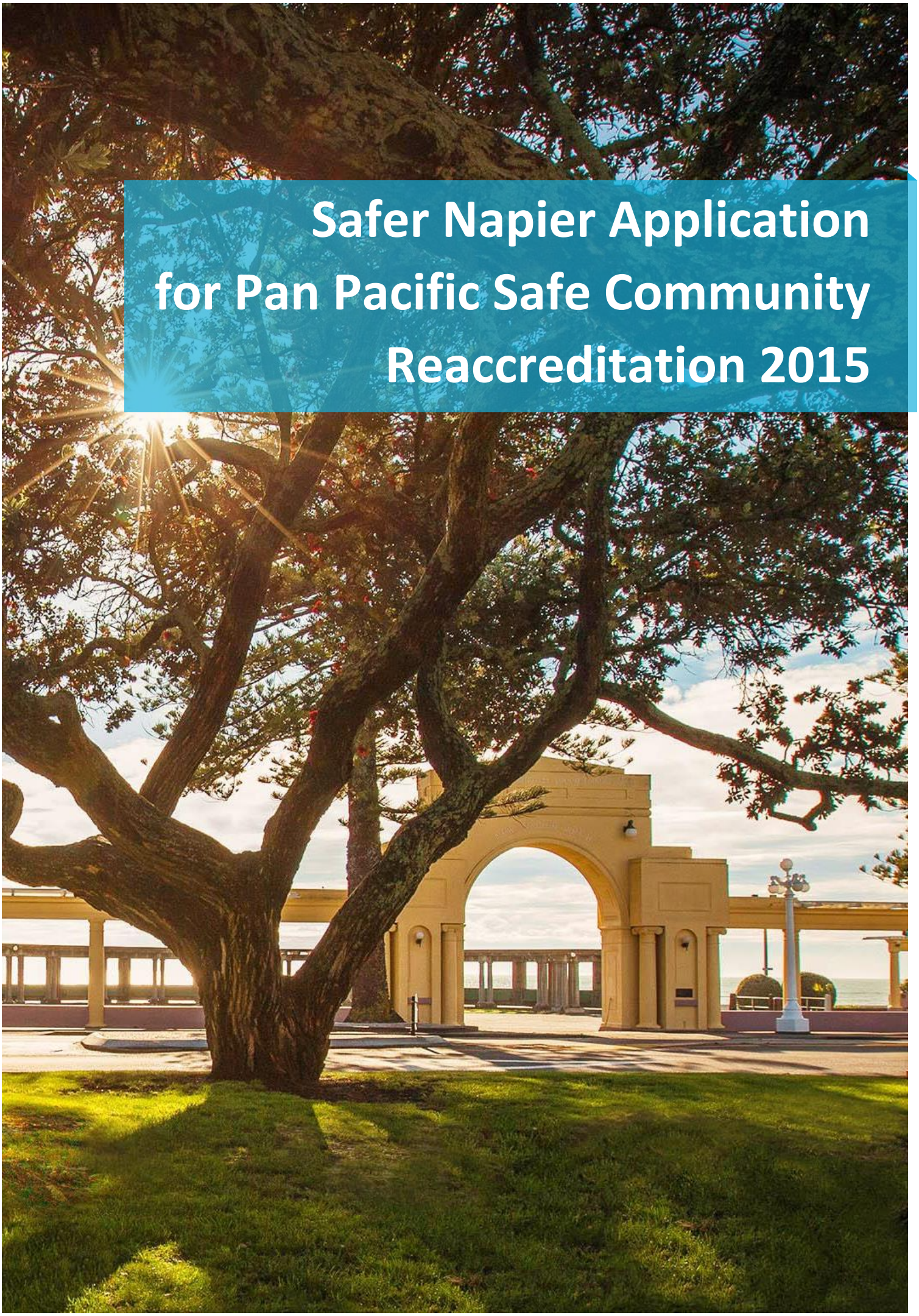

Safer Napier Application for Pan Pacific Safe Community Reaccreditation 2015

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WHAKATAUKI

Ma tini, ma mano, ka rapa te whai - By many, by thousands, the work will be accomplished. Many hands make light work. Unity is strength.

MAYOR'S FOREWORD

As Mayor of Napier, and Safer Napier's Ambassador, I am proud to support our application to continue as a safe community within the global network.

We are striving to make our city the best city in New Zealand in which to live, work , raise a family, and enjoy a safe and satisfying life - safety in our community is vital to achieve success. Our Safer Napier programme has evolved and strenghtened over the first five years of accrediation with a commited Coalition that works hard to keep the programme relevant and responsive.

We are making excellent progress, working together to deliver a raft of initiatives that address safety issues in the city.

Our city and the programme has a strong emphasis on building well connected and resilient neighbourhoods. Connected neighbourhoods mean safer communities.

There is still a lot more work to be done. Building a safer Napier can only be achieved by everyone working together and ensuring the community comes along for the journey.

Napier City Council is delighted to lead the Safer Napier programme and is committed to seeing Napier become reaccredited as an international Safe Community.

Mayor of Napier

INTRODUCTION

The Safer Napier programme is seeking re-accreditation as an International Safe Community. After five years, as per World Health Organisation (WHO) guidelines, the programme is due for re-accreditation.

New Zealand Communities must meet the following six Pan Pacific Safe Community criteria established by the Safer Communities Foundation of New Zealand (SCFNZ) in consultation with the Pan Pacific Safe Communities Network (PPSCN)[1] and World Health Organisation (WHO).

1. Leadership and collaboration
2. Programme reach
3. Priority setting
4. Data analysis and strategic alignment
5. Evaluation
6. Communication and networking

Community safety remains a key concern for Napier residents and the safe communities model provides an effective framework to address community safety in a collaborative way. The model recognises safety as a 'universal concern' and responsibility for all.

Over the last five years the Safe Napier programme has strengthened and made a positive difference in the community. The programme's annual reports including over 100 projects and initiatives are available at www.napier.govt.nz

In 2015 as part of the re-accreditation process 43 community and government organisations re-affirmed their commitment to making Napier a safer community.

Criteria 1:

Leadership and Collaboration: Demonstration of leadership by coalition or group focused on improving community safety.

Safe communities in Napier

A regional survey conducted in 2005 by the National Research Bureau confirmed that 'safe and secure communities' and 'a lifetime of good health and well-being' were the top two priorities identified by the Napier community. Community safety remains a key concern for residents and Napier is committed to working together to address community safety.

In December 2010, Napier was accredited as an International Safe Community (ISC) through the World Health Organisation (WHO) "Collaborating Centre" in Stockholm. Napier was the 17th accredited ISC in New Zealand and 202nd in the world.

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[1] A Non-Government Organisation that includes New Zealand, United States of America, Australia and Canada. PPSCN works closely with the World Health Organization (WHO) pending designation as an NGO with official relationship with WHO. www.ppscn.org

The accreditation application was facilitated by the Napier City Council with support from many agencies and groups. The process began in 2007 with a Joint Planning - Joint Outcomes Forum, including ACC, MSD, HBDHB, DIA, HDC and NCC. After three years of development work Safer Napier was accredited as an ISC.

Safer Napier has gone from strength to strength over the first accreditation period. It has a committed, hardworking Strategic Group and with the support of Napier City Council as lead agency, has developed an effective framework to implement the programme. Tools, including the Evaluation Guidelines and strategic plan templates have been created to administer the programme to a high quality. The Safer Napier programme is strong on collaboration and has broadened involvement from a range of government and community agencies. It develops and implements safety initiatives that are delivered to sectors, city-wide and at the neighbourhood level.

Social Indicator Trends

- 69.2% of households have internet access (+15% on 2006)
- most people (87.5%) are satisfied with their health situation
- **94.3% rate their safety average or better**
- 88.3% think Napier is a caring community
- 14% of people undertake voluntary work for an organisation
- over 50% of people feel their quality of life has improved over the last five years.

Sources:
- 2016 Census
- Social Monitor Report 2014

Napier Demographics

Napier City is a compact city located on the east coast of New Zealand. Napier's historical development and cultural identity have been influenced by a number of interrelated factors, including its coastal location, attractive climate, its proximity to the region's rural sector, the enduring impact of the 1931 earthquake (raising 4000 hectares of seabed and the resulting art deco architecture) the wine industry and complementary food, hospitality, café and arts sector. Along with being the region's port city, Napier provides an ideal lifestyle for its citizens and is a popular destination for tourists.

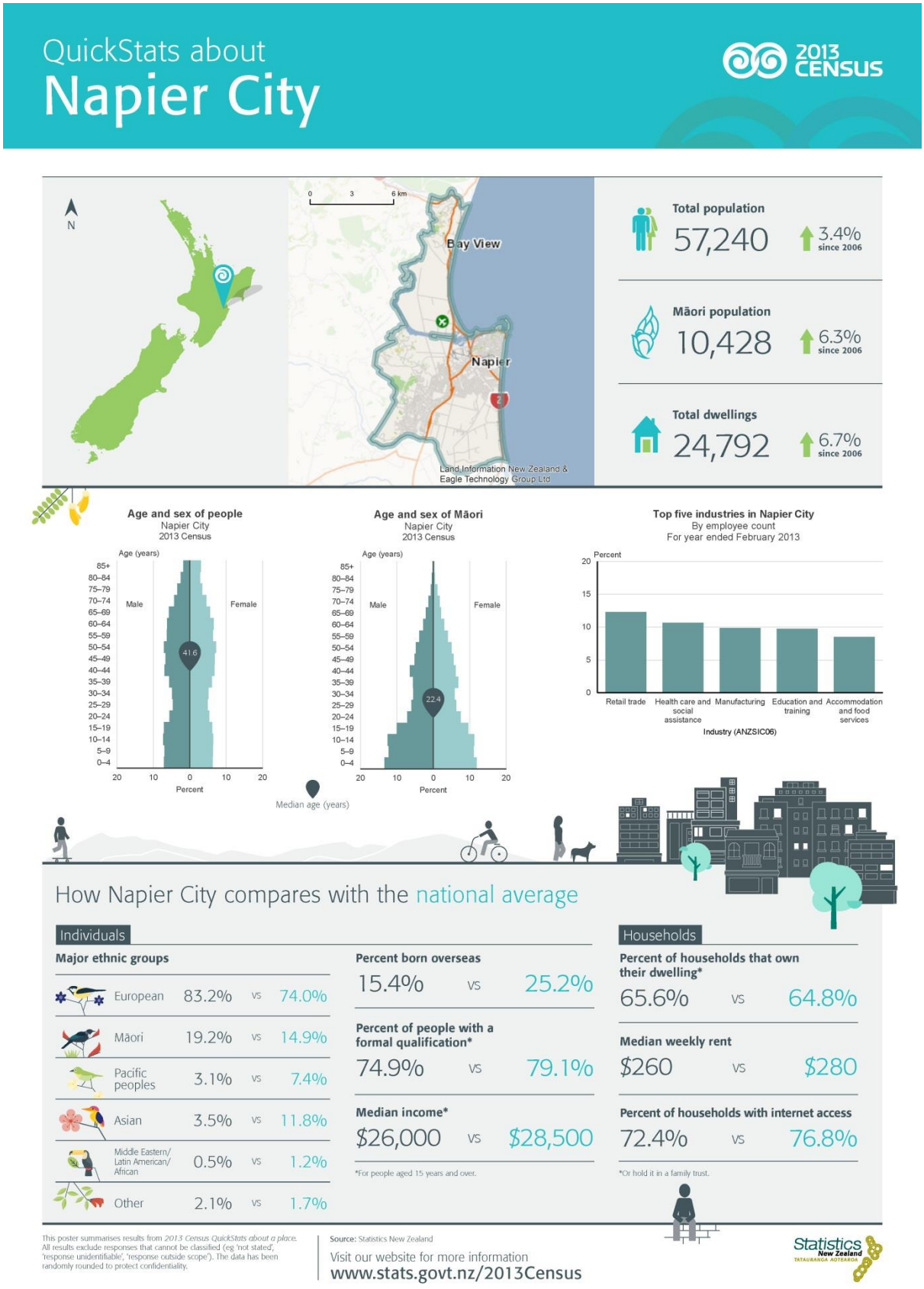
Ngati Kahungunu is the prime Iwi of the area. Its rohe is the second largest in New Zealand. Napier's Taiwhenua is O Te Whanganui A Orotu. Mana Ahuriri was a body formed to progress the Ahuriri Purchase (Wai 55, Wai 400, Wai 168) treaty claim for the Ahuriri Hapu. This claim in its final stages of settlement with the Crown will provide Hapu with resources and is an acknowledgment of past grievances put upon Maori by the Crown.

Napier's population is just over 57,000 and is set to grow to 60,000 over the next five years. The growth of people over 65 is set to continue at a higher rate than the national average with 23% of people being over 65 by 2025 (Napier City Council Long Term Plan 2015-25). The youth population will decrease slightly but will be made up of higher proportions of Maori and Pacific people. The issues of over-representation of Maori in particular, in low educational achievement, higher unemployment, low incomes, imprisonment and poorer health outcomes presents the challenge for our community to provide solutions to these issues.

The 30-49 age group continues to decline, but it is anticipated that there will be an increase to the 50-64 age group, also within the working population. Napier has a 'family friendly' focus to encourage more working age people to Napier.

The unemployment rate is at 6.9%, consistent with the national average. While the global and national economies are set to recover from the recent economic downturn, Napier is set for slow economic growth over the next ten years.

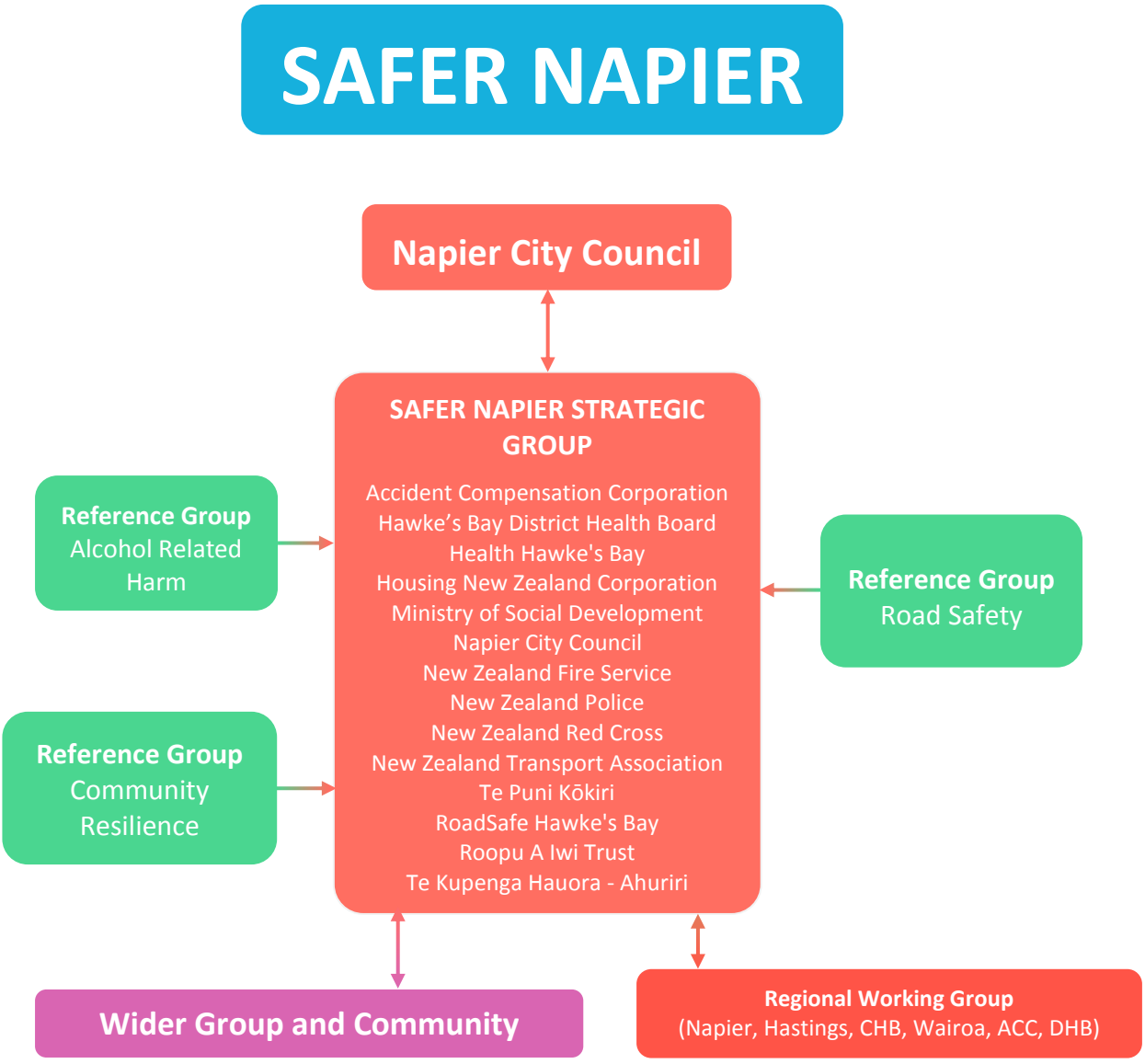
Figure 1: Napier City Statistics



Source: Statistics New Zealand 2013 Census data

Safer Napier coalition structure

Safer Napier is made up of a diverse group of agencies, organisations and community groups all working together to improve community safety.



Safer Napier Strategic Group (SNSG)

The SNSG is made up of 14 cross-sector organisations and groups. The SNSG governs the programme with Napier City Council as the lead agency. The SNSG meets bi-monthly and is supported by the Safer Napier Coordinator. For more details please see the SNSG Terms of Reference (Appendix I).

Reference Groups

Reference groups are established around priority areas to provide specialist skills and expertise. They help with the priority areas of the programme and help identify and select focus areas to be worked on each year. In addition, the reference groups may also deliver activities themselves that contribute to the goals.

Regional Working Group

This is made up of the four accredited safe communities in Hawke's Bay: Safer Napier, Safer CHB, Safer Hastings, Te Wairoa He Hapori Haumaru, and key stakeholders ACC and HBDHB. The group meets quarterly and provides a regional perspective as well as sharing resources, ideas and collegial support.

Wider Group

This is an additional 29 organisations and groups that are part of the Safer Napier Memorandum of Commitment (See page 11), a commitment to work together to improve community safety in Napier. This group meets annually at the Safer Napier Workshop to provide input into the programme, help with priority setting, network with each other and share experiences. Throughout the year wider group members participate in projects, initiatives and safety networks.

Interaction with the Community

Safer Napier interacts with the community to investigate, implement, evaluate and continually improve processes related to injury prevention and community safety promotion in a range of ways.

This includes the well-attended **Safer Napier Annual Workshop**. The workshops started in 2012 following a recommendation from the SCFNZ accreditation site visit. On average about 60 people attend representing 40 organisations, service providers and groups. The annual workshop is a time to have input into the Safer Napier priority setting, networking, and assists facilitating a co-ordinated way of working.

Every two years the **Celebrate Safer Napier Day** is hosted in one of the city's parks. This is a free safety themed public event that includes interactive stalls from Safer Napier partners. As well as promoting key safety messages it is also a time to gain feedback about injury prevention and community safety promotion and the general public's safety priorities. A Chalk Art Competition for children 12 years and under is a vehicle for getting young peoples' perspectives and is very popular.

Image 1: Chalk Art at Celebrate Safer Napier Day 2015

This year's event, which was themed as a family fun day (violence free families) saw the inclusion of a photo booth to ascertain the public's 'top safety issue'.

Input from the community is also gained through projects. As further discussed in Criteria 5, all **projects include an evaluation component**. Feedback is sought through methods such as surveys, focus groups and statistical data. The **Safer Napier Communication Plan** (Appendix II) also identifies ways we communicate with the community, including, local newspaper articles, the website and forums.

The inclusion of new partners in the SNSG over time also demonstrates how we include a range of community providers and reflects Safer Napier's changing focus areas. Examples of this are, Civil Defence and NZ Red Cross in 2013, Roopu A Iwi Trust in 2014, and Te Puni Kōkiri and NZTA in late 2015.

Table 1: Safer Napier Strategic Group Partners

Accident Compensation Corporation	Crown Entity that provides comprehensive, no-fault personal injury cover for all New Zealand residents and visitors. Also leads the cross-government Injury Prevention Work Plan.
Hawke's Bay District Health Board	Responsible for ensuring the provision of health and disability services for Wairoa District, Hastings District, Napier City and Central Hawke's Bay. Including injury prevention, alcohol related harm reduction, smoke free and reducing health inequities.
Health Hawke's Bay	The region's Primary Health Organisation which aims to improve health outcomes and life expectancy, as well as reducing inequalities for Maori, Pacific and high needs families.

