Addressing the challenges of wellbeing harms in communities – Strategic Framework

OUR MANDATE
Addressing the wellbeing harms & drivers of organised crime is a social issue requiring a coordinated response, combining community development, prevention, & law enforcement

OUR GOAL
Improve wellbeing by co-designing responses to the harms & drivers of organised crime, tailored to the needs of the community

LINKS TO OTHER PROGRAMMES & STRATEGIES
This strategic framework links to:

Transnational Organised Crime Strategy that aims to improve system resilience to make New Zealand the hardest place in the world for organised criminal groups & networks to do business

Provincial Growth Fund initiatives that support employment skills and training in areas most vulnerable to organised crime;
And Police's **Te Huringa o te Tai Strategy,** the whakapapa of which builds upon the Turning of the Tide 2012-18.

GUIDING PRINCIPLES

OWNERSHIP Enable community ownership

CO-DESIGN Enable co-design with regions, communities and whānau

FACILITATE Remove barriers to addressing harm & drivers

COORDINATE Coordinate local and national activities

EVIDENCE BASED Provide evidence, knowledge, & data

TE TIRITI O WAITANGI Give effect to the Treaty & its principles

OBJECTIVES

- Strengthen whānau wellbeing and build community resilience to the conditions that enable organised crime to operate
- Reduce harm from organised crime & the illicit drug trade
- Target organised crime and supply of illicit drugs through investigations and law enforcement

RESILIENCE → DEMAND → SUPPLY

COMMON SYSTEMIC BARRIERS TO ADDRESSING HARM

- Community intervention/ engagement fatigue?
- Nationally led outcomes and initiatives?
- Demand for services greater than availability?
- Fear of stigma from association with organised crime & methamphetamine?
- Lack of central government coordination?
- No clear mandate for local ownership or co-design?
- Silos and lack of response to community need?
- Capability of communities is stretched?
- Inaccessible Government processes?
- Lack of long-term focus & commitment?

INDICATIVE MEASURES

- Measures of community wellbeing though the living standards framework (with te ao Māori perspectives) and Integrated Data Infrastructure
- Insights products on social harms from Gang Intelligence Centre
- Offence & charge data for organised crime and drug offences

HAWKE'S BAY AND TAIRAWHITI: EXAMPLE OF STRATEGIC FOCUS AREAS & PRIORITY ACTION AREAS

It is intended that these sections will be populated through co-design between agencies and the local groups in the region

FOCUS AREAS

Agree the issues for the community

- Social determinants present leading to drug harm and influence of organised crime
- Methamphetamine use leading to child neglect, whānau disruption, offending and barriers to employment
- Issues stem from a combination of supply of harm in the region, a need for more support for whānau and better pathways for treatment
- Whānau impacted, including children, parents, grandparents and wider family
- Wider impacts on social and health services, employers, schools
- Visible gang activity including shots fired at Napier hospital and a Police officer's home in Wairoa
- The region is not resourced to deal with the scale of the problem
- Difficult to quantify the impact
- Branding and social connections of gangs a barrier to change
- Early intervention needed to avoid pathways to gangs and organised criminal groups

