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Acknowledgements

I would like to acknowledge the work of Jim Andrew, Project Officer Youth Justice Services for the original document from which the Community Collaboration Framework has been adapted. Many of Jim’s original ideas in the document he produced – The Development of Community Capacity Framework have been maintained in this version.

Further acknowledgements are due to the Community Collaboration Reference Group – Chris Lynch, Renate Hughes, Steven Weinert, Tim Keogh, Neil Warnock and Dave Willans, who contributed their time and expertise to this document.

Jennifer Thain
Manager Quality and Practice Development,
Youth Justice Services

The key challenge is how to engage in “restorative social justice” by shifting the focus of our work much more on to the tasks of community building. (White 2000)

Any strategy designed to address youth crime must seek to transform the reality of young people at the structural, situational and personal levels. (White 2001)
1. Introduction

Youth Justice Services works to minimise youth crime through the general objectives and principals of the Youth Justice Act 1997. The Act specifies that interventions are required that provide a shared responsibility approach with individuals and organisations within the community, to increase opportunities for young people to develop in beneficial and socially acceptable ways while maximising avenues for their successful re-integration back into society.

While Youth Justice has well established links with professionals and organisations who share a common client group particularly in the tertiary domain it recognises the need to continue to expand existing networks into the largely untapped areas of the community. To do this it will need to work together in an open transparent manner with compatible individuals and organisations. The goal of this community collaboration will be to enlarge the scope of community partnerships and programs to focus on the identified case management needs of young people.

To minimise risks and increase community safety Youth Justice must develop ways of working that not only responds to the known linkages between drug use, family violence, other forms of child abuse and neglect, educational, recreational and employment needs, but also, accesses a broad range of opportunities for young people to be valued and included in their communities. In keeping with legislative principles the aim in doing so is to enhance their capacity to accept personal responsibility for their behaviour while directing them towards the goal of becoming responsible citizens.

Youth Justice practice recognises that every youth, individual, family and community has existing capacities, positive strengths and resources. Even when there are issues, there are also strengths to build upon. Youth Justice Services, in collaboration with partners in government and non-government, aims to work with these strengths and to work with and alongside individuals, families and communities to achieve common goals of improving community safety, pro-social behaviour, and individual wellbeing.

It is intended that the concepts in the Framework for Community Collaboration underpin all areas of Youth Justice Service’s work. This approach acknowledges the existing and inherent strengths of individuals, families and communities and uses them as a base from which to develop solutions. It emphasises “working with” and not “working for” individuals, families and communities and working alongside them, encouraging confidence and awareness of existing capabilities.

Through collaboration with the community sector, business, industry, learning organisations, individuals, volunteers and communities, Youth Justice Services recognises that the community sector has been involved in community development for many years, and has made an enormous contribution in serving, strengthening and supporting communities. Youth Justice Services seeks to strengthen these relationships to further develop existing capacity and to identify new community development opportunities. This Framework represents the formalisation of the role within Youth Justice Services and constitutes an increased emphasis on the approach.

Neil Warnock, Area Manager North, Youth Justice Services.
2. Purpose of this document

2.1 The Service Delivery Framework
In early 2008 Youth Justice Services launched its Service Delivery Framework – *Building Futures*. The *Building Futures* document made a commitment to develop up a sub-set of further framework documents which would lay the principles for our work with the young people who are our client group, their families, and their communities.

2.2 Aim of the Framework for Community Collaboration
The Framework for Community Collaboration is therefore part of a set of emerging framework documents. It provides an overview of a philosophy and a way of working. It is recognised, further, that separate operational documents may well be required for working with different types of community organizations.

This document therefore aims to achieve the following:

1. State the core principles of Youth Justice Services in collaborating with all community partners.

2. Outline Youth Justice Services’ broad approach in three areas:
   a. Developing the capacity of Youth Justice Program staff to work utilising a collaborative approach;
   b. Developing capacity in communities and within funded services to work with Youth Justice clients; and
   c. Developing the capacity of youth, individuals and families to find pathways that lead to pro-social outcomes.

2.3 Audience
The audience for this document is all Youth Justice Services’ staff, the community sector, business, the non-government sector, volunteer organisations and Aboriginal and Torres Strait Islander organisations.
3. Background

3.1 Working with the Community: State Government Policy
Communities are where many of the determinants of health and wellbeing come together. Strong communities can provide the bonds that enable young people to resist engaging in risky behaviours, the links that help connect individuals to education and employment and families to support networks, and the bridges to allow everyone to access opportunities. There is a growing body of evidence that strong communities mean better health and wellbeing for those who live in them and improved levels of resilience when emergency issues arise.

The Tasmania Together consultation with the Tasmanian community is the Tasmanian Government’s commitment to ensuring the people of Tasmania not only say what they want, but work together to achieve their long-term social, economic and environmental future.

Tasmania Together revealed that people want to feel safe and to live in a safer community – as reflected in Goal 2: “Confident, friendly and safe communities”.

