

Developing Your Community Justice Reinvestment Plan

Each community working on justice reinvestment develops their own Community JR Plan, which reflects their unique circumstances and aspirations. This stage is the perfect opportunity to focus efforts on where you can create the most change and start preparing to measure your impact.

During the community conversations you've held and the formation of the collaboration driving your JR site, you will have started to get an idea about your community's vision and priorities. This is the opportunity to bring all these insights together and have a focused conversation about how to achieve this vision in your community.

A Community-Led Plan

It's important that everyone who is a part of the justice reinvestment site and the broader local community have an opportunity to contribute to the development of the Community JR Plan. This ensures the plan focuses on what matters most, and helps build a sense of collective ownership that supports people to contribute to making change.

A great way to do this can be to hold a community forum or workshop as part of the development of the Community Justice Reinvestment Plan. Or you might want to create a number of different opportunities for people to contribute - perhaps as a part of other community events or meetings that are happening. At this workshop, you can focus on a number of different aspects below. This is a great opportunity to make use of tools and activities from co-design, asset-based community development, and human-centred design – see some ideas in the resources section.

Starting with the Shared Vision

If you haven't already developed and articulated a shared vision for your community during the establishment of your collaborative leadership structures, now is the perfect time. Your shared vision should succinctly articulate what you want to see for your community. Here are some examples:

A unified and empowered
community shaping and
determining its own future

Growing them
up safe, smart,
and strong

To see our children happy,
healthy and thriving now and
for generations to come



Use feedback from the community conversations to shape the potential key parts of the vision. Then, workshop it with your leadership group/s and community members to ensure it reflects what matters most to the community. If it is too hard to fit everything into one vision statement, you might also want to develop some goals or objectives that feed into your vision.

Prioritising Projects and Activities

Once you have decided on your vision, it is also a good time to identify the key priority areas which your justice reinvestment will focus its efforts to begin with. Often communities' perspectives on this will have come up through discussion of the vision, but it's worth also discussing specifically to ensure all ideas are considered.

Usually, 2 – 5 priority projects are plenty for a justice reinvestment site to focus on. Remember that you need to make sure you have the resources to support these in the backbone team, community & partners, and funding or other contributions. It's often smarter to address a few priorities well rather than spread your resources too thinly over a wide range of issues.

It can also be useful for a justice reinvestment site to ensure the mix of different priority projects works well together, and make sense for the current situation in your community. Consider:

Different strategies to address priorities

There are many ways to achieve JR goals and respond to local needs. Consider which type of approach works best for the issues you're addressing and the skills and resources you have available. Options include:

Coordination & Local System Change

This is where service providers and/or government agencies work together to improve the way that existing programs or systems work, informed by the local communities. Examples might include:

- Co-Designing culturally appropriate protocols for service delivery
- Coordinating youth engagement programs across providers to ensure options are available at key days/times and to share staff and resources

Advocacy for Systemic Change

Some changes are too big to be developed and enacted at a local level. In these instances, the justice reinvestment Site can use advocacy strategies to influence decision-makers to make the change the community wants to see.

Examples might include:

- Campaigning for an on-country alternative to youth detention in the region so that young people are closer to community & Country
- Advocating to change mandatory suspension policies in local schools

Programmatic Responses

Where there is a specific gap in services, the community can co-design a program to address the priority issue. For example:

- Co-Designing and implementing an education-reengagement program
- A community-led healthcare program with case management and mentoring for community members exiting prison and youth detention

Awareness Raising and Other Projects

Some priorities involve changing community attitudes, raising awareness, or other project-type responses. For example:

- A media & social media blitz to tell positive stories about local young people to change community attitudes
- Developing an interactive local services directory

How long it will take for your community to see the impacts of projects

It's easier to maintain collaboration and momentum for a new way of working when community can see the impact a new approach is having. But also, lots of change in this space takes time! Consider including a mix of:

- **Quick Wins & Circuit Breakers** – These are projects that can quickly make a difference. They're a great way to bring people in, and practice working together with community in the lead. It's also a great opportunity to do something visible that the wider community can be aware of
- **Long-Slogs with Big Impact** – These are projects that might take a few years to come to fruition, and possibly even longer to start impacting outcomes on the ground of the community. They're important, because these big, long-term changes are essential when working with the complex issues that need to be addressed to make our communities safer and stronger.
- **Medium-Term Projects** – Things that fit somewhere in-between!

Different point when change can be made

- **Prevention** – such as supporting families basic needs, early childhood, healthcare, prosocial activities, cultural connection and community cohesion
- **Early Intervention & Responsive Support**- such as alternative education, mental health supports, alcohol and other drug treatment, disability screening and supports, case management, local service collaboration & information sharing
- **Diversion** – such as youth workers as first responders, cultural healing, intensive support, culturally responsive services, improving police diversion
- **Improving Justice Responses** – such as community/neighbourhood justice centres, Aboriginal-led courts and decision making, restorative justice programs, sentencing alternatives, bail supports, changes to mandatory sentencing
- **Reintegration** – such as throughcare supports, training opportunities for people leaving prison, community-based alternatives to detention

Setting Up for Impact Measurement

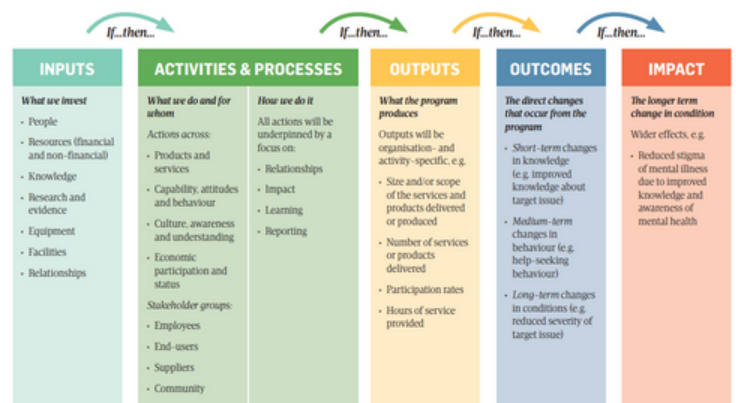
The perfect time to start getting ready to measure your impact is while you're developing your community plan! This is important because it will help you decide how you will identify the impact you are having and give you the opportunity to share it with others – including your community, other communities, government and potential funders.

Developing a Logic Model & Outcome Framework for your JR Site

Logic Models and Outcome Frameworks are tools used in Impact Measurement, which is important to develop at the start of the project.

A logic model is a visual representation of your short, medium, and long-term goals and what you will do to achieve them. It then gets you to plan for how you will know if you're making progress. An outcomes framework is a plan for how you will measure if you are achieving your goals. You can learn more about these using the resources below or speak to the SRWA team.

Identifying the outcomes which you want to achieve for your community is a great activity to involve the community in as part of developing your JR Plan. It gets everyone thinking about what you want to achieve, what you might need to do to make it happen, and how you will be able to measure and report on your progress. It doesn't need to be an intimidating process, and it's great to have lots of people involved in setting up for impact measurement.



Logic Model Template from CSI's Roadmap to Social Impact

Helpful Tools and Resources

Access these resources on our website:

For your community plan

- Conversation & Facilitation tools
- The Connected Community book
- WACOSS Co-Design Toolkit
- Service Design Tools

For impact measurement

- Centre for Social Impact - Roadmap to Social Impact
- Community Impact Hub
- WACOSS Outcomes Measurement Framework
- Community Service Outcome Tree
- Social Impact toolbox
- Collaboration Health Assessment Tool

We're here to support along the way!

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