

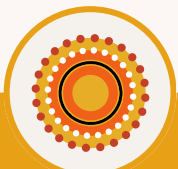
SETTING UP YOUR JUSTICE REINVESTMENT SUPPORTING BODY

Justice reinvestment is a way of working that shifts power and decision making to First Nations communities to self-determine the best way to improve justice outcomes in their community

A dedicated team of staff will help to operationalise justice reinvestment in your community. This team is sometimes called a 'supporting', 'coordinating' or 'backbone' body.

This team helps to bring community and stakeholders together to collaborate about justice reinvestment in your community (working under your community's chosen governance structure).

There are six important roles that a supporting body can play for justice reinvestment in your community:



ENGAGE

community engagement and autonomy

Relationship building: stakeholder engagement, community engagement, yarning about and building support for JR, answering questions.

Communications support: making and sharing community flyers, preparing updates, managing a community newsletter/social media, designing community workshops

Governance administration support: coordinating meetings, preparing agendas/minutes, progressing meeting actions, venue hire, catering, and other administration jobs.



GUIDE

guiding and implementing the JR strategy

Designing the Justice Reinvestment strategy: helping to develop a shared agenda that is grounded in the knowledge and needs of local First Nations peoples, making sure that all community members can contribute, making the strategy visual (through a written document or visual/art), making sure decisions are aligned to the JR strategy, updating the JR strategy.

Overseeing strategic decision-making: managing decision-making process, being accountable and transparent, helping decision-makers to access data (including sovereign data).



BUILD

designing and implementing JR activities

Building collaboration: helping to bring stakeholders together, checking in on disengaged members, looking for opportunities for alignment to other work, programs or projects.

Coordinating JR activities: Overseeing the design and implementation of an activity work plan, supporting community members to contribute to JR activities, managing activity logistics, helping with access to expert advice/support, designing programs with other mob.

Supporting skill development: training, development and capacity building for mob.



MOBILISE

making sure JR is well resourced

Operational resources: managing budgets, seeking grants funding and managing grant relationships and reporting obligations, seeking in-kind contributions to the work, identifying innovative and alternative funding streams, managing the supporting body team, seeking volunteers, meeting governance requirements, managing internal processes and systems, managing IT needs etc.



LEARN

understanding, monitoring, evaluation and learning

Managing data systems and processes: making sure First Nations data sovereignty protocols are designed and upheld, collecting, using and analysing data (which may include community and administrative data), supporting the creation of data-sharing platform/process, supporting community to work with data, making sure data is used to drive decision-making, managing reporting and evaluation.



ADVOCATE

elevating local voices to reform bigger systems and policies

Research and advocacy: stay up to date with key developments that could impact the work, elevate the lived experience and expertise of community into broader calls for systems change, attribute credit to the work of community and the community governance structure, seek opportunities for and support community members to advocate on behalf of themselves, build and maintain trusted relationships with key decision makers (police, government etc), promote JR in the public (through media, social media and other ways that work for the community).

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What NOT to include in the roles and responsibilities of your supporting body:

Setting the agenda: this is the role of the governance and community. The supporting body makes sure the agenda is centred on First Nations voices in community.

Independent decision making: day to day decisions must align to the JR strategy that the governance and community set. The supporting body supports the decision making process of the governance.

Holding all the funding for staff: it is important to make sure the supporting body is well resourced, but there should also be funding for other JR work (such as implementing activities and compensating community members)

Self-appointment: the members of the supporting body or team. should be selected by members of the governing body/bodies not self-appointed.

Supporting body structure:

The structure of your supporting body will depend on the circumstances of your community, including your priorities, activities, governance structure, skills/capacity of potential applicants, funding constraints and so on. When considering which approach best suits your community, some of the interrelated questions you could discuss include:

Is it better to start a new organisation or use an existing organisation?

- Who decides this? (i.e., does there need to be open or closed selection process, is there already a natural fit in your community etc.)?
- What type of contract or other agreement (if any) is needed to enter this type of arrangement?
- What would this agreement include and who is authorised to make this decision?
- How will this decision fit with existing governance structures or will new a new governance structure be created?

What capacity and skills are needed to fulfil the role of the supporting body?

- How many full-time or part-time staff are needed?
- What funding, in-kind, or other contributions are required and available?
- How can this work to be completed by local First Nations people?
- What processes, policies and other procedures are needed to manage this team (e.g., reporting lines of different staff members, access to IT/finance/HR support, etc.)?

Types of supporting body structures:

NEW NOT FOR PROFIT

a new entity is created to lead this work

Your community might decide that a new not for profit/community controlled organisation is needed to focus specifically on justice reinvestment in your community.

Creating a new First Nations-led entity allows community to retain control an ownership of the work especially if there isn't an existing entity that is a natural fit for the work.

An example is a community leadership group of Elders forming a new organisation to support JR work in the community.

AUSPICE ARRANGEMENT

an existing organisation auspices the work

Usually an auspice arrangement is entered into with a view that the work will eventually transition to an independent model of governance (such as the creation of a new First Nations led entity).

Auspice arrangements can support communities to stay focussed on their core JR activities and build capacity to create independent governance structures.

An example is a non-Indigenous organisation providing supports and expertise until a community is ready to create a new First Nations led organisation.

EXISTING NOT FOR PROFIT

existing entity takes the lead

Your community may already have an existing not for profit/community controlled organisation that has credibility and community support to lead JR work.

By progressing work under an existing organisation, costs are lower and the community can retain control and ownership over the work.