Youth Justice Services plays an important part in supporting the achievement of this goal by acknowledging that:

“Juvenile Justice authorities have an important role to play in striking partnerships with community youth agencies in the provision of effective community based programs for young offenders.”

Another important goal for the purposes of this paper is Goal 5 of Tasmania Together:

“Vibrant, inclusive and growing communities where people feel valued and connected”

and Goal 7:

“Acknowledgement of the right of Aboriginal people to own and preserve their culture, and share with non-Aboriginal people the richness and value of that culture”.

Some clients of Youth Justice Services are Aboriginal and Torres Strait Islander people and people from Culturally and Linguistically Diverse communities. Aboriginal and Torres Strait Islander people remain over represented in social and economic measures of disadvantage and within the Youth Justice system. There is an urgent need to engage collaboratively and with mutual respect with Aboriginal and Torres Strait Islander communities regarding appropriate services for Youth Justice Clients.

3.2 Working with the Community: Youth Justice Services Policy
Youth Justice Services is responsible for the delivery of restorative justice services to victims and perpetrators of youth crime aged 10-17 years. In practice this requires Youth Justice to work with others to meet the needs of young people who socially offend to divert them from a criminal pathway. Ashley Youth Detention Centre provides secure accommodation and care for children and young people aged 10-17 years who are remanded or sentenced to custody by the Magistrates Court. Community Youth Justice is responsible for diversion and rehabilitation programs for young people under supervision in the community.

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^1^ Buttrum 1997
The Youth Justice Act 1997 includes as an objective (Section 4 (f)): “to enhance and reinforce the role of ……… communities in -
(i) Minimising the incident of youth crime
(ii) Punishing and managing youths who have committed offences; and
(iii) Rehabilitating youth who have committed offences and directing them towards the goal of becoming responsible citizens.

Developing collaborative partnerships with the community is therefore a major youth crime minimisation strategy. This is recognised in the 2007-08 Business Plan for Youth Justice Services which has the following as an objective:

*Development of community capacity to assist with the rehabilitation of young people who have socially offended in the community and the restoration of the harm they may have caused*

Currently, Youth Justice staff at all levels around the state work, in varying degrees, within communities to meet the requirement of this objective. This work involves promoting an understanding of youth justice practice and principles, and since 2000 this work by Youth Justice and community partners has made significant inroads in terms of enhanced programs and funding flowing to specific communities. However, the Youth Justice work has been undertaken in various ways and with a variety of outcomes and without a policy or framework platform. This *Framework for Community Collaboration* has as a key outcome the validation of the practice and the approach as an evidenced based and credible methodology for reducing youth offending and reducing crime.

Youth Justice Services is further supported in this policy stance by the draft Australian Juvenile Justice Administrators (AJJA) Juvenile Justice Standards. Domain 6, entitled *Family and Community*, which has as its purpose:

*To reduce offending by working with families and/or support networks of children and young people who are involved in the juvenile justice system.*

The most pertinent draft standards are:

6.1 All involvement of family and community support ensures the safety and wellbeing of children and young people

6.2 Service delivery prioritises constructive family relationships and positive support networks

6.5 Services will encourage children and young people to become involved with the community and will facilitate this involvement, where possible.

Youth Justice will be beginning the process of implementing these standards when they are finalised, and will be developing with other AJJA members an assessment framework to monitor these.

**3.3 Collaboration on behalf of Clients**

*Children and Families Services*

The Youth Justice Services’ client group includes a number of young people who are subject to orders, made under the *Children, Young Persons and their Families Act 1997*, placing them in the custody and or guardianship of the Secretary. The *Framework for Community Collaboration*
is sympathetic with the objects (S7) contained in this Act which encourage a partnerships approach to problems of child abuse and neglect and the provision of alternative care. As Children and Families carry out their reform agenda over the next five years, there is an opportunity for Youth Justice to strengthen their relationship with Children and Families. The current service system has recognised the limited capacity of community based services to provide assistance or support to children and families at times when problems emerge, and is developing a Family Services Strategic Framework which is built upon service provision by local services working in partnership with each other and with child protection.

**Education, Training and Employment**

It is well understood that detachment from education, training or employment is closely associated with offending by young people. Developing partnerships with the Department of Education, its schools, and training providers is essential in seeking to ensure that young people in the youth justice system experience education that meets their personal needs, and seeks to prepare them for life, further learning and work.

As learning also occurs in the wider community and in the workplace, our industry and business partners are of increasing importance, particularly through the provision of apprenticeship, traineeship and employment opportunities to support the reintegration of offending young people and through their support of youth and crime prevention programs.

**Partnerships with Tasmania Police**

Youth Justice Services worked closely with Tasmania Police in the formation of the Inter-Agency Support Teams (IASTs). IASTs are:

“non-statutory committees based in local communities throughout the State that bring together relevant State and local government service providers to work collaboratively towards developing practical, multi-agency responses to support children, young people and their families with multiple and complex problems”

IASTs have as one of their key outcomes to:

“engender a sense of community ownership of, and involvement in, issues that affect the well-being of children, young people and their families, and an increased capacity for early intervention and prevention”

**Local Government**

Local Government can be a catalyst for change and a vehicle for the establishment of partnerships with other key agencies. Local Government is close to the community and influences many of the things that matter to determining how people live and many local councils have expressed their willingness to work closely on youth crime and community safety, supported by the Tasmania Together benchmarks. In addition Youth Justice Services has information and expertise about emerging trends and patterns of offending behaviours in population areas and can provide support and advice to community safety partnership groups identifying target areas of highest need.