Housing New Zealand Corporation	Crown Agent that provides housing services for New Zealanders in need.
Ministry of Social Development	A government department charged with advising the government on social policy, and providing social services. Includes Work and Income, CYF, Community Investment and addresses social issues such as family violence and youth offending.
Napier City Council	Territorial Local Authority (TLA) that provides services to the city including community development and civil defence.
New Zealand Fire Service	The main fire-fighting body, responsible for providing fire protection, fire prevention and fire extinction. Also involved with emergency management.
New Zealand Police	The national police force of New Zealand, responsible for enforcing criminal law, enhancing public safety, maintaining order, crime prevention and keeping the peace throughout New Zealand.
New Zealand Red Cross	Humanitarian organisation delivering core community services, such as Meals on Wheels, Community Transport, Refugee Services, First Aid courses and Emergency Management operations.
New Zealand Transport Association	New Zealand Crown Entity tasked with promoting safe and functional transport by land, including the responsibility for driver and vehicle licensing.
Te Puni Kōkiri	Government department charged with advising the government on policies and issues affecting the Māori community and Maori development.
RoadSafe Hawke's Bay	A Business Unit of the Hawke's Bay Regional Council that provides road safety education services across the Hawke's Bay district in partnership with key stakeholders including Police, ACC and the HB District Health Board
Roopu A Iwi Trust	An Iwi Social Service Provider for Ahuriri / Hawke's Bay based in Maraenui delivering whanau services across Napier.
Te Kupenga Hauora - Ahuriri	A registered charitable trust that provides health and social services to Napier (Ahuriri) whanau.

Below are two examples of how key stakeholders fit into the Safer Napier programme. Additional letters of support are attached in Appendix III.

"HNZC have approximately 1500 tenancies within Napier in most suburbs. Our aim is to promote healthy living and healthy and safe communities and so by working collaboratively with many other agencies we strive to achieve better outcomes for our tenancies but also the communities where we have a HNZC presence"
Andrew Cairns, Area Manager – Hawke's Bay, HNZC

"ACC is a key supporter and major funder of the Safe Communities model. We see it as an important delivery channel for ACC priority messaging and recognise the significance and successes that a collaborative coordinated approach to injury prevention issues brings to communities."
Sally Phelps, Community Injury Prevention Consultant, ACC.

Annual Self-Assessment Coalition Survey

The Coalition Self-Assessment Survey is administered by SCFNZ and examines the success of Safe Community coalitions in terms of collaboration by measuring each coalitions' synergy[2]. In particular it looks at leadership, administration and management, non-financial resources, satisfaction with participation, and adoption of safer practices and environments by members of the community. Members of the SNSG have completed this survey annually since it was first offered in 2013 and use it to strengthen the Safer Napier leadership and collaboration[3] (this is further discussed in criteria 4 on page 45).

In addition, NCC uses results from the administration and management section as a Key Performance Indicator, a quality measure for their role as lead agency.

"Congratulations, overall scores show that Safer Napier is generally maintaining a good level of functioning. Overall synergy has remained relatively stable compared with 2014 and the overall score for adoption of safer practices and environments has increased by 5%. Coalition satisfaction has decreased by 10% compared with 2014 but remains high." NZ Safe Communities 2015 Coalition Survey Report – Napier.

Safer Napier Coordinator position

A Coordinator is contracted by NCC to support the Safer Napier programme. This role is a part time position and currently costs $40,000 per annum. The Coordinator works closely with the NCC Community Planning Manager who also contributes in kind support and completes some aspects of the programme.

The position of the Coordinator includes: facilitation of SNSG, strategic and annual planning support, project evaluation, ISC reporting and monitoring, involvement in specific projects, maintaining partnerships, and completion of Service Specifications and Key Performance Indicators as required

The position has been part funded since 2012 to 2014/15 by ACC. NCC has provided the balance of the funding with a small contribution provided in 2015 by HBDHB. The ending of the ACC funding has created challenges. NCC has directed its safer community project funding to support the role until another funding source can be confirmed. Coordinator funding, which is often difficult to source from other funding sources has meant the Safer Napier programme could develop processes and achieve more community outcomes. It is essential this position is maintained to continue the momentum the programme has enjoyed both at the local level and also the value and contribution it has made at the national level.

[2] Combining partners knowledge, skills and resources to accomplish more together than partners could on their own
[3] Self-Assessment Coalition Survey Reports are available on request

Safer Napier Strategy

The Safer Napier Strategy 2013 – 2016 was set by the SNSG through input from local evidence, statistics, Safer Napier annual workshop, members' expertise, local and national strategies and community consultation.

Its aim, principles and goals are as follows:

Aim: *Napier is a safe and healthy city*

Principles:

- Collective action
- Collaboration and coordination
- Proactive action

Goals:

1. People in Napier feel safe
2. People are injury free in Napier
3. Napier roads are safe for all who use them
4. People in Napier know how to keep themselves safe
5. Napier is free from alcohol related harm
6. Everyone works together to improve community safety in Napier

Annually the SNSG sets an action plan including focus areas for the Safer Napier Strategy goals. In 2016 the SNSG will develop the Safer Napier Strategy for the next three to five years. For full document see Appendix iv[4].

[4] The 2016 Action Plan was not finalised at the time of submitting this application but will be available in March 2016

Sustainability of the Safer Napier coalition

Napier is very proud to be an accredited ISC and is committed to continuing the successful Safer Napier programme. As part of this commitment 43 agencies have signed a five year Memorandum of Commitment.

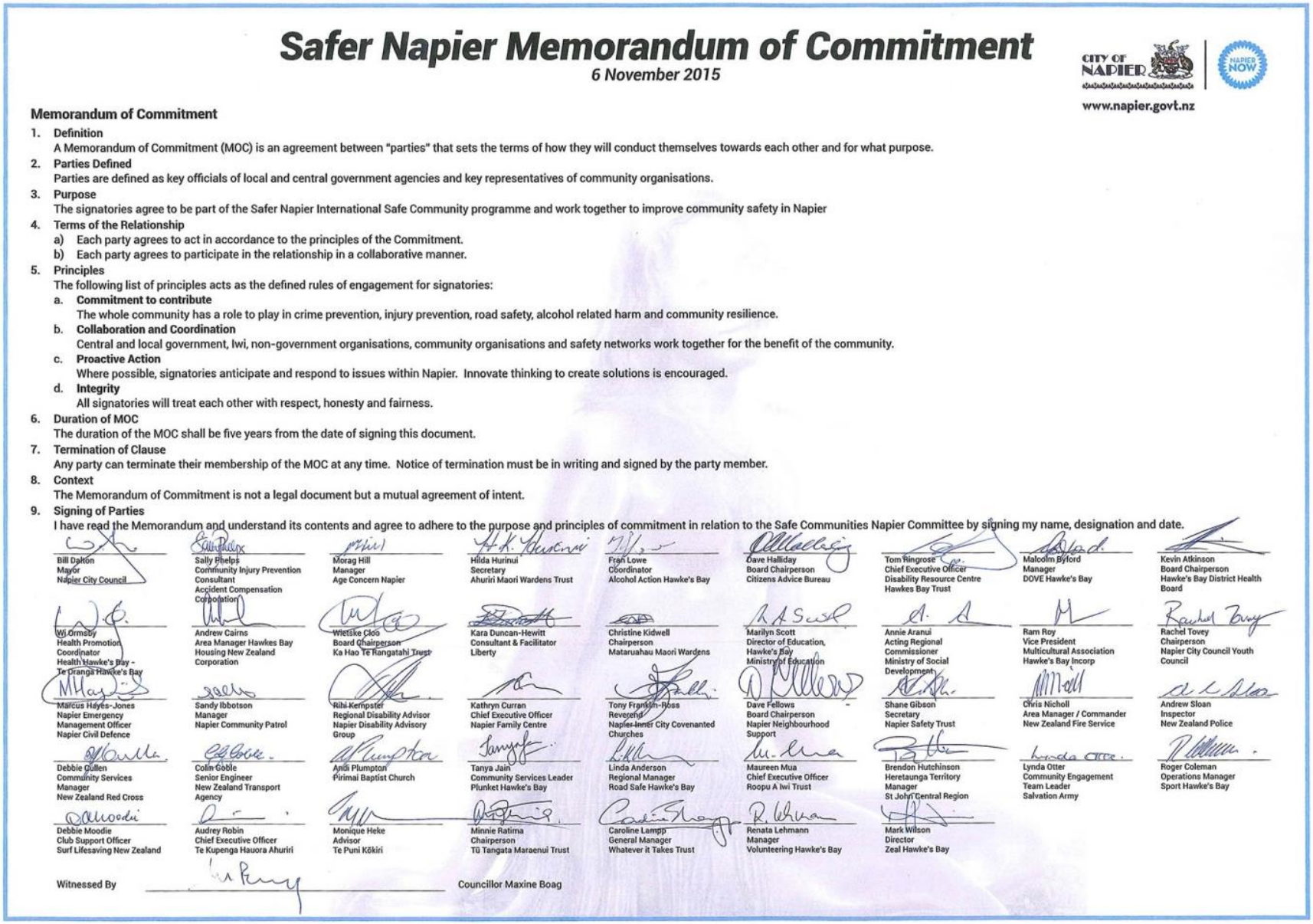
Image 2: Mayor Bill Dalton signing the Memorandum of Commitment

Sustainability of the programme is also demonstrated by the strong support of the lead agency, Napier City Council. His Worship the Mayor of Napier is the Safer Napier Ambassador and the programme (including $40,000 pa funding) is included in the Council's Long Term Plan. Baseline funding of $20,000 is allocated for infrastructure (coordinator support), with a further $20,000 for projects.

The Safe Community model formalises existing relationships and provides opportunities for new relationships. This is demonstrated by the increase of signatories to the Memorandum of Commitment from 16 in 2011 to 43 in 2015. In Napier, strong interagency relationships and collaboration was identified as one of the major strengths of the programme in the independent Safer Napier Review[5] conducted in 2015.

[5] Safer Napier Review was undertaken by Katoa Ltd and is available on request

Figure 2: Safer Napier Memorandum of Commitment



Safer Napier Memorandum of Commitment

6 November 2015

CITY OF NAPIER | NAPIER NOW

www.napier.govt.nz

Memorandum of Commitment

1. **Definition**
   A Memorandum of Commitment (MOC) is an agreement between "parties" that sets the terms of how they will conduct themselves towards each other and for what purpose.
2. **Parties Defined**
   Parties are defined as key officials of local and central government agencies and key representatives of community organisations.
3. **Purpose**
   The signatories agree to be part of the Safer Napier International Safe Community programme and work together to improve community safety in Napier
4. **Terms of the Relationship**
   a) Each party agrees to act in accordance to the principles of the Commitment.
   b) Each party agrees to participate in the relationship in a collaborative manner.
5. **Principles**
   The following list of principles acts as the defined rules of engagement for signatories:
   a. **Commitment to contribute**
      The whole community has a role to play in crime prevention, injury prevention, road safety, alcohol related harm and community resilience.
   b. **Collaboration and Coordination**
      Central and local government, Iwi, non-government organisations, community organisations and safety networks work together for the benefit of the community.
   c. **Proactive Action**
      Where possible, signatories anticipate and respond to issues within Napier. Innovate thinking to create solutions is encouraged.
   d. **Integrity**
      All signatories will treat each other with respect, honesty and fairness.
6. **Duration of MOC**
   The duration of the MOC shall be five years from the date of signing this document.
7. **Termination of Clause**
   Any party can terminate their membership of the MOC at any time. Notice of termination must be in writing and signed by the party member.
8. **Context**
   The Memorandum of Commitment is not a legal document but a mutual agreement of intent.
9. **Signing of Parties**
   I have read the Memorandum and understand its contents and agree to adhere to the purpose and principles of commitment in relation to the Safe Communities Napier Committee by signing my name, designation and date.

Bill Dalton, Mayor, Napier City Council
Sally Phelps, Community Injury Prevention Consultant, Accident Compensation Corporation
Morag Hill, Manager, Age Concern Napier
Hilda Hurinui, Secretary, Ahuriri Maori Wardens Trust
Fran Lowe, Coordinator, Alcohol Action Hawke's Bay
Dave Halliday, Board Chairperson, Citizens Advice Bureau
Tom Ringrose, Chief Executive Officer, Disability Resource Centre Hawkes Bay Trust
Malcolm Byford, Manager, DOVE Hawke's Bay
Kevin Atkinson, Board Chairperson, Hawke's Bay District Health Board
Wi Ormsby, Health Promotion Coordinator, Health Hawke's Bay - Te Oranga Hawke's Bay
Andrew Cairns, Area Manager Hawkes Bay, Housing New Zealand Corporation
Wietske Cloo, Board Chairperson, Ka Hao Te Rangatahi Trust
Kara Duncan-Hewitt, Consultant & Facilitator, Liberty
Christine Kidwell, Chairperson, Mataruahau Maori Wardens
Marilyn Scott, Director of Education, Hawke's Bay, Ministry of Education
Annie Aranui, Acting Regional Commissioner, Ministry of Social Development
Ram Roy, Vice President, Multicultural Association Hawke's Bay Incorp
Rachel Tovey, Chairperson, Napier City Council Youth Council
Marcus Hayes-Jones, Napier Emergency Management Officer, Napier Civil Defence
Sandy Ibbotson, Manager, Napier Community Patrol
Rihi Kempster, Regional Disability Advisor, Napier Disability Advisory Group
Kathryn Curran, Chief Executive Officer, Napier Family Centre
Tony Franklin-Ross, Reverend, Napier Inner City Covenanted Churches
Dave Fellows, Board Chairperson, Napier Neighbourhood Support
Shane Gibson, Secretary, Napier Safety Trust
Chris Nicholl, Area Manager / Commander, New Zealand Fire Service
Andrew Sloan, Inspector, New Zealand Police
Debbie Cullen, Community Services Manager, New Zealand Red Cross
Colin Goble, Senior Engineer, New Zealand Transport Agency
Andi Plumpton, Pirimai Baptist Church
Tanya Jain, Community Services Leader, Plunket Hawke's Bay
Linda Anderson, Regional Manager, Road Safe Hawke's Bay
Maureen Mua, Chief Executive Officer, Roopu A Iwi Trust
Brendon Hutchinson, Heretaunga Territory Manager, St John Central Region
Lynda Otter, Community Engagement Team Leader, Salvation Army
Roger Coleman, Operations Manager, Sport Hawke's Bay
Debbie Moodie, Club Support Officer, Surf Lifesaving New Zealand
Audrey Robin, Chief Executive Officer, Te Kupenga Hauora Ahuriri
Monique Heke, Advisor, Te Puni Kōkiri
Minnie Ratima, Chairperson, Tū Tangata Maraenui Trust
Caroline Lampp, General Manager, Whatever it Takes Trust
Renata Lehmann, Manager, Volunteering Hawke's Bay
Mark Wilson, Director, Zeal Hawke's Bay

Witnessed By — Councillor Maxine Boag

'The identified major strengths of the programme were as follows:

(i) ***Staff****: the level of coordination was highly appreciated and the staff involved were noted for their high level of commitment, ability to maintain good relationships with stakeholders, good communication and level of skill (use of best practice)*

(ii) ***Supported by NCC*** *as the lead agency: Gives community assurance that NCC regard safety as important*

(iii) ***Good process****: strong community development focus, good turn-out at annual forum, accessing needs of the community via consultation (annual meeting), good promotion of safer communities in the wider community, responds to local issues and community wants and needs.*

(iv) ***Collaboration****: high level of commitment, networking, coordination, calibre of people involved with agencies supporting each other, stable membership, good participation quite high levels of buy-in and commitment (SNSG)'*

Safer Napier Review 2015

The Safer Napier Review (based on stakeholder perception) found the programme, to be at least reasonable value for money. Between 2010 and December 2015, directly attributable funding made available through NCC can be seen in Table 2:

Table 2: Amount of directly attributable funding via NCC 2010-2015

Funder	Amount
ACC	$106,000
HB DHB	$8000
HPA	$3700
HPA to DHB	$3600
Min. Youth Development	$65,000
Min. of Justice	$5000
NCC	$247,183
Ravensdown	$5000
Total	**$443,483**

Criteria 2

Programme Reach: The range and reach of community safety programmes operating throughout your community, including an indication of the extent to which you are based on proven or promising intervention strategies.

Community development processes

The Safer Napier programme has used a mixture of community development processes to identify and implement focus areas. These are based on a strength-based approach and include a range of community, agency reference groups and agency led processes.

Figure 3: Decision Scale Diagram

Agency Driven				Community Driven		
Agency Led	Community Reference Group	Community Advisory Group	Joint Partnership	Agency Advisory Group	Agency Reference Group	Community Led

Source: Community Planning Activity Management Plan 2015/16

In order for the SNSG to understand the issues and trends within the community and respond appropriately to our community's needs, it is critical that they maintain strong connections with the community itself and others working within our communities.

Consultation and feedback is undertaken in many forms from the informal (being in the community, BBQs, events etc) to the more formal mechanisms of public meetings, surveys and submissions.

The programme uses the Results Based Accountability (RBA)[6] framework to plan and monitor the programme and initiatives. The RBA framework allows a diverse group to have input into the planning process. It is useful to review priority areas, identify emerging issues and gaps.

The SNSG sets the strategic direction and annual action plans through the Safer Napier Strategy. This includes input from local evidence, statistics, Safer Napier Annual Workshop, population indicators, RBA report cards (See page 41), bi-annual public event (Celebrate Safer Napier Day), SNSG members' expertise, local and national strategies and other community consultation (For example, the Community Alcohol Survey and Community Smokefree Survey).

The strategic planning process also involves engaging directly with vulnerable communities, for example members of the SNSG attended a Tu Tangata Ahuriri meeting (community network in Maraenui) and facilitated an RBA priority setting session that fed into the annual planning process.

In addition, we recognise that it is important for young people to have input into the programme and in decision-making for the city. Napier City has a Youth Policy and the Council supports many youth focussed services from its own Youth Council, events, projects and pop-up youth centres to other organisations services and projects such as William Colenso College's Drivers Licence programme. All youth focussed work is based on the premise of 'for youth by youth' – a best practise guideline supported by Ministry of Youth Development.

6 For more information on RBA see www.resultsaccountability.com

Image 3: 'One Safety Issue' from the Celebrate Safer Napier Day photo booth 2015

Use of evidence and data

Available evidence and data are used to inform the selection of programmes and initiatives developed and implemented in our community. ACC, Police, NCC, HBDHB and NZTA provide local and national statistics. Report cards for the five goal areas are produced annually and show trends in the priority areas. Member expertise, community consultation and anecdotal evidence are also used.

The latest evidence has also been used to adapt the development and ongoing refinements of projects and initiatives. This is demonstrated in the evaluation examples (See page 52). Evaluation findings are also used to decide whether programmes are continued or changes are needed, particularly with pilot programmes or long term projects. The SNSG also has a role in advocating for more complete and in some cases new data collection in areas where there are known gaps.

Safer Napier programmes 2011 to 2015

Please note this application and the Safer Napier Annual Reports give an overview of Safer Napier activities and does not include all community safety initiatives occurring Napier.

