



Safe Communities Foundation New Zealand

Dr Carolyn Coggan, *PhD*
Tania Peters, *BHs*
Pam Patterson, MA

Coalition Structures Discussion Document Resource No. 8

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Safe Communities Foundation New Zealand (SCFNZ)
128 Hurstmere Road, Takapuna, PO Box 331399, North Shore City, 0740 New Zealand.
Tel: +64 9 488 7601 Fax: +64 9 488 7602 www.safecommunities.org.nz
Certifying Centre of the WHO Safe Community Network;
Affiliate Safe Community Support Centre of the WHO Collaborating Centre on Community Safety Promotion; &
Accrediting Centre for Safe School Community International Accreditation Programme.

Introduction

Information assembled for this document has come from a variety of sources including the guide to developing a Safe Community and a number of New Zealand and Australian Safe Community designation and redesignation applications that have been submitted to the Safe Communities Foundation of New Zealand. Full text copies of the guide and application documents are available electronically from the Safe Communities Foundation New Zealand (SCFNZ) website www.safecommunities.org.nz. In addition, work in progress examples have been included from other regions engaged in the Safe Community framework, to provide information on the development process associated with establishing effective infrastructure to support a Safe Community.

As stated in the SCFNZ guide, it is important to identify individuals and organisations that are committed to establishing a Safe Community coalition. Inclusion of both strategic and operational individuals and organisations with an interest in the problem and the solution as well as potential resource providers is essential. Involvement of the Mayor, CEO and some elected officials can provide a powerful incentive for community support. In addition representatives at either a strategic or operational level from ACC, DHB, LTNZ, Police, MSD, Fire Service, Chamber of Commerce/Business sector, SafeKids, Plunket, Age Concern, Violence Prevention, and Water, Road, Alcohol and Sport Safety organisations. While this list may appear to be extensive, only a few key leaders will take on a strategic management role. Support at the highest level is essential for the provision of resources at the operational level and for the establishment of the working groups. The roles and responsibilities for Safe Community coalition members, a proposed organisation structure and draft Terms of Reference are included in the SCFNZ guide and should be read in conjunction with this document.

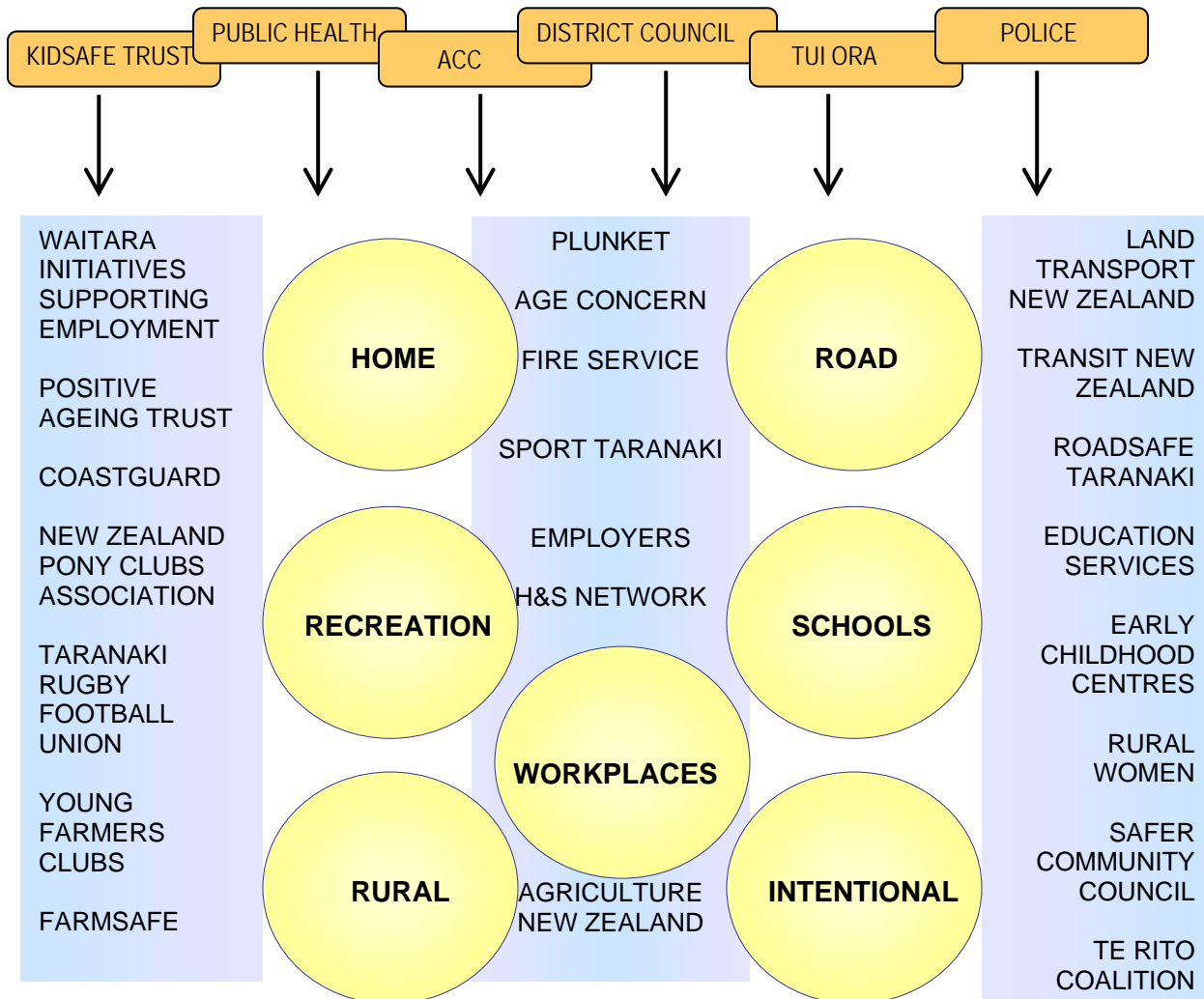
Once interest has been expressed in developing a Safe Community programme and there is a strong degree of commitment to work collaboratively to achieve Safe Community designation status, it is important to put in place an organisational structure that will work best for your community. Having an effective organisational structure that incorporates both a strategic and operational focus will ensure that the knowledge, expertise and resources needed for a successful Safe Community are available. Additionally, past experience has demonstrated that to ensure Safe Community designation, a coordinator needs to be appointed.

The remainder of this document provides selected examples of the structures adopted by a range of different New Zealand and Australian Safe Communities that have either been designated or are in the process of achieving the status for designation. In addition, to further support the establishment of effective strategic and operational structures for Safe Community coalitions, three appendices are included: Statement of Intent (appendix one); Memorandum of Understanding (appendix two); and Terms of Reference (appendix three). Readers of these examples will see the great variation in the way the various communities have presented their structure. The Hume City Council organisational structure provides a particularly informative and operational best practice model worthy of consideration.

NEW PLYMOUTH

This diagram shows the partnerships and collaborations that have been established to prevent injuries and promote safety in the New Plymouth District. Many of the organisations shown in the diagram are actively involved in various projects with different areas of focus.

New Plymouth injury Safe INFRASTRUCTURE based on PARTNERSHIPS and COLLABORATION



The organisations represented in NPIS are also involved in service delivery activities or in networks of service providers. The diagram above illustrates the means by which NPIS links directly with working groups and project teams and ensures that priorities are addressed, duplication avoided and gaps in service delivery identified.

Since 2002, NPIS has endeavoured to keep the wider community informed about injury issues and projects. A brief newsletter is circulated quarterly to all stakeholder networks and to local media. This has been a successful strategy for increasing participation in some

injury prevention activities and for generating media interest in certain projects. NPiS believe that injury prevention efforts are strengthened when linkages are made between the many groups, coalitions and teams working on diverse safety projects. To this end they have specifically focused on creating cross-over channels of communication between workplace and community. Community projects are promoted to employers via a Health and Safety Managers' Network and the development of the Taranaki Health Safety and Environment Centre by local industry leaders has created a resource for the entire community. Not only do these strategies create a broader understanding of safety issues within the community, but they also lead to a greater investment in community safety by employers. In 2005, NPiS developed a three-year strategic plan. This plan outlined their commitment to continue to work collaboratively, within the NZIPS framework, towards a shared vision of New Plymouth District becoming a safe community without the burden of injury.

WHANGAREI

Injury Prevention Northland is an inter-agency committee which was launched in January 2001, in response to growing injury rates in the community. This inter-agency committee is co-ordinated by a Programme Advisory Group which includes representatives from a cross-section of the community:

- Accident Compensation Corporation (ACC)
- Age Concern
- Hauora Whanui – Ngati Hine
- Kaumatua – Maunu Children's Health Camp
- Land Transport New Zealand (LTNZ)
- New Zealand Fire Service
- New Zealand Police
- Northland Brain Injury Prevention
- Northland District Health Board (NDHB)
- Parents as First Teachers (PAFT)
- Roadsafte Northland
- Royal New Zealand Plunket Society
- Sport Northland
- Whangarei District Council (WDC)

The membership of this coalition is not exclusive, and is open to all agencies working in the field of injury prevention. This group also reflects the priority areas for injury prevention in the Whangarei community, with child safety being supported by groups like the Royal New Zealand Plunket Society and Parents as First Teachers, and road safety being supported by Land Transport New Zealand and Roadsafte Northland. Other organisations such as the Child Safety Foundation New Zealand and Strengthening Families need to be acknowledged as founding members of the CIPP whose roles have now lessened. To ensure sustainability of the safe community coalition, support has been secured by several key partners, including ACC, Northland Health and the Whangarei District Council (WDC).

Within this coalition, there are also other unique relationships like that of the ACC and WDC, who have recently formalised a long-term partnership with the signing of a Memorandum of Understanding. The Memorandum is a three year commitment from ACC and WDC to work together to collaborate on safety initiatives, both in relation to Council workforce, and to safety in the wider community. Supporting the MOU is an annual Action Plan which specifies what ACC and WDC have agreed to do to improve safety in Whangarei.

Given the unique and specific nature of some projects, there is also a regular undertaking to expand this group to include all relevant community partners and stakeholders, including local authorities like the Northland Regional Council. This is also to ensure all ethnic and at risk populations have representation.

A community executive has also been formed, called the Safer Whangarei Executive Team, which includes representatives from WDC, Northland Health, the Ministry of Education, Police, the Chamber of Commerce and MSD. This team is now providing strategic governance to ensure that community safety is included and recognised in ongoing strategic planning and decision making in Whangarei.