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2 Inter-Agency Support Teams Business Rules, Version 1.0, pg 4
4. Core Principles
Principles and values are important to any process that is participatory and inclusive. They should be based on respect for people, improving quality of life and appreciating and supporting cultural differences.

Collaboration involves working together to achieve agreed outcomes or solve issues that are important to the lives of individuals, families and communities. Effective collaboration uses everyone’s strengths to implement strategies and usually only occurs after processes that are both engaging and inclusive have taken place. Once two-way relationships have been established, shared decisions can be made and valuable shared approaches can be formed.

The Youth Justice Services collaboration with the Community reflects the following principles:

1. Engagement
2. Inclusiveness
3. Working from a strengths-based perspective
4. Capacity building
5. Equity
6. Responsiveness

The principles provide a foundation for how Youth Justice Services works and are being used to work effectively with individuals, families and communities. The principles can be seen as sequential, with the first three (engagement, inclusiveness, working from a strengths-based perspective) leading to the fourth (capacity building or capacity development).

4.1 Engagement
Engagement is about building purposeful relationships. There may be one or many reasons for engaging with individuals, families, organisations and communities such as building networks for future work together or focussing on better life outcomes. Various barriers to engagement are acknowledged, however engagement involves gaining and maintaining trust and finding common ground. It involves talking with, meeting with, and getting to know people. It is about taking the time to work alongside and together with people to build positive relationships. Engagement implies a two-way process that is respectful and based on trust and reciprocity.

4.2 Inclusiveness
Inclusiveness is about including all relevant people or groups. It involves participation in planning, direction setting, decision making and actions around the lives of individuals, families and communities. Inclusive approaches value people and respect their contribution. This includes other Government agencies, the not for profit sector as well as particular groups and communities of interest such as Aboriginal and Torres Strait Islander people and communities and Culturally and Linguistically Diverse communities. This will ensure a valuable diversity of views and ideas. An inclusive approach involves people, groups or communities that may previously have been excluded. It is about considering and including everyone relevant to the situation.

Being inclusive offers the best opportunity for achieving optimal outcomes. It is fundamental, both in terms of equity and of gaining the maximum cooperation and advantage from the human and social capital of communities.
Engaging and inclusive processes are those that:

- are open and participatory in nature
- respect differences and value all contributions
- ask questions rather than provide or impose answers
- look for solutions and areas of agreement
- break down barriers to communication such as the use of jargon and stereotypes
- provide a variety of opportunities for participation (Frank and Smith, 1999).

4.3 Strengths-based Approach
As outlined in the Service Delivery Framework, Youth Justice’s approach emphasises “working with” and not “working for” individuals, families and communities. The existing and inherent strengths of families, individuals and communities will be acknowledged and used as a base from which to develop solutions.

4.4 Capacity Building
This principle may be an outcome of the first three principles as well as an important process in itself. Capacity building involves identifying, utilising and developing the abilities of individuals, families and communities so they can work through and find solutions to issues, and set and achieve goals. By identifying strengths and assets within individuals, families and communities, and working together, more sustainable outcomes can be achieved. When working individually, “good work” can be done and positive outcomes can be achieved. However working together, using a range of skills and experiences, can mean that the overall capacity to work on any issue or opportunity is increased.

Youth Justice Services seeks to engage in capacity building processes that lead to sustainable solutions to social issues at the local level or with communities of interest.

4.5 Equity
An equitable approach ensures that opportunities and resources available to the community are distributed in a just and equitable manner according to community needs. In addition, all communities should be able to access all services and resources without discrimination. There are many rural councils and when we do work with councils we need to be mindful of rural councils and how hard it is for them to access services that metropolitan areas take for granted.

4.6 Responsiveness
Responsiveness ensures that the evolving nature and constancy of change within the community is responded to efficiently and effectively in line with community development methodologies and practices. This will enable the demands of the community to be met in a relevant and timely manner.
5. The Youth Justice Services Community Collaboration Approach

5.1 Developing the capacity of Youth Justice Services’ staff to utilise the community collaboration approach.

Youth Justice Services employs staff with a wide array of life experiences, professional backgrounds, work experiences and cultural backgrounds. These skills and the diversity of the workforce are highly valued. However, staff require relevant skills and learning and development opportunities in order to work in new ways. Building the capacities and competencies of Youth Justice Services to work with a strengths-based focus and to utilise a community collaboration approach with individuals, families and communities is a strategic priority.

Youth Justice Services will implement:

- workforce development initiatives to enhance the skills of staff to work in a strengths based, community collaboration framework
- induction and training for new staff in Youth Justice Services
- access to Diversity and Cultural Awareness training.

