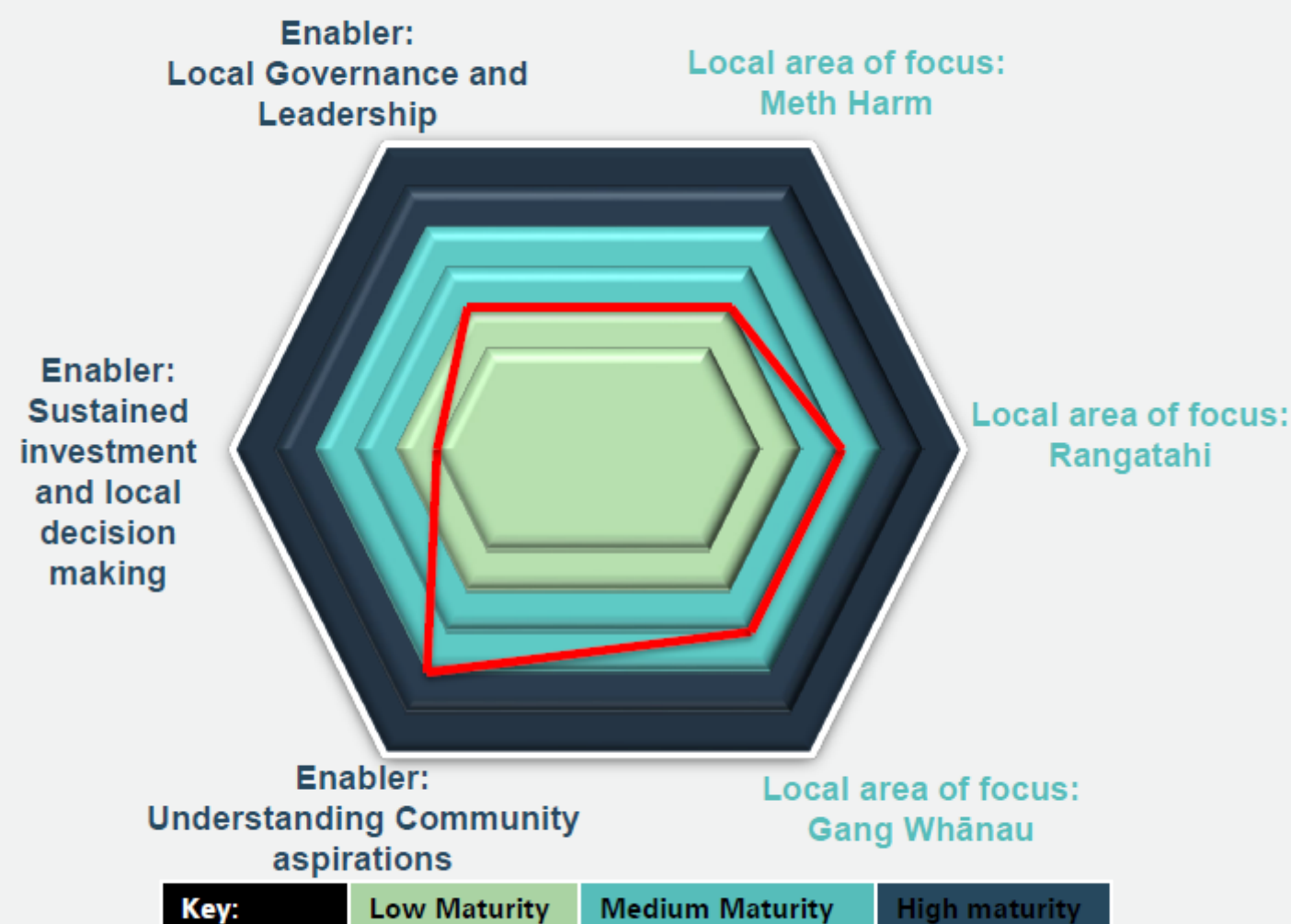**Appendix 1: Bay of Plenty ROCC Maturity model**

Executive Summary:

During 2022 and early 2023, KPMG worked with NZ Police and the ROCC team to assess the maturity of different regions in New Zealand in implementing the required conditions for success to drive enhanced resilience to organised crime in their specific community. In March 2023, KPMG assessed the maturity of ROCC within the Bay of Plenty region. We visited Tuhoe Hauora, Te Tuinga Whānau Support Services Trust, BOP Youth Development Trust, Whānau Manawaroa, Office of the Regional Public Service Commissioner and Maatua Whangai. During these hui we focused on understanding each group's mahi, as well as any current barriers impeding their success. As a result of our engagement with the different groups, the following maturity assessment has been completed.