North Shore

ShoreSafe is based on an intersectoral collaboration of organisations each committed to their area of injury prevention and safety. Each organisation contributes their expertise and resources to injury prevention in North Shore City. The ShoreSafe Management Committee oversees the different areas of injury prevention through the ShoreSafe working groups, to ensure key areas of injury prevention are adequately catered for. The ShoreSafe WHO Accreditation Coalition and Wider Community Forums were formed to progress the WHO Safe Community Accreditation, gather community support and oversee the application process.

ShoreSafe from its inception as North Harbour Injury Prevention Group has been working in this area for 13 years. ShoreSafe is a non-exclusive management group and is therefore open to all organisations with a safety and injury prevention focus in North Shore City. The group's representatives also show the focus for safety and injury prevention in North Shore City. ShoreSafe has strong support from North Shore City Council and ACC through funding and representatives on the management group. This partnership has been essential in developing the safety and injury prevention infrastructure in North Shore City.

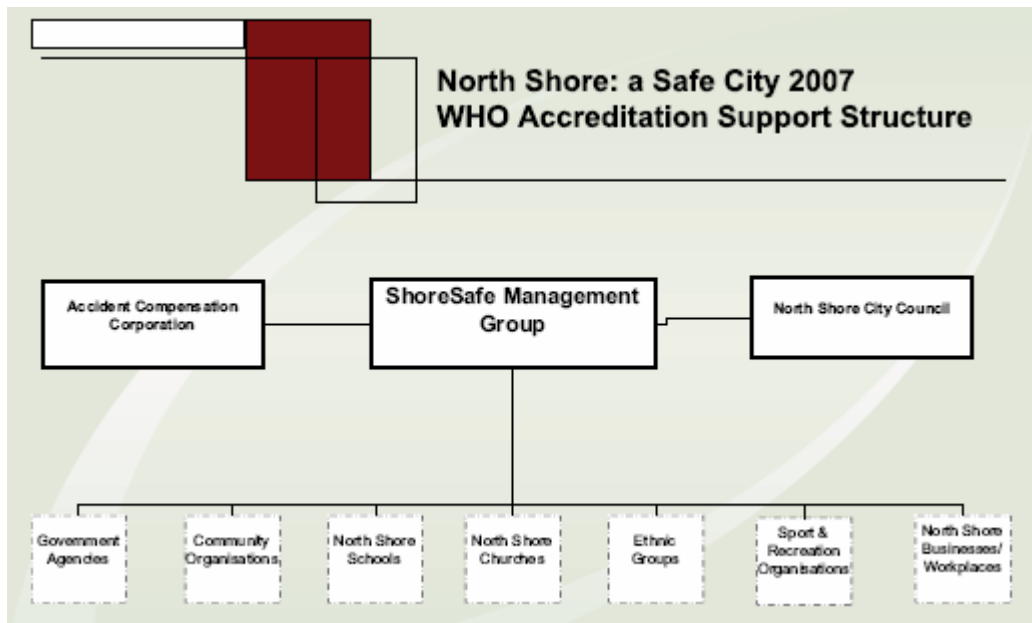
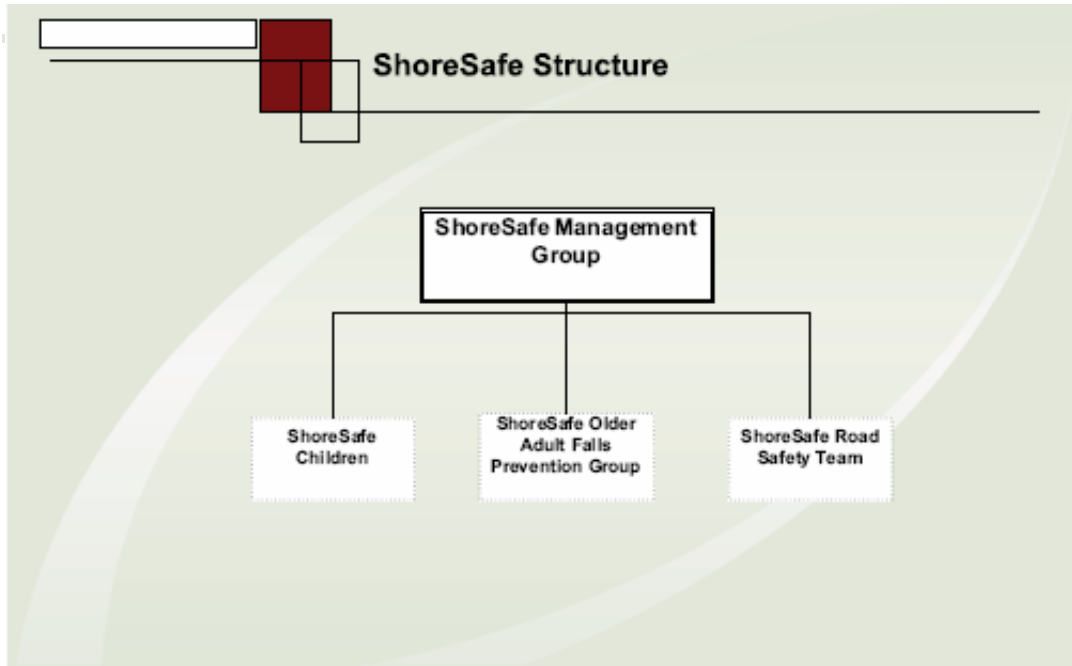
North Shore City has a very unique infrastructure for safety and injury prevention. Although Auckland is made up of four cities, Manukau, Auckland, Waitakere and North Shore, the North Shore is the only city without at least one full time coordinator. Similar organisations across the other cities have a strong funding base and full time coordinators to progress such initiatives. Funding from ACC and North Shore City Council allowed a part-time coordinator to progress the application for one year. Therefore, North Shore City's strength has come from self-driven determination to push the safety message in the city and the ability to thrive without the traditional resources and infrastructure privileged to other areas.

North Shore City Council is actively involved in injury prevention in the city. Prior to progressing the application for a safe community, North Shore City Council and ACC signed a Memorandum of Understanding to officially confirm their involvement in reaching this accreditation for the safety and benefit of North Shore residents.

ShoreSafe has attempted to keep the wider community informed regarding safety issues and current projects. These forums allowed community groups to network and share knowledge and expertise in the area of safety. This networking has brought the community and industry sectors together and linkages have been made in areas where connections may not have occurred. This wider community approach has provided a diverse and substantial snap-shot of current safety initiatives in North Shore City.

The future of ShoreSafe and the development of North Shore City as a safe city will be largely influenced by the ability to sustain and build on the self-sustaining networks present. The future of safety coordination will be reliant on the ongoing relationship between ACC and North Shore City Council as well as exploring other funding sources. Fortunately the history of ShoreSafe shows the group is relatively self sufficient and has the

ability to sustain itself, although this is enhanced through coordination and partnerships with North Shore City Council and ACC.



NORTHCOTT

Northcott is a public housing estate in Surrey Hills, Sydney. In July 2002 the project *Northcott Narratives* began in the community. At this time the Big hART team of artists and the Creative Producer worked alone. Within 3 months the project had delivered 'wins' for the community and partnerships were formed with the NSW Department of Housing (DOH) who supported the project through their Community Development Worker (CDW), Dominic Grenot, and Surry Hills Police, who allocated their Crime Prevention Officer (CPO), Senior Constable Brett Degenhardt. This was the beginning of the cross-disciplinary partnerships and relationships that have underpinned the ongoing work and development at Northcott.

In 2003 a volunteer tenant committee was established and supported- the Surry Hills Public Tenants Association (SHPTA). They operate a peer-based community centre which runs increasingly more groups, meetings and activities for tenants. The Centre continues to attract more and more people who drop in, socialise, have a coffee, get support or meet with project partners. Tenants worked together to identify and address their own individual and community needs. They are resourcing themselves to respond to the needs of their neighbours and those who live in other marginalised and/or isolated communities.

Approximately 30 different individuals, businesses, NGOS and Government Departments have been directly involved in the creating of greater opportunities for the tenants. The Neighbourhood Advisory Board (NAB), supported by DOH, was established as a forum for tenants to report to and address issues that concern their safety and wellbeing at Northcott. The NAB is comprised of representatives from DOH, Surry Hills Police Local Area Command, St Vincent's Mental Health, City of Sydney Council, Department of Community Services, Department of Aging, Disability and Home Care; and local NGO's including Surry Hills Neighbourhood Centre, Central Sydney Community Transport and Northcott tenants.

NAB represented the partnerships that are needed to carry on work in the future. All members will be able to leverage further support from within their own organisations and others. A sub committee of the NAB will be directly responsible for driving ongoing safety programs at Northcott. This will be the Safety Committee. The make up of the committee is currently being determined but is certain to include Northcott tenants; DOH, City of Sydney and health care representatives. The sub committee structure will allow them to focus on capitalizing on the experience and commitment of people who have the skills, time and networks to drive this process. This Safety Committee will be able to engage the specific resources and expertise of the wider NAB when required. This option ensures ongoing good will amongst volunteers and agencies and maximizes the use of limited resources.

In March 2006 the NSW Minister for Housing extended the CDW position until July 2008. This position is key to the ongoing sustainability of the Safe Community work at Northcott. Since March all partners and tenants have been working to develop a two-year plan for Northcott, a plan that will drive ongoing work there. One of the core principles of this plan is the recognition that the success of ongoing development at Northcott is dependent on the quality of relationships and partnerships within the community.

TOWNSVILLE/THURINGOWA

Townsville Thuringowa Safe Communities (TTSC) is a cross-sectional collaborative partnership, with a clear, mutually understood, shared vision for tackling the broad area of injury prevention and safety promotion. From the very beginning, TTSC decided to develop a collaborative structure and not be specifically aligned to any one particular local council, department or organisation. As such, the program's work is shared amongst members as part of their professional responsibilities. Ultimately TTSC manages to maximise outcomes from finite resources by working effectively within a broader injury prevention constituency.

TTSC Program Management Team is made up of nine member organisations and provides support to the working groups and the co-ordinator. It makes strategic decisions for the overall program and supports the co-ordinator's role. It is responsible for the promotion of TTSC; the relationships with stakeholders; the sustainability of the program; and participation in Safe Communities networks.

The program has seven working groups, each focusing on a particular demographic, environment or activity. They are: Home and Child Safety, Occupational Safety, Personal and Social Safety, Road Safety, Seniors Safety and Sports and Recreation Safety. In addition to these, the Safety Data and Evaluation Working Group provides research and evaluation expertise and advice. Working groups have a special interest in injury priorities that are not well supported at the local level, or where coordination between local service providers may be lacking.