5.2 Developing capacity in communities

Youth Justice Services will engage with communities to improve the lives of all people and contribute to safe, healthy and supportive communities.

Critical areas for development:

- work in partnership with the non-government and local government sector;
- grow partnerships with the voluntary sector;
- grow partnerships with business and industry; and
- develop and strengthen partnerships with the Aboriginal and Torres Strait Island Communities.

The following are some areas where Youth Justice could collaborate with the non-government sector and local government sector to:

- work together on restorative justice approaches, such as diversion and reparation;
- work together on crime prevention, and community safety;
- assist with the development of sites for Community Service Order activity, particularly work that is highly valued by the community;
- make use of opportunities to showcase joint service delivery excellence;
- create employment opportunities for young people;
- be sensitive to a wide range of youth needs and methods of interaction such as:
  - A diverse range of options for young people;
  - Youth outreach services;
  - A range of communication strategies;
  - Safe, confidential methods of consultation;
  - Formal and informal means of participation;
  - Development of clear guidelines and codes of conduct involving the young people themselves;
undertaking of proactive campaigns which attempt to break down social stereo and barriers.

- provide an environment where children and young people are encouraged and their potential is fulfilled;
- support young people, individuals, and families, in need from within their community;
- reduce the dependence on traditional welfare services; and
- involve young people in the development and implementation of solutions to their own issues.

5.3 Developing the capacity of young people, individuals and families

This section outlines Youth Justice Services' approach to working with young people, individuals and families to build their capacity to shape their own lives positively. Youth Justice Services, in partnership with other government agencies and the community sector, provides a range of restorative justice responses and services for young people, individuals and families. It is intended that these services will meet the needs of young people who socially offend, will divert them from a criminal pathway and encourage a pro-social attitude. Young people are encouraged to take responsibility for their offences, make reparation and are deterred from crime.

Youth Justice Services' approach to developing the capacities of young people, individuals and families is based on the strengths based approach which is a philosophy of practice for engaging people in ways that are both respectful and more effective. Youth Justice Service will work in this way regardless of the involuntary nature of the relationship between the Service and the young person.

This approach:

- places strong importance on forming and maintaining trusting relationships;
- acknowledges that people know the most about their own lives and needs;
- views people as having solutions to resolve to issues that are important to them;
- focuses on implementing solutions with the people affected;
- supports people in having control over their lives;
- supports people in taking responsibility; and
- views people in the context of their community and considers how communities may be able to assist them.

It is vital to work collaboratively with young people, individuals and families because they have the capacity (where developmentally appropriate or possible) and right to participate in making decisions about their future. In working with young people, individuals and families, Youth Justice Services seeks to ensure that all family and extended family members that may be relevant are included as well as other agencies that may be involved.
6. The Youth Justice Commitment to Collaboration with the Community Sector

In order to develop and facilitate the approach outlined above, Youth Justice will chair a Community Youth Justice Collaboration Forum (the forum) in each of the areas (North, Northwest and South) to coincide with its business planning process. A draft Terms of Reference is attached at Appendix 1, however the agenda for the forums will depend on local issues and is therefore left to each area to ascertain.

Nonetheless both the draft terms of reference and this document (at 5.2) contain suggestions for possible activity.

It is proposed that a working group will meet regularly to implement activities as determined and ensure that these are carried out as agreed.

For a detailed scoping of the role of the forum, please see the attached Terms of Reference at Appendix 1.

7. References


Atkinson, R. & Willis P. *Community Capacity Building – A Practical Guide*. Paper No.6, Housing and Community Research Unit, University of Tasmania.


Department of Police and Emergency Services, Interagency Support Teams, Business Rules, Version 1.0


Rogan, Lyla (August 2002) *Community Capacity Building – What can it offer Australians who are disadvantaged?* ACOSS

McCashen, W. *A strengths-based resource for sharing power and creating change*, St Lukes: Innovative Resources.


**Internet based resources**

www.communitybuilding.vic.gov.au

www.communitybuilders.nsw.gov.au

www.communitydevelopment.com.au

www.innovativeresources.org (St Lukes, Bendigo)

**Appendices:**

Appendix 1: Terms of Reference for the Community Collaboration Forum

Appendix 2: Glossary of Key Terms

Appendix 3: Current Community Initiatives in which Youth Justice has involvement
Appendix 1: Terms of Reference for the Community Collaboration Forum

Department of Health and Human Services:

Community Youth Justice Collaboration Forums

Terms of Reference

Background

Under the objectives of the Youth Justice Act 1997 (The Act) State Government is directed as follows:
4. (f) to enhance and reinforce the roles of guardians, families and communities in –
   (i) minimising the incidence of youth crime; and
   (ii) punishing and managing youths who have committed offences; and
   (iii) rehabilitating youths who have committed offences and directing them towards the goal of
   becoming responsible citizens

In order to fulfil state government responsibility as per above, Youth Justice Services has
developed, with community partners, a framework document entitled A Framework for
Community Collaboration which sets out the principles and the approach that Youth Justice
Services will utilise to work with the community.