Conditions for success:

Enabler:
Local Governance and Leadership

Local area of focus:
Meth Harm

Enabler:
Sustained investment and local decision making

Local area of focus:
Rangatahi

Enabler:
Understanding Community aspirations

Local area of focus:
Gang Whānau

| Key: | Low Maturity | Medium Maturity | High maturity |

Resilience to Organised Crime

Cohorts analysis:

Area:	Strengths:	Opportunities:
Local Governance and Leadership	• The leaders involved have mana and have high levels of commitment to affecting change • The leaders have strong relationships with a significant portion of the communities where we are seeking to deliver change and enhanced resilience	• There is no lead Government agency who distribute funds • There was no evidence of a consolidated community action plan detailing the community's priorities and how they will achieve them collectively • For each group to have better visibility over what other groups are operating within the region
Sustained Investment and Local Decision Making	• Most groups have some degree of autonomy to make their own localised decisions based on a local understanding of "what works" • Community leaders have a detailed understanding of the value and evaluation components of their work	• Contracts are often distributed for short-terms (1-3 years) and this affects employment longevity / ability to deliver long term outcomes • There is significant time spent on cyclical applications for funding • Contracts are not co-designed and often lack flexibility for groups to deliver services in the way they know works.
Understanding Community Aspirations	• There is clear commitment from community leaders with representation from the desired and affected communities • Influential leaders who have lived experience are committed • Groups work directly with the community and have a detailed understanding of their challenges	• There is no joined-up approach and groups have their own aspirations rather than having agreed overall community aspirations • There was no evidence of one consolidated community action plan which each group could align to
Gang Whānau	• Staff have lived experience, strong relationships with the community and are committed to affecting change within the community.	• There is significant demand on the Pae Ārahi and they are often asked to go above and beyond in different regions. • Gang Whānau feel they are not fairly compensated for the amount of work they do, relative to the time and risk involved
Rangatahi	• Each group have initiatives in place to support vulnerable rangatahi and they recognise the need to show rangatahi that there are alternative pathways to gang membership and offending	• More quantitative data and feedback to enable continuous improvement • There is no joined-up community approach to identifying community needs and delivering the services in line with the needs.
Meth Harm	• There is numerous programmes who are committed to driving change within this space. • The programmes are fit-for-purpose with people with lived experience being involved and the programmes having been co-deigned.	• To take a wider lens and focus on alcohol and other drugs instead of focusing solely on meth. • To confirm resourcing to allow the programmes to continue