Communication between the Program Management Team and the working groups is essential. Working group team leaders must be members of the Program Management Team, so that they can report directly on working group activities. This process enables the Program Management Team to monitor progress and provide feedback and support.

The co-ordinator supports the Program Management Team and the working groups. It is the role of the co-ordinator to explore ways forward; to build the capacity of members; to strengthen internal processes; to identify opportunities; and to alleviate possible threats. The co-ordinator is the only TTSC full-time staff. The position is supported through a partnership with the Cannington operation of BHP Billiton, an international diversified resource corporation. It provides the co-ordinator's salary, as well as office space and administrative support. BHP Billiton is not represented on the Program Management Team, but links with TTSC as a key stakeholder.

Diagram of TTSC Structure

Networking is integral to the collaborative structure of TTSC. The responsibility of participating in Safe Communities or other networks is shared amongst TTSC members, who are encouraged to participate in networks at all levels, whether local, regional, state, national or international. This broad system of networks minimises the risk of duplication of programs.

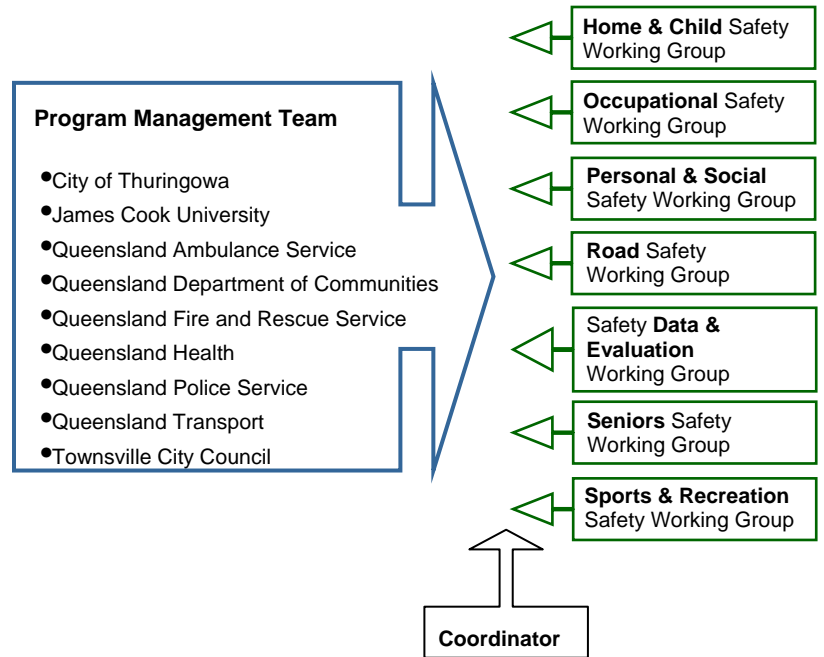
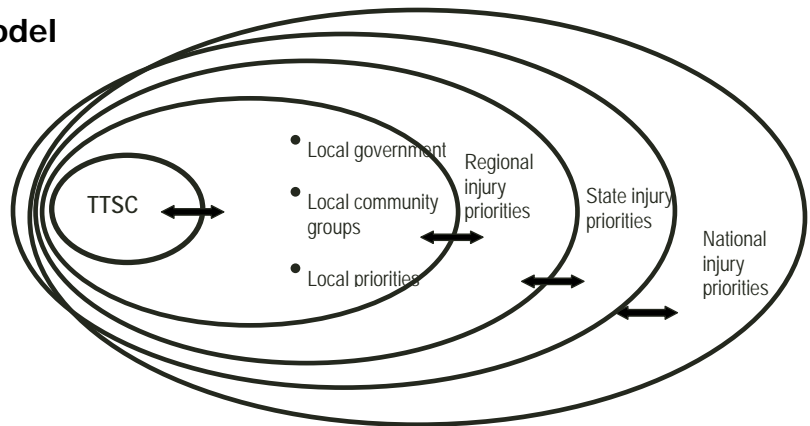


Diagram of TTSC Network model

TTSC has links with the Queensland Safe Communities Support Centre, the Australian Safe Communities Foundation, the Safe Communities Foundation New Zealand, the Safe Communities Foundation in Canada and the WHO Collaborating Centre on Community Safety Promotion.



It also has close links with several other Safe Communities such as Mackay/Whitsunday's Safe Communities, Mount Isa Safe Communities and Cairns Safe Communities, all in Queensland; Noarlunga Safe Communities in South Australia; and the 'soon to be' Palmerston Safe Communities of the Northern Territories.

WELLINGTON

Since 2002, Wellington City Council, has had an increased focus on building partnerships with key community groups and government agencies to further improve safety in the city. Although the Council acknowledge its leadership role it also recognizes that it cannot achieve real and sustainable benefits unless it is working closely with other agencies and the community. To this end, the Council has developed seven key strategies for the city. The Social and Recreation Strategy within which safety sits aims to build strong, safe and healthy communities for a better quality of life. The strategy recognises the importance of working collaboratively with communities to ensure the best delivery of services and programmes. To achieve their objective of enhancing community safety they have developed relationships and fostered cooperative initiatives with key constituents in the city. Partners and potential partners include the Police, ACC, community groups, youth service providers, health providers, Child Youth and Family Services, MSD and the Crime Prevention Unit.

A Safety Advisory Group was established to provide advice and identify appropriate responses as part of the City Safety Package. The group was set up in June 2004 and comprised representatives from Wellington City Council, the Crime Prevention Unit, Police, ACC and the Capital & Coast District Health Board. The purpose of this group is to report to the Council on issues, trends and priorities and to work together to ensure each organisation plays its part in contributing to the overall goals and objectives set out in the action plans. Processes are in place, particularly with the Police and ACC where ongoing monitoring occurs enabling them to deal with emerging issues rather than waiting for yearly reports and having to respond retrospectively.

In late 2005 the City Safety Business Unit was established reflecting the current priority for Wellington City Council that Wellington is seen as a safe city. City Safety will expand and strengthen the support given to other Council business units who are involved in the planning, design and management of public spaces in Wellington.

HUME

Hume City Council has always had an intersectoral committee to coordinate and support its community safety program from the time leading up to and following WHO Safe Communities accreditation in 1996. Initially the community safety program dealt mainly with accidental injuries. In the late 1990s Hume City Council received funding under the Victorian Government's *Safer Cities and Shires* program. This marked a broadening of the program to include a stronger focus on crime and violence prevention than was previously the case. The funding agreement required Council to develop a community safety strategic plan, and to establish a high level committee to oversee community safety planning and action.

Council's strategic response was based on a vision of an integrated framework for health, safety and crime prevention, and on the establishment of the Hume Safe City Taskforce. Hume's Integrated Health, Safety and Crime Prevention Framework is the foundation on which municipal wide safety and health related strategic plans and programs are developed, implemented and monitored. The Framework recognised the strategic leadership role of Council as a broker of integrated multi-agency, business and community partnerships which seek to influence similar social and economic issues to deliver a diverse range of health, safety, and crime prevention outcomes. It acknowledged that issues of concern in society rarely have just one cause and one cure. By working together, the various agencies and organisations could share a vast pool of knowledge, and action can be taken to tackle identified problems holistically. The Framework was innovative in Victoria at the time of its inception because it formally linked crime and violence prevention with accident prevention at local level. Prior to this time, the two fields had generally operated as separate "silos", both at statewide level and at local government level in Victoria.

The Hume Safe City Taskforce was established by Hume City Council in 1999 as a high level inter-agency group to strategically identify, develop and implement initiatives under its new *Integrated Health, Safety and Crime Prevention Framework*. The following two years saw a broadening in the focus of the integrated framework from its initial crime and safety focus, to incorporate social justice issues for particular population groups. The Taskforce decided in 2001 to change its name to: *the Hume Social Justice & Safe City Taskforce*.

The Taskforce meets quarterly to exchange information and to provide strategic advice and direction on health, safety and crime prevention. The Taskforce supports the development and implementation of key initiatives of various special focus groups, known as 'Multi-Agency Teams' (MATs), as well as other local activities relating to health, safety, social justice and crime prevention. The Taskforce involves portfolio Councillors from Hume City Council, as well as senior officers of Council and executives from local agencies and leading companies. It is a high level think tank providing strong vision, direction and leadership for social justice and community safety. Council has supported the work of the Taskforce by considering the reports and recommendations of the Taskforce, and by adopting them into policies, strategic plans, work plans and special projects as appropriate. The Taskforce has

since its inception been independently chaired. It includes high level representation from a range of local and State government departments, key health services, local businesses and the community. The Taskforce involves Council in formal partnership with regional representatives from state government departments. The Taskforce operates as a high level, strategic think tank. Its primary role is leadership, advocacy, strategic planning, and coordination of social justice and community safety policy and action.

The Hume City model has been held up as a best practice model and the municipality is recognised as an ideal place to pilot new initiatives. This has enabled Hume City to attract substantial funding for new initiatives. The existence of the infrastructure and mature partnerships among key stakeholders are seen by funding agencies as cogent reasons for awarding project funding to the Hume Community.

The driving of particular actions is coordinated at the level of multi-agency teams, which report to the Taskforce. The multi-agency teams work to:

- strengthen and formalise existing partnerships;
- increase the opportunity for new links;
- set their own specific objectives, timelines and targets, in alignment with other initiatives; and
- reduce duplication of meetings between the same group of agencies.

A number of multi-agency teams have convened during the life of the Integrated Framework. Some of these have met for a defined period of time to assist with a particular project. Others are ongoing and meet regularly to monitor and support actions in their area. A small number of teams which originated under the Taskforce have now developed to the extent that they report to Council through channels other than the Taskforce. There are teams that were established in response to an identified safety related need that are currently not meeting regularly or may resume meeting following the completion of the Municipal Public Health Plan or the Community Safety Plan.

MELBOURNE

The City of Melbourne's A Strategy for a Safer City 2004 - 2006 is the policy framework for which safety related programs are developed and implemented in partnership with a range of key internal and external stakeholders. Over time this framework has evolved to incorporate new stakeholder groups in response to emerging issues and trends. In addition many safety related priorities and issues have been adopted within overarching Council corporate objectives and plans.

The City of Melbourne consults a wide range of individuals, service providers, State and Commonwealth Government departments, community organisations, and businesses. This extensive process ensures positive influence of opinion, credibility, evidence based program development, effective ongoing commitment and partnerships to achieve program goals, community outcomes, monitoring of achievements, effective service delivery, and appropriate representation of community trends and issues.