Safer Napier Projects and Initiatives 2011-2015

Injury Prevention	Road Safety	Crime Prevention	Alcohol Related Harm	Community Resilience
Safety in the home Safe as Houses Injury Prevention Home and Safety Packs **Falls prevention** Upright and Active Tai Chi **Water safety** Waipatiki Beach Patrol **Childhood injuries and family violence (FV)** Family Start HBDHB VIP FV Intervention in Primary Care **Sport and recreation injuries** Active Communities Green Prescriptions **Suicide and self harm** Kia Piki Te Ora Heads Up! **Fire safety** Firewise Home Fire Safety Checks Fire Awareness Intervention (FAIP)	**Speed** School Zones **Alcohol and drug impaired driving** HB Youth Alcohol Expo Fatigue and alcohol check points Party register Corrections Service Road Safety Education Days **Young drivers** GOT Drive (Drivers Licencing programme) **Safe roads & roadsides** Crash Reduction Study **Pedestrians and cyclist safety** Cycleways & cycle lanes **Restraint use** Road Safety Education Programme **Distractions** Text Off!	**Strengthening neighbourhoods** Neighbourhood Support Safe as Houses Maraenui Suburban Revitalisation Plan (Huarahi Aratika) Civic Pride Safer Schools Street by Street **Family violence** Men's violence programme Family violence workshops Operation Bliss **Safety in public places** CCTV CPTED **Youth offending** Te Ara Rau 'Rock on' Campus Cop CACTUS Big Brother Big Sister Youth Potential Programme **Burglary and theft** Community Patrols Anti theft seminar	**Host responsibility** Ease Up in the Bay **Responsible drinking behaviours** Large events Alcohol free events Keeping it Real Youth Expo **Alcohol related injury reduction** Save A Mate (SAM) Alcohol Brief Interventions in Primary Care **Sale and supply of alcohol** Local Alcohol Plan Alcohol Control Purchase Operation **Consumption of alcohol in public places** Liquor bans See also Road Safety, Alcohol and drug impaired driving projects	**Emergency readiness** Civil defence Siren Testing Emergency Management public education Safer Homes **Community resilience** People Savers **Community connections** Napier Connects

Table 3: Safer Napier programmes summary table

Injury Prevention

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Safe as Houses	Safety in the home	ACC claim statistics and NZ Police statistics	Households in streets that have high crime or injury rates	2013 to 2015 Ongoing, funding permitting	146 homes in seven target streets. Plus 50 people in two streets, Safe as Houses Lite (BBQ only)	-Increased awareness of safety issues -Physical changes to homes to improve safety	**NCC** ACC Police NZ Fire MoJ NNHS
Injury Prevention Home and Safety Packs	Safety in the home	SafeKids Aotearoa Hospital administrations ACC claims	High need families with low income and children under 10	2014 - 2015	39 homes	-Minimise risk of injury in homes for child -Increased parents knowledge about preventable injuries	**HBDHB** ACC NZ Fire Te Taiwhenua O Heretaunga Plunket
Upright and Active	Falls prevention	ACC claim statistics and HBDHB hospitalisation data	Older people	8 week programme Ongoing	Between 2011 and 2015 10 courses have been held in Napier involving approx. 200 participants	-Improved strength and balance -Changes to home to reduce risk of slips, trips and falls	**Sport HB** Age Concern Napier ACC MoH
Tai Chi	Falls prevention	ACC claim statistics and HBDHB hospitalisation data	Older people and people with sport or recreation injuries	8 week courses run throughout the year. Ongoing	Between 2011 and 2015, 127 courses have been run involving 1,329 Napier clients	-Improved balance and prevent falls -Rehabilitation tool for people who have had hip replacements and knee surgery	**Sport HB** ACC[7]

[7] Originally implemented as a partnership with ACC in 2005. Sport Hawke's Bay has been independently delivering Tai Chi as a "User Pays Model" for the last 3 years

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Waipatiki Beach Patrol	Water safety	Coastal Assessment by Surf Lifesaving NZ	Beach goers	Summer period, December to January seven days a week 2013 to 2015 ongoing	Average of 5 to 50 people in water at one time. 2013/ 2014 and 2014/ 2015, 9 rescues and 3,300 preventative actions	-Lifeguard patrols -Preventative actions to stop beach goers getting into danger, including first aid treatment and water rescues	**Hawke's Bay Surf Life Saving** NCC HDC
Family Start	Childhood injuries and family violence Vulnerable children	Family Start Programme Manual FS Net	Vulnerable children and their whanau	Ongoing	TKHA are contracted to work with 96 whanau/families at one time	-Support to vulnerable children and reduction in maltreatment -Increased awareness and ability to prioritise children's health and well being	**TKHA** MSD
HBDHB VIP	Childhood injuries, family violence and child and elder abuse	HBDHB statistics	HB DHB staff	Training held throughout year Ongoing	Available to all HBDHB staff	-Staff trained in how to recognise and respond to family violence, child and elder abuse -More patients routinely screened for abuse	**HBDHB** CYF PHOs
Family Violence Intervention in Primary Care	Childhood injuries and family violence	Health statistics	Primary health care workers predominantly general practitioners (GPs)	Programme developed in 2011/12 with training for Practices starting in 2013	As at 30 June 2015, 166 primary health workers have been trained across HB. Of these 55 are specifically working in the Napier area.	-Primary care staff trained in family violence intervention -Resources developed -Community networks providing contact with other agencies	**HHB** Women's Refuge Police HBDHB

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Active Smart	Sport and recreation injuries	ACC claims	People who enjoy recreational activities, social sport or returning to sport	Two years 2012, 2013	158 people from Napier developed individual plans.	-Individual tailored training programmes to reduce injuries	**ACC** Sport HB
Active Communities	Sport and recreation injuries (community connections)	Sport NZ report	Adults in Maraenui who are not engaged in physical activity	Three year project	546 adults	-Increased physical activity -Community connections through community led activities	**Sport HB** Maraenui Motivators NCC
Green Prescriptions	Sport and recreation injuries	PHO and HBDHB statistics	Adults Families Pregnant or post-natal woman	Ongoing	Average of 72 referrals per month in Napier region	-Improved awareness of the benefits of physical activity -More people appropriately physically active	**Sport HB** HBDHB HHB
Kia Piki Te Ora	Suicide and self-harm	MoH New Zealand Mortality Collection	People at risk of self-harm Families and communities pre and post suicide	Ongoing	Numerous one on one contact, delivery of Positive Living, Health and Wellness programme into two Napier schools, and 15 hui and presentations	-Awareness and support programme for schools -One on one support -Pocket size information card with local contacts	**TKHA** MoH HBDHB HBRC NCC HDC CHB DC WDC
Heads Up!	Bullying, suicide and self-harm	Suicide statistics	Year 7 and 8 students experience bullying	18 week course run in 2013, 2014 and 2015	36 students have participated over the three years	-Improved self-esteem of students -Drama production that provokes community wide discussion about bullying	**NCC** Napier Family Centre The Drama Workshop 2e Media Ministry of Youth Development.

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Firewise	Fire safety	NZ Fire Service statistics	Year 1, 2, 7 and 8 students	Ongoing	Between 2011 and 2015 in Napier, 28 schools and 2,700 students have participated	-Increased awareness of fire safety and correct action to take if there is a fire in your home	**NZ Fire Service** Napier Schools
Home Fire Safety Checks	Fire safety	NZ Fire Service statistics	Maori / Pacific People Children under five Elderly	Ongoing	Between 2011 and 2015, 2,635 Napier households participated	-Increased awareness of how to prevent home fires -Home fire safety checks -Installation of 10 year smoke alarms	**NZ Fire Service**
Fire Awareness Intervention, FAIP	Fire safety	NZ Fire Service statistics Police Referrals	Young people with unhealthy fire lighting behaviour	Ongoing	Between 2011 and 2015 90 young people in Napier have completed the course	-Change in attitude and behaviours towards lighting fires -Reduction in property loss in the community	**NZ Fire Service** Police

Road Safety

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
School Zones	Speed	CAS	People driving past schools	Ongoing	14 Napier schools	-Reduction in speed outside schools	**NCC** Local schools

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Hawke's Bay Youth Alcohol Expo	Alcohol and drug impaired driving	CAS	Year 11 students, parents/whanau	Annual event Started in 2011	Between 2011 and 2015, over 10,000 Hawke's Bay students have attended All eight Napier secondary schools participate	-Improved understanding of Fatal 5 and the risks and consequences of driving impaired -Reduce rate of alcohol related traffic offences among 15 to 19 year olds in Hawke's Bay	**RoadSafe HB** Police HBDHB and other associated agencies
Fatigue and Alcohol Check Points	Alcohol and drug impaired driving Fatigue	CAS	Drivers at risk times (eg. Easter Weekend, Queens Birthday Weekend, Mission Concert, Labour Weekend and New Year's Day) Heavy Vehicle (Trucks) drivers	Ongoing	1000's of drivers stopped over five years	-Raised awareness of the risks of driving impaired either by alcohol, drugs or fatigue. -Breath testing and removal of drivers over the alcohol limit -Decrease road fatalities and serious injuries	**RoadSafe HB** Police
Party register	Alcohol and drug impaired driving Host responsibility	CAS	People organizing social events where alcohol will be available	Ongoing	Register has grown with approximately 200 parties registered in 2015	-Promote the benefits of planning a party that provides food, sober drivers and non-alcohol drinks	**RoadSafe HB** **Police**
Corrections Service Road Safety Education Days	Impaired driving Focus on at risk drivers, young drivers and recidivist drink drivers	CAS	-Prison Inmates (Hawkes Bay Regional Prison) -Community Corrections Offenders	18 months 2014 to 2015	Approx. 350 inmates plus 240 Community Corrections Offenders	-Raised awareness of the risks of driving impaired either by alcohol, drugs or fatigue. -Decrease road fatalities and serious injuries	**RoadSafe HB** Police Corrections

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
GOT Drive	Young drivers		Year 11 and 12 driving (or at risk of driving) without the appropriate licences.	Two years	34 students	-Learners licence -Key driving skills and expertise	**William Colenso College** NCC Police – Maraenui Neighbourhood Policing Team Got Drive
Crash Reduction Study	Safe roads and roadsides	CAS Engineering reports	Areas of high crash rates or high severity injuries	Ongoing	Major and minor improvements made across Napier's road network	-Improvements to the physical road network -Safer road network	**Road Safety Action Plan Group** RoadSafe HB ACC NCC Police NZTA HBDHB
Cycleways and cycle lanes	Pedestrian and cyclist safety	CAS Model Communities	HB cyclists	Ongoing	180 km of cycle trails Napier and Hastings	-Increase safe cycling and walking opportunities -Provide on-road and off road cycle and walking tracks	**Pathway Trust** Rotary HBRC NCC.
Road Safety Education Programme	Restraint use	CAS	Parents, caregivers and extended families of children Whanau and child care agencies	Ongoing	Early Childhood Centres, Kohanga Reo, Play Groups, Porse Caregivers visited plus educational days held throughout 2011 to 2015	-Raise awareness of the risks of not wearing seatbelts -Education opportunities at Kohanga, ECE, Police check points and other appropriate venues	**Police** Plunket

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Text Off!	Distractions	CAS	Texting drivers Heavy Vehicle Operators	Started in 2014 Ongoing	Whole community through billboards, signs on buses and covert operations	- Promote the risks of using a cell phone in vehicles with a focus on young drivers -Provide enforcement operations to decrease the use of cell phones in vehicles by all road users	**RoadSafe HB** **Police**

Crime Prevention

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Neighbourhood Support	Strengthening Neighbourhoods	Police stats	Whole community Especially areas of high burglary rates	Ongoing 3 year contract	At 31 October 2015 there were 9,920 members (44% of Napier households)	-Increased awareness of crime prevention -Reduction in crime -Improved neighbourhood connections -Dissemination of information	**NNHS** Police NCC
Safe as Houses	Strengthening Neighbourhoods	Police stats ACC injury claims NNHS database	High crime areas	Ongoing funding permitting	146 homes in seven targeted street Plus 50 people in two streets, Safe as Houses Lite (BBQ only)	-Increased NNHS membership -Safety improvements -Neighbourhood BBQ getting to know neighbours -Increased emergency readiness	**NCC** ACC Police NZ Fire NNHS
Huarahi Aratika Maraenui Suburban Revitalisation Project	Strengthening Neighbourhoods	Social Housing Opportunities Report 2014	Maraenui	2014 – ongoing	3,000	-Increase access to good quality, affordable housing -Encourage economic development -Improved community wellbeing (safety, health, social)	RAIT, HNZC, NCC, Horvath Homes, Te Taiwhenua o te Whanganui a Orotu, MSD, Alexander Construction, TPK and Te Taiwhenua o Heretaunga

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Civic Pride	Strengthening Neighbourhoods	GIS mapping	Public places with high graffiti and vandalism		Between 2011 and 2015; NCC painted out or washed off 4,4043 occurrences of graffiti and over ten community murals have been painted	-Improved amenity -Reduced tagging and vandalism -Increased local identity and use of public space	
Safer Schools	Strengthening Neighbourhoods	Police statistics Principal observations	Maraenui primary schools	2011 to 2012	Programme implemented in two decile one schools, approx. 315 students	-Partnership with school to address safety issues -Safety initiatives implemented in schools	**NCC** Richmond Primary Te Kura Reo Rua O Maraenui Bilingual School
Street by Street	Strengthening Neighbourhoods	Police statistics and local intel	Napier South	2011 to 2012	Over 60 people in three targeted streets	-Community connections -Increased awareness of safety issues -Safety initiatives implemented by communities	**Police** NCC
Mens' family violence programme	Family violence	Pol400	Men committing family violence	Continuous programme with each man completing 16 weekly sessions Ongoing	Between July 2011 and June 2015 (4 years), approx. 550 Napier men have been referred to the programme (38% self-referrals)	-Increased understanding of safe relationships and how to deal with anger -Support and services provided to participants and their whanau to reduce violent behaviour	**Dove HB** NCC MoJ

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Family violence workshop	Family violence	Police stats, especially Pol400s	Victims and families Faith Community Leaders Employers and employees Staff (NCC, HBDHB)	Funding dependent	15 workshops and whanau wananga between 2012 and 2015 involving over 200 people	-Increased awareness of how to recognise and address family violence -Local forums established	**NCC** MoJ It's Not OK campaign Think Tank TKHA
Operation Bliss	Family violence	Police stats especially Pol400	High risk and repeat domestic violence offenders	Christmas and New Year period 2011, 2012 and 2013	Total of 44 families over three years	-Safety plans developed -Support provided at high risk time -Reduction in domestic violence for targeted families	**Police** Women's Refuge MSD Victim Support DOVE HB LIVE HB Department of Corrections Mental Health and Addiction Services
Closed Circuit Television (CCTV)	Safety in public places	Police statistics CCTV footage Community surveys	CBD Hotspots Shopping centres	Ongoing 3 year contract	Currently 15 cameras	-Hotspots real time monitoring at peaks time and 24 hour recording -Arrests directly attributable to the cameras -Breaking up fights outside bars	**Napier Safety Trust** Police Community Patrols NCC Airnet / NOW.
Crime Prevention through Environmental Design (CPTED)	Safety in public places	Police stats Community Patrol intel Community surveys	Public places with safety issues	Ongoing	Between 2011 and 2015 four major CPTED audits have been complement leading to four sites having improvements made	-Physical changes to improve safety -Improved perceptions of safety	**NCC** Local community

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Te Ara Rau (formally Tu Tangata)	Youth offending	Police stats	16 to 24 years referred by the Department of Corrections	2013 to 2015	Over 20 participants each year	-Reduction in re offending -Increased participation in further training or employment -Support given for drug / alcohol issues, relationship breakdowns and other issues	**Tama Tu Tama Ora Ltd** NCC Department of Corrections MoJ
'Rock on'	Youth offending	Police stats	Truant school students	Ongoing	Tamatea cluster, 22 referrals in 2015 Maraenui cluster 30 – 40 in 2015	-Improved school attendance -Positive relationship with Police	**Police** School counsellors HBDHB MOE CYF Child Adolescent Mental Health.
Campus Cop	Youth offending	Police stats	Year 0 to 13	2011, 2012 and 2013	16 Napier schools, over 6,000 students	-Regular positive contact with known Police Officers -Anecdotally, schools report less disruptive behaviour at school	
CACTUS	Youth offending Engagement	Other CACTUS programmes nationally	Y9 to Y13 in Maraenui	Started 2013 Ongoing depending on funding	Total of 116 students have completed the programme. 15 students have been mentors	-Change in attitude and behaviour -Leadership -Engagement with school -Relationship with Police	**Police** William Colenso College NCC MoJ.
Ka Hao te Rangatahi (KHTR)	Youth offending	Crime statistics Whanau involvement	At risk youth	Ongoing	Up to 12 rangatahi per year	-Reduction in criminal and anti-social behaviour -Engagement in education or employment -Increased cultural awareness and belonging	**KHTR ki te Matau a Maui Trust** WCC HHB Maraenui Neighbourhood Policing Team NCC Pukemokimoki Marae

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Big Brother Big Sister	Youth offending	Other Big Brother Big Sister programmes nationally	6 to 18 year	2014 and 2015 Ongoing	In 2015, 17 trained mentors and 7 matches	-One on one mentoring -Positive role modelling -Improvement in self-esteem and behaviour	**Police** School Mentors
Youth Potential Programme	Youth offending	Crime statistics	Year 7 and 8	2014 and 2015 (at this scale) Ongoing	Two schools per term and approximately 70 participants per year	- 6 to 8 week course -Re-focus and engage with disengaged students	**Police** School Community
Community Patrols	Burglary and theft Safety in public places	Crime statistics National programme	Whole of community	Ongoing	Approx. 240 volunteers and six patrol cars	-Increased surveillance -Presence at large events -Identification of safety issues and hotspots	**Community Patrols** NCC Police Napier Safety Trust
Anti theft seminar	Burglary and theft	Police stats	Retailers	Two years, 2014 and 2015	3 workshops with a total of 46 Napier businesses participating	-Improvement in detecting and stopping shop lifting	NCC, Farmers, Police and Napier City Business Incorporated

Alcohol Related Harm

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Ease Up in the Bay	Alcohol related harm and host responsibility	HBDHB hospital admissions Police stats	Sports Clubs	2014 pilot project. Funding secured for further two years	2014 one Napier sports club, 2015 three Napier sports clubs with a further three Napier clubs signed up for the 2016 season	-Responsible drinking environment at Sports Clubs	**HBDHB** ACC Police Sport HB
Large events	Responsible drinking behaviours Binge drinking	Police stats HBDHB Health Equity Report	Men Women Youth	2011 (HBDHB) and 2015 One further event planned for 2016	Two large events in 2015	-Normalise the consumption of water will drinking alcohol -Reduced Excess Breath Alcohol offences and disorder at large events	**Joint Alcohol Strategy Reference Group** HBDHB NCC HDC CHBDC Police ACC HHB
Alcohol Free Events	Responsible drinking behaviours	Police disorder statistics Community surveys	Youth Women People living in deprived areas Whole community	Range of events throughout the year	Events spread thought out the year	-Opportunities for people especially youth to engage without the presence of alcohol	**NCC** Various partners depending on events
Keep it Real Youth Expo	Responsible drinking behaviours Alcohol and drug use	Crime and injury statistics	Year 8 Hawke's Bay students	Two years, 2013 and 2014	c. 370 Napier school students	-Increased awareness of the effects of alcohol and drugs	**Family Works Hawke's Bay**, NZ Red Cross, Police, NCC, HDC, NZ Fire Service, HBDHB, St John's Ambulance, Grow, Birthright Hawke's Bay, Te Taiwhenua O Heretaunga, Maori Wardens, ACC

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Save A Mate (SAM)	Alcohol related injury reduction	NZ Red Cross Injury statistics	Secondary school students	2011, 2012, 2013 and 2014	25 courses have been run in Napier schools involving 350 students, 2011 to 2014	-Young people trained to prevent, recognise and respond to alcohol and other drug emergencies	**NZ Red Cross** Napier Secondary Schools
Alcohol Brief Intervention in Primary Care	Alcohol related injury reduction	Medical research HBDHB statistics	Primary Care providers, including GPs and community groups (Eg. Age Concern and Midwives Association)	Began in 2013 Ongoing	Ten training sessions and 96 people trained across Hawke's Bay as of 30 June 2015	-Trained primary health care General Practice (GP),Public Health Nurses and others to better identify alcohol related issues -More people identified as hazardous drinkers being referred to providers who can help.	**HHB** HBDHB New Zealand Society on Alcohol and Drug Dependence (NSAD)
Local Alcohol Policy	Sale and supply of alcohol	Police and HBDHB statistics Assessment of alcohol related harm, Quigley and Watts 2011	Whole population Alcohol harm target groups,	Development started in 2013. Plan still in draft	All Napier and Hastings liquor licences and clubs	-Local policy on the sale and supply of alcohol including locations, density, maximum trading hours and one way door restrictions	**NCC** HDC Police HBDHB
Alcohol Control Purchase Operations (CPO)	Sale and supply of alcohol Underage drinking	Police stats Liquor Licence infringements	Underage drinkers Licensed premises	Ongoing	16 CPO involving over 180 visits to licenced premises, 2011 to 2015	-Reduction of sale of alcohol to minors	**HBDHB** NCC Police ACC
Liquor bans	Consumption of alcohol in public places Public place disorder	Police stats CCTV footage	Whole population High harm areas	Ongoing	Six liquor ban areas	-Liquor ban in areas where alcohol abuse is a problem -Ability for Police to prosecute problem drinkers	**NCC** Police

Community Resilience

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Civil Defence Siren Testing	Emergency Readiness	Civil Defence Siren survey	Whole community especially those in Tsunami evacuation zone	Between 2011 and 2014 held twice a year. From 2015 will be held annually in September	17 sirens across city	-Determine current civil defence siren coverage -Raised awareness/remind people to be prepared for an emergency -Collection of data on emergence readiness through siren survey	**NCC** NZ Fire Service NNHS
Emergency Management public education	Emergency Readiness	Ministry of Civil Defence & Emergency Management	Whole community	Ongoing	Average of 40 to 50 presentations given a year. Numerous and varied information resources eg fact sheets	-Trained volunteers -Increased community awareness	**NCC**
Safer Homes	Emergency Readiness Community connections Crime Prevention	Crime statistics Neighbourhood Support database Civil Defence Siren Survey	Maraenui Napier South	2013 - 2015	Implemented in three target streets involving 43 households	-Increased civil defence and safety awareness -Emergency kits developed -New Neighbourhood support groups established	**NCC** Police NZ Fire NNHS HNZC
People Savers	Community resilience Emergency readiness	NZ Red Cross	Year 5 to 8 students		Between 2011 and 2015, 136 courses have been run at Napier schools involving 3,337 children	-Basic first aid knowledge and what to do; dangers at an accident scene, how to call for help, care of an unconscious person, treatment for choking, burns, bleeding, shock, broken bones and poisons. -Increase confidence -Qualified People Savers	**NZ Red Cross**

Project Name	Issue being addressed	Evidence based	Target population	Timeframe	Reach	Outcomes	Partners (Lead)
Napier Connects	Community connections Social engagement and social isolation for older people	Literature search, 2012 MSD NCC Social Monitor Report Census data	Older people socially isolated or at risk	Ongoing	8 projects over 500 involved	-Improved opportunity for older people to engage with family, friends and the community	**NCC** MSD TKHA Age Concern Grey Power Volunteering HB DIA Napier RSA

Case study 1: Reducing Alcohol Related Harm

Rates of hazardous drinking in Hawke's Bay are twice the national average and these are not explained by our younger population or our higher proportion of Māori.

Napier City Council, Hastings District Council, ACC, Police, and the Hawke's Bay District Health Board are working together to achieve the vision of our Joint Alcohol Strategy 2011 - 'A safe and healthy community free from alcohol related harm'. Our key priority groups are men, Māori, and young people.

We have been promoting our responsible drinking message 'One for One' at a number of large events which are popular in the Bay. One for One's message is simple: drink one glass of water for every alcoholic beverage. But its wider message is around sensible consumption of alcohol, and keeping the community safe.

Two recent events where we've promoted the message are the Black Caps Cricket World Cup game in early 2015 and a Melbourne Storm vs St George Illawarra Dragons National Rugby League (NRL) game in the winter of 2015. Fans attending the one-day cricket match were provided with a goodie bag for the day, including a 'One for One' water bottle to fill at the park. At the league game we handed out more than 1600 bottles of free bottled water to game-goers, in less than an hour.