Maturity Matrix

Area	Indicators	Low Maturity (1-2)	Medium Maturity (3-4)	High Maturity (5-6)
Sustained Investment and Local Decision Making	1. Community leaders have strong understanding of value and evaluation components enabling informed decision making. 2. The community is empowered and encouraged to make their own decisions creating greater levels of commitment and buy-in 3. There are longer funding rounds and the investment builds on current services in the community. 4. The community holds the decision making power responsibilities and there is transparency in the decisions made.	The leaders have little understanding of value and evaluation components and have little to no empowerment to make their own decisions. Funding rounds are short and there is continuous applications for funding.	The leaders have some understanding of value and evaluation components and have some empowerment to make their own decisions. Funding rounds are longer but there is still regular applications for funding.	There is strong understanding of value and evaluation components and leaders are fully empowered to make their own decisions. There are longer funding rounds and applying for funding is a non-regular activity.
Local Governance and Leadership	1. An action plan and local governance group is operating enabling the region to be best placed to achieve success in the future. 2. The leadership group is set up for success with clear definition of roles and a detailed effective action plan. 3. We have representation from the communities which we are trying to affect change in. 4. The people who can influence and effect change within the community are committed.	There is low confidence that the community members who have the mana to affect change are involved. There is no definition of roles within the leadership group and the action plan is vague and only addresses some of the areas that the region needs to focus on.	There is some confidence that the community members who have the mana to affect change are involved. There is some definition of roles within the leadership group and the action plan addresses some of the areas that the region needs to focus on but is lacking detail in parts.	There is the utmost confidence that the community members who have the mana to affect change are involved. There is clear definition of roles within the leadership group and the action plan addresses all of the areas that the region needs to focus on in detail.
Understanding Community Aspirations	1. The aspirations are developed so that they align to ROCC whilst also creating the greatest impact within the community. 2. The action plan which addresses the key aspirations is uniformly agreed as the best approach the community leaders commit to achieving these. 3. There is confidence that the right leaders of the community with the mana to create change are committed to the framework. 4. The approach to engaging with the community empowers them to continuously actively contribute and communicate.	There is low attendance and engagement from community members at events due to having low trust that the action plan covers the community's aspirations .There is little to no relationship between ROCC and the action plan.	There is some attendance and engagement from community members at events but they think that the action plan could be improved to better cover the community's aspirations. There is some relationship between ROCC and the action plan.	Community members want to attend the hui, there is a high level of attendance and productive korero throughout. There is a high level of trust and confidence that the agreed vision and aspirations are the best approach for the community currently. The action plan key aspirations have a strong relationship with ROCC while being tailored to created the greatest impact in the community.
Meth Harm	1. The services provided are actively addressing and consequentially reducing meth harm. 2. The services provided by different agencies are joined-up and there is active engagement of these services within the community. 3. The services provided are 'fit-for-purpose' reaching the right people whilst contemporaneously aligning to ROCC strategy. 4. The right services are resourced sufficiently to facilitate reducing meth harm.	The majority of services in place are not fit-for-purpose and there are system barriers that need remedying to enable effective meth harm reduction. The services and engagement with services shows no evidence of minimising meth harm to users and their Whānau	Some of the services in place are fit-for-purpose and there are some system barriers that need remedying to enable effective meth harm reduction. The services and engagement with services shows some evidence of minimising meth harm to users and their Whānau.	The majority of the services in place are being utilised on a regular basis by those that need it, and there are minimal system barriers. The engagement with users and Whānau from our meth harm reduction team and services are minimising meth harm including addiction, use and supply and physical and social harm.
Youth	1. We have completed stakeholder mapping and know that our services match the community aspirations 2. Feedback indicates that the services being delivered are working in line with the aspirations. 3. Through engagement we have identified the strategic priorities and these are aligned to our priorities. 4. We have taken ownership of the priorities at a community level and are taking steps to achieve the community's aspiration.	The majority of services in place are not fit-for-purpose and there are system barriers that need remedying to enable effective youth support The services and engagement with services shows no evidence of impacting youth.	Some of the services in place are fit-for-purpose but there are still some system barriers that need remedying to enable effective youth support The services and engagement with services shows some evidence of impacting youth.	The majority of the services in place are being utilised on a regular basis by those that need it, and there are minimal system barriers. The engagement with youth from our community groups, agencies and services are sufficiently supporting at risk youth. This can be demonstrated through data.
Gang Whānau	1. The right services and resources in place to support engagement and reduce gang harm. 2. The right services are in place, these services are 'fit-for-purpose' and are reaching the right gang Whānau, in the right places. 3. The services in place are being utilised and deliver appropriate outcomes for gang Whānau, in line with need. 4. Services and engagement is driving down gang harm / anti-social behaviour / criminal offending	The majority of services in place are not fit-for-purpose and there are system barriers that need remedying to enable effective reduction in gang harm. The services and engagement with services shows no evidence of minimising gang harm to gang Whānau.	Some services are fit-for-purpose and meeting the needs of gang Whānau and driving the outcomes that gang Whānau desire. There is some quality engagement happening between gang Whānau and services, however this may not be leading to further engagement or the outcomes sought.	The majority of the services in place are being utilised on a regular basis by those that need it, and there are minimal system barriers. The engagement with gang Whānau from our gang harm team and services are minimising gang harm / anti-social behaviours / criminal offending. This can be demonstrated through data.