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Maranguka and Justice Reinvestment

The Maranguka Initiative is designed to create better coordinated support to vulnerable families and children in Bourke. It involves establishing community-led, multi-disciplinary teams working in partnership with relevant government and non-government agencies and organisations to focus on:

- Developing a new accountability framework for addressing Aboriginal disadvantage; and
- Developing a fiscal framework that ensures the long-term sustainability of effective programs and services.

The Maranguka Justice Reinvestment Project

One of the first activities undertaken as part of the Maranguka vision is to address issues facing young people through a justice reinvestment approach. This is in response to community concerns over the level of youth offending, the lack of detailed outcome-driven evaluations of the numerous programs delivering services into Bourke and the short-term nature of the funding allocated by government for these programs. In order to provide effective programs and services, the Bourke community has identified a critical need for a framework that will provide long-term, sustainable funding.

In the short term a number of justice circuit breakers were identified to drive immediate change in the lives of children and young people. The Warrant Clinic and Justice Support Team, as well as the Driver Licensing Program are now in operation, with early signs of positive impact.

The Maranguka JR Project was initially funded for 2 years from April 2014 and is now funded for a further 3-year period.

Collective Impact Framework

The project is being designed and will be delivered using an approach known as **Collective Impact**, a different form of collaboration with dedicated roles and a purpose built structure which focuses on the design of solutions to complex problems and the development of evidence based policy and shared measures to address system level change.

Through applying the Collective Impact framework over the next 3 years, the following elements will be strengthened and developed in Bourke:

- A whole-of-community and whole-of-government **common agenda** to reduce youth crime and increase community safety
- **Shared measures** for change based on real-time data

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- A **common approach**, based on best evidence, for creating change in the shared measures and developing the will and capability within the system to implement these responses
- A **backbone organisation** to perform the necessary functions of facilitating the collaboration, continuously communicating and tracking change in the shared measures.
- A **clear financial picture** of the cost of implementation and the costs saved through effective implementation.

See Annexure A for project Milestones.

Gathering the Data / Creating a Baseline

The Bourke Aboriginal community decided that they wanted data collected reflecting the full life span of a young Aboriginal person in Bourke, from pre-natal to twenty-five - including indicators related to early childhood, education, health, employment, child safety, mental health, drugs and alcohol, as well as data surrounding a young persons involvement in the criminal justice system. The community wanted this information to get a better informed and complete picture of what was happening with their children and young people. This data was gathered from a range of Government departments. To help facilitate the data collection process and support the project more broadly, the Premier appointed the Family and Community Services Minister Brad Hazzard as the Cross-Sector Government Champion. The data collected was then collated into a *Snapshot of Life for Aboriginal Children & Young People in Bourke (the data snapshot)*. The data snapshot set the baseline in order to measure change and progress, and has also informed the strategies developed by the community.

See Annexure B for images of *the data snapshot*.

Developing a Community Strategy

Key nominated Government and non-Government workers in Bourke underwent training on how to read the data represented in *the data snapshot*, hold community conversations, and record community feedback. The trained Bourke personnel conducted and recorded these community conversations between September and December 2015. From these, key themes were extracted and summarised into a Community Feedback document.

In December 2015 the Community Feedback and *the data snapshot* was presented to the Bourke Tribal Council along with research on evidence-based interventions, to determine the community goals and targets. From this, the strategy '**Growing our kids up safe, smart and strong**' was developed.

Strategic Working Groups have been established and developed from the priorities recognised in '**Growing our kids up safe, smart and strong**'. The Working Groups comprise of government and non-government agencies, service providers and Bourke community members. The Strategic Working Groups are, Early Childhood and Parenting, 8-18 year olds, the Role of Men and Service Sector Delivery Reform.

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KPMG has prepared a Preliminary Assessment of the Project. It provides:

- an overview of the key elements of the model being used in Bourke (Indigenous Self-Governance, Collective Impact, and Justice Reinvestment)
- estimated costs associated with the project and the costs associated with the justice system in Bourke
- a comparison of the approach with other potential approaches, and an assessment of implementation up to June 2016, including strategic alignment with NSW and Australian Government policies.