The City of Melbourne believe that community consultation is critical to achieve successful implementation of A Strategy for a Safer City 2004-2006. Melbourne City Council commits time and resources to maintaining a comprehensive consultation framework to maximize participation from all sectors of the community. City of Melbourne's consultation framework is based on the following four principles:

- ⇒ Leadership – advocacy at the highest political and bureaucratic level, reflecting Capital City status. Commitment to the long term, providing stability and certainty for stakeholders;
- ⇒ Evidence base – insistence on data to inform and drive agendas, delivering consistency and reliability in the representation of city safety by all stakeholders;
- ⇒ Partnerships – genuine engagement from all sectors of the community and interest groups that respects time-efficiencies and diversity of views and values collaboration; and
- ⇒ Outcome orientation – 'plan, deliver, evaluate, re-plan'.

The key features of the framework include:

- Linkages to State Government Ministerial Committees – to provide an opportunity for high level engagement with the State government; to recognise and respond to Melbourne's Capital City responsibilities.
- City of Melbourne's Special Committee – the Community Services Committee is made up of Councillors, to which information on crime and injury prevention and community safety issues and initiatives are presented for endorsement.
- Strategic Advisory Committee - City Safety Taskforce is made up of senior executive level representatives from State and Local Government, business and the community – established to steer the directions of Council safety policies and strategies.
- Issue Based Working Groups – a number of working groups have been established to address specific issues and implement key programs which cover the following issues:
 - ❑ City Safety and Crime Research
 - ❑ Injury Prevention

- Drugs Action and Syringe Management
 - Liquor Licensing
 - City Transport and Parking
 - Security Cameras (CCTV)
 - Emergency and Recovery Management
 - Central Business District Police and Service Providers
 - City Indigenous Working Group
- Victoria Police Community Consultative Committees – to improve efforts to reduce crime and improve the community’s quality of life by enhancing the partnership between the police and the community they serve. There are four Police Community Consultative Committees (PCCC) based within the City of Melbourne: Central Activity District, Carlton, Melbourne West (Flagstaff) and Southbank/ Domain.
 - Resident and Business Forums – to facilitate additional opportunities for residents and business to identify and address in partnership with Council priority safety issues for action.

A diagrammatical representation of the City of Melbourne City Safety Consultative Framework is provided below. In practice it is Council’s framework for:

- ⇒ engaging in continued relationships with community members, stakeholders and partners to achieve mutually agreed aims
- ⇒ incorporating an area focus within the organisation’s integrated strategic planning structure

Four Place Managers have responsibility for the following areas:

- ⇒ Central Business District;
- ⇒ Southbank, St Kilda Road / South Yarra, East Melbourne, Fisherman’s Bend;
- ⇒ Carlton, Parkville; and
- ⇒ North & West Melbourne, Kensington, and Flemington.

The Place Managers lead, coordinate and evaluate the diverse and sensitive programs and projects within each community that have a direct impact on Council’s relationship with residents, traders, workers, visitors, students and others. This involves developing and managing relationships with the broad community, key stakeholders and partners across a wide range of areas and issues. Place Managers advise and coordinate across Council to determine and achieve council and community goals. The Vision for Place Management in the City of Melbourne is “Realizing the potential for a place and its people.”

WORLD HEALTH ORGANISATION (WHO)

STATE GOVERNMENT MINISTERIAL COMMITTEES:
Eg Victorian Community Council on Crime and Violence
Victoria Safe Communities Network
Australian Safe Communities Foundation Inc.
Victoria Motor Vehicle Theft Reduction Council
National Local Government Drug and Alcohol Advisory Committee

MELBOURNE CITY COUNCIL
(Accredited Safe Community)

Governance

COMMUNITY SERVICES COMMITTEE

LOCAL AND REGIONAL BASED NETWORKS:
Eg. Melbourne Moonee Valley Primary Care Partnership
Road Safe Inner Melbourne Road Safety Council
Southbank Security and Safety Committee;
North West Domestic Violence Network;
Moonee Valley and Melbourne Primary Care Partnership;
NW Melbourne Homelessness Action Plan Steering Group;
Central Business District (CBD) Service Providers Forum;
Local Government in Community Safety (LoGICS) Network;
International Student Safety Network
Victorian Local Government Authority (VLGA) Community Safety Forum
Melbourne City Student Safety Committee
Melbourne Youth Services Forum

CITY SAFETY TASKFORCE

VICTORIA POLICE REGION 1

Strategic Policy & Planning

Working Groups- Issue Based Planning & Project Development

CITY SAFETY & CRIME RESEARCH
- Crime Mapping Working Group
- City Safety, Crime and Drug Database Working group

INJURY PREVENTION
- Foothold on Safety Working Group
- Community Safety Month Advisory Group
- Share the Road Working Group
- Skating Research Steering Cmt
- Falls Prevention Resources Audit Steering Committee

DRUGS & SYRINGE ACTION
- The Drugs and Alcohol Advisory Group
- Public Toilet Working Group
- Syringe Management Expert Advisory Committee

LIQUOR LICENSING
- Melbourne Licensees Forum & Steering Committee
- Docklands Licensees Forum
- Southbank Licensees Forum
- Noise Management Working Group
- City Licensing Approvals Forum

SECURITY CAMERAS / CCTV
- Safe City Cameras Program (SCCP) Audit Committee
- SCCP Police & Council Reference Group

CITY TRANSPORT & PARKING
- Safe City Transport and Parking Steering Committee

EMERGENCY & RECOVERY MANAGEMENT
- Municipal Emergency Response Officer (MERO)
- Municipal Recovery Management (MRM)
- Events Management Team

CAD POLICE COMMUNITY CONSULTATIVE COMMITTEE (PCCC)

CARLTON POLICE COMMUNITY CONSULTATIVE COMMITTEE (PCCC)

SOUTHBANK/DOMAIN POLICE COMMUNITY CONSULTATIVE COMMITTEE (PCCC)

MELBOURNE WEST POLICE COMMUNITY CONSULTATIVE COMMITTEE (PCCC)

SHOROC

The SHOROC Safe Communities Steering Committee was established in 1996 to oversee the planning and implementation of a regional Safe Community Program. Key professional officers from each participating Council and the Northern Sydney Central Coast Area Health Service are represented on the Committee. The SHOROC Executive Director chairs the Steering Committee meetings, and provides administrative support through the Secretariat. The Steering Committee meets bi-monthly and the Executive Director provides the important link between the Committee, the General Managers Advisory Committee and the SHOROC Board. The Board meets on a regular basis with the Chief Executive Officer and senior representatives of the Northern Sydney Central Coast Area Health Services. The individual Councils have their own Community Safety Committees, and there is an ongoing exchange of information between these committees and the regional Steering Committee.

Members of the Steering Committee are also charged with the responsibility of developing and sustaining partnerships with other government and non-government agencies across the region to ensure effective collaboration on safety initiatives and projects. Members of the public are also encouraged to participate and are involved on key working groups. The Steering Committee monitors community perceptions of safety through regular surveys and consultation.

SHOROC has existed as a community of councils since 1994 and has remained focussed on preserving the liveability of our region and lifestyle values of local residents. At a Strategic Workshop in March 2006 attended by General Managers and senior executive officers representing all councils, members reaffirmed 'Community Well-being' as a regional priority and, consequently, the regional Safe Community Program will continue to be an important element of management planning.

With the continuing support of the SHOROC Board, the Northern Sydney Central Coast Area Health Services, participating Councils and our established key partners, the Safe Community Coalition will continue as an effective mechanism to deliver our Safe Community Program.

WAITAKERE

Waitakere is proud to have been the pioneering New Zealand city in Community Injury Prevention. Safe Waitakere had its origins in 1995 when a successful application was made by a multi-agency steering group (supported and hosted by Waitakere City Council), to the Public Health Commission, to take on the role of piloting Community Injury Prevention in an urban setting. It was a serious task, as the pilot was rigorously evaluated with a view to being extended across the country, dependent on its success.

The Safe Waitakere Injury Prevention Project was set up with a strong community development focus; the governance group drawn from a wide range of agencies and from the key target populations. That model was to serve as a template for other projects established in crime prevention (the Waitakere Safer Community Council), alcohol harm minimisation (Safe Waitakere Alcohol Project), and road safety. All the community safety projects have since operated under the Safe Waitakere banner. In 1999, as a natural step in its evolution, Waitakere applied to become New Zealand's first World Health Organisation accredited Safe Community.

From the earliest beginnings of Safe Waitakere, recognition of the prime importance of involvement of mana whenua and tangata whenua saw formal agreements established which have continued to guide planning and delivery of policies and projects. The existence and support of Te Taumata Runanga, as a standing committee of the City Council, continues to be critical to the relationship between the safety projects and Maori. It provides links with both iwi claiming mana whenua status in the city, Te Kawerau A Maki, and Ngati Whatua, and with a number of pan tribal organisations, including Te Whanau O Waipareira, actively involved in safety issues. Te Taumata Runanga has representatives on the Board of Safe Waitakere Injury Prevention Project, and has facilitated Maori representation and involvement in all other safety projects.

Waitakere has a very significant representation from all Pacific Island nations. These have made significant contributions in community safety from the beginnings of Safe Waitakere, when the three 'target populations' around which programmes were constructed were Maori, Pacific Island and 'general population', with the financial and staffing resources being spread amongst each. As with Te Taumata Runanga, so the Waitakere Pacific Board has assisted with access to Pacific Islands communities. Today strong relationships with, and projects targeted to, Pacific Island populations, continue.

One of the most striking features of Waitakere City's growth in the last decade has been the rapid increase in people from an ever expanding range of ethnic and cultural backgrounds, particularly Asian. Waitakere today is quite a different place demographically from 1999, and as a result, many changes are underway to address the new, rich reality, in community safety as in all other areas. A major step forward was taken when in 2003 the Waitakere Ethnic Board (WEB) was formed to act as a networking, information and advocacy body for the city's emerging communities. As it develops its role it has entered into a Partnership Agreement with Waitakere City Council, and now has a seat on the Safe Waitakere Injury

Prevention Board. Increasingly, ethnic-specific projects are being created to ensure the safety programmes take into account the needs of new migrants.

Many central government agencies are involved with Safe Waitakere. Some are funders, some involved with project implementation, and others serve on governance boards and reference groups. Commonly, a key agency such as Police or ACC, perform a number of these roles. In some of these cases, memoranda of understanding have been created to outline and affirm the partnership-based approach.