The Framework document emphasises that while Youth Justice has well established links with
professionals and organisations who share a common client group, particularly in the tertiary
domain, it recognises the need to continue to expand existing networks into the largely
untapped areas of the community. The goal will be to enlarge the scope of community
partnerships and programs to focus on the identified case management needs of young
people.

The purpose of the Framework for Community Collaboration is to:

1. State the core principles of Youth Justice Services in collaborating with all community
   partners
2. Outline Youth Justice Service’s broad approach in three areas:
   a. Developing the capacity of Youth Justice Program staff to work utilising a
      collaborative approach;
   b. Developing capacity in communities and within funded services to work with Youth
      Justice clients; and
   c. Developing the capacity of youth, individuals and families to find pathways that lead
to pro-social outcomes

This Terms of Reference is to establish area Community Youth Justice Collaboration Forums
that will formalise partnerships to fulfil 2 above.
**Aim of the Community Youth Justice Collaboration Forums**

For Youth Justice Services and community representatives to work collaboratively in the development of opportunities in the community to divert young people from the criminal justice system and to rehabilitate young people who are already engaged with the criminal justice system.

**Activities**

Each area forum will undertake to:

- Identify the needs and risks of young people engaging in offending behaviour;
- Review gaps and needs;
- Identify new and emerging projects;
- Discuss the barriers and supports for these projects;
- Identify avenues for support for new projects;
- Identify future potential projects that the community sector may progress;
- Summarise collaborative themes for participants to report back to their communities;

The Area Forums would also provide an opportunity for these key partners to:

- present and discuss state-wide and regional crime trends and patterns as they relate to young offenders and local communities;
- discuss CSO/CSU issues and capacity building programs;
- maintain an on-going map and audit of Youth Justice Services and community partnerships;
- highlight some best practice initiatives/programs/case studies developed through partnerships between State Government, Local Government and other Services;
- promote community education and awareness of Youth Justice issues and needs in Tasmania;
- formalise links with key stakeholders for working with Youth Justice clients in the Community through MOUs or protocols; and
- develop information services to clients.

It is understood that the Area Forum would not necessarily be a separate meeting to that of the current Youth Network of Tasmania (YNOT) regional bodies – the NWAY (Northwest), NYC (North) and YA P(South). However this is left to the discretion of each area.

**The Community Youth Justice Collaboration Project**

With regard to the undertaking to develop, implement and monitor a joint project, it is expected that the ideas for a project or projects would come from priorities as discussed in each area.

When deliberating the development of a project the following could be considered:

- That the project manager could be the area Youth Justice Community Development Officer (CDO);
• That the project team could be chosen from the community forum, and consist of participants who have the capacity, the expertise, and the mandate to implement the project;
• That the regional representative of the community working group formed from the SYC will continue to be a key member of the forum, and will report to SYC on the implementation of the project;
• That the Project manager will develop the project in conjunction with the project team as per the schedule below.

**Possible Schedule for yearly area Community Youth Justice Collaboration Projects.**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Schedule of Activities</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb- March</td>
<td>The area Community Youth Justice Collaboration Forum is held, and a suitable project, within the scope of the forum to implement, is initially scoped (objectives and outputs). The project could be within the scope of an approximately six month time frame, or the project team may identify a longer-term project as more appropriate. The Project team is identified at the meeting. It is envisaged that this would not include more than six people.</td>
<td>Area Manager and community reference group member to convene Forum Project Team</td>
</tr>
<tr>
<td>March-May</td>
<td>The Community Development Officer works with the project team to identify the key activities to meet the outputs, (using the Department of Premier and Cabinet (DPAC) Project Management Approach)</td>
<td>CDO Project Team</td>
</tr>
<tr>
<td>May-June</td>
<td>The project team ensures that the project outputs and measurables are within the scope of the group to complete etc, that the project is in line with Youth Justice strategic direction, and to ensure that an evaluation role is in place.</td>
<td>CDO, Area Manager</td>
</tr>
<tr>
<td>June</td>
<td>The project will be signed off by the Senior Executive Team (SET), in time to begin implementation at the beginning of the financial year, and to be incorporated into the Youth Justice Services Business plan for that year</td>
<td>Area Manager, SET, Manager Service and System Development, Youth Justice Services</td>
</tr>
<tr>
<td>June-December</td>
<td>Ongoing Project implementation. The CDO liaising with the project team as required, and the Area Manager supporting the CDO in supervision. Ongoing brief monthly activity reports will be provided for discussion at Supervision sessions, and these will be discussed at Youth Justice Senior Management meetings.</td>
<td>CDO Area Manager</td>
</tr>
<tr>
<td>End December</td>
<td>If the project is over the period of a year, it is envisaged that the project will be finalised by Christmas each year, and that a brief project report will be prepared by the CDO, with the assistance of the Area Manager for presentation to a Youth Justice Senior Executive Team meeting.</td>
<td></td>
</tr>
<tr>
<td>January – February</td>
<td>The project will be evaluated and any &quot;lessons learned&quot; will be presented to the forum. The evaluation will be important in determining the scope and area of activity for any subsequent project.</td>
<td>Evaluator</td>
</tr>
</tbody>
</table>