Punters at both events were also given a 'Drink Check' pamphlet. This resource is produced by the Health Promotion Agency and is like a 'scratchie' quiz which gives you a score for your drinking behaviour.

"There were several groups of people that I approached that liked the fact that the brochure was a scratchie. They started looking for a pen until I advised that it was a scratchie. They were like pigs in mud...really happy. It was so funny but I guess everybody loves a scratchie." (Feedback from the 'One for One' team)

At both events, the 'One for One' water bottles and safe drinking messages were keenly received by the large capacity crowds. Our Police colleagues also advise that there were few, if any, arrests at these two big events.

Future targeted events include Horse of the Year, UB40 Concert, and the Mission Concert.

We aim to normalise the drinking of water when alcohol is being drunk, so that people can enjoy themselves at events without harming themselves or others. 'Drinking water is a cool thing to do!'

Acknowledgements: We thank the Health Promotion Agency for supporting our large events promotional programme.

Image 4: One for One volunteers with local Police at the National Rugby League 2015

Case Study 2: Internal Family Violence Campaign

On average, Police in Hawke's Bay attend over 5000 family violence incidents each year (since 2014). In Napier alone, Police attend an average of 45 to 50 family violence incidents per week which rises to 50 to 60 incidents per week around the Christmas and New Year period.

Safer Napier, led by Napier City Council (NCC) supports a range of family violence initiatives. In 2014, NCC launched an internal family violence campaign during the month of November in support of White Ribbon, an international movement focused on ending mens' violence towards women.

As part of this campaign, NCC hosted a 'Take the Pledge' launch where they challenged HBDHB and Police to take the White Ribbon Pledge. Police and HBDHB then hosted their own events where Police challenged the NZ Fire Service, and St John's Ambulance to 'Take the Pledge' while HBDHB challenged HDC.

The response was a united public stance to show support for reducing family violence and violence against women. Napier's Mayor, HB Police Inspector, the NCC and HBDHB Chief Executives and over 100 NCC staff took the pledge.

Events and media coverage during this campaign included:

- 'Take the Pledge' ceremonies at NCC (5 November), Marine Parade (20th November) and outside the Hawke's Bay Hospital childrens' ward (26th November).

- The White Ribbon Day riders – an annual motorcycle ride in support of White Ribbon. Riders visited the childrens' ward as part of the HBDHB 'Take the Pledge' event on 26 November.
- The wearing of white ribbons by Police frontline officers, staff and senior management throughout November. (See image below).

Image 5: White Ribbon Campaign poster 2014

- A series of workshops held in conjunction with other agencies on how to better support family, friends and workmates suffering from family violence.

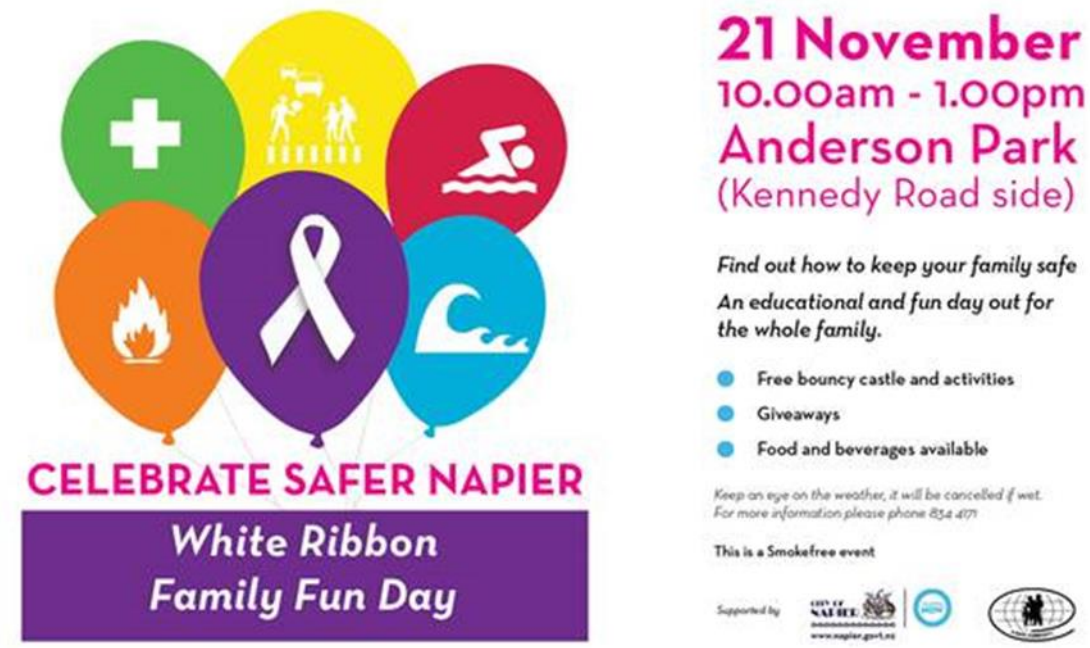
- A faith communities workshop on recognising and addressing family violence and child abuse.
- A free community family violence presentation.

This campaign was very successful with a 100% satisfaction rate across surveys developed for the 'Take the Pledge' launches, and for each of the workshops. Through this campaign, the staff ambassador group led by Chief Executive Wayne Jack came up with the idea of a family fun day. Safer Napier holds an event every two years and the two were combined to become 'Celebrate Safer Napier: White Ribbon Family Fun Day'.

This event was held on Saturday 21 November 2015, and the Mayor led a public 'take the pledge' session. There was a range of family friendly activities and a number of agencies & groups held interactive stalls under the following key areas:

- Family violence prevention / family support services
- Community safety / strengthening neighbourhoods
- Wellbeing
- Other community safety initiatives

Mayor Bill Dalton was also a speaker at LIVE Hawkes Bay's 'LIVE White Ribbon Motorcycle Riders Event' on the 24 November 2015. Our region continues to work together and make a public united stance to show support for reducing family violence and violence against women.



Case Study 3: Safe as Houses

ACC statistics show that 55% of all injuries in Napier for 2012/2013 occurred at home[8]. Theft, including burglary and theft from cars makes up almost one third (31%, 2,070 offences) of all recorded offences for the Napier Police Station during 2014[9].

Napier City Council, ACC, NZ Police, NZ Fire Service, Napier Neighbourhood Support and Housing New Zealand Corporation are working together to address home and personal safety. Safe as Houses is a street-based community safety initiative to increase awareness of safety issues and to make physical changes in the home environment. It focuses on injury prevention, fire safety, crime prevention and civil defence preparedness.

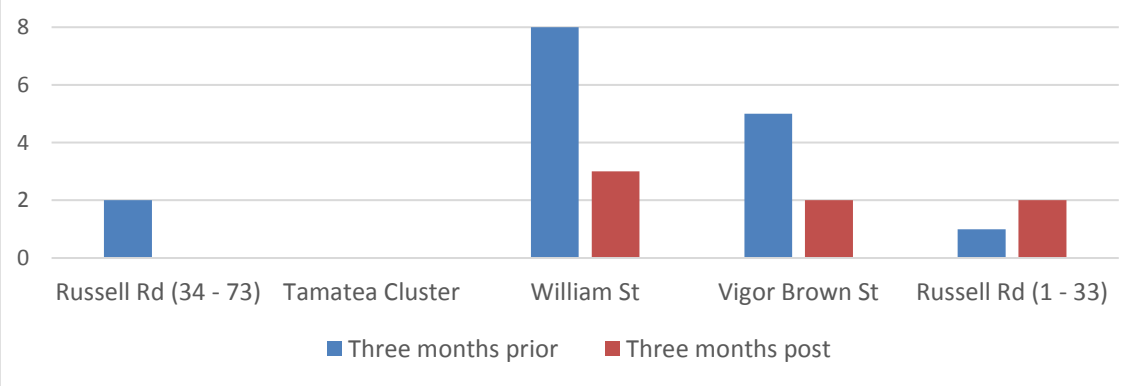
The primary target audience is working age people and their families in streets where criminal activity has been identified recently plus have no or inactive Neighbourhood Support groups operating. Safe as Houses has been implemented in seven streets over three summers with a total of 146 households participating. The programme includes a Home Safety Assessment completed in the participant's home, follow up actions by the agencies and a street BBQ later that week.

Safe as Houses is based on best practice models including Safe as Houses Tauranga and continues to be improved through lessons learnt from Safe as Houses Russell Road, Maraenui (2013), Fife Crescent, Tyrone Place and Antrim Place, Tamatea (2014) and Williams Street, Vigor Brown Street and Russell Road, Napier South (2015).

Evaluation results include: 95% of the 93 surveyed households said they thought this was a worthwhile project and 100% of surveyed households thought the people who visited their home were helpful, polite and professional. Forty nine households (53%) have made changes to improve their or their families safety in addition to changes carried out by the agencies.

Outcomes include physical changes to the home environment, reduction in injuries, increased community connections, new Neighbourhood Support groups established and improved household emergency readiness.

Figure 4: Hospital admissions for injuries three months before and three months after implementation of Safe as House



[8] ACC Community Injury Comparison Reports www.acc.co.nz/preventing-injuries/communities/injury-comparison-reports/index.htm

[9] Source: NZ Police National Office

Home safety is a priority for Safer Napier and this project links to the Safer Napier Statistic goals: People are injury free in Napier, People in Napier feel safe and People in Napier know how to keep themselves safe.

Acknowledgements: We thank ACC, NCC and the Ministry of Justice for funding Safe as Houses

Image 6: Home Safety Assessment in Russell Road

Criteria 3:

Priority Setting: Demonstration of programmes that target and promote safety for high risk/vulnerable groups and environments.

A combination of data sources such as statistics, community consultation, stakeholder knowledge, national and local strategies, emerging trends and anecdotal evidence are used to identify high risk / vulnerable groups and environments in Napier. This helps to decide what programmes are implemented.

Napier has different high risk groups and environments depending on the goal area. However as many groups do not like to be labelled as 'high risk' or 'vulnerable' they are not identified as such in our planning documents, rather they are target groups / areas. Table three (page 16) shows programmes through the target population column that are addressing these target areas and groups.

Examples of vulnerable environments include lower social economic suburbs that also can have high crime and injury rates. Settings based approaches also address those who are vulnerable and high risk such as crime hotspots, the road and in the home.

Example One:

Goal: People in Napier drink responsibly.

The Joint Alcohol Strategy responds to a specific target group based on research.

"To achieve the greatest impact, the focus for initiatives and activities developed for this strategy needs ***to target 'at risk' groups****. Youth, underage drinkers and Maori men show some of the worst statistics from alcohol related harm. Binge and hazardous drinking and the effects of this on our community have largely been associated with young people and people engaging in criminal behaviour. However, research indicates emergent trends such as increasing consumption rates for younger women and consumption patterns in older members of our community that need to be monitored, assessed and incorporated into this strategy at annual reviews. The World Health Organisation recommends responding swiftly to emergent trends before they become entrenched behaviour." Source: Joint Alcohol Strategy 2011*

Programmes that have been implemented include: Large events (binge drinking), Control Purchase Operations (underage drinkers), Keep it Real Youth Expo (youth) and Ease Up in the Bay – Sports Clubs (Maori, men and hazardous drinkers).

Example Two:

Goal: Napier roads are safe for all who use them.

The Road Safety Action Plan for Hawke's Bay responds to target groups based on the Safer Journeys Strategy, Community Risk Register, NZTA Briefing Notes and Crash Analysis System (CAS).

For Napier targeted 'at risk' groups include: young drivers, pedestrians and cyclists, motorcyclists, speeding drivers, alcohol and drug impaired drivers, children (restraint use), and drivers using cell phones. At risk environments are roads, roadsides, intersections, roundabouts, and high crash areas.

Programmes that have been implemented include GOT Drive (young drivers), cycle ways (cyclists), Alcohol and fatigue check points (alcohol and drug impaired drivers) and road improvement at high crash areas including roundabouts and intersections.

Te Kohinga Waka

Collectively known as Te Kohinga Waka, the following organisations: Roopu a Iwi Trust; Ka Hao te Rangatahi ki Te Mātau a Maui Trust; Te Ikaroa Rangatahi Social Services Inc; Napier Family Centre; Dove Hawke's Bay, Nga Tāonga Takaro Trust and Te Rangihaeata Orānga Trust HB Gambling Services signed a formal agreement in July 2013 to work collaboratively and to support whānau in need. The services that Te Kohinga Waka deliver are vast and varied from building practical skills such as budgeting to family violence prevention, counselling, intensive social work support, advocacy, early childhood education and youth services.

This forward-thinking group of māori and non-māori providers have been brought together on the understanding that collaboration is the best way to produce better outcomes for whānau. Te Kohinga Waka is committed to collaborate to strengthen the capability and capacity of the collective and to achieve the shared vision of an inter-dependent, dynamic and a self-reliant community.

Facts at a glance of combined resources:

- 5,200 clients and their whānau
- 130 FTE
- 90 contractors
- 70 volunteers
- $9m in revenue

Criteria 4:

Data Analysis & Strategic Alignment: Analysis of available safety (injury, violence, crime and perception) data for your community/region and how they align with established national/state/regional priorities and action plans.

KEY SAFETY TRENDS

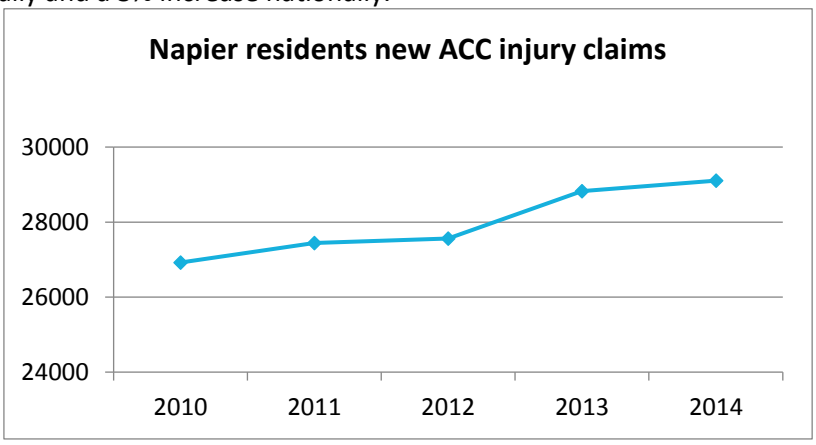
Goal One: People are injury free in Napier - How well are we doing?

Our Target Population: Napier Community

How we measure success:

1. Number of ACC injury claims in Napier

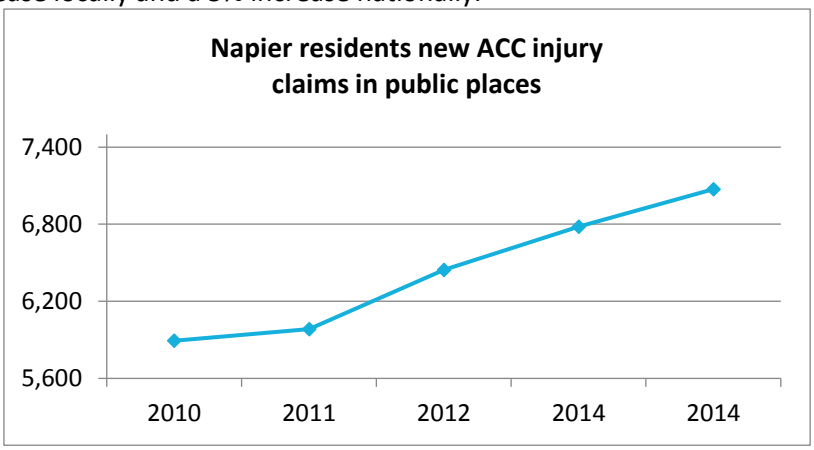
The number of new ACC injury claims has increased between 2010 (26,922 claims) and 2014 (29,105 claims), in line with the national trend. From 2013 to 2014 there has been a 1% increase in new claims locally and a 3% increase nationally.



Source: ACC

2. Number of injuries in public places

The number of new ACC claims in public places (school and place of recreation or sport) has increased between 2010 (5,893 claims) and 2014 (7,073 claims). From 2013 to 2014 there has been a 4% increase locally and a 5% increase nationally.



Source: ACC

The story behind the data

An overall increase in ACC claims for both Napier and New Zealand indicates that injury prevention continues to be a top community safety priority. The ACC Injury Comparison Report shows 55% of all new ACC injury claims occurred in the home, followed by 20.5% in places of sport and recreation. Priorities for Safer Napier in 2015 include:

Falls and slips (over 1,800 people per 10,000 aged 25–64 years were injured in falls in Napier, one of the highest rates in the country)

- safety in the home
- suicide
- family violence (Napier's rate of serious assault resulting in injury is 41 per 10,000 compared to 22 nationally)
- alcohol and other drug related harm
- water safety (water sport related injuries are increasing, 51 per 10,000 compared to 42 nationally)

Note: This information does not include injuries where people have not made an ACC claim. Also the injury may not have occurred in Napier but the person lives in Napier.

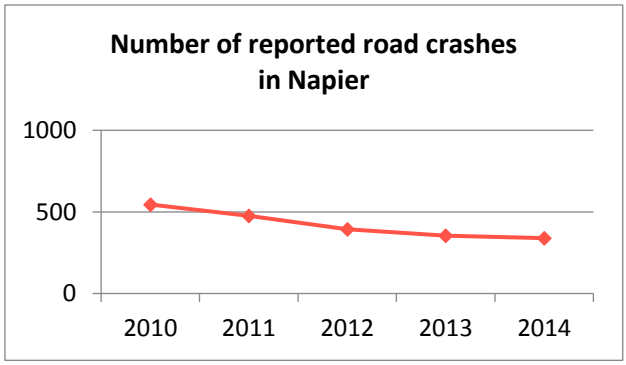
Goal Two: Napier roads are safe for all who use them – How are we doing?

Our Target Population: All road users in the Napier area

How we measure success:

1. Number of reported road crashes

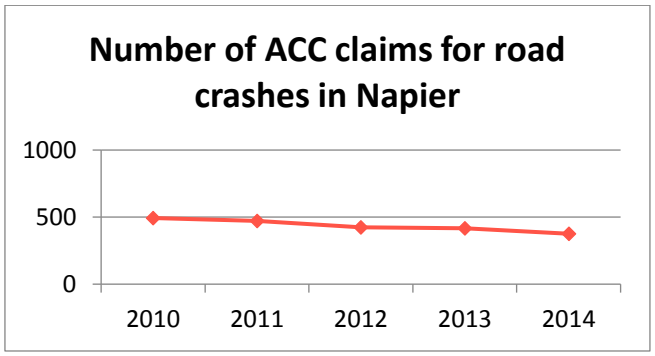
The number of road crashes in Napier has been reducing over the last five years, from 545 crashes in 2010 to 339* crashes in 2014.



*Source: Crash Analysis System (CAS)**

2. Number of ACC claims for road crashes

The number of ACC claims for road crashes has been reducing over the last five years, from 493 in 2010 to 376 in 2013. Between 2013 and 2014 there has been a 10% decrease locally and 0% change nationally.



Source: ACC

3. Number of kilometres of cycleways and cycle lanes

Hawke's Bay has over 180 km of cycle trails. This includes 36.5km of NCC off road concrete cycleways and 37km on road cycle lanes in addition to the off road lime tracks

New NCC off-road paths including Pathway Trust (in kilometres)

Year	2009	2010	2011	2012	2013	2014
Off-road path	0.5	0.7	5.5	1.9	0.5	0.0
Total from 2008	0.5	1.2	6.7	8.6	10.1	10.1

Source: Napier City Council

The story behind the data

These are all encouraging indicators that road safety is improving in Napier. Through national and local promotional campaigns people are becoming more aware of risks. Road upgrades are helping to improve road conditions. Based on the NZTA briefing notes, Napier statistics and community consultation, priorities in 2015 for Napier are: Alcohol, speed, young drivers, safe roads and roadsides, intersections and roundabouts (53% of crashes in Napier 2014 occurred at an intersection), pedestrian and cyclist safety, restraints, cell phone use in vehicles and motorcyclists.

Note: *CAS data relates to crashes reported to Police. There will be crashes, particularly minor ones that are not reported. The data is also for the number of crashes not the number of people injured. Information for 2014 is provisional at time of printing

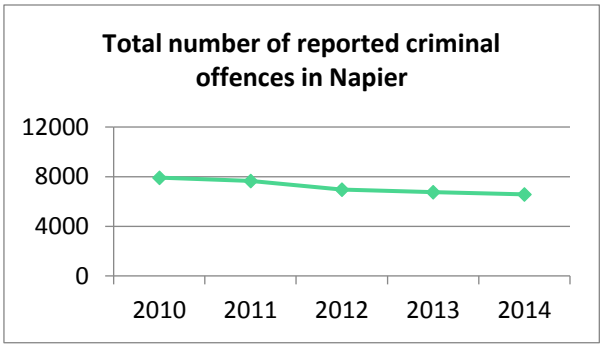
Goal Three: People in Napier feel safe – How well are we doing?