The Safe Waitakere Team has developed significantly from the solid foundations which were laid in 1999, when Waitakere became New Zealand's first accredited Safe City. At that point the Safe Waitakere team consisted of:

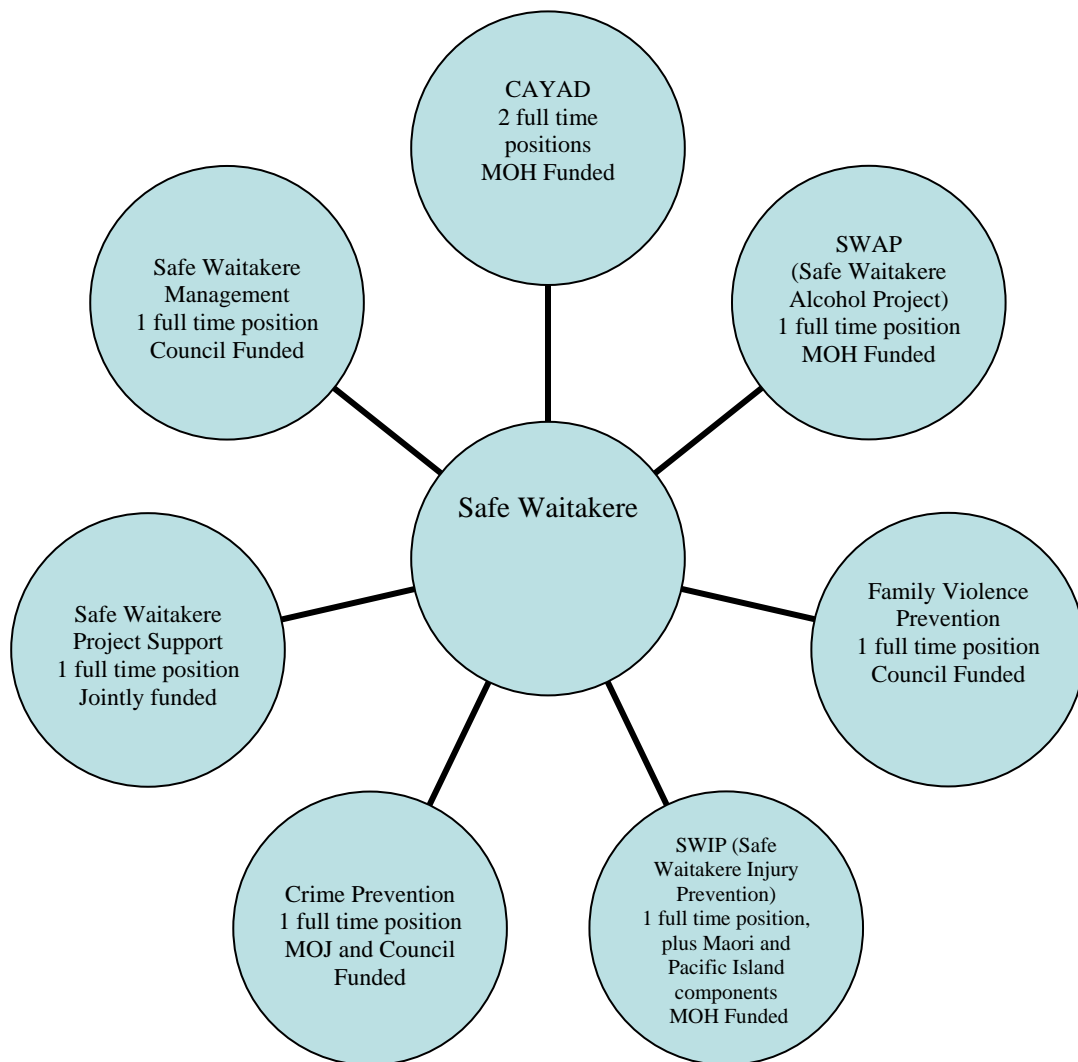
1. Safe Waitakere Injury Prevention- Three staff (2 part-time), General population, Maori and Pacific
2. Waitakere Safer Community Council- one staff member
3. Road Safety Project- one staff member
4. Safe Waitakere Alcohol Project- one staff member (part time)

WCC supported Safe Waitakere by housing some staff and providing management support. However, all projects were funded by external agencies.

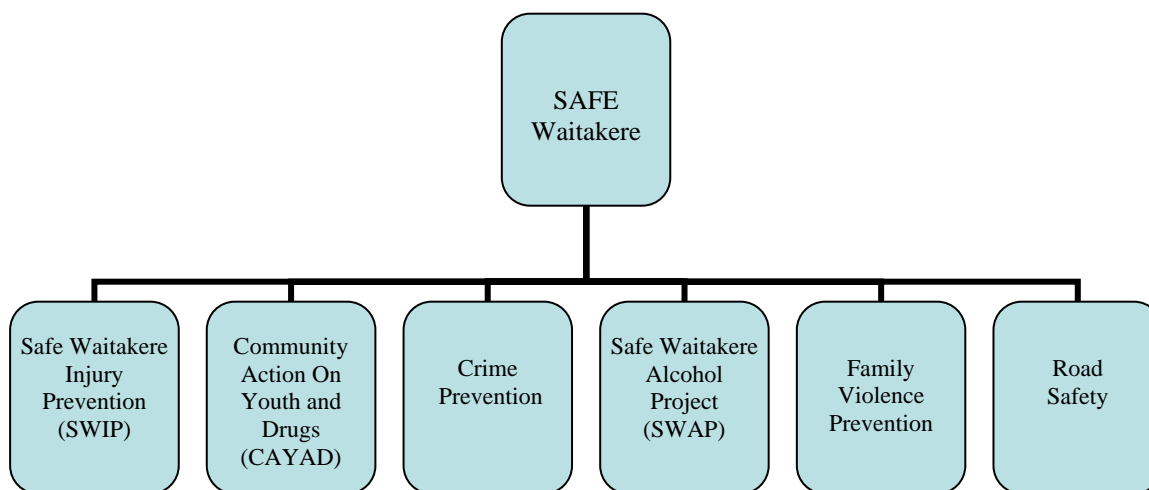
Since that point the staffing and funding picture has considerably expanded, as has the contribution and support provided by WCC. Waitakere now has a vibrant and healthy Safe Waitakere Team, integrated within Council, which is dedicated to community safety. Although the Road Safety portfolio sits outside of the Safe Waitakere Team in terms of official council organisational structure, strong links, collaboration, and quality relationships have been maintained.

Significantly WCC now funds a dedicated senior position to lead the Safe Waitakere team. This development is a major recognition of the centrality of community safety to Waitakere City Council.

The chart below details the current structure of the Safe Waitakere Team. As indicated by the chart and narrative descriptions below Waitakere has an infrastructure based on partnerships and collaboration supported by cross sectorial advisory and steering groups responsible for safety promotion throughout the city.

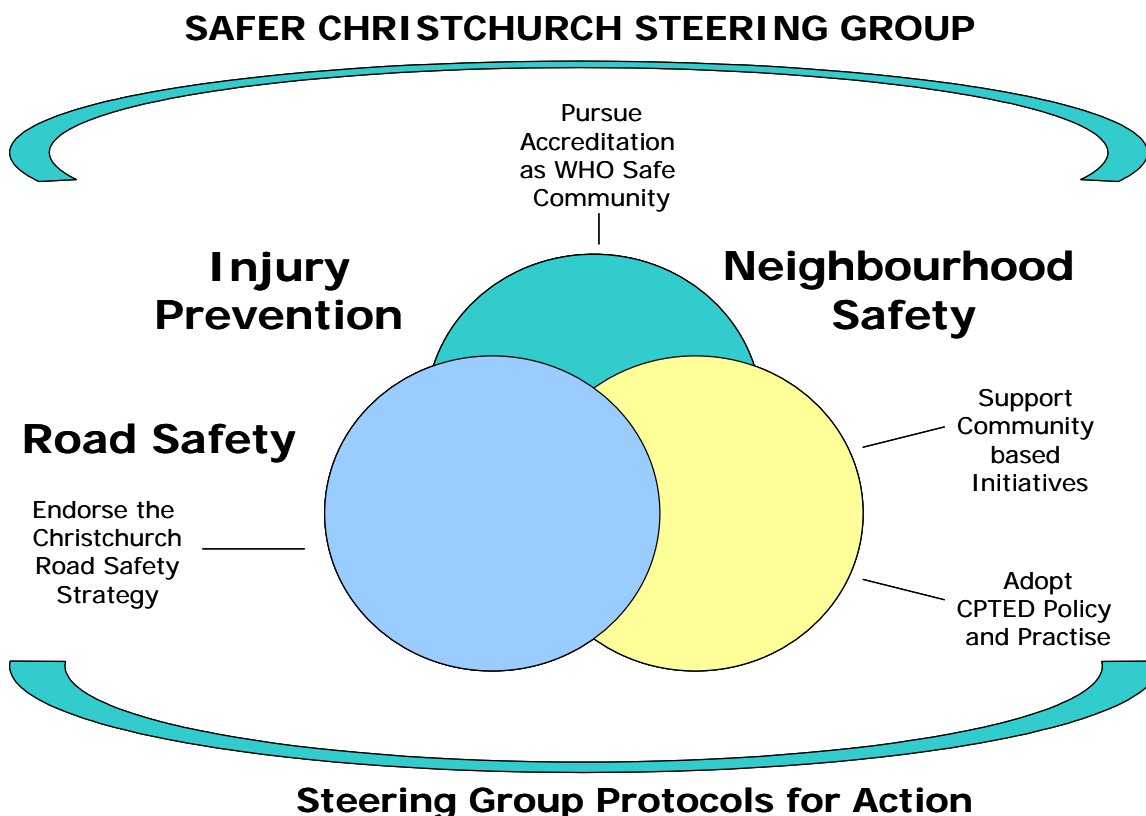


There are also currently six portfolios that support Safe Waitakere:



CHRISTCHURCH

The Safer Christchurch Interagency Group, established in 2005, is chaired by the Mayor for Christchurch, Garry Moore. Through the development of the Safer Christchurch 2005 Strategy, the Steering Group seeks to strengthen, coordinate and/or complement the safety aspirations of those who were already active in this areas within the community. Membership of the Safer Christchurch Interagency Group includes: ACC: CDHB: CYF: CCC: Police, Dept International Affairs, Families sector representative, Housing NZ, Ministry of Education Ministry of Justice, Ministry of Pacific Island Affairs, MSD- Family and Community Services; MSD- Work and Income; Older Persons sector representative, Te Runanga o Ngai Tahu, Department of Corrections, and Youth sector representative. The member organisations of Safer Christchurch are bound by their own statements of intent and strategic directions, however, terms of reference have been developed to shape the way that the Safer Christchurch Interagency Group will work together.



The strategic goals seek to contribute to both improved experiences and feelings of safety in Christchurch City through networking, environmental design and behavioural change. The objectives within each Strategic Goal present the focus for Steering Group action for

the life course of this strategy. Both Strategic Goals and objectives complement one another in pursuit of an overall goal for improved safety outcomes for Christchurch city.