An example is a local Aboriginal community-controlled organisation initiating JR work and securing community buy-in.

GOVERNMENT BODY

government department takes the lead

In some cases, a government department has allocated resources to coordinate the early stages of JR work in a community.

Although this keeps costs low and may create perceived neutrality to get buy-in from key stakeholders (such as other government departments), the aim in arrangements like this should always be to identify (or establish) and resource a suitable community-led supporting body to take over ownership/control. A key element of JR is that it is First Nations-led.

SHARED RESPONSIBILITY

multiple organisations share the lead

Your community may decide to run a selection process to identify the organisation that should be the supporting body, and decide that ultimate decision making and control sits with multiple organisations.

These types collaborations commonly develop a 'hub and spoke model' where they pool resources and create a centralised location to coordinate and support JR work. The central location acts as a central meeting place for community to access the network of other services and activities led under the JR initiative.

SETTING UP YOUR JUSTICE REINVESTMENT SUPPORTING BODY

Creating a budget

Annual budgets for JR supporting bodies and teams vary depending on community needs and preferred structures. Some initial budgets have been quite small due to funding availability.

This is why it is important to build and strengthen partnerships with other organisations, potential funders or in-kind supporters. Your community could also look for opportunities to align JR to other work and/or explore other opportunities to generate revenue that can be reinvested back into your initiative. This will allow you to maximise the resources available for JR in your community. It is also why considering the structure of your supporting body (and the costs associated with that structure) is so important.

You may consider seeking funding from multiple sources to support your JR operations. But it is important to be mindful that each funding source may have its own reporting/evaluation requirements and this can add to the administrative load of your team.

Key considerations for staffing:

It is important to set up your supporting body for growth overtime. Here are some of the questions you may like to consider when doing this:

- How much funding is available now versus how much do we need to achieve our JR aims?
- Can we use existing staff and/or in-kind support to broaden the capacity, skills and expertise in our JR work?
- What are our biggest priorities and/or gaps in skills and expertise that need to be filled?
- How advanced does the skills and expertise of each position need to be? Can training and development be offered to the right candidate to develop their skills?
- If we had more funding, how would our JR roles change? For example, could we support career progression to retain staff and grow JR (such as moving from a Project Officer to a Project Manager role with support).

Common operational costs for supporting bodies:

- **Staff salaries:** which includes base salary, superannuation contributions and on-costs such as insurance.
- **Project overheads:** such as rent, insurance, laptops, IT equipment, stationary, office furniture and travel.
- **Data and operational systems:** such as Microsoft 365 and Office subscriptions, accounting software and establishing data-sharing platforms.
- **Project administration:** such as developing communications materials, paying community members for their involvement in JR, venue hire/catering, and other events.
- **Understanding, Monitoring, Evaluation and Learning:** it is important to budget from the start for the time and expertise needed to support this process to reduce hidden costs, and to make sure monitoring/evaluation is informing the learning and improvement of the work.



SETTING UP YOUR JUSTICE REINVESTMENT SUPPORTING BODY

Example of a team structure with \$100k staffing budget (excluding operational costs)

organisational chart



Position: Community Engagement Officer (Full time)

Salary: \$100k (including super and on costs)

Role: Lead engagement with the community and develop local partnerships and activities.

Example of a team structure with \$350k staffing budget (excluding operational costs)

organisational chart



Position: Justice Reinvestment Manager (Full time)

Salary: \$138k (including super and on costs)

Role: Local JR lead working alongside the governing body/bodies, advocating to external partners and managing the project operations.

Position: Community Engagement Officer (Full time)

Salary: \$100k (including super and on costs)

Role: Lead engagement with the community and develop local partnerships and activities.

Position: Data Officer (Full time)

Salary: \$100k (including super and on costs)

Role: Manage all data/research tasks including the use, sharing and analysis of data (using Indigenous Data Sovereignty and Governance principles).

We have provided some information below to help you get started with recruitment for your justice reinvestment team. You can also download a blank position description template from the JRNA website.

More information

For access to relevant templates and more resources on how to set up and run JR in your community, [visit our resources hub](#) on the Justice Reinvestment Network Australia website.

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Developing your position descriptions

Justice reinvestment in each community (and the roles unique to your community will be different) but communities who are setting up their supporting body may wish to consider the following when developing position descriptions:

- **Benchmarking the title, responsibilities and/or salary against similar roles:** for example, comparing your draft position description with similar roles online.
- **Using key words within the position description and advertisement to boost visibility:** for example 'Justice Reinvestment Manager' and 'Indigenous' to boost applications from mob in community.
- **Whether the job should be identified:** you can find more guidance in the template available on the JRNA website.
- **What benefits you can use to attract candidates of a high standard:** for example a senior title, salary packaging, flexible working conditions etc.
- **Appropriate requirement channels:** Usually word of mouth is the best way to recruit for local positions so you could send the position descriptions to key people and organisations within your community and advertise through local avenues.

Identified positions

Each state/territory has its own discrimination laws. Some allow for a particular race to be a genuine occupational requirement for a particular job. In some states/territories, this can depend on what your organisation type is (for instance, whether or not you are an Aboriginal Community Controlled Organisation).

Salary and attracting the best person for the job

We recommend including the salary or a salary guide on the position description. A salary guide can indicate to potential applicants the skills and competency level they need for the position (higher pay will usually attract a higher responsibility/skill level). It can also prevent 'time wasting' applications from applicants with salary expectations beyond available funds.