**The Scope of the Community Youth Justice Engagement Projects**

- The project is a joint partnership between members of the Community Youth Justice Collaboration Forum and Youth Justice Services;
- Project teams will be expected to give thought to applying for funds from a range of sources including commonwealth and state funding;
- Discussion may be had with the Director Youth Justice Services should additional funding be required. In this case, Youth Justice Services will expect to be involved in evaluating the project;
- Thought will be given to the sustainability and implementation into practice of the project aims in the long term; and
- Activities must have an evidence base to support the likelihood of their efficacy in diverting young people from the criminal justice system, reducing offending behaviour and assisting with rehabilitation to pro-social pathways.

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3 It is not mandatory that the projects be undertaken within a yearly timeframe, however an evaluation should normally be conducted before a further project is undertaken to incorporate ongoing quality improvement.
Membership

Chair: Youth Justice Area Manager

Membership of the forum must include:
- Members of the Reference Group that formulated the Community Engagement Framework

Membership may include:
- Local Council/LGAT members
- Youth Justice workers (and/or area coordinator)
- Tasmania Police, Early Intervention Unit.
- Peak youth Organisation representatives, and Youth Service network members
- Business Sector partners
- Young people and their families
- Non government organisations who work with youth at risk/youth who are offending
- Groups currently supporting community safety and crime reduction strategies and projects

Executive Officer: Youth Justice CDO

Member Roles

It is envisaged that members of the Community Collaboration Forum and their organisation will have an awareness of the issues, and a commitment to support young people who offend, and will bring to the Forum their expertise and experience. Members will be looking for creative ways to work in partnership to meet the aims of the Framework for Community Collaboration.

Meeting Times

Community Collaboration Forum: Yearly – between February 1st and March 31st

The Project Working Group: As required and with the agreement of the group at the outset of the yearly project.

Meeting Protocols

- All agenda items must be forwarded to the Chair by 5 working days prior to the next scheduled meeting (if practicable).
- The agenda, with attached meeting papers will be distributed at least 2 working days prior to the next scheduled meeting (if practicable).
- The format of the Community Collaboration Forum minutes shall be as per the Agency template.
- The minutes of each meeting will be prepared by the Area Administration Officer.
- Full copies of the minutes, including attachments, shall be provided to all Forum members.
**Reporting**
The Youth Justice Area Manager will report on the outcome of the Forum and the project to the Youth Justice Senior Executive Team. Other members of the Forum will report to their organisations as required.

**Quorum Requirements**
A minimum of 5 Group members is required for the meeting to be recognised as an authorised meeting and for the recommendations or resolutions to be valid.

**Grievance and dispute resolution**
Grievance and disputes are to be handled in accordance with Department of Health and Human Services policy.

**Review of Terms of Reference**
This Terms of Reference will be revisited and revised at each yearly forum.
Appendix 2: Glossary of Key Terms

**Capacity**
Capacity is simply the ways and means needed to do what has to be done. It is much broader than simply skills, people and plans. It includes commitment, resources and all that is brought to bear on a process to make it successful. (Frank and Smith)

Developing human capacity is also referred to as human resource development. It can also be referred to as building or developing social capital.

**Capacity Building**
Capacity building can be defined as ‘an ongoing process of helping people, organizations and societies improve and adapt to changes around them’ (James, 2002, p. 6).

**Defining community capacity**
More specifically the Strategy defines capacity at a community level as the potential for action arising out of the interplay between:

- human capital (levels of skills, knowledge and health status);
- social and institutional capital (leadership, motivation, networks); and
- economic capital (local services, infrastructure and resources).

(From FACSIA’s SF&C Evaluation Issues Paper p4)

The World Customs Organisation (WCO) defines capacity building as "activities which strengthen the knowledge, abilities, skills and behaviour of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way."

**Collaboration**
The fundamental purpose of collaboration is to determine the best possible outcomes for clients. The goal of collaboration is to bring together service providers in an atmosphere of support to systematically and openly solve existing and emerging problems that could not easily be solved by one group alone. This will also allow service providers to designate lead responsibility to a service area, to acknowledge the risks and implications of the decisions that are being made, and achieve a more reliable consistent and effective service.

Collaboration offers greater potential for acting in the best interests of the client and for improving the allocation of resources, developing sustainable outcomes, and promoting ownership and commitment to determined courses of action.

(DHHS Agency Collaboration Strategy, Feb 2004, p9)

**Community**
People will instinctively describe community as an “organised political, municipal, or social body or a body of people living in the same locality.” This is the second definition described in the Oxford Dictionary. However, the first definition states “joint ownership (community of goods), state of being shared or held in common; fellowship (community of interest)” is the better description.