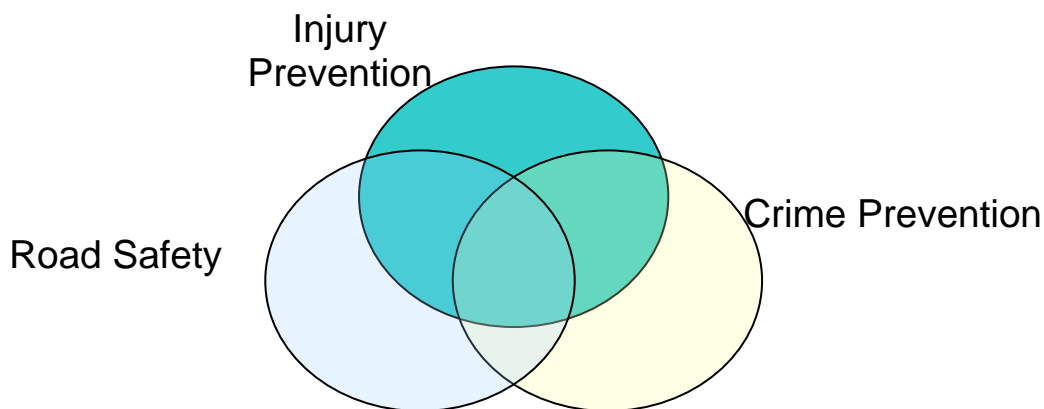
The first Strategic Goal focuses upon the creation of an injury free community through the pursuit of accreditation as a World Health Organisation (WHO) Safe Community. The WHO Safe Communities concept incorporates a national and an international framework for safety promotion and injury prevention. It includes a focus upon safety promotion and injury prevention in a range of contexts including improving road safety; decreasing family violence, assault, suicide, public and alcohol related violence.

The second Strategic Goal seeks improved road safety through the endorsement of the 2004 Christchurch Road Safety Strategy. The Road Safety Strategy represents the culmination of significant research and expertise into an effective plan for improved road safety outcomes to 2009. The Safer Christchurch Steering Group recognises the significant time and knowledge invested in this strategy, affirms its aspiration and seeks to ensure its successful implementation.

The third Strategic Goal reflects the breadth of factors that contribute to safe environments and incorporates a focus, although not exclusively, upon actions to prevent the incidence and effect of crime in our community. This goal focuses specifically on Crime Prevention Through Environmental Design techniques, and creates possibilities for the Steering Group to recognise and support the efforts of locally lead safety projects.

SAFER CHRISTCHURCH INTER-AGENCY GROUP

Pursue accreditation as a World Health Organisation accredited Safe Community



WAIMAKARIRI

The Waimakariri District Council Community Team is based on the community development philosophy that recognises that the people most able to solve the problems are those who live in that particular community. The Waimakariri District Council Community Team comprises:

- ⇒ The Waimakariri District Council's Community Team Leader and Community Development Advisor.
- ⇒ The Waimakariri District Safer Community Council, who work in the crime prevention area.
- ⇒ The Waimakariri District Road Safety Co-ordinating Committee whose focus is in road safety.
- ⇒ The Injury Prevention Waimakariri Advisory Group who work in the area of unintentional injuries.
- ⇒ Project turnaround whose focus is restorative justice.
- ⇒ The Waimakariri Health Advisory Group whose focus is on improving nutrition and physical activity.

The Waimakariri District Council Community Team was formed in 1996 under the umbrella of the Waimakariri District Council, a Territorial Local Authority, to bring together existing organisations that were working in the injury, crime and road safety fields. The team has expanded to include Restorative Justice and Health Promotion as community needs have been identified and prioritised. Forming the team has meant that there is a group synergy and a coordination of effort in the Waimakariri District to address a wide range of community and public health issues. A safety culture has been built in the Waimakariri District. The major outcome is community ownership of the prevention programmes occurring in the District.

Since the beginning of community safety work in the Waimakariri District the Territorial Local Authority, the Waimakariri District Council, has played a very active role. Acting as the umbrella organisation for each of the community safety programmes (road safety, injury prevention, crime prevention, restorative justice, health promotion) the Council has shown leadership and a commitment to making Waimakariri a safe community. The following is a list of how Local Government is involved in community safety activities in the Waimakariri District:

- ⇒ Has elected and staff representatives on each of the Advisory Groups.
- ⇒ Contributes financially to support community safety initiatives in the District, and has done so for over 10 years.
- ⇒ Has included community safety as part of its mission statement " To pursue with the community a high quality physical and social environment, safe communities and a healthy economy".
- ⇒ Has included community safety as part of a key objective in its Long Term Council Community Plan (LTCCP).
- ⇒ Support for the development of the Waimakariri District Council Community Team, for community safety activity in the community.

The Waimakariri District Council Community Team is comprised of five groups: an injury prevention programme; a crime prevention programme; a road safety programme; a restorative justice programme; and the Waimakariri District Council community development activities. Since inception the programmes have had strong community support from health, education, social service groups, government agencies, police, local government and community members. The Waimakariri District Council Community Team have a strong commitment to working in a collaborative way with the local community and this will continue as it is seen as the strength of the programmes.

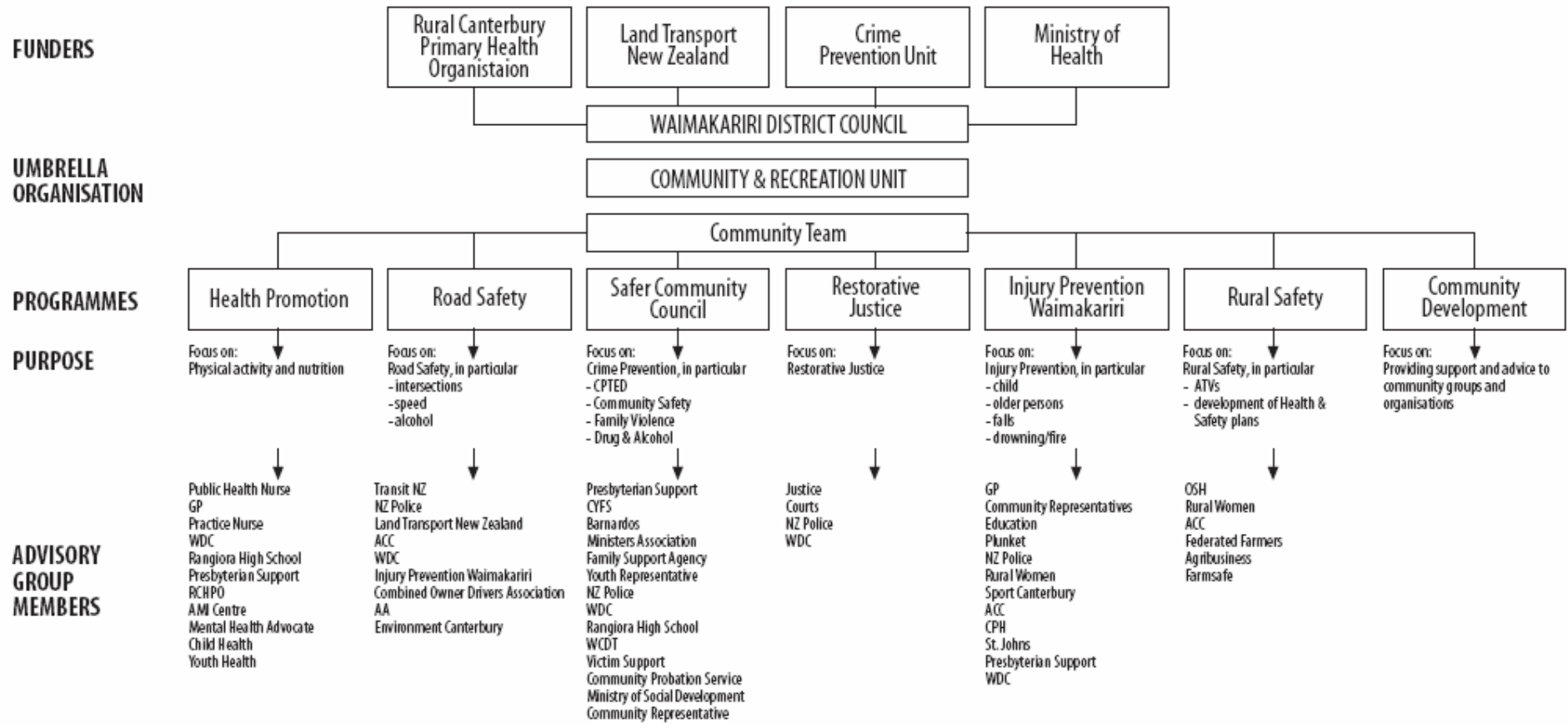
The Waimakariri District Council Community Team is supported by a community network as listed below:

- ⇒ SPCA
- ⇒ Fire Service
- ⇒ Community Corrections
- ⇒ North Canterbury Family
- ⇒ Violence Network
- ⇒ Ministers Association
- ⇒ Accident Rehabilitation &
- ⇒ Compensation Insurance
- ⇒ Corporation (ACC)
- ⇒ General Practitioners
- ⇒ Waimakariri District Community
- ⇒ Development Trust
- ⇒ Canterbury District
- ⇒ Health Board
- ⇒ Waimakariri Youth Workers Network
- ⇒ Land Transport New Zealand
- ⇒ Victim Support
- ⇒ Community and Public Health
- ⇒ Primary and Secondary Schools
- ⇒ NZ Children Young Persons and their
- ⇒ Families Service (CYFS)
- ⇒ Prison Chaplain Association
- ⇒ Community Probation Service
- ⇒ Ministry of Social Development
- ⇒ (MSD)
- ⇒ Barnardos
- ⇒ Family Support Agency
- ⇒ Presbyterian Support
- ⇒ Te Kohanga Reo
- ⇒ Te Oranga Ponamu
- ⇒ Civil Defence
- ⇒ Service Groups
- ⇒ Plunket
- ⇒ Sport Canterbury
- ⇒ Rural Women

- ⇒ Occupational Safety & Health (OSH)
- ⇒ Federated Farmers
- ⇒ Public Health Nurses
- ⇒ Youth Drug and Alcohol Service
- ⇒ Big Brothers, Big Sisters Mentoring
- ⇒ Transit NZ
- ⇒ Automobile Association (AA)
- ⇒ Environment Canterbury
- ⇒ Combined Owner Drivers Association
- ⇒ Work & Income NZ
- ⇒ Order of St. John
- ⇒ NZ Police
- ⇒ Early Childhood Education Centres