CONDITIONS FOR SUCCESS

Understand the environment & agree what is needed to succeed

- Understand community aspirations
- Whānau have identified this as a priority and want to see change
- Understand the interconnection of community groups, iwi and agencies and that collective response is a strength
- Strong local governance and leadership
- Community supported to own the issue and the response
- Centrally enabled through removing barriers and providing investment and resource in kind
- Reduced duplication at a national and local level with alignment of work and approach
- Sustained investment and local decision making
- Aligned with wider wellbeing outcomes
- Builds on additional investment and workforce capability
- Evidence-based with investment in monitoring and evaluation and building on past success
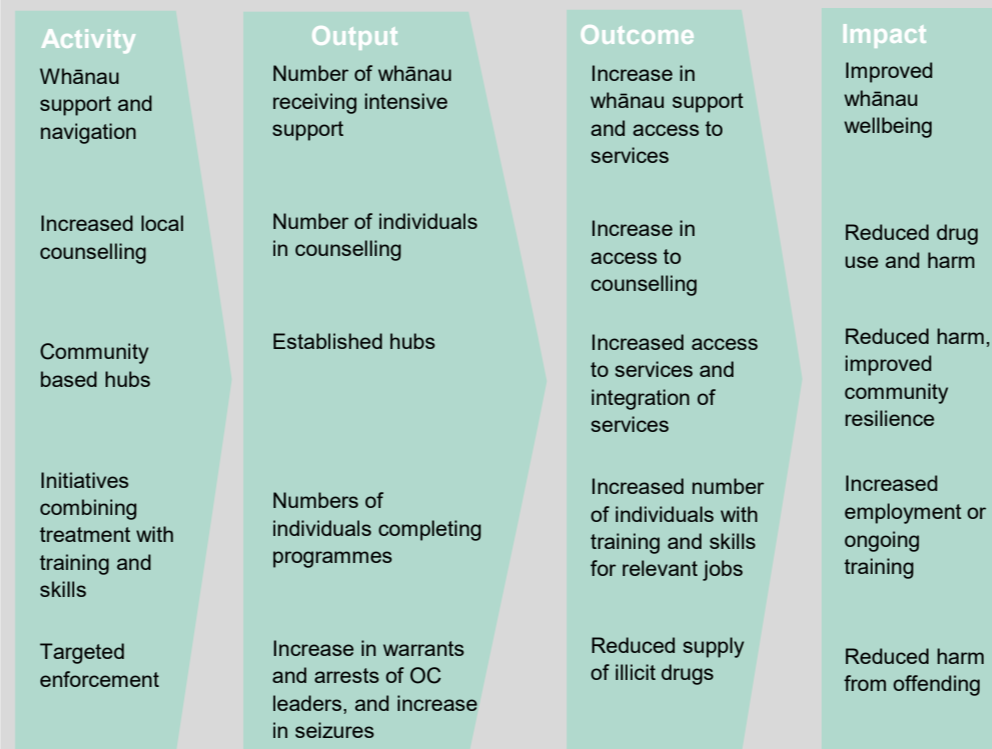
PRIORITY ACTIONS

Agree the priority actions to address the issues

→ Who are the stakeholders & who owns the problem?
→ What does partnership look like with whānau, hapū, and iwi, and how will Te Arawhiti Guidelines for engagement be used?
→ What are the key actions for the community & government?
→ What are the timeframes needed to develop responses?

Example Intervention Logic:

Activity	Output	Outcome	Impact
Whānau support and navigation	Number of whānau receiving intensive support	Increase in whānau support and access to services	Improved whānau wellbeing
Increased local counselling	Number of individuals in counselling	Increase in access to counselling	Reduced drug use and harm
Community based hubs	Established hubs	Increased access to services and integration of services	Reduced harm, improved community resilience
Initiatives combining treatment with training and skills	Numbers of individuals completing programmes	Increased number of individuals with training and skills for relevant jobs	Increased employment or ongoing training
Targeted enforcement	Increase in warrants and arrests of OC leaders, and increase in seizures	Reduced supply of illicit drugs	Reduced harm from offending

MONITORING FRAMEWORK

Agree how to monitor the priority actions

→ What does success look like for the region, particularly te ao Māori perspectives on measuring wellbeing?
→ How can we achieve a balance of government and whānau / community measures of success?
→ What are the community wellbeing outcomes?
→ How do the outcomes align with government priorities?
→ How will organisational goals be aligned?

Example Monitoring Framework:

Outcome	Indicator	Baseline	Data Source	Responsibility
Increase in whānau support and access to services	Number of referrals / assessments	Number of referrals / assessments	Provider reporting	NGO / iwi provider
Increase in access to counselling	Increase in referrals/ assessments	Number of referrals / assessments	Provider reporting	PHO / NGO / iwi provider
Increased access and integration of services	Increase in referrals/ assessments	Number of referrals / assessments	Provider reporting	PHO / NGO / iwi provider
Increased number of individuals with training and skills for relevant jobs	Number of jobseekers	Previous months data	Jobseeker numbers	MSD
Reduced supply of illicit drugs	Drops in mL per 10,000 people of methamphetamine in wastewater	Previous months measurements	Wastewater analysis	Police