The focus on geographical community or place is being replaced by communities of interest. (Putnam, 1993) The implication is the focus of activity is on the issue or concern rather than a geographical area. (For example the issues around global warming and drought requires solutions crossing jurisdictions, geographical areas and in individual homes. Likewise, in
relation to the issues and activity related to youth justice and child protection the government programs do not have the capacity to meet all the need and rely on the assistance from the broader “community of interest”. (CSO partners, Foster Carers and allied service providers)

This capacity may not be meeting current needs and accordingly a process of community capacity building

**Community Development (informally called community building).**
Community development (CD) is the process of helping a community strengthen itself and develop towards its full potential.

Community development is a process of enhancing the social well-being of a community.

Community Building is a field of practices directed toward the creation or enhancement of community between individuals within a regional area (such as a neighbourhood) or with a common interest. (Wikipedia)

Community Building processes – note the relevance of the organisation theory about team development namely: forming, storming, norming, performing, transforming. (See M. Scott Peck in Wikipedia)

**Community Development process**

<table>
<thead>
<tr>
<th><strong>Building Support</strong> – Make a plan – Implement and adjust the plan – Maintaining Momentum.</th>
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<tbody>
<tr>
<td><strong>BUILDING SUPPORT.</strong></td>
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<tr>
<td>• Why should a community development approach be initiated?</td>
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<tr>
<td>• What are the benefits that will result from this approach?</td>
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<tr>
<td>• What first steps need to be taken?</td>
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<tr>
<td>• Who should be involved? [Key people/organisations/leadership role]</td>
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<tr>
<td>• What are the longer-term implications/issues of the initiative?</td>
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<tr>
<td><strong>MAKE A PLAN.</strong></td>
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<tr>
<td>• Where you are now (community strengths, weaknesses, resources);</td>
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<tr>
<td>• Where you want to be (the ideal future for your community);</td>
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<tr>
<td>• The general direction you want to take to close the gap between where you are now and where you want to be;</td>
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<tr>
<td>• The specific actions within each general direction required to close the gap;</td>
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<tr>
<td>• The resource and capacity issues that need to be addressed; and</td>
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<tr>
<td>• What success will look like, and how to tell when you have been successful.</td>
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<tr>
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*Please see the Community Development Handbook, Frank and Smith; p25*
• The resource and capacity issues that need to be addressed; and
• What success will look like, and how to tell when you have been successful.

MAINTAINING MOMENTUM
• Leadership,
• Partnerships,
• Building on community capacity,
• Funding,
• Reviewing and adapting the community development plan,
• Communication and
• Using technical support and expertise.

Developing Community Capacity

The www.communities.gov.uk website defines Community Capacity Building as:

“Activities, resources and support that strengthen the skills and abilities of people and community groups to take effective action and leading roles in the development of their communities”.

Developing Community Capacity involves many aspects and considerations. There is no clear agreement about what should or should not be included when discussing capacity building. Most often it refers to skills, knowledge and ability but can also include things such as access, leadership, infrastructure, time, commitment and resources.

Developing community capacity means taking risks, improving things and sharing control. It involves change, training and increased power for those who have previously not had it. This is the power and wonder of both the community development and the community capacity building processes. Give people time to express themselves, to adapt to change and to learn. This is best done when the community members have a voice and are in charge of the process.

Community development is a capacity-building process with the following keys to success:
• Assess everything required to carry out the plan, role or action;
• Understand the skills and knowledge required for the various roles or action;
• Identify the gaps;
• Develop strategies for filling in the gaps; and
• Develop strategies to support individuals while they learn to apply new skills and knowledge.

Networking
Networking is the process of establishing and maintaining relationships which are mutually beneficial and that significantly adds to the value of an organisation’s activity or client service. An advantage can be created by a person’s location in a structure of relationships. Some people can gain more success in a particular setting through their superior connections to other people or through their networks.
Partnership
A partnership is a formal agreement between individuals who, in a spirit of cooperation, agree to carry on an enterprise, contribute to it, by combining resources, knowledge or activities and to share its outcomes.

Social Capital
A number of recent studies have made estimates of social capital in small communities. Onyx and Bullen (2000) surveyed 1200 adults in five communities in New South Wales. The five communities consisted of two rural, two outer metropolitan and one inner city community. Respondents were asked 68 questions about their attitudes, links with family and friends, and participation in community life. The authors identified the importance of economic wellbeing as a necessary but not sufficient condition for the generation of social capital. Using factor analysis, they identified a single underlying social capital factor that had eight components.

The components comprised four ‘building blocks’ associated with capacity building, and four associated with arenas of operation. The four building blocks were:

- proactivity (taking initiative) in social contexts;
- feelings of trust and safety;
- tolerance of diversity; and
- an appreciation of the value of one’s own life. (capacity, experience, knowledge, skills)

The four arenas were:

- participation in community;
- neighbourhood connections;
- family and friendship connections; and
- work connections.