Community Safety Structure in Waimakariri

World Health Organisation Safe Community



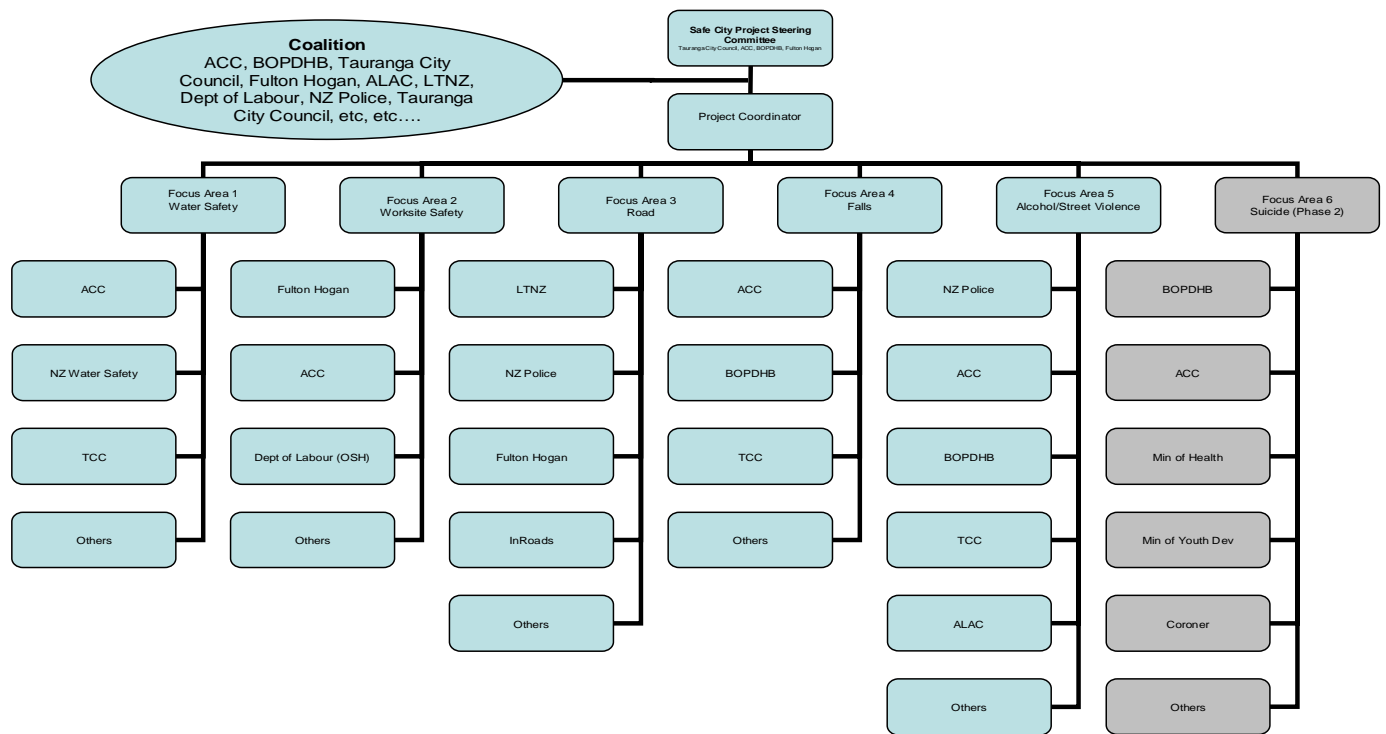
TAURANGA

The Tauranga Safe City Coalition is an informal network of agencies and services that have a focus on community safety. There is no formal membership and affiliation is voluntary. The Coalition reflects the diverse and extensive range of services. The Tauranga Safe City Project provides a coordinating role that:

- Convenes periodic Coalition Forums, workshops and other meetings
- Enables enhanced communication between coalition partners
- Creates opportunities to work collaboratively to address community safety issues and
- Provides a mechanism for feedback on issues and outcomes.

Tauranga City Council together with ACC, Bay of Plenty District Health Board and Fulton Hogan have committed funding and resources to establish the Tauranga Safe City Project. The Project has engaged a coordinator to promote and achieve the project's aims. The initial agreement is for a period of two years to May 2008.

Safe City Project



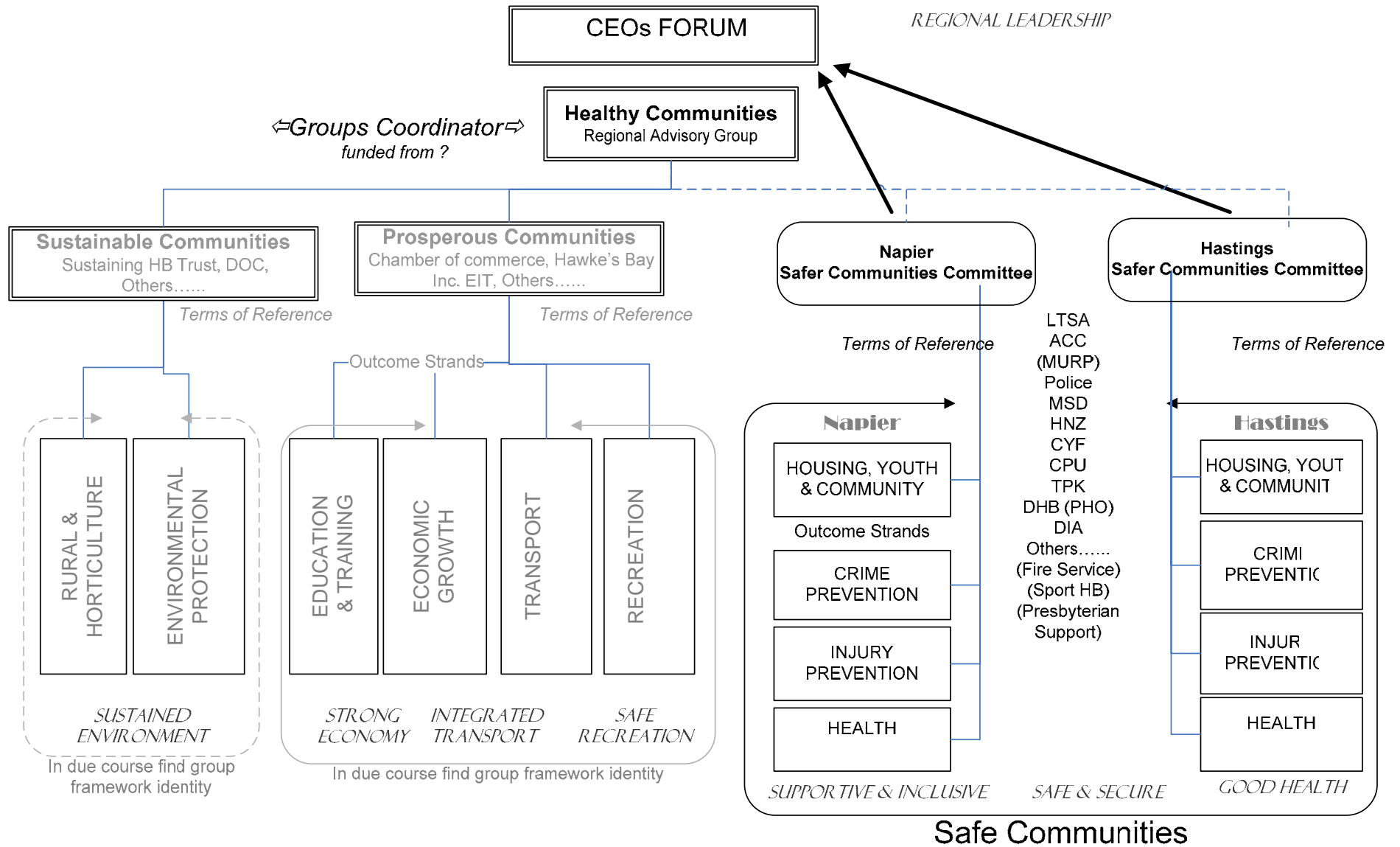
The 'whole system' approach adopted by Tauranga to injury prevention and community safety recognises that there are many 'players' and many 'layers' and that there are real gains to be made by focusing on systems and processes to ensure that:

- Key agencies are properly engaged
- Priorities, plans and programmes are effectively targeted
- Resources are appropriated and deployed
- Outcomes are monitored.

HAWKES BAY

A forum was held at the War Memorial Centre in Napier on 12th February 2007. This forum came about as a result of a number of agencies, including the Department of Internal Affairs and Ministry of Social Development wanting to promote and support greater collaboration of local government, central government and community agencies, through the Community Outcomes Process and beyond, and ACC wanting to promote the Safe Community Initiative, as one example of collaboration, in the Hawkes Bay. The groups came together because both were essentially promoting greater collaboration to enhance wellbeing in the Hawkes Bay. They were joined on the steering committee by representatives from both Hastings District Council and Napier City Council and the Hawkes Bay District Health Board. The following draft framework was developed as a result of this coming together. An already established CEO forum in Hawkes Bay was seen as being an effective vehicle to forge, and drive collaboration and planning for joint outcomes.

Hawke's Bay JOINT PLANNING – JOINT OUTCOMES Collaboration Framework



Appendix 1



Fundamental principles contained within the “Statement of Intent between The Townsville Thuringowa Safe Communities Project Management Team and BHP Billiton

This Statement of Intent captures the spirit of a commitment between organisations that comprise The Project Management Team of the Townsville Thuringowa Safe Communities Project and BHP Billiton.

Whilst not a legally binding contract this Statement of Intent does capture the vision and genuine intention of each party to combine resources, experience, networks and talent and work together to:

Establish an effective 3-year partnership to build a sustainable approach to injury prevention in the cities of Townsville and Thuringowa.
Reduce injury in the cities of Townsville and Thuringowa
Achieve and maintain WHO Safe communities accreditation

Section A: Purpose

The parties to the Statement share the aims of the World Health Organisation Safe Communities model which seek to build:

1. an infrastructure based on partnership and collaborations, governed by a cross-sectorial group that is responsible for safety promotion in their community;
2. long-term, sustainable programs covering both genders and all ages, environments, and situations;
3. programs that target high-risk groups and environments, and programs that promote safety for vulnerable groups;
4. programs that document the frequency and causes of injuries;
5. evaluation measures to assess their programs, processes and the effects of change;
6. ongoing participation in national and international Safe Communities networks.