The report highlights the importance of Indigenous Self Governance as a precursor to improving economic and social conditions in Aboriginal communities and realising community priorities.

Gilbert and Tobin have worked with Maranguka to prepare a proposed governance structure, which has been presented to the Bourke Tribal Council for review and adoption.

Current Focus

The Working Groups have been set up and have made substantial progress in developing key strategies across the focus areas including:

- Sustained home visits in the first two years of a child's life
- Three year old health checks
- Voluntary wrap around support for children and young people at risk of disengaging from school or offending
- Building and strengthening employment pathways
- Return to community strategies (pre and post release support)

The formation and engagement of this Cross Sector Executive group has also been a critical development to support and facilitate the work on the ground in Bourke.

Over the next 12-18 months analysis will be undertaken detailing projected savings for Government resulting from implementation of the approach along with potential mechanisms for reinvestment.

The Project Team

The Maranguka Justice Reinvestment Project has assembled a core team consisting of:

Alistair Ferguson, Executive Director, Maranguka funded by the [Vincent Fairfax Family Foundation](#) and the [Dusseldorp Skills Forum](#).

Sarah Hopkins, Project Director: Chair of [Just Reinvest NSW](#) and Managing Solicitor of Justice Projects at the [Aboriginal Legal Service](#).



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Vivianne Prince, Project Officer: funded by [St. Vincent de Paul Society Foundation for Social Innovation](#).

Cath Brokenborough, Facilitator: Executive Lead Indigenous Engagement and RAP [Lend Lease](#).

Data Manager: [Aboriginal Affairs NSW](#) provided initial resources for a data manager to assist in the collection and collation of data on Bourke. FACS has now provided additional funding for a short term position. We are now asking the NSW Government to provide a community data manager for the next 3 years.

Kerry Graham, Collective Impact Consultant: Director, Collaboration for Impact

Backbone Coordinator: This position is currently being filled and is funded by Cages Foundation.

The Project team is also supported by:

- a Steering Group including Australian Human Rights Commission, the [NSW Ombudsman's Office](#) and [Aboriginal Affairs NSW](#); and
- at the regional level by senior managers from [FACS](#) and DPC

The **Federal Government** has funded an Indigenous Engagement Officer in Bourke to work with the Maranguka Justice Reinvestment initiative 2 days a week.

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Annexure A: Project Milestones

1. Backbone Organisation team is fully recruited and operational in Bourke
2. 1 x 1 and community meetings held with key leaders and influencers from all parts of the system
3. Relevant data points collected and analysed with data gaps identified.
4. Community conversations around the data in order to <ul style="list-style-type: none"> • inform community and obtain community feedback • gather key themes and goals
5. System mapped
6. Research on best evidence responses to reduce contact of children and young people with criminal justice system
7. High level common agenda and shared measures agreed and agreement on approach to achieve common agenda and shared measures
8. Cross-sector governance group established with clear terms of reference
9. A business case developed, including <ul style="list-style-type: none"> • Program design and delivery and capacity development • A backbone organisation’s functions • A data sharing and reporting platform
10. Trial and Test: Implementation of plan The Working Groups: <ul style="list-style-type: none"> - Strategies and infrastructure for continuous communication agreed and put in place - Plan drafted to develop and leverage the existing system to implement the common agenda, common approach and shared measures
11. Detailed economic modelling of costs saved over a 5 – 10 year period as a result of effective implementation
12. A detailed plan tabled based on the: <ul style="list-style-type: none"> • Common agenda • Common evidence-based approach • Shared measures • Backbone functions/organisation • Costs of implementation • Costs of savings generated
13. The Reinvestment: ongoing use of savings to fund long-term implementation of the plan in Bourke past the set-up and trial run phases. Application of lessons learned and new found and applied relationship and consultative mechanisms that lead to better use of funds and social capital, better relationships with and inclusion of youth in decision making and the creation of diversionary infrastructure that benefits the whole community.

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Annexure B: Data Snapshot

