.
- 3(h) Adopt a 'Circle Sentencing' model in the court proceedings with victims, Aboriginal elders and family members.
- 3(i) Provide a funded Victims Support program and service to victims of crime.
- 3(j) Allocate funding for specialised education and training programs for community members and service providers.

CONCLUSION

The Shire of Carnarvon is committed to act in the interest of the whole community by working in collaboration with State and Federal Government as well as all other key stakeholders to maintain community safety and wellbeing. In proposing the *Intensive Family & Community Intervention (IFCI)*, the Shire of Carnarvon seeks to lobby and secure increased support and investment to address the needs of families in crisis and at-risk youth. The concept of the *IFCI* is based on a family centred strength-based approach that aims to nurture and support a process of healing and recovery, strengthen capacity and self-determination of individuals and families; and foster long-term social impact and change across the whole community. The Shire of Carnarvon acknowledges the proposed *IFCI* will need to be further discussed and reviewed in more detail to determine how this new approach can be developed to meet all legal, practical and ethical requirements to before progressing. However, if the proposed *IFCI* is not supported, the Shire of Carnarvon is keen to work with State and Federal Government and other key stakeholders to explore other viable options that will assist in addressing the increasing rates of youth crime and antisocial behaviour.