More specifically parties to this Statement agree to:

- actively advocate for the Townsville Thuringowa Safe Communities project at appropriate forums
- build awareness of the links between TTSCP and other initiatives designed to promote the health and well being of our constituents eg: Townsville Healthy City Plan
- systematically monitor the effectiveness of the TTSCP Project Management Team, Working Groups and related networks
- provide support and advice on local safety issues
- review strategies relevant to working groups and other related initiatives eg Healthy Cities.
- actively promote knowledge transfer both within and across programs
- integrate safety promotion and injury prevention within their own organisation

Each party mentioned in this Statement, brings a unique and valued contribution to this partnership. However, it is acknowledged that our personal and organisational contribution to the TTSCP will vary according to both internal and external contingencies. Each party makes their commitment to the TTSCP according to their capacity, strengths and opportunity. Each party will therefore review its commitment annually and communicate any major variation in commitment in writing to the TTSCP PMT.

The parties to this Statement agree that partnership will be flexible enough to take advantage of opportunities that may arise as well as effectively minimise risks that may be encountered over the life of the 3-year Statement of Intent.

Section B: Principles for action

The parties to this Statement acknowledge the broad TTSCP Principles for Action outlined herein and agree to model and advance these principles when promoting the TTSCP.

Principles for action

Inclusiveness – connecting with those hardest to reach

Reaching out – adopting processes of working together with communities

Mutual Respect – listening, understanding and acting on experiences different from our own

Integrity – engagement processes are open, accountable and mutually defined

Affirming diversity – active recognition of diverse values and interests

Valuing Participation – recognising the fundamental importance of collaboration

(Adapted from Community Engagement Division: Directions Statement 2002)

Review Date: Annually from date of signing of the agreement, for the next 3 years until 2006.

List of signatories followed.

Appendix 2

Memorandum of Understanding – Porirua City Council, Kapiti Mana Police, Porirua Healthy Safer City Trust, Porirua Community Guardians, Regional Public Health, Accident Compensation Corporation.

This Memorandum of Understanding between Porirua City Council, NZ Police, Porirua Healthy Safer City Trust, Porirua Community Guardians, Accident Compensation Corporation, Regional Public Health, acknowledges that all parties have a strong interest in ensuring that Porirua City is a safe place to live and work. It formalises a partnership between the parties to work together to make Porirua a safer place to live and work and play, thus creating the ultimate living environment.

Porirua City council will commit to:

- Provide management support for the implementation of agreed safety programmes within Porirua City Council as an employer, and in the Porirua community.
- Manage and coordinate road safety programmes within the Porirua Community.
- Utilise Crime Prevention through Environmental Design principles in urban design and maintenance of public places in Porirua City, and adopt National Urban Design Protocols.
- Promote safety strategies through Community Development programmes in the City, including community safety strategy.
- Manage funding relationships with Crime Prevention Unit, Ministry of Justice and contracting of Porirua Healthy Safer City Trust for crime prevention programmes in Porirua City.
- Co-ordinate Graffiti Prevention, Policing and Paint-out integrated programmes in Porirua City, manage prevention programmes through Community Development Groups and paint out of public places.
- Nominate and support a person (or persons) to co-ordinate safety initiatives within the Council workplace and in the Community.
- Assist with the implementation and promotion of agreed injury prevention strategies and programmes within the local communities and within local businesses.
- Agree to the principle of sharing information and best practices with other participating Councils.
- Advocate for community funding support for Safer Porirua.

Kapiti Mana Police will commit to:

- Provide crime and crash data from police records as required to demonstrate crime trends and locations so that any pro-activity to reduce and combat crime can be based on evidence.
- Share best practice crime prevention and reduction activity from other police areas in New Zealand and overseas.
- Work openly, collaboratively and in partnership with other agencies to prevent and reduce crime within Porirua and work to make the city safer.
- Work to maintain the highest levels of police visibility, reassurance policing as well as leadership in emergency management.
- Utilise community engagement to reduce violence and youth crime specifically with the 'new' additional Community Constables commencing in early 2007.
- Be open to discussing local priorities and solutions to issues specific to Porirua City.
- Work to maintain the highest levels of police visibility as well as leadership in emergency management.
- Widely support and promote Crime Prevention through Environmental Design including utilising where possible specialist courses from the Royal New Zealand Police College
- Delivery of national and local crime and road trauma awareness, education and reduction campaigns.

Porirua Healthy Safer City Trust will commit to:

- Acting as the legal umbrella for the WHO Accreditation Safe Communities process.
- Providing both administration and financial services for the WHO Accreditation Safe Communities process.
- The provision of staff resources for crime prevention project work that is in line with the PHSCT Annual Business Plan and project work that the Trust is undertaking.
- The provision of staff resources for Healthy Cities project work that is in line with the PHSCT Annual Business Plan and project work that the Trust is undertaking.
- Being the employer for the Community Safety Project Manager and the associated responsibilities such as payment of wages, PAYE, and staff performance management.

Porirua Community Guardians will commit to:

- Actively promote community safety through the provision of a highly visible ambassadorial presence in the Porirua CBD.
- Recruit, train and support Porirua Community Guardian volunteers to increase capacity and safety presence across Porirua.
- Manage volunteer patrol activities and focus efforts on agreed vulnerable locations.
- Actively promote CPTED as a viable and cost effective way to enhance community safety and reduce criminal activity.
- Undertake CPTED audits to guide environmental change toward safe outcomes as resources permit.
- Manage the WHO 'Safe Communities' accreditation process to identify and engage stakeholders in the Safe Communities initiative.
- Strengthen and maintain partnerships with Government and non-government agencies, the local community, health services, other government agencies, industry, the private sector and national Safe Communities networks in relation to injury and crime prevention initiatives.

Accident Compensation Corporation will commit to:

- Provide claims statistics on an ongoing basis, based on ACC database (for both council and community); review and analyse main causes of injury.
- Share best practice injury prevention strategies, programmes and tools based on ACC experience.
- Assist with strategic planning and implementation of agreed injury prevention strategies based on claims trends.
- Promote the Injury Prevention through Environmental Design Guidelines alongside Crime Prevention Through Environmental Design Guidelines to be used in the planning and management of community places, spaces and roads.
- Assist with participation in selected Community and Council based health and safety initiatives.
- Assist with regular communication of programmes status and sharing of 'best practice' injury prevention initiatives amongst participating Councils.

Regional Public Health will commit to:

- Supporting development of Porirua as a WHO accredited safer city.
- Actively participating in the Safer Porirua Strategic Group meetings, action plan development and implementation.
- Working collaboratively, in an open and transparent manner, to develop and implement strategic group shared goals and action plans.
- Acting in good faith on issues of information and disclosure.
- Working to strengthen and support existing activities in Porirua.
- Supporting the implementation and promotion of agreed injury prevention strategies and programmes within the local communities.
- Sharing key public health and health promotion best practice with other coalition members.

As part of this partnership all parties agree to produce an Annual Action Plan that outlines collaborative activity.

Terms of the Agreement

On signing, this agreement is effective for three years.

List of signatories followed.

Appendix 3

Safer Christchurch Interagency Group

Terms of Reference (August, 2005)

1. Preamble

Traditionally the nationwide network of Safer community Council's and Road Safety Coordinating Committees have managed the coordination role of crime and road safety efforts on behalf of local communities. In 2003 the Safer Community Council network was disestablished and Central Government, through the Crime Prevention Unit sought greater partnership directly with local authorities, Iwi and Pacific Peoples toward joint leadership, decision-making and funding of crime prevention efforts.

The Safer Christchurch Interagency Group represents Christchurch's response to this shift in responsibility and have developed a Safer Christchurch Strategy that importantly incorporates not only crime prevention but road safety and injury prevention to align the three areas.

The Road Safety Coordinating Committee continues to coordinate road safety in Christchurch.

A Safe City is one of the community outcomes for Christchurch City. The Safer Christchurch Interagency Groups is a key mechanism for delivering this community outcome.

2. Purpose of the Safer Christchurch Interagency Group.

To provide leadership and direction to achieve the Safer Christchurch Strategy outcomes by working in partnership with all major stakeholders involved in injury prevention and safety issues and initiatives.

3. Membership

Accident Compensation Corporation General Manager Injury Prevention or delegate
Canterbury District Health Board Public Health representative
Canterbury Police District Commander or delegate
Child Youth and Family Regional Director or delegate
Christchurch City Council Community Services General Manager or delegate
Families sector representative
Housing New Zealand Regional manager or delegate
Mayor Christchurch City Council (Chairperson)
Ministry of Education Regional manager or delegate
Ministry of Justice, Crime Prevention Unit Regional Manager or delegate
Ministry of Pacific Island Affairs Regional Manager or delegate
Ministry of Social Development, Family and Community Services, Southern Regional Manager or delegate
Ngai Tahu Corporation General Manager or delegate

Older Persons sector representative
The Department of Corrections Area management Committee Representative
Youth sector representative

4. Scope of Activity

- Work with other agencies and the wider community to monitor the implementation of the Safer Christchurch Strategy
- Receive and consider reports and advice from the member agencies.
- Coordinate and leverage the safety efforts of the parent organisation.
- Advocate for Safer Christchurch programmes, projects and initiatives consistent with the Christchurch Safety Strategy and parent organisations strategies.
- Develop annual programme, projects and initiatives consistent with the Christchurch Safety Strategy and parent organisations strategies.
- Work in partnership with and consider advice from the Safer Christchurch Reference Groups.
- Prepare an annual report of activity.

5. Governance Arrangements

The Safer Christchurch Interagency Group will be informed by 3 reference groups who are aligned to each area of the Safer Christchurch Strategy.

- Injury Prevention Reference
- Christchurch Road Safety Coordinating Committee
- Crime Prevention Reference Group

6. Protocols for Collaboration

- Act honestly and in good faith.
- Recognise the obligations of one another to their clients and stakeholders, including statutory, policy, treaty and accountability obligations.
- Establish mechanisms for communication and information exchange.
- Meet regularly to address issues of mutual concern, identifying common priorities and plan activities.
- Work together to achieve common objectives and milestones.
- Funding decisions are made in an open and cooperative manner.

7. Accountability and Reporting

Members of the Safer Christchurch Interagency Group are accountable to their parent organisations.

Members will be expected to facilitate the implementation of the Safer Christchurch Strategy, programmes and projects within their organisations as they relate to the organisations roles and commitments.

Members will be expected to report to the Group at each meeting and to their parent organisations following each meeting of the Safer Christchurch Interagency Group.

The reference groups will report to the Safer Christchurch Interagency Group at least 6 monthly.

8. Meeting Frequency

As required or three monthly.

9. Review

The Terms of Reference and membership of the Safer Christchurch Interagency Group will be reviewed on an annual basis.