The analysis showed large differences among communities. Rural communities had higher overall levels of social capital, and specifically stronger feelings of trust and safety, and greater social capital in the arenas of participation in community and neighbourhood connections. However, they had lower levels of proactivity in social contexts and lower tolerance of diversity. Economic wellbeing was related to the four capacity building blocks, but not the four arenas. The authors concluded that capacity building social capital is a necessary but not sufficient condition for economic wellbeing. However, they conceded that, since their research was cross-sectional not longitudinal, it was not possible to be confident of causal direction. (From FACSIA Research Paper No.26 Communities, social capital and public policy: literature review; p38-39, 2005)

Wikipedia includes a definition of Social Capital attributed to Nan Lin “Investment in social relations with expected returns in the marketplace”.

Social Cohesion
Ties at a local level that bind people together in a positive way – such as familiarity with one’s neighbours, shared interests, sense of community, engagement in formal and voluntary organisations, presence of local friendship and acquaintance networks and so on. Neighbourhoods with strong social cohesion are able to exert greater degrees of informal social control by the area’s residents.
Strengths based practice
What does strengths-based practice mean? It means we operate on the assumption that people have strengths and resources for their own empowerment. But it's just as important to recognise that structural and cultural impediments constrain people's empowerment and that these need to be addressed in ways that enable the people we work with to control the process of change. We call this 'client-directed' practice. In other words, clients, not workers define goals, and identify and mobilise strengths and resources. This means that workers and agencies need to be ever mindful of the danger we can be to people by inadvertently using power over others and approaching them as if we are the experts rather than approaching them as the experts. (see the St Lukes website)

Strengths Practice Principles
The strengths approach is a values-based way of working with people to create change through utilising people's strengths and capacities, with an emphasis on self-determination and choice and people's right to be respected (McCashen, 2004). Key principles of the strengths approach that form the core of our approach to working …are:

- Respect
- Transparency
- People's right to make choices
- Emphasising people's strengths (skills, capacities, motivations, knowledges, resources) and building on these to create change
- Solution focused (concentrating on how solutions work rather than how problems work)
- Social justice
- Inclusion and collaboration
- Parallel process

Sustainability
FACSIA describe four elements to sustainability: –
Sustaining participation – building and maintaining relationships, networks and trust during and after the project;
Sustaining community capacity – skills and knowledge of people (human capital); trust and reciprocity that support co-operation (social capital); physical resources and infrastructure (economic capital); and processes, systems and products that can be re-used (institutional capital).
Sustaining outcomes – learnt behaviours and skills continue to be used after the project, organisation skills are transferable and useful, partnership/networks continue, resources continue to be developed and used, and trained volunteers continue to be active in the community.
Sustaining project activities - How vital is the financial resource? Can ongoing resources be secured? Can programs/activities be incorporated in other ongoing programs in the community? Can self-supporting networks be developed?
Appendix 3: Current Community Initiatives in which Youth Justice has involvement (as at March 2008)

The below constitute a number of initiatives that Youth Justice Services has been involved in which have community engagement focus or which involve ongoing involvement to address the needs of youth justice clients. These include:

• CHANCE ON MAIN: Your chance, Make the Choice project aims to prevent and reduce crime by young people in Moonah. The project will work with young offenders and young people at risk of becoming involved in crime by assisting them to develop vocational, personal and educational skills. The project will also work to help local youth address underlying personal issues, identify relevant services, develop a sense of belonging and contribute positively to their community.

• ABOUT FACE. The project will identify and address the needs of young females, aged 13 -17 at high risk of offending. The project will focus on a collaborative early intervention approach. The service will work in partnership with Police, Youth Justice and Local Schools, and key outputs will include working with the community through a cognitive and life skills program.

• LIGHOUSE: The Lighthouse: Can Do, Will Do program focuses on community participation and development to equip at-risk young people and young offenders with role models and mentors who will provide them with knowledge, skills and attitudes to be successful in life.

• THE NORTHERN TASMANIA YOUTH CENTRE project will establish the Northern Tasmania Youth Centre and demonstrate the centre’s capacity through the provision of a holistic youth support/development service to improve outcomes in self esteem, skills base and social networks of the region’s at-risk young people.

• THE YOUNG WOMEN OFFENDERS COLLABORATIVE ACTION STRATEGY project takes a collaborative case management approach to identify and address the needs of female offenders aged 13-17 who are at high risk of entering detention.

• meenah mienne (my dream) is an arts mentoring project for at risk aboriginal youth. The project’s objective reduce offending by mentoring young people by building self esteem, social competence and participation. Links with the Ashley Youth Detention Centre.

• WHITELION, which originated in Victoria, supports young people to build better lives for themselves and helps make the community a more inclusive and safer place. Whitelion Tasmania was established in 2002 (Launceston City Council and Youth Justice) to satisfy an identified need in the Tasmanian community. Group mentoring has been conducted at Ashley Youth Detention Centre and one-to-one mentoring commenced at the beginning of 2005.

• U-Turn is a diversionary program for high rate motor vehicle offenders, which is currently funded by the State Government through the Tasmania Police. The National Motor Vehicle Theft Reduction Council (NMVTRC) and the National Community Crime Prevention Program initially funded a 24-month pilot. (Mission Australia, Glenorchy)