Our Target Population: Napier Community

How we measure success:

1. Number of reported criminal offences

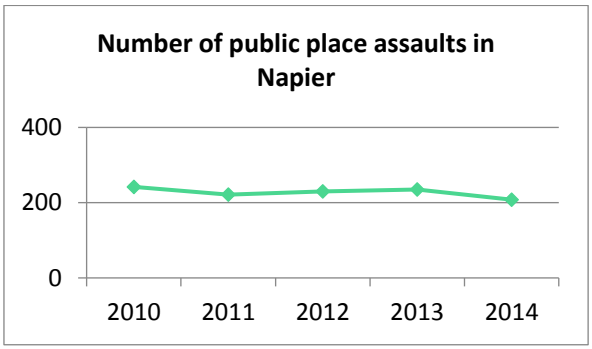
The total number of criminal offences in Napier has reduced between 2010 (7,922 offences) and 2014 (6,573 offences).



Source: Police

2. Number of public place violent offences

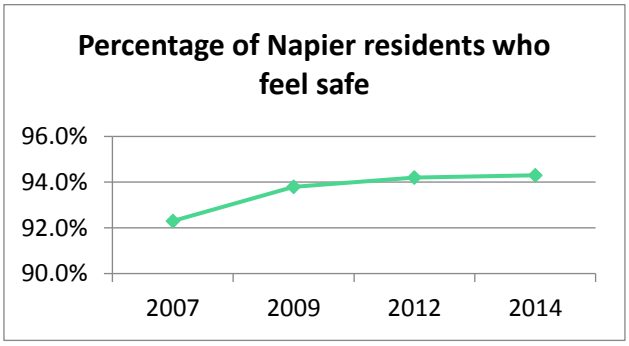
The number of public place assaults has fluctuated slightly between 2010 (242 offences) and 2014 (208 offences).



Source: Police

3. Percentage of people who feel safe

The percentage of people surveyed who rated their feeling of safety for themselves and other family members as average or better has continually increased between 2007 (92.3%) and 2014 (94.3%).



Source: Napier City Council, Social Monitor Report

The story behind the data

These are encouraging trends and reflect the great work that has been happening in Napier. Community Patrol, Neighbourhood Support, Napier Safety Trust and Police, have all contributed to making people in Napier feel safe. Family violence, alcohol related harm, wellbeing, safety in public places, youth offending, burglary and theft and homelessness are priorities for 2015 with a focus on strengthening and connecting communities and whānau.

Note: The information relates to reported crime and we know many crimes go unreported.

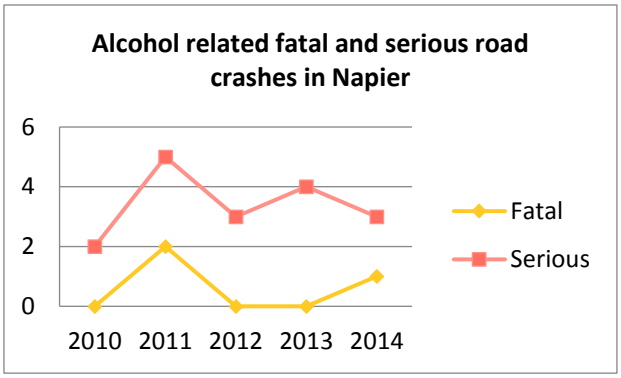
Goal Four: Napier is free from Alcohol related harm – How are we doing?

Our Target Population: Napier community

How we measure success:

1.. Number of alcohol related fatal and serious road crashes

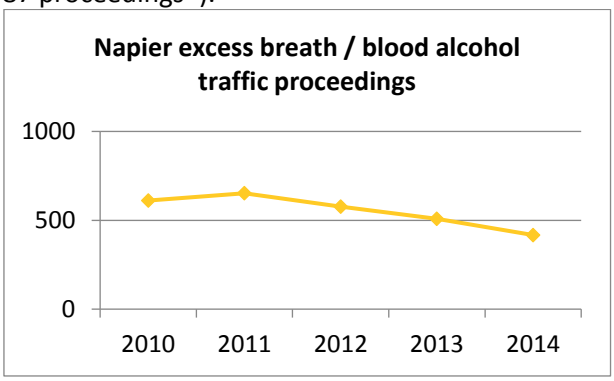
The number of alcohol related crashes has fluctuated over the last five years. In 2014 alcohol was a factor in 11% of all crashes and 21% of all serious crashes.



*Source: CAS**

2. Number of excess breath and blood alcohol traffic proceedings

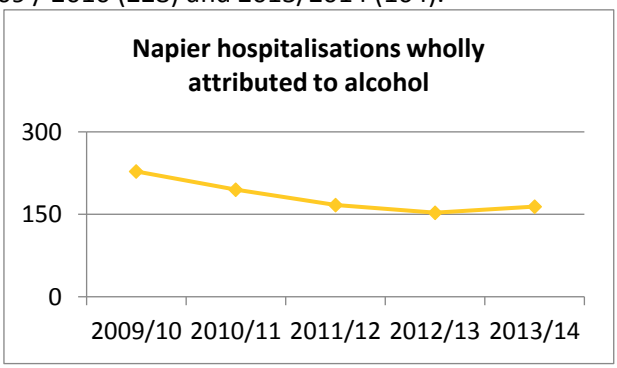
The number of excess breath and blood alcohol traffic proceedings has decreased from 2010 (611 proceedings) to 2014 (387 proceedings*).



*Source: Police provisional data**

3. Number of Napier 15 years and older hospitalisations wholly attributed to alcohol

The number of hospitalizations wholly attributed to alcohol for 15 years and older has been decreasing between 2009 / 2010 (228) and 2013/2014 (164).



Source: HBDHB Data Warehouse

The story behind the data

These are encouraging trends and reflect the hard work that has been happening both locally and nationally to increase the awareness and affects of alcohol related harm. The lowering of alcohol limits for drivers in 2014 has seen behavioural changes in drivers and may be linked to the decrease in Excess Breath / Blood Alcohol proceedings between 2013 and 2014. Research* however still shows that nearly a quarter of people in Hawke's Bay who consume alcohol are hazardous drinkers, higher than the national average. Hawke's Bay has higher death rates for alcohol related disease, higher incidences of road fatalities and higher alcohol related offending than the national averages. Alcohol related harm is more prevalent for Maori men, youth, underage drinkers and those living in deprived areas but the impacts are felt throughout our communities.

Note: The crash data relates to crashes that police have attended or have been reported to Police. If alcohol is a factor it may not be recorded in all causes. All 2014 data is from a dynamic operational database and subject to change, however change is predicted to be minor. *Hawke's Bay Health Equity Report

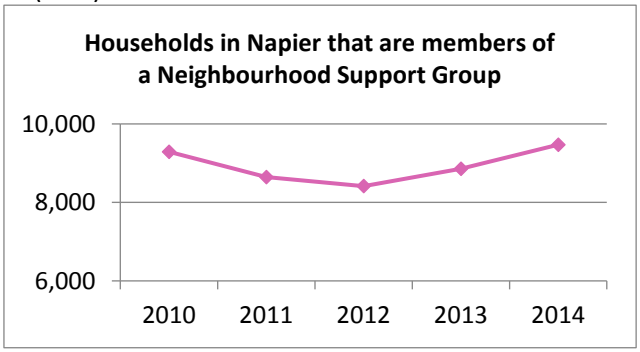
Goal Five: People in Napier know how to keep themselves safe – How well are we doing?

Our Target Population: Napier community

How we measure success:

1. Households in Napier that are members of a Neighbourhood Support Group

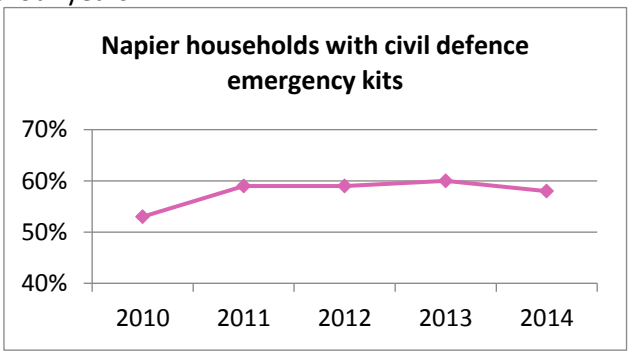
There are currently 9,470 members of Neighbourhood Support Groups. This is over one in every three Napier households (42%).



Source: Napier Neighbourhood Support

2. Number of households with civil defence emergency kits

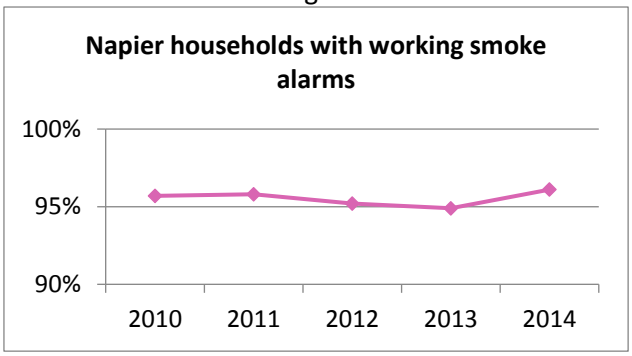
The number of surveyed households with civil defence kits has increased from 53% in 2010 to almost 60% for the last four years.



Source: NCC Siren Survey (April)

3. Number of working smoke alarms in Napier homes

The number of surveyed households with working smoke alarms has remained high over the last five years. Over 95% of households have working smoke alarms.



Source: NCC Siren Survey (April)

4. Amount of resources and information distributed by the Safer Napier Programme

Seven targeted resources in 2014 have been distributed including civil defence brochures and Safe as Houses packs. Safety information has been provided to target audiences including Napier Primary schools and high crime areas.

The story behind the data

Overall, these are encouraging indicators that show Napier residents and the Safer Napier programme are actively doing things to help keep people safer. Priorities for 2015 are: community awareness of safety issues; providing information so people can make safe choices, and encouraging residents to be prepared for an emergency or evacuation at home, work or school.

Note: The NCC Civil Defence Siren Survey results give a general trend but not absolute figures for all Napier Households.

Continuous improvement model

The Safer Napier programme adopts a continuous improvement model in an ongoing effort to improve processes and outcomes.

Figure 5: Continuous improvement model

The continuous improvement model is applied to all areas of the programme ranging from governance through to project implementation. Below are three examples.

Firstly, at the **governance level**, in regard to leadership and effective use of partners. The SNSG participates in the Coalition Self-Assessment Survey annually. This has been administered by SCFNZ since 2013 and examines the success of the SNSG in terms of collaboration and synergy[10] especially participation, decision making, satisfaction and adoption of safer practices. The SNSG prepares a management response to the survey findings, identifying improvements and future actions. For example in response to the 2013 survey, changes were made including: updates made to the website, publishing key outcomes from Annual Report (See page 52), expanding SNSG membership to include community service providers, and increasing the amount of induction training received by new members. The SNSG increased its level of synergy by over 10% between 2013 and 2014.

Secondly at the **priority / goal level**, in regard to what the strategic priorities are. Data from RBA report cards, community consultation and national and local strategies helps inform the priority setting decisions. An increase in both alcohol related harm figures and community voice saw Alcohol related harm become a goal in itself in 2013. Family violence prevention is also an example of this. Identified during the 2010 accreditation process as an area that could be improved and through police statistics, ACC and hospital administrations has led to a family violence focus at SNSG level especially in 2014 with a suite of workshops, training and events being implemented to reduce family violence.

[10] Combining partner knowledge, skills and resources to accomplish more together than partners could on their own

Thirdly at the **performance accountability / programme implementation level**. As described in Criteria 5, all Safer Napier programme providers are encouraged to evaluate their projects. Data from these evaluations is used to decide if pilot projects are expanded and if ongoing projects should be continued. Lessons learnt as well as best practice examples are used to refine projects and initiatives, or plan for the development of new initiatives. An example of this is the upgrade to the CCTV camera network. The number of arrests and incident data for the past three years has been used to prioritise which cameras receive upgrades.

National and local strategies

The Safer Napier programme aligns with a number of national and local strategies.

Alignment with Safer Napier goals key: IP - Injury Prevention, CP – Crime Prevention, ARH – Alcohol Related Harm, RS – Road Safety, CR – Community Resilience

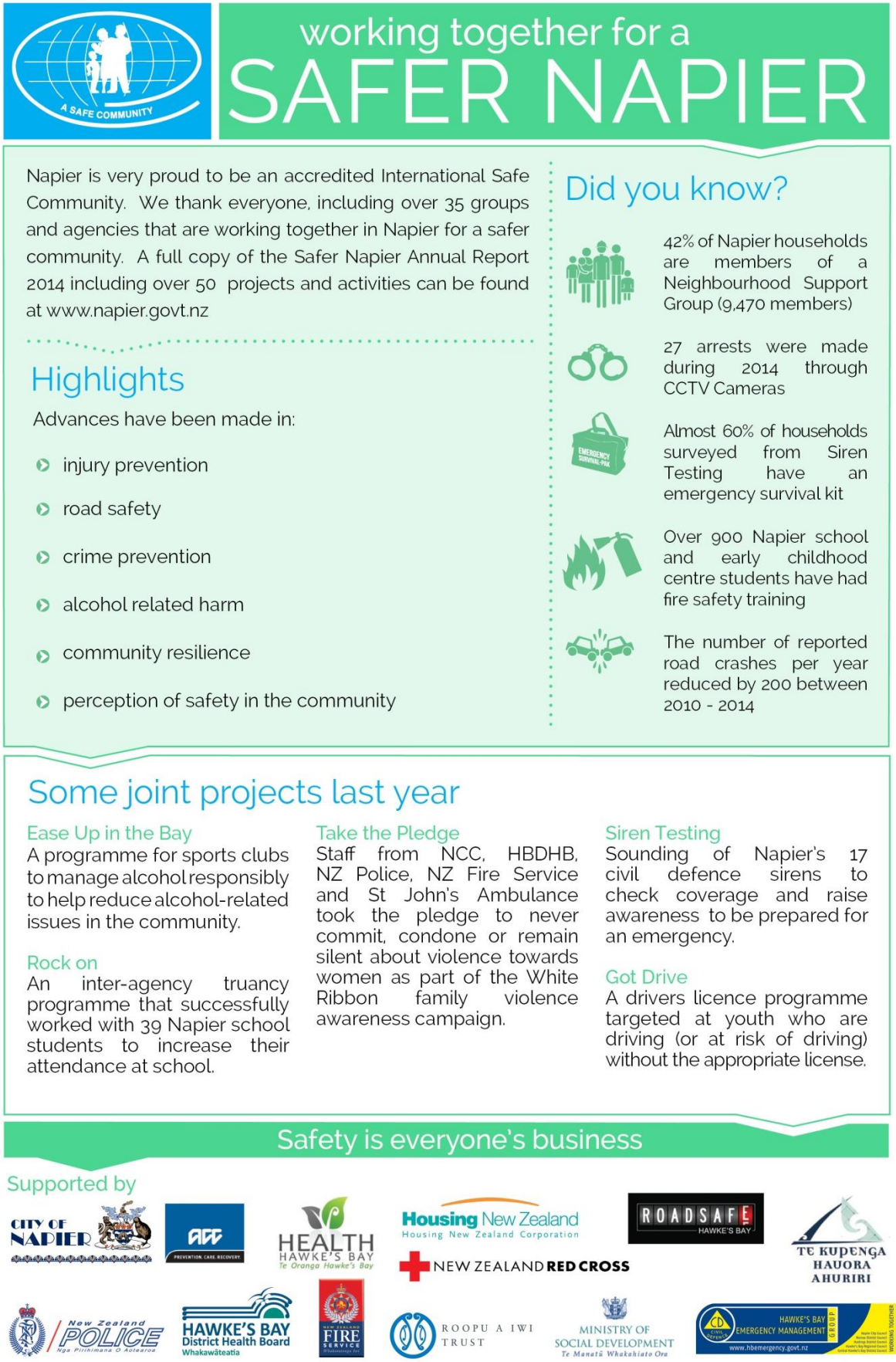
National examples include;

- Better Public Services (IP, CP especially family violence and vulnerable children)
- Children's Action Plan (IP, CP and CR)
- Cross-government Injury Prevention Work Plan (IP)
- Healthy Homes (IP)
- Ministry of Education Statement of Intent 2011/12 – 2016/17 (All)
- Ministry of Social Development Statement of Intent 2014–2018 (IP, CP)
- National Civil Defence Emergency Management Strategy (CR, IP)
- New Zealand Fire Service Strategy 2010 – 2015 (2008) (IP)
- New Zealand Police Four Year Plan 2015-2019 (CP, IP)
- New Zealand Suicide Prevention Plan (IP)
- Safer Journeys 2020 (RS, IP)
- Sale and Supply of Alcohol Act 2012 (ARH)
- Smokefree Aotearoa 2025 (CP, IP)

Local examples include;

- Child Protection agreement between CYF and Ngati Kahungunu (IP, CP and CR)
- Community Policing Plans (CP, IP)
- Hastings and Napier Joint Alcohol Strategy (ARH)
- Hawke's Bay Civil Defence Emergency Management Group Plan (CR)
- Hawke's Bay District Health Board Injury Prevention Strategy (IP)
- Hawke's Bay Road Safety Action Plan (RS, IP)
- Napier City Council Long Term Plan (All)
- Te Kupenga Hauora – Ahuriri Whanau Ora Long Term Strategic Plan (IP)
- Hawke's Bay Tobacco Strategy (CP, IP)

Figure 6: Safer Napier Report Summary 2014



Criteria 5:

Evaluation: Outline of expected impacts and how they are being measured or evaluated.

Evaluation methodology

As mentioned earlier, the Safer Napier programme uses the RBA framework to monitor the effectiveness of the programme, processes and effects of change.

A set of population outcomes (the Safer Napier goals) with corresponding performance measures have been developed and these are reported on annually through report cards (See page 40). These population outcomes are a whole of population measure with shared responsibility from many agencies, organisations and groups.

At the performance level, individual projects and initiatives, guidelines have been developed to assist with project evaluation, *Safer Napier Project Evaluation Guidelines, Are we making a difference?* (Appendix IV). These guidelines include both process and outcome evaluation with a range of methodologies. The aim of the guidelines is to help organisations and groups to evaluate or review their projects to see if they are making a positive difference and if there are ways they could improve what they are doing. All projects implemented directly through the programme use the guidelines and are evaluated using the appropriate tools.

A RBA reporting framework is being developed as part of the national RBA project. This will be used in 2016 using the Results Scorecard computer programme.

Evaluation case studies

Below are case studies[11] which demonstrate different evaluation methods and how findings are used to shape the ongoing refinement of plans, initiatives and programmes.

Safe as Houses

Each Safe as Houses project has been evaluated. These evaluations are based on quantitative and qualitative methods. Quantitative methods include analysis of the Home Assessments Checks and subsequent action check lists, statistical information (hospitalisation due to injury and reported crime in targeted streets), number of resources distributed, households participating, safety improvements by agencies involved and budget reconciliation. Qualitative methods include: participant surveys (including customer satisfaction), observations, one-on-one interviews with key stakeholders and notes from the project team debrief.

Evaluation findings have been used to refine and improve the project for the Napier setting. For example, timing of assessments, resources distributed and the Home Assessment Checklist have been adapted. The project has also seen adaption for high risk environments and a Safer Homes programme has been developed that has similar key messages but starts with a strong Civil Defence focus to engage with street residents. A Safe as Houses 'lite' version has been developed that responds to a specific issue in a street, e.g. a spate of burglaries. Safe as Houses is itself a follow on project based on recommendations from the Older Person working bees project and was adapted from the Safe as Houses Tauranga model

[11] Copies of the all case study evaluations are available on request

Safer Schools

This review is based on the study of background documents, interviews of key individuals involved with Safer Schools, two student focus groups and site visits to the schools. Interviews were held with NCC, Maraenui Neighbourhood Police Team, Waste Aware Programme Manager, Junior Campus Cops, NZ Fire Service, Dog Control Officer, and school principals. A focus group was held at each school with the initial students. Students were asked a set of questions and used 'traffic lights' to identify if they felt the issues they had raised at the start of the project were still bad (red), ok (orange) or good (green).

This review lead to the development of the Safer Schools Tool kit[12], a resource to help facilitate a coordinated approach for different agencies and organisations to work with schools.

CACTUS

A leadership programme for students designed to increase self-esteem, fitness and health, educational attainment and engagement with school. As a supporter of the project, the Safer Napier Coordinator undertook the evaluations of the projects as an in kind contribution.

These evaluations of the different CACTUS intakes are based on pre and post CACTUS interviews, interviews with key stakeholders (William Colenso College (WCC) staff and Maraenui Neighbourhood Policing Team), phone surveys with participant caregivers, anonymous participant satisfaction surveys and data analysis of Required Fitness Level (RFL) tests, school attendance, CACTUS attendance, session notes and project team debrief notes.

The evaluations have aided ongoing refinements to the programme. For example involvement of past CACTUS participants as mentors, including a female officer to provide a strong female role model and improved links with the academic side of school. The evaluations have also been used in funding applications to demonstrate the value of the programme.

Ease Up in the Bay Pilot Evaluation (reducing alcohol related harm in sports clubs)

As with the other case studies this had a mixed method approach including: interviews with Club management (including Board member) and bar staff, interviews with the Ease Up in the Bay Project Team, surveys of club members, evaluator observations and review of key documents.

This process and short term outcomes evaluation of the pilot project informed roll-out of the Ease Up project to other Hawke's Bay sports clubs. Modifications were made for the roll-out as a result of the pilot evaluation, including: ensuring earlier engagement with clubs pre-season, providing clubs with ideas and options on how to become a more family friendly club, involving the local authority liquor licensing inspector in host responsibility training sessions with clubs and providing more support for clubs in the development of their host responsibility policy and how to communicate this to club members.

Hawkes Bay Youth Alcohol Expo:

As part of the project planning reviews (evaluations) are under taken to ensure the project is performing as intended. The HB Youth Alcohol Expo was reviewed in 2013 and 2015. The 2015 report indicated a number of modifications and improvements to align it with national and international best practice models.

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[12] The Safer School Toolkit is available on request

RoadSafe HB has also been involved with NZTA to follow the best practice guidelines that have been based on a report from Vic Roads. The recommendations include a more skills and knowledge based programme that is delivered in schools over a period of time.

Currently a resource to be used by schools prior to attending the Expo and afterwards is being developed. A workshop style education resource for the schools to use is also being explored. Funding for a short-medium term study with students that have attended the Expo over a 6-12month period is being sought.

Heads Up!
This project, utilising applied theatre to work with a group of girls to get the anti-bullying message out used a qualitative method of evaluation. In keeping with the creative approach the project uses, the process was captured on film, including interviews with the participants, recording aspects of the performance and gaining the audience response through post performance interviews. Debrief meetings were also held with the providers involved in the delivery of the project.

Participants and audience feedback - https://www.youtube.com/watch?v=PqbQZ6eXt6Y

The evaluation and an iterative learning approach provided valuable insights that were incorporated into the following project.

Criteria 6

Communication and Networks: Demonstration of community engagement with relevant sectors of your community / region and ongoing participation in local, national and international Safe Community networks is required.

Meetings and forums that encourage Safer Napier collaboration

Regular Meetings	Frequency
Safer Napier Annual Workshop	Once during the year
Safer Napier Strategic Group	Every two months
Community Development Committee (NCC)	Every six weeks
Alcohol Reference Group Joint Alcohol Strategy Group: NCC, HDC, Central HB District Council, Council Liquor Licence personnel, Police, ACC and HBDHB	Quarterly
Road Safety Reference Group Hawke's Bay Road Safety Action Plan: RoadSafe HB, NZTA, Police, ACC, HBDHB, and NCC, HDC, Central Hawke's Bay District Council, AA and Wairoa District Council	Quarterly
Community Resilience Reference Group NCC, Police, NZ Fire Service, Napier Safety Trust, NNHS and Napier Community Patrols	Quarterly
Safe Communities Regional Working Group Safer CHB, Safer Hastings, Te Wairoa He Hapori Haumaru, ACC and HBDHB	Quarterly

Other Network Forums	Membership
Te Kohinga Waka Social service providers who work collaboratively to support whānau in need	Roopu a Iwi Trust, KHTR, Te Ikaroa Rangatahi Social Services Inc, Napier Family Centre, Dove HB, Nga Tāonga Takaro Trust and Te Rangihaeata Orānga Trust HB Gambling Services
The Hawke's Bay Safety Forum Information sharing and networking in relation to work place safety, injury prevention and Health & Safety Legislation	Work place personnel, Work Safe, ACC and NZ Fire Service
Youth Offending Team Share information and work on issues around youth offending	CYF, Police, HBDHB, NCC and MoE
Family Violence Inter-Agency Response Team and HBDHB	Police, Dove HB, Victim Support, CYF, Womens' Refuge, Probation, LIVE HB and HBDHB
Napier Disability Advisory Group To improve access for disabled citizens	Information 4 Disability, CCS Action, Foundation for the Blind, Deaf Aotearoa, Hearing Association, Multiple Sclerosis Society, Epilepsy Hawke's Bay, Age Concern Napier and Taradale Senior Citizens, NCC
Alcohol Accords To address alcohol related issues in and around licenced and off licenced premises (Ahuriri and CBD)	Licencees, Police, Te Rangihaeata Oranga Trust (Problem Gambling), HBDHB, NCC and ACC
HB SafeKids Coalition Collaborative forum working to reduce the incidence and severity of unintentional injuries for children aged 0-14 years	ACC, HBDHB, Police, NZ Fire Service, Maori providers, Plunket, RoadSafe HB, YMCA and Barnados.
Fusion Group Interagency group addressing suicide prevention and postvention	HBDHB, CNM Mental Health Services, TTOH, TKHA, Police, TPK, CYF, Victim Support, principals (when available), MoE, Wairua Tangata, Corrections and Directions Youth Health

Also involved with other networks whose core focus is not safety but who, at times, focus on issues around safety e.g. youth workers collective, SADD

CALENDAR OF INJURY PREVENTION / COMMUNITY SAFETY PROMOTION EVENTS

that Safer Napier has organised and key meetings and conferences attended

	QUARTER 1 (January - March)	QUARTER 2 (April - June)	QUARTER 3 (July - September)	QUARTER 4 (October - December)
2010			ISC site visit	Launch of Soba D – Drink Driving Programme **(RS)**
			ISC designation ceremony	Central Business District Alcohol Related harm awareness promotion **(ARH & IP)**
2011	Danks Fishing Classic Fatigue Safety Messaging **(RS)**	Civil Defence Siren testing **(CR)**	Motorcycle Ride Forever Training **(RS)**	Civil Defence Siren testing **(CR)**
			Maraenui Shopping Centre CPTED assessment (including meetings with three schools, the Retailers Association and wider community) **(CP)**	
			Annual National Safer Communities Network Forum	
			Our Awatoto public mural painting **(CP)**	
		HB Road Safety Expo **(RS)**		Celebrate Safer Napier Day (400+ people)
		Street by Street **(CP & IP)**		White Ribbon Day **(IP)**
		We're Ok in the Bay Mural, Family violence prevention **(IP & CP)**		Super Big Maori Fellas promotion **(IP & CP)**
				Maraenui Community Safety Event **(CP)**
		No Sweat Parenting workshops **(CR)**		Motorcycle Open Day and upskilling **(RS & IP)**
				SNSG annual planning and team building
				Operation Unite - Drinking and Driving promotion / Booze Bus Checkpoints **(RS & IP)**

KEY **IP** - Injury Prevention **CP** – Crime Prevention **ARH** – Alcohol Related Harm **RS** – Road Safety **CR** – Community Resilience

2012

QUARTER 1 (January - March)	QUARTER 2 (April - June)	QUARTER 3 (July - September)	QUARTER 4 (October - December)
Motorcycle Training – Novice and advanced courses **(RS & IP)**	HB Road Safety Expo **(RS)**	First, Safer Napier Annual workshop (60 people, 35 organisations)	World Safety Conference. Just Another Saturday Night given as poster presentation
		New cycleway opened **(RS)**	Ian Cheyne and Linda Anderson awarded Te Manaia National Award (for services to injury prevention)
	Civil Defence Siren testing **(CR)**	Civil Defence Siren testing (CR)	Opening of Te Ara o nga a Tipuna, Taradale cultural trail **(CP)**
RBA 101 training for SNSG	Reference groups for Alcohol related harm and Road Safety established		Safe Community / Fire House launch – spot the five fall hazards **(IP)**
Whanaunga Ora Day **(CR)**	First Safe Communities Regional working group meeting		Maraenui Community Safety Event (20 agency stalls) **(CP & CR)**
			SNSG annual planning

2013

Truck Drivers health and safety checks **(RS & IP)**	Civil Defence Siren testing **(CR)**	Alcohol Accord seminar 'Assisting and responding to people with mental health and addiction issues' **(ARH)**	Celebrate Safer Napier Day (800 people)
		Safe Community Annual Forum	DIY Ladder Safety stall **(IP)**
Reference group for Community Resilience established	Fatigue stops throughout HB during peak accident times. e.g. Easter, Labour weekend Christmas **(RS)**	"Keeping it Real" Youth Expo **(ARH)**	Safe as Houses, Russell Road **(IP, CP & CR)**
			Text Off! **(RS)**
	HB Youth Alcohol Expo **(RS & ARH)**	Safer Napier Annual Workshop (60 people, 37 groups)	White Ribbon events at (family violence awareness) at HB Teen Parent Unit (William Colenson College) and march through CBD **(IP & CR)**
Neighbours Day – Knock Knock I know who is there campaign **(CP)**		Civil Defence Siren testing **(CR)**	Maraenui Reserve redevelopment opening **(CP)**
			SNSG annual planning
Whanaunga Ora Day **(CR)**			Heads Up! 2013 public performance, anti-bullying programme **(CP)**
			Waipatiki Beach safety promotion and beach patrol **(IP)**

KEY **IP** - Injury Prevention **CP** – Crime Prevention **ARH** – Alcohol Related Harm **RS** – Road Safety **CR** – Community Resilience

2014

QUARTER 1 (January - March)	QUARTER 2 (April - June)	QUARTER 3 (July - September)	QUARTER 4 (October - December)
One for One promoted to licenced premises for Art Deco celebrations **(ARH)**	April Falls, Falls Prevention promotion **(IP)**	"Keep it Real" Youth Expo **(ARH)**	International Day of the Older Person Flash Mob dance **(CR)**
	'Ease Up in the Bay' piloted at Napier Old Boys Marist rugby club, promoting host responsibility in sports clubs		SCFNZ National Forum
Safe as Houses, Fife Crescent, Tyrone Place and Antrim Place, Tamatea **(IP, CP & CR)**	Civil Defence Siren testing **(CR)**	Safer Napier Annual Workshop (65 people, 40 groups)	Tamatea Police Station Mural **(CP)**
	HB Youth Alcohol Expo **(RS)**	Regional Safe Community Award presented to Sally Phelps, ACC Community Injury Prevention Consultant	Anderson Park Consultation Pop up **(CP)**
DiverCity, celebrating cultural diversity **(CR)**	Fatigue and Alcohol Check points throughout HB during peak accident times. e.g. Easter, Labour weekend and Christmas **(RS & IP)**		Family Violence prevention campaign (including three high profile Take the Pledge signing events and a public workshop on recognising and addressing family violence) **(IP & CP)**
	Quad bike patrol along Marine Parade **(IP)**	Civil Defence Siren testing **(CR)**	Ease Up in the Bay begins roll out; 3 clubs signed up for 2015 season
Whanaunga Ora Day **(CR)**	Heads Up! 2014 public performance and documentary, anti-bullying programme **(CP)**		Waipatiki Beach safety promotion and beach patrol **(IP)**

2015

SNSG annual planning	Fatigue and alcohol traffic stops throughout HB during peak accident times. e.g. Easter, Labour weekend and Christmas **(RS & IP)**	SNSG RBA workshop with Sharon Shea	Road safety education day at local school including interactive child car restraints demonstration **(RS)**
International Cricket World Cup – One for One promotion **(ARH)**		Rugby league match - One for One promotion **(ARH)**	Safer Napier MOC signing ceremony
Maraenui Suburban Revitalisation project – public input into plan **(CP)**		8th Annual NZ Safe Communities Forum, Regional Safe Community Award presented to Liz Lambert, Safer Napier Coordinator	Safe as Houses, Carnell St and Tamatea St **(IP, CP & CR)**
Whanaunga Ora Day **(CR)**	HB Youth Alcohol Expo **(RS & ARH)**		Celebrate Safer Napier Day (Family Violence theme)
Safe as Houses, Williams St, Vigor Brown St and Russell Rd, Napier South **(IP, CP & CR)**		Safer Napier Annual Workshop (56 people, 37 groups)	Ease Up in the Bay roll out continues; a further 3 clubs signed up for 2016 season
DiverCity, celebrating cultural diversity **(CR)**	Problem Orientated Police (POP) International Award, Linda Anderson, Iain Cheyne Semi finalists **(RS)**		SNSG annual planning
		Civil Defence Siren testing **(CR)**	Waipatiki Beach safety promotion and beach patrol **(IP)**

KEY **IP** - Injury Prevention **CP** – Crime Prevention **ARH** – Alcohol Related Harm **RS** – Road Safety **CR** – Community Resilience

Note: There are also events that are not primarily focused on safety but are held for safety reasons or support safety messages. For example;

- Youth Pop Ups (CP) – Activities provided for youth in vulnerable communities, during school holidays to help keep them out of mischief. Five Youth Pop-Ups have been held in different suburbs (Maraenui, Taradale and Tamatea) between 2014 and 2015.
- Alcohol free events (ARH) – Including, Christmas in the Park, New Year at the Sound Shell, Asians in The Bay event, Summer Series free music concerts, Nui Styles – Street Basket Ball series, MAD Day, Youth Awards Evening, Pirimai Park Community BBQ and Art Deco Youth Ball.

Efforts to share experiences with safe communities at regional, national & international levels

Safer Napier works closely at the **regional level** with Safer CHB (accredited June 2012), Safer Hastings (accredited June 2013) and Te Wairoa He Hapori Haumaru (accredited June 2014). This is facilitated through the Regional Working Group which includes safe community co-ordinators, ACC and HBDHB. The group meets quarterly to provide a regional perspective, share resources, ideas, and provide collegial support. For example Safer Napier used the Safer CHB ladder safety sticker as a base for a Napier version. There has also been joint projects, the Safe Communities room in the Fire House and the Keep it Real Youth Expos. Invitation to our Safer Napier programmes and events such as our annual workshop, are made, particularly to the new Hawke's Bay safe communities. The group had joint input into the HBDHB Health Promotion Plan. The Safer Napier Coordinator has also been supported by SCFNZ to work with the Safer CHB coalition to incorporate RBA into their programme.

Two members of the Safer Napier programme have been awarded the SCFNZ Community Safety Award. This was awarded to Sally Phelps the ACC Community Injury Prevention Consultant in 2014 and Liz Lambert the Safer Napier Coordinator in 2015. This award recognises someone who has made a major commitment to furthering the goals of SCFNZ at the regional level, displaying best practice through delivery and leadership within the safe community model.

The Safer Napier programme has also benefitted from input from the SCFNZ Regional Representative, Mike Mills. He has provided guidance, best practice examples and both national and international perspective during Safer Napier Annual workshops, in one on one meetings and at the recent Memorandum of Commitment signing.

At the **national level,** representatives from the SNSG have participated in the safe communities annual forums. Three presentations have been given at the national forum: Hawke's Bay Maximising Collaboration opportunities (joint presentation with Regional working group in 2014); Results Based Accountability (RBA) project – our experience to date (2015) and Safer Napier Review (2015). The national forum is invaluable for sharing ideas, best practice and learnings with other safe communities in New Zealand.

Below are some examples of where best practice from other safe communities has been used to develop Safer Napier programmes and initiatives:

- Input from Safer Whanganui in 2011 when developing RBA population indicators.
- Research and site visit with Safer Tauranga to develop Safe as Houses.
- Use of the Safer CHB DIY ladder safety sticker.
- The Annual Report Overview collated by SCFNZ which summaries best practice programmes from throughout New Zealand.

Below are some examples where the Safer Napier programme has shared best practice:

- The Evaluation guidelines were used as a base to create a national set.
- Participation in the national working group to develop a national RBA framework to measure the effectiveness of safe communities in New Zealand.
- Articles in agency newsletters such as IP News article on the Home safety flipchart.
- Just another Saturday night (an educational DVD about the effects of driving drunk) has been included in the EIT programme and Linda Anderson, Regional Manager RoadSafe HB along with Senior Constable Iain Cheyne were guest lecturers at Auckland University for the Degree programme in Health Promotion.

At the **international level** representatives from the SNSG attended the World Safety Conference and participated in Pan Pacific webinars. The Safer Napier Coordinator presented in March 2015 Home Safety webinar – Safe as Houses presentation www.safecommunities.org.nz/resources/recorded-webinars. The Safe as Houses evaluation and one page Safer Napier project and initiatives summary were shared by SCFNZ with the WHO Department of Non-communicable Disease, Disability, Violence and Injury Prevention Western Regional Pacific Office as examples of best practice. Sharing of experiences with safe communities at the international level also includes subscription to e-letters and reading research articles.

Spreading the message

The Safer Napier Communication Plan (Appendix II) outlines how we spread the message of the positive effects of the Safer Napier programme. This includes; presentations, meetings, networks, brochures, media releases, website, events and advertising.

Safer Napier projects and their positive outcomes are often covered in local newspapers and in agencies newsletters. The Community Connects, a quarterly newsletter developed by the NCC Community Development Team has had annual safety dedicated issues. Facebook is also becoming increasingly used and an interview with the Safer Napier Coordinator aired on Hawke's Bay TV.

Word of mouth from people involved in the programme, both agencies and programme participants is a good way to communicate the positive effects. A parent from the CACTUS[13] course has been busy telling whanau about the programme '*It was excellent, kept them on their toes. They learnt a lot and loved it'*. The Hawke's Bay Community Injury Prevention Consultant has presented to ACC colleagues on the Safer Napier programme. Also the Safer Napier programme and Just Another Saturday night have both been presented as part of Eastern Institute of Technology (EIT) courses.

The spreading of positive messages can also be enhanced through leadership that supports the development of Safe Communities. Regionally this is through our Mayor and SNSG members. Nationally SCFNZ, ACC and MoJ play a role. Internationally PPSCN and WHO play a role.

[13] Combined Adolescent Challenge Training Unit Support

FINAL COMMENTS

A safe and healthy city is what those involved in the Safer Napier programme aspire to achieve. We are fortunate to have the commitment of local and community leaders, the energy and hard work of agency and community staff and the support of the wider community to help us achieve a safe city for all. The Safe Communities model is an ideal vehicle to provide focus and impetus to our community safety goals. This is evident in the steady progress being made in all of our focus areas. The strength of our collaboration remains critical to our success and with the recent re-commitment by our growing coalition to the programme and to community safety in general speaks volumes to value the community places on safety and on working together as an Internationally accredited safe community.

QUICK REFERENCE ABBREVIATIONS

Accident Compensation Corporation	ACC
Child, Youth and Family	CYF
Department of Corrections	DoC
Department of Internal Affairs	DIA
Dove Hawke's Bay	Dove HB
Hastings District Council	HDC
Hawke's Bay District Health Board	HBDHB
Hawke's Bay Regional Council	HBRC
Health Hawke's Bay	HHB
Housing New Zealand Corporation	HNZC
Ministry of Social Development	MSD
Ministry of Education	MoE
Ministry of Health	MoH
Ministry of Justice	MoJ
Napier City Council	NCC
Napier Neighbourhood Support	NNHS
New Zealand Fire Service	NZ Fire Service
New Zealand Police	Police
New Zealand Red Cross	Red Cross
New Zealand Transport Agency	NZTA
RoadSafe Hawke's Bay	RoadSafe HB
Roopu A Iwi Trust	RAIT
Safer Central Hawke's Bay	Safer CHB
Safe Communities Foundation of New Zealand	SCFNZ
Safer Napier Strategic Group	SNSG
Students Against Dangerous Driving	SADD
Sport Hawke's Bay	Sport HB
Te Kupenga Hauora - Ahuriri	TKHA
Te Puni Kokiri	TPK
Te Taiwhenua O Heretaunga	TTOH

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APPENDIX I – Safer Napier Strategic Group Terms of Reference

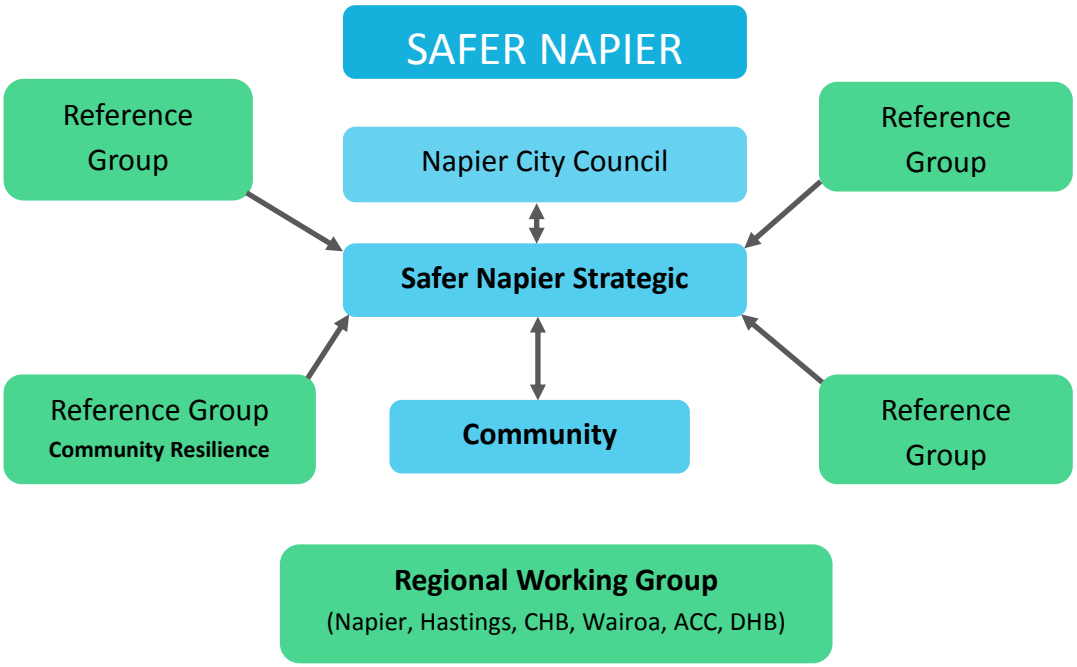
Purpose

To provide leadership, guidance and support for the Safer Napier programme which aims to improve community safety in Napier through collaboration and action.

Objectives

- To work together and partner with others who contribute to improving community safety in the Napier community
- To develop and implement strategic goals and facilitate or implement actions to achieve them
- To proactively share skills, resources, information, ideas and experience to increase safety in Napier
- To oversee the Safer Napier programme and meet the requirements of the Safe Communities accreditation programme – including a strategic plan, annual action plan and annual report incorporating community feedback, research and statistical data.

Safer Napier Structure



Membership

The Safer Napier Strategic Group (SNSG) consists of representatives from a number of government agencies and non-government agencies that are involved with crime prevention, injury prevention, alcohol related harm, road safety and community resilience.

These include but are not limited to; Accident Compensation Corporation, Hawke's Bay District Health Board, Health Hawke's Bay, Housing New Zealand Corporation, Ministry of Social Development, Napier City Council, NZ Fire Service, NZ Police, NZ Red Cross, RoadSafe Hawke's Bay, Roopu a Iwi Trust, Te Kupenga Hauora - Ahuriri, Department of Internal Affairs (Advisory).

Ideally, in their organisation, representatives hold positions of influence with decision-makers or are decision-makers themselves (e.g. strategy and policy development, resource allocation etc).

New Members

Each member organisation determines who their representative is on the group, endorsed by the SNSG. Should the representative leave the member organisation, the organisation will replace the representative with another staff member or volunteer. The exiting member will ensure an adequate 'handover' is completed. In addition, the Safer Napier coordinating agency will brief the new member before them joining the group.

The SNSG may co-opt new member organisations.

Role of Committee Members

- To act as a representative for the views of their organisation with regards to community safety in Napier
- To share relevant information, projects and knowledge that contribute to community safety in Napier, the wider Hawke's Bay area and nationally
- To ensure information from SNSG is shared with their own organisation
- To promote the activities of Safer Napier widely, through communication to service provider and other networks
- To seek and consider input from the community when developing the Safer Napier strategy and implementation of Safer Napier programmes.

Reference Groups

Reference Groups will be established around priority areas to provide specialist skills and expertise. They will help identify and select focus areas to be worked on each year. In addition, the reference groups may also deliver activities that contribute to Safe Napier goals.

Meetings

- Held bi-monthly or as required
- A quorum is one half plus one of the current members of the SNSG
- Minutes are taken at each meeting and distributed to all members

Community Consultation

The wider group of stakeholders will be consulted annually at the Safer Napier Annual Meeting. This is an opportunity to update on the programmes progress and receive input into strategic and implementation planning.

Communication

The community will also be updated on the Safer Napier programme through the NCC website, newspaper and newsletter articles. Napier City Council communication staff will assist in developing and disseminating media releases. Joint media releases will be discussed (at meetings or via email) with the SNSG prior to release.

Review Date

The Terms of Reference will be reviewed annually by the SNSG.

Safer Napier

Communication Plan

Version 1.3

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2.0 AUDIENCE(S)

3.0 KEY MESSAGES

4.0 RISKS

5.0 TOOLS AND TACTICS

6.0 ACTION PLAN

Document Control

Document Information

Project ID/Name:	Safer Napier
Author:	Liz Lambert
Title:	Safer Napier Coordinator
Filename:	Safer Napier Communications Plan

Revision History

Version	Date	Author	Description of changes
1.1	08/06/12	Natasha Carswell	Completed Plan
1.2	28/01/15	Liz Lambert	Update
1.3	26/02/15	Liz Lambert	Update Action Plan

Distribution List

Name	Role	Group
Natasha Carswell	Community Planning Manager	SNSG[14]
Sally Phelps	ACC	SNSG
Marcus Hayes-Jones	NCC, Emergency Management	SNSG
Michele Grigg	HB District Health Board	SNSG
Wi Ormsby	Health Hawke's Bay	SNSG
Andrew Cairns	Housing NZ	SNSG
Jo Lawrence	Ministry of Social Development	SNSG
Chris Nicholl	NZ Fire Service	SNSG
David Sutherland	NZ Police	SNSG
Nigel Hurley	NZ Police	SNSG
Linda Anderson	RoadSafe HB	SNSG
Jim Morunga	Te Kupenga Hauora - Ahuriri	SNSG
Maureen Mua	Te Roopu A Iwi Trust	SNSG
Debbie Cullens	NZ Red Cross	SNSG
Liz Lambert	Safer Napier Coordinator	SNSG
Sandy Keen	Advisor	Department of
Jessica Wilson	Community Planning Advisor	Napier City Council
Tania McCauley	Communications Coordinator	Napier City Council

[14] Safer Napier Strategic Group

1.0 PURPOSE/GOAL

- This programme aims to make Napier a safe and secure city by working with key agencies, community groups, Iwi, businesses and the wider community.
- This plan aims to increase the awareness of key stakeholders and the community about the project, its activities and our progress.

2.0 AUDIENCE(S)

- Agencies and community groups involved in providing or improving community safety, health and well-being
- Key providers and businesses directly involved in the safety and prevention area who may wish to link up with this project
- General public
- The groups directly contributing to the Safer Napier project (e.g. SNSG, etc)
- ISC Safe Communities
- Council
- Media

3.0 KEY STAKEHOLDERS

Stakeholder	Their Interest	Our Interest
Mayor & Councillors	Expected outcomes achieved	Maintaining their support
Agencies, organisations and groups associated with Safer Napier (the wider group)	Ability to work on joint projects and being able to link their work to the project	Contribution to Safer Napier through individual and collaborative projects. Information about these projects captured
Safer Napier Strategic Group	Being part of this will assist in the achievement of their agency's outcomes	Provide practical support and advice in the development and implementation of the project. Contribution to Safer Napier through individual and collaborative projects. Information about these projects captured
Community Agencies/Groups	Are aware of projects and able to participate when appropriate	Agencies are aware of projects and will become involved where relevant
Wider community	Feel the city is a safe and healthy place	City supports the plan and can recognise the value in working this way

4.0 KEY MESSAGES

- We all have a part to play to improve safety, health and well-being in Napier.
- Collaboration is key - Agencies and community groups are working in together and taking a coordinated approach.
- There are a range of projects and activities that contribute to Safer Napier.
- We are proud to have achieved international accreditation.

5.0 RISKS

Risk	Mitigation
Misinterpretation by media	Consistent key messages
Lack of community awareness	Tools used to ensure wider understanding
Outcomes of the programme are not clearly defined or recognised	Ensure partners are supporting and promoting the key messages and progress against outcomes is communicated
Lack of support for the programme	Provide opportunities for key stakeholders and the community to be actively engaged in the project

6.0 TOOLS AND TACTICS

Tools/Tactics	
Meetings/Presentations	Formal, informal and opportunities to profile projects in other meetings, updates etc
Networks	Napier Community Network, Community Hub, Napier Community House, Hawke's Bay Youth Workers Collective, Housing Forum, Youth Offending Team, Family Violence Response Team, Hawke's Bay Interagency Advisory Group (suicide prevention), Alcohol Accords, Road Safety Coalition, HB Safe Kids Coalition
Brochures/posters	Use of SC logo on publications
Media releases	Use of NCC media distribution list. Use 'hooks' or angles to gain targeted media interest
Website	Maintain and update
Events	Flag and visual display and key points of outcomes and related groups promoted well in advance to media
Annual report	Published on website
Advertising / Articles	Regular, around specific achievements and milestones

7.0 ACTION PLAN

Date/Timing	Action	Responsibility
	Meetings/Presentations	
Bimonthly	SNSG	Liz / Natasha
As appropriate	Reference Groups	Liz
Annual	Annual Workshop	Liz
	Council / Committee	Natasha
Quarterly	Regional Working Group	Natasha / Sally
	Brochures / Posters/Publications	
Annual (April)	Snapshot Poster - Update	Liz/Natasha
Annual (April)	Annual Report	Liz
Annual	Community Connect Article	Natasha
	Media	
Quarterly	Articles	All
Annual (April)	Update Poster Advert & Article	Liz / Natasha
Ongoing	Media Releases	All
2015	Eastern Suburbs Community Calendar	Natasha
Annual	Radio Kahungunu	Jim Morunga
TBC	HBTV	TBC
	Events	
March	Maraenui Whanau Ora Day	Paul
November	Celebrating Safer Napier Event	Liz/Natasha
February 2016	Waitangi Day, Napier	
	Website updates	
Ongoing	Projects	Liz / Natasha
Ongoing	Documents	Liz / Natasha
	Other	
Quarterly	Social media 'post'	Liz / Natasha
Ongoing	Strapline for e-mails and webpages	All
Annual	Competition	TBC
Ongoing	DLE insert into invoices / rates notices	Natasha

APPENDIX III – LETTERS OF SUPPORT

Housing New Zealand
Housing New Zealand Corporation

HAWKES BAY
PO Box 1140, Hastings
80 Boulcott Street, Wellington 6011
Free phone 0800 801 601
www.hnzc.co.nz

19 October 2015

To whom it may concern

Housing New Zealand has been part of the Safer Napier strategic group for many years.

We are aware that an application for reaccreditation is being prepared and Housing New Zealand fully supports this application.

Being part of Safer Napier improves our partnership and collaborations within the Napier community where our tenancies are and our tenants reside and assists for better communities to live in.

Please take this letter as support for this application

Yours sincerely

Andrew Cairns

Area Manager

Housing New Zealand Corporation

Chief Executive

WHAKAWATEATIA

HAWKE'S BAY
District Health Board

23 November 2015

Mayor Bill Dalton
Napier City Council
Private Bag 6010
NAPIER 4142

Dear Mayor Dalton

SAFER NAPIER REACCREDITATION

I am writing in support of Safer Napier's application for reaccreditation as a Safe Community.

Hawke's Bay District Health Board (HBDHB) endorses the Safe Communities framework for Community Safety Accreditation. This programme is recognised as an effective intervention for improving community safety.[1] The approach to community safety encourages greater cooperation and collaboration between non-government organisations, the business sector, local and government agencies and we are pleased as a District Health Board to be a part of that network.

A key focus of HBDHB is supporting our community to remain injury free and to do this, a focus on injury prevention and safe environments requires early intervention. The Population Health Service of HBDHB is involved across all four accredited Safe Communities in Hawke's Bay. We see the value in this work as it reflects our own priorities in those areas that contribute to inequity in health outcomes in our region. As a collective we can achieve more than working in isolation from each other.

HBDHB wishes Napier City Council and its partners' success with its pending application for reaccreditation as a Safe Community. We are committed to ongoing collaboration with this programme for the wellbeing of the community.

Yours sincerely

Dr Kevin Snee
CHIEF EXECUTIVE OFFICER

[1] Safe Communities Foundation of New Zealand, www.safecommunities.org.nz

CHIEF EXECUTIVE'S OFFICE
Hawke's Bay District Health Board
Telephone 06 878 8109 Fax 06 878 1648 Email: ceo@hawkesbaydhb.govt.nz, www.hawkesbaydhb.govt.nz
Corporate Office, Cnr Omahu Road & Maitland Street, Private Bag 9014, Hastings, New Zealand

12th November 2015

Safe Communities Foundation New Zealand
Auckland.

International Safe Communities Re- accreditation for Safer Napier

ACC is proud to support Safer Napier's application for re-accreditation as an International Safe Community.
ACC acknowledges that Safer Napier provides an unrivalled opportunity for ACC to work collaboratively with partners & the community to achieve a safety culture which addresses both injury and safety concerns.

The value of the ISC model to ACC and injury prevention is that:

- communities support and promote injury prevention at the local level
- there is a coordinated effort to address injuries in the community that link to our national priorities
- it raises the profile of ACC and injury prevention in a positive way
- it has the potential to reduce the number and severity of injuries and reduce claims.

ACC looks forward to continuing on the journey to ensure that Napier is a safe place to live, work and play.

Yours sincerely

Sally Phelps

Sally Phelps
ACC
Community Injury Prevention Consultant-Hawke's Bay

ACC Hawkes Bay Branch / 110 Warren Street South, Hastings 4122 / Private Bag 9000, Hastings 4156 / New Zealand
Ph: (06) 879 1200: / www.acc.co.nz

Safer Napier Strategy 2013 - 2016

Napier is a safe and healthy city

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Safer Napier Strategy 2013 – 2016

Introduction

Napier is a vibrant coastal city that enjoys a lot of sunshine, a diverse culture and is a popular tourist location for both national and international visitors. People from Napier are proud of their community and strive to make it an even better place to live, work and visit. Safety is continually identified by Napier citizens as a high priority and as such is reflected in Napier's Council and Community Outcomes.

As part of Napier's commitment to improving community safety it was accredited as an International Safe Community in August 2010. This is a World Health Organisation (WHO) concept that recognizes safety as "a universal concern and a responsibility for all". This approach to community safety encourages greater cooperation and collaboration between non-government organisations, the business sector, and local and central government agencies.

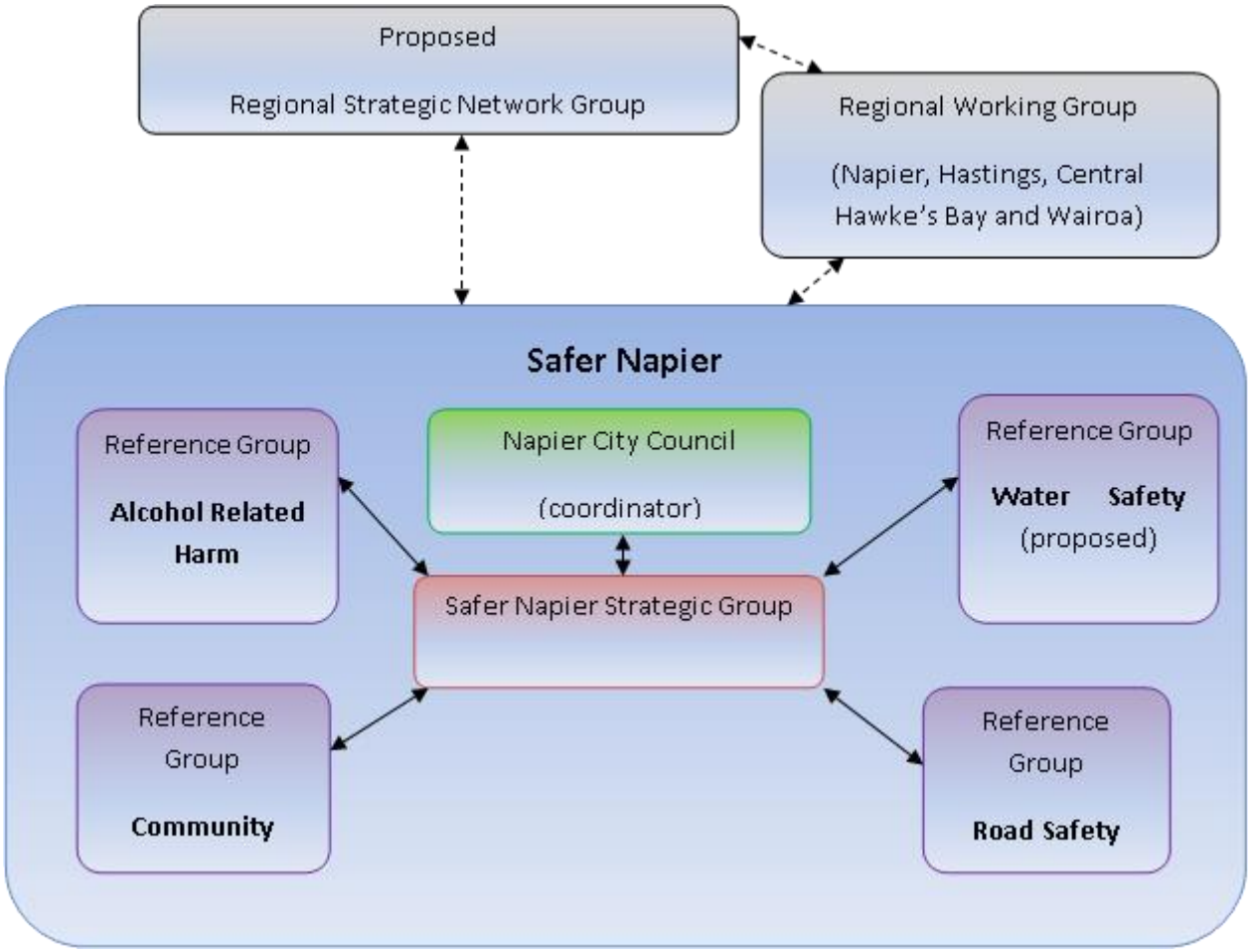
Since accreditation, Safer Napier has achieved many outcomes. In 2013, there have been 62 collaborative projects and programmes implemented, 11,656 hours of Community Patrol, a reduction in the number of road crashes, and over one in three households where part of Neighbourhood Support.....to name a few.

This strategy focuses on six key areas – crime prevention, injury prevention, road safety, community resilience, alcohol related harm and collaboration. Focus areas are set using both community feedback and statistical evidence.

Structure

Safer Napier is made up of a diverse group of agencies, organizations and community groups all working together to improve community safety. With two new safe communities (Hastings and Central Hawke's Bay) being accredited and Wairoa in the process, a regional strategic group has been proposed to ensure a coordinated approach across Hawke's Bay.

Safer Napier Structure:



Safer Napier Strategic Group (SNSG)

The SNSG oversees the Safer Napier programme which is coordinated by the Mayor and Napier City Council (as per ISC guidelines). It works on strategic and operational activities with a clear programme of work that aligns with the requirements of the Safe Communities accreditation programme. This group comprises local and central government agencies and NGOs[15]. The SNSG meets bimonthly and is supported by the coordinating agency (NCC).

Reference groups

Reference groups are established around priority areas to provide their specialist skills and expertise. They help with the priority areas of this strategy and help identify and select focus areas to be worked on each year. In addition, the reference groups may also deliver activities that contribute to the goals themselves. Membership and frequency of meetings is driven by each reference group.

[15]Members as at January 2015: Accident Compensation Corporation, Hawke's Bay District Health Board, Health Hawke's Bay, Housing New Zealand Corporation, Ministry of Social Development, Napier City Council, NZ Fire Service, Police, RoadSafe Hawke's Bay, Roopu a Iwi Trust, Te Kupenga Hauora - Ahuriri, NZ Red Cross, Department of Internal Affairs (Advisory)

Community

The reference groups and a broad range of community organisations meet annually. An update on the programme progress is delivered and an opportunity for input into the strategy and implementation is provided. Other opportunities for the wider Napier public to be informed and provide input into the plan are conducted throughout the year (e.g. Celebrate Safer Napier event).

Principles

The following principles guide the implementation of this strategy:

- **Collective action** - the whole community has a role to play in crime prevention, injury prevention, road safety and community resilience.
- **Collaboration and coordination** - central and local government, Iwi, non-government organisations, community organisations and safety networks work together for the benefit of the community.
- **Proactive action** - where possible to anticipate and respond to issues within Napier.

Strategic Links

International Safe Communities

Safer Napier is an accredited International Safe Community. International Safe Communities is a World Health Organisation (WHO) initiative recognising safety as "a universal concern and a responsibility for all".

The WHO Safe Communities model creates an infrastructure in local communities for addressing safety and injury prevention initiatives through building local partnerships. The model is recognised world-wide as an effective intervention in safety promotion and injury prevention.

Safer Napier is due for re-accreditation in 2015.

Local, Regional and National Strategies

Safer Napier stakeholders bring their local agency knowledge and relevant National and Regional Strategies to the table.

- ACC Injury Prevention Strategy (currently under development)
- Better Public Services
- Community Policing Plans
- Hawke's Bay Civil Defence Emergency Management Group Plan (under review)
- Hawke's Bay Road Safety Action Plan

- HBDHB Injury Prevention Strategy
- Healthy Homes
- Joint Alcohol Strategy
- Ministry of Education Statement of Intent 2011/12 - 2016/17
- Ministry of Social Development Statement of Intent 2012 - 2015
- Napier City Council Long Term Plan
- National Civil Defence Emergence Management Strategy
- New Zealand Fire Service Statement of Strategic Direction (2008 to 2013)
- New Zealand Injury Prevention Strategy
- Safer Journeys 2020
- Te Kupenga Hauora – Ahuriri Whanau Ora Long Term Strategic Plan

Review

This Strategy will be reviewed every three years. The implementation plan and annual activities will be revisited each year to ensure they remain relevant and reflect new or emerging issues.

Strategic Direction

Aim:

Napier is a safe and healthy city

What does a safe Napier look and feel like?

In 2012 Napier residents and representatives from over 35 community groups, organisations and agencies involved in improving community safety in Napier told us what a safe Napier looks and feels like. This is what they said;

- Well-connected families/whanau, neighbourhoods and communities
- Safe, healthy homes and supportive families/whanau
- Young and old enjoying each other's company
- Happy, healthy children
- A community that takes pride in itself
- Safe roads
- Responsible drinking
- Communities support their schools and vice versa
- Greater industry and job opportunities[16]

What we want to achieve

Based on the International Safer Communities framework, the community visioning exercise (above), local evidence and the Napier Safe Communities Strategy 2010 the SNSG have set the following six goals and the priorities and actions for 2014.

Goal 1: People in Napier feel safe

Goal 2: People are injury free in Napier

Goal 3: Napier roads are safe for all who use them

Goal 4: People in Napier know how to keep themselves safe

Goal 5: Napier is free from alcohol related harm

Goal 6: Everyone works together to improve community safety in Napier

[16] Please note, we acknowledge the important role industry and job opportunities have on improving community safety. No direct actions however are included in the Safer Napier Strategy as these are being addressed by other forums.

How a safe Napier looks and feels fits with our goals

	Goal 1 Feel safe	Goal 2 Injury Free	Goal 3 Safe Roads	Goal 4 Resilience	Goal 5 Alcohol related harm	Goal 6 Work together
Well-connected neighbourhoods	√			√		√
Safe, healthy homes & supportive families/whanau	√	√		√	√	√
Young and old enjoying each other's company	√			√		√
Happy, healthy children	√	√	√			√
A community that takes pride in itself	√			√		√
Safe roads		√	√		√	√
Responsible drinking	√	√	√		√	√
Communities support their schools and vice versa	√	√	√	√	√	√
Greater industry and job opportunities	√					√

Safer Napier Action Plan 2015

What we are going to do this year

Napier is a safe and healthy city

Safer Napier Strategy 2013-2016

Principles:

- Collective action
- Collaboration and coordination
- Proactive action

Goals

1. People in Napier feel safe
2. People are injury free in Napier
3. Napier roads are safe for all who use them
4. People in Napier know how to keep themselves safe
5. Napier is free from alcohol related harm
6. Everyone works together to improve community safety in Napier

2015 Priorities

- **Strengthening Neighbourhoods**
- **Collaborative working**
- **Family violence prevention**
- **Wellbeing**
  - **Suicide prevention**
  - **Addictions**
  - **Mental health issues**
- **Falls prevention**
- **Alcohol related harm**

Goal One: People in Napier feel safe

Safety from crime is enhanced through preventive and supportive actions

Focus areas

- **Strengthening Neighbourhoods**
- **Family violence prevention**
- **Alcohol related harm**
- **Wellbeing including addictions and mental health**
- Safety in public places
- Youth offending
- Burglary and theft
- Homelessness (emerging issue)

Our actions

	Lead
Implement Safe as Houses in three target areas	NCC
Undertake a Crime Prevention Through Environmental Design (CPTED) assessment in Anderson Park and complete recommendations	NCC
Update the Parent Pack	NCC
Provide training for Family Violence Intervention in General Practice	HHB
Provide family support programmes	MSD
Support Napier Youth Council Family Violence Campaign in schools	Ycon
Support the Maraenui Suburban Revitalisation Project	RAIT
Implement 'Got Drive' to 30 students at William Colenso College	NCC
Implement Te Ara Rau (targeted at youth offenders)	NCC
Host an anti-theft seminar	NCC
Support and utilize Napier Neighbourhood Support	SNSG

Our partners:

Police, NCC, Community Patrols, Napier Neighbourhood Support (NNHS), Maori Wardens, Safer Napier Trust, HNZC, HBDHB, Te Kupenga Hauora – Ahuriri, Roopu a Iwi Trist (RAIT), Te Rangihaeta Oranga Trust and Plunket

How will we measure success?

1. Total number of reported criminal offences
2. Number of public place violent offences
   Percentage of people who feel safe

Goal Two: People are injury free in Napier

Reduce the incidence of injury in our community through preventive and support actions

Focus areas

- **Falls prevention**
- **Family violence prevention**
- **Alcohol and other drug related harm**
- **Suicide and self-harm prevention**
- Childhood injuries and deaths
- Safety in the home
- Water safety at home, in rivers and at beaches
- Fire safety

Our actions

	Lead
Implement Safe as Houses in three target areas	NCC
Implement Safety in Homes	HBDHB
Promote Vitamin D in Rest Homes	HBDHB
Provide Family Start to Napier whanau	TKHA
Implement Kia Piki Te Ora	TKHA
Encourage Smokefree spaces and opportunities	HBDHB

Our partners:

ACC, HBDHB, HHB, Te Kupenga Hauora - Ahuriri, NZ Fire Service, Police, Surf Lifesaving NZ, Water Safety Reference Group, HNZ, MSD, Sport HB, Community Resilience Reference Group (CRRG) and the Safer Communities Regional Working Group

How will we measure success?

1. Number of injury claims in Napier
2. Number of injuries in public places

Goal Three: Napier roads are safe for all who use them

Safety on our roads is improved through preventive and supportive actions

Focus areas

- **Alcohol** & drug impaired driving
- Speed
- Young drivers
- Safe road and roadsides
- Intersections and roundabouts
- Pedestrians and cyclist safety
- Cell phone use in vehicles
- Motorcyclists
- Restraint use

Note: Safety of the light fleet and heavy vehicles, distractions, fatigue, high risk drivers, levels of restraint use and safety of older New Zealanders are also identified as areas of concern.

Our actions

	Lead
Implement quarterly planned activities of the Road Safety Action Plan	RSAP
Support Safekids Coalition to increase awareness of car restraints	HBDHB
Continue successful programmes such as; Party register, Youth Alcohol Expo, Text off, and fatigue and alcohol stops	RoadSafe HB
Undertake engineering safety works and minor safety retrofits	NCC
Investigate crash reduction options at trouble spots	NCC
Support GOT Drive drivers licensing programmes	Police
Develop and maintain cycle ways in Napier and encourage safe use	NCC / HBDHB

Our partners:

Road Safety Reference Group (Hawke's Bay Road Safety Action Plan), RoadSafe HB, ACC, NZTA, Police, NCC and HBDHB

How will we measure success?

1. Number of reported road crashes
2. Number of ACC claims for road crashes
3. Number of kilometres of cycle ways and cycle lanes

Goal Four: People in Napier know how to keep themselves safe

Community safety is enhanced by building resilience and awareness

Focus areas

- Community awareness of safety issues
- Information so people can make safe choices
- Residents are prepared for an emergency or evacuation at home, work or school
- Community pride

Our actions

	Lead
Host Celebrate Safer Napier event	NCC
Present emergency awareness campaigns / seminars	NEMO[17]
Offer community resilience programmes in schools	NEMO
Develop Emergency Management/Business Continuity Plans	NEMO
Carry out siren testing and smoke alarm checks (twice per year)	NEMO
Provide a mobile Emergency Operation Center (EOC)	NEMO
Provide training for officials and volunteers, including City Council EOC activation exercise and participation in a Regional Tier 3 EOC activation exercise	NEMO
Administer the Together Fund	NCC
Continue to implement Napier Connect to reduce social isolation especially in the elderly	NCC
Leverage off relevant national campaigns E.g. White Ribbon Day, Neighbours Day and Say Yeah Nah	SNSG

Our partners:

Community Resilience Reference Group (CRRG), Welfare Coordination Group, NCC Emergency Management, Napier Neighbourhood Support (NNHS), Te Kupenga Hauora - Ahuriri, NZ Red Cross, MSD, HBDHB, HNZC, Age Concern Napier and NZ Fire Service

How will we measure success?

1. Number of households in Napier that are members of a Neighbourhood Support Group
2. Number of households with civil defence emergency kits
3. Amount of resources and information distributed by the Safer Napier programme
4. Number of working smoke alarms in Napier homes

[17] Napier Emergency Management Officer

Goal Five: People in Napier drink responsibly

Napier is free from alcohol-related harm

Focus areas

- **Family violence prevention**
- Crime
- Injury
- Road safety
- Property damage
- Target groups: Maori men, youth, underage drinkers, those living in deprived areas and women (trend in increased consumption)

Our actions

	Lead
Promote responsible drinking at the Cricket World Cup	NCC
Encourage host responsibility principles in licenced premises	HBDHB
Implement Ease Up in the Bay to promote host responsibility in Sport Clubs	HBDHB
Provide input into the development of Local Alcohol Policies	All
Provide training for Alcohol Brief Interventions in General Practice and the community	HHB
Support the Alcohol Accords	NCC
Review the Parent Pack and include tips on children and alcohol	NCC

Our partners:

Alcohol Reference Group, ARG (Regional Alcohol Group), ACC, NCC, HBDHB, HHB, Police, NZ Fire Service, RoadSafe HB and Alcohol Accords

How will we measure success?

1. Number of alcohol related road crashes
2. Number of Excess Breath Alcohol infringements
3. Number of arrests at large events where alcohol was a factor

Goal Six: Everyone works together to improve community safety in Napier

Work in collaboration to support a coordinated approach to community safety

Focus areas

- **Collaboration**
- Coordinated approach
- Communication among all groups involved with Safer Napier
- Maintain International Safe Community Accreditation

Our actions

	Lead
Seek Safe Communities re-accreditation	NCC
Hold an annual workshop for all groups involved with Safer Napier	NCC
Encourage young people to be part of the Safer Napier programme	SNSG
Review the Safer Napier Communication Plan	NCC
Safer Napier Strategic Group to meet regularly and support Safer Napier projects and partners	SNSG
Participate in the SCFNZ Results Based Accountability project	Coordinator
Seek and pool funding for Safer Napier projects	SNSG
Ensure all Safer Napier projects are evidence based and evaluated	NCC
Complete and distribute the Safer Napier Annual Report 2014	NCC

Our partners:

All groups working to improve community safety in Napier

How will we measure success?

1. Number of shared projects or events where supporters of the Safer Napier Memorandum of Commitment (MOC) collaborate
2. Ongoing accreditation as an International Safe Community
3. Level of synergy reported from the Safe Community Self- Assessment Coalition survey

APPENDIX V – SAFER NAPIER PROJECT EVALUATION GUIDELINES

Safer Napier Project Evaluation Guidelines

Are we making a difference?

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Introduction

International Safe Communities (ISC) accreditation requires evaluation measures to assess programmes, processes and effects of change. Safer Napier is using the Results Based Accountability (RBA) framework to achieve this[18]. Safer Napier will monitor and report annually on a set of broad community wide indicators. To complement this we also need to report on the individual projects, programmes and initiatives that contribute to the Safer Napier objectives;

- People in Napier feel safe (Crime Prevention)
- People are injury free in Napier (Injury prevention)
- Napier roads are safe for all who use them (Road safety)
- People in Napier know how to keep themselves safe (Community resilience)
- Everyone works together to improve community safety in Napier (Collaboration and a coordinated approach)

We know project evaluations can be challenging so here are some tips and tools to help you evaluate your Safer Napier project, programme or initiative. The information you provide becomes part of the annual report and the collective effort to actively addressing community safety in Napier.

Please share your evaluations with the Safer Napier Coordinator Liz Lambert

Email: **lizbell3@hotmail.com**
Phone: **06 877 1931**
Post: **Napier City Council**
Private Bag 6010
Napier 4142

[18] For more information on RBA see www.resultsaccountability.com or contact the Safer Napier Coordinator.

Planning for evaluations

Please note this section is based on *Preventing injuries in your community A Start-to-finish guide for your injury prevention project*, ACC (free copies of this publication can be ordered from www.acc.co.nz)

Safer Napier projects, programmes and initiatives are about improving safety, health and well-being in Napier. Evaluations allow you to measure how effective the project, programme or initiative has been in achieving its goals and objectives. Evaluations can be done when your project, programme or initiative is complete or still underway if it is a long-term project.

Your evaluation plan

An evaluation plan can be a statement.

For example, "Our project goal is to reduce theft from cars in Napier. We are doing it because we have done some research and identified an issue. When we have completed our project, we will evaluate it to show what we have achieved and whether we reduced theft from cars in Napier."

If you have a number of project objectives, for each objective ask:

1. What is the situation now – how do we know there is a problem? (This is your initial data or information that can be used as a benchmark)
2. How will we measure the impact our project has had?

Quick evaluation checklist

- ☐ Project goals
- ☐ Performance measures
- ☐ Evaluation methods
- ☐ Who will do the evaluation?
- ☐ Who needs to be involved?
- ☐ Evaluation answers;
  - How much did we do?
  - How well did we do it?
  - Is anyone better off?

The challenges of evaluation

If your project, programme or initiative goals are very broad, it can be difficult to measure your success once it is complete.

For example, a project might aim to reduce head-on car crashes by increasing people's awareness of the risks of crossing the centre line and therefore change the way people behave. However, a person's driving behaviour is related to many different things, such as their driving skills, road conditions, how slowly a truck in front is travelling or even the fact there is a police car at the side of the road. Although you might be able to get direct data on the number of crashes before and after this project, it would be difficult to be certain that the awareness project alone achieved (or didn't achieve) the result.

You can acknowledge this in your evaluation and try and use additional evaluation techniques to demonstrate the impact of your project, programme or initiative.

For example, ask a group of drivers (focus group) 'did you see the billboard on the side of the road and if so did it increase your awareness of the risk of crossing the centre line?'

Both pieces of information are useful and help tell the story.

An evaluation plan should be decided when the goals and objectives are being developed. This will help ensure the project, programme or initiative is realistic in what it can achieve and how that achievement can be measured.

Tip: Having people not involved in delivery of your project, programme or initiatives facilitate focus groups and interviews adds to an objective result

Results Based Accountability - talk to action

As part of the RBA framework here are seven performance accountability questions that your project team might find useful to ask themselves (in order) during or after a project, programme or initiative.

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Evaluation techniques

Once you know what you want to measure the next question is how. Here are some methods you might consider. Please note this is not a complete list and there is no universally correct approach. A project, resource, awareness campaign or event will use different techniques.

What you do will depend on the size of your project and the resources available. Please remember the scale of the evaluation should be proportionate to the project e.g. A small project would have a brief evaluation.

Collecting benchmark information

You will have already done this when you were thinking about your project goal and objectives. It could include;

- Research on websites or in articles
- Observing or surveying unsafe behaviour
- Interviewing people in the community to find out about the problem
- Setting up groups of people (focus groups) to discuss the issues.

RBA looks at baselines. What the measures show about where we have been and where we're heading. It is therefore useful if we have past data. Baseline data has a historical part that tells where we have been, and a forecast part that shows where we are heading if we don't do something differently. Success should be measured based on the predicted trend of the base line, can we turn the curve?

Measuring your success

The techniques can be the same as those used for collecting your benchmark information. It's a matter of comparing the before and after results.

In addition there are also other techniques listed below. When possible remember to include hard data (quantitative / numbers) and soft data (qualitative / words). Combining numbers and stories is the most powerful way to report progress. The stories illustrate what the numbers mean and put a human face to the statistics.

Quantitative techniques

Direct measurement	Comparing the baseline data to now.
Statistical information	There is a lot of statistical information that can be used. For example, • Your own statistical data collected during the project • New Zealand Police Statistics are available through Statistics New Zealand - allowing you to gather detailed crime information about your local area for the last 10 years. For example, the change in reported theft from cars

	between 2010 and 2012. http://www.stats.govt.nz • Interactive New Zealand Injury Statistics are available through the National Injury Query System (NIQS) – a simple free online injury query system which allows you to produce numbers and rates of injuries in New Zealand and Territorial Local Authorities (Council boundaries) based on your parameters of interest, such as years, age groups, geographic area, cause, or intent. https://blogs.otago.ac.nz/ipru/statistics There are many agencies that are part of Safer Napier and they may also be able to help with statistical information. Please contact the Safer Napier Coordinator for more details.
Number of resources developed, customers helped, numbers attending etc.	This helps answer - how much have you done.
Budget Reconciliation	Actual expenditure compared to planned budget.
Survey / Questionnaires	There are many ways to do a survey, including; postal, telephone, online or at destination points. Data can then be coded to produce quantitative data. For example, in 2011 81% of survey respondents said they are now physically active for 30 minutes a minimum of three times a week after receiving a Green Prescription (GRx).
Quick survey	To give you a quick estimate of what impact your project, programme or initiative is having you could ask a question at a meeting and get people to put their hands up. This can be useful during a project, programme or initiative. For example, at an Age Concern meeting of approximately 70 people 60% raised their hand for - who have used the Home Safety Flipchart? This let the project team know the resource was being used and a more in depth survey can be done later.
Comparing to the whole of New Zealand, other areas, standards or similar programs	For example, in an evaluation of the Firewise Intervention Programme (FAIP) for 2011 the evaluation included that the average amount of residential property damage in Napier dropped by 20% and is the lowest in the country.
Control group research	Create two groups with comparable characteristics. Provide treatment to one, deny treatment to the other and then see if there is a difference. Please note it is not always possible to have a control group.

Tip: It is good to use percentages to make comparisons

Qualitative techniques

Observations and visual survey	Has anything changed? For example, in 2011 as part of work with the Crash Reduction Study / Road Safety Action Plan, improvements have been made to the physical road network in two identified 'problem areas'.
One-on-one interviews	These can be structured, semi structured or unstructured with key participants and stakeholders. You want to be asking questions so you can answer; • How well did we do it? • Is anyone better off? • Is there any way we could improve?
Survey / Questionnaires	There are many ways to do a survey, including; postal, telephone, online or at destination points. It is good to use both closed and open ended questions (how or why questions). You will therefore get quantitative and qualitative data.
Customer satisfaction survey	When you can't think of any other way to determine if your customers are better off, ask them. For example, • Were you treated with respect in the waiting room? (a *how well did we do it?* measure – did we treat you well) • Has your child's behaviour improved since we started working with you? (an *Is anyone better off?* measure – did we help you with your problems) Please note low response rates or customers bias can distort your results. If this is the case you should mention this so the reader is aware.
Focus Groups	The focus group technique involves facilitating a small group discussion between selected individuals on a particular topic. It is good to include representatives from your target audience in the focus group.
Photovoice	Getting people to tell their story through taking photos. This is very visual and a good prompt for discussion. For example, get participant to take a photo(s) of something that represents how the project or service impacted on them and get them to describe it to you.
Art, skits or performance	Reflecting on the impact of the project through art and performance. This can be a fun and interactive way to get kids involved.

As part of your evaluation you may also want to consider who should be involved including stakeholders and your target audience. Also who conducts the evaluation, having a person not involved in delivery of the project, programme or initiative facilitate focus groups and interviews adds to an objective result. For large projects that have had a large budget you may consider getting someone external to do the evaluation. As a guide your evaluation could cost up to 10% of your total budget.

Evaluation template

Below are key things a Safer Napier project, programme or initiative evaluation should include. Please note this is based on RBA and *Trying Hard Is Not Good Enough: How to Produce Measureable Improvements for Customers and Communities'* by Mark Friedman.

What did we do?	Title and narrative description Include: • Goal and objective(s) (the agreed activities – what differences did we intend to make) • Target audience • Reason for project (rationale / need) • Project partners (team members, volunteers and acknowledgement sponsors) • Project methodology (overview of what you did)
How well did we do it?	Reach / Numbers Here is where you look at the quantity and quality (effort and effect). You may include; • Number of programmes implemented, clients seen, brochures produced etc • Number of people involved • Unexpected outcomes or mitigating factors • Was it within budget and on time (if relevant) • Customer satisfaction if applicable (did we treat the customer well?).
Is anyone better off?	Effects of the project. What changes did we produce? This could include change in; • Skills/ knowledge (For example, percentage of participants achieving NCEA level 1 or 2) • Attitudes / opinions (For example, percentage of participants who believed the service helped them) • Behaviour or circumstance (For example, change in number of family violence call outs for families involved in the project (Operation Bliss)
Lessons Learnt	Information that can inform the development of future programmes or improve ongoing ones. • What worked well, what didn't (strengths and weaknesses) • Should the project be continued? • What would make it better? • Who else should be involved? • Any recommendations (if anything else remains to be done, include actions and who will be responsible for doing them)

Appendix: Some examples

Here are some examples for *how much did we do?, how well did we do it?* and *is anyone better off?*

Examples from Mark Friedman's book *Trying Hard Is Not Good Enough: How to Produce Measureable Improvements for Customers and Communities'*.

Drug and alcohol treatment program	
How much did you do?	Number of people treated
How well did we do it?	Percentage of staff with advanced training or certification
Is anyone better off?	Percentage of your clients who are off alcohol and drugs – at program exit, and 12 months later if you can get the data.

Health Plan or Practice	
How much did you do?	Number of patients treated and hours of treatment
How well did we do it?	Average time in waiting room, and the retention rates of nursing and clerical staff
Is anyone better off?	Number and rate of incidents of preventable disease. These are for the people in the health plan or practice, not the whole community.

Fire Department	
How much did we do?	Number of responses to an alarm
How well did we do it?	Average response time
Is anyone better off?	Number and rate of fire deaths and injuries in your catchment area, and property damage from the fire in total and as a percentage of assessed property values.

'The absence of a bottom line is what makes public and non-profit management so difficult. The answer to this dilemma can be found in – is anyone better off? 'Is anyone better off?' measures are equivalent of profit for government and non-profit agencies.' Mark Friedman

Examples from the Safer Napier Annual Report 2011

Home Fire Safety Checks	
How much did you do?	Over a six month period Napier firefighters visited 420 individual homes of people at risk.
How well did we do it?	Firefighters punctual and all trained in Home Fire Safety Checks.
Is anyone better off?	Over a 12 month period the average amount of residential property damage in Napier has dropped by 20% and is the lowest in the country.

Hawke's Bay Road Safety Expo 2011	
How much did you do?	Approximately 2,000 Year 11 students attended from the Hawkes Bay region. Approximately 20 community members attended the parent/community evening session.
How well did we do it?	The event run to time and was very professionally organized. The crash scenes, live demonstrations, presentations, interactive exhibits and workbook resources were of high standard and memorable to students and their families.
Is anyone better off?	A logic model was prepared and comprehensive evaluation undertaken (pre and post event) and the following outcomes were noted – • Increased awareness of services available • Increased organisational partnership • Consistent messaging communicated during Expo and reinforced in workbook resource • Expo was perceived as a credible and valuable experience by schools. Increased awareness of consequences of drink-driving and of risks of sharing a vehicle with an alcohol impaired driver.

Closed Circuit Television (CCTV)	
How much did you do?	14 cameras operating 24/7 in Napier.
How well did we do it?	Real time monitoring occurring at the peak hours of 9pm-4am Thursday to Saturday.
Is anyone better off?	76 incidents were identified and 25 arrests were made that were directly attributed to the cameras.