

Establishing your JR supporting body

Starter kit

Disclaimer

This guide provides information on setting up your JR supporting body. This information is intended as a guide only and is not legal advice. If you or your organisation has a specific legal issue, you should seek legal advice before deciding what to do.

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Introduction

Justice reinvestment (JR) is a way of working that shifts power and decision making to First Nations communities to self-determine the best way to improve justice outcomes in their community. It works by bringing together key stakeholders from within a particular community and the different sectors and services that support that community to design and implement change towards a common agenda.

Under this approach, the community will come together to establish a governance framework that is unique to them. The body/bodies within this governance framework will be responsible for making key-decisions about the design and implementation of the JR initiative for their community. We discuss how to approach this in more detail within the following quick guides:

- Establishing your governance structure
- How to demonstrate governance within your application to the National JR Grants Program

No matter how you design your governance framework, operationalising it will require the support of a team of dedicated staff, sometimes referred to as a 'coordinating', 'supporting' or 'backbone' body. The primary role of this team is to facilitate community and other stakeholders to come together and collaborate towards your JR process within your chosen governance framework. The expectation that collaboration will be sustained over long periods of time without a supporting body is one of the biggest reasons collaborations fail as it results in an ill-supported and over-stretched governing body/bodies being unable to meet its obligations.

In this document we provide guidance on how to develop your supporting body, including information on their purpose, functions and structure, along with tools and examples on how to create your own. We encourage you to read this document alongside the following resources:

- Division of roles and responsibilities template
- Draft position descriptions for JR initiatives
- Budgeting for a JR initiative
- Developing a JR Risk Management Plan

Purpose and functions

What to include in the roles and responsibilities of the supporting body

Primarily the role of the supporting body is to work 'behind the scenes' of the community and JR governance structure you have developed, working to facilitate collaboration and to operationalise the community's vision into action.

In achieving this, there are six essential roles that a supporting body will typically have in supporting the success of a JR initiative. We have listed these below, along with some examples of the types of responsibilities each role may include on a day-to-day basis.



Figure one: example roles and responsibilities for a supporting body

Role	Responsibilities (see examples below)
<p>Engage cultivating community engagement and autonomy</p>	<ul style="list-style-type: none"> • Relationship management – facilitating a stakeholder analysis process, drafting and implementing a community engagement strategy, engaging community members and key stakeholders in one on one and group conversations to create a sense of urgency and drive a call to action for JR, answering questions about the process, etc. • Communications support - developing and distributing community flyers and other resources, preparing meeting briefs, managing a community newsletter or social media account, designing community workshops etc. • Governance administration support - coordinating meetings, preparing agendas/minutes, maintaining an action register, venue hire, catering, drafting terms of reference, etc.
<p>Guide guiding the development and implementation of the JR strategy</p>	<ul style="list-style-type: none"> • Designing the JR strategy – facilitating the process for developing a shared agenda that is grounded in the knowledge and needs of local First Nations peoples, ensuring all community members are provided the opportunity to contribute, supporting the strategy visualisation (e.g. through a written strategy, art, etc.), ensuring decisions are aligned to this strategy, ensuring the strategy is updated as needed to respond to emerging needs, etc. • Overseeing strategic decision-making – managing decision-making process, ensuring accountability and transparency of decisions, ensuring decision-makers are provided access to relevant data, etc.
<p>Build supporting the design and implementation of JR activities</p>	<ul style="list-style-type: none"> • Facilitating collaboration – facilitating engagement between stakeholders, checking in on disengaged members, seeking opportunities for alignment to other work, etc. • Coordinating JR activities - overseeing the design and implementation of an activity workplan or similar, supporting communities to contribute to JR activities, managing activity logistics, ensuring access to expert advice/support as needed, etc. • Supporting skill development – ensuring community members have access to training and development opportunities, etc.
<p>Mobilise ensuring the initiative is well-resourced</p>	<ul style="list-style-type: none"> • Operational resources - managing budgets, seeking grants funding and managing grants relationships and reporting obligations, seeking in-kind contributions to the work, managing the supporting body team, seeking volunteers, meeting corporate governance requirements, managing internal processes and systems, managing IT needs, etc.
<p>Learn</p>	<ul style="list-style-type: none"> • Managing data systems and processes – ensuring First Nations data protocols are designed and upheld, collecting, using and analysing



facilitating the monitoring, evaluation and learning process

community and administrative data, supporting the creation of a data-sharing platform/process, supporting community to work with data, ensuring data is used to drive decision-making, managing reporting requirements etc.

Advocate

elevating local voices to reform the bigger systems and policies

- **Research and advocacy** - stay up to date with key developments that could impact the work, elevate the lived experience and expertise of community into broader calls for systems change, attribute credit to the work of community and the community governance structure, seek opportunities for community members to advocate on behalf of themselves and support them to engage in these opportunities, build and maintain trusted relationships with key decision-makers (e.g. police, government), etc.

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

When defining the role of your supporting it can be useful to examine what NOT to include:

- **Setting the agenda** – this is the role of the governing body/bodies. The role of the supporting body is instead to collect input from each of the governing body/bodies members and the broader community to ensure it is used in developing a common agenda and to ensure that the common agenda remains centred on these voices.
- **Independent decision making** – whilst the day-to-day responsibilities of the supporting body may involve making decisions these should always be made in alignment with the strategy that was set by the governing body/bodies. For bigger picture decision-making, the primary role of the supporting body is not to make decisions but to support the decision-making process of the governing body/bodies (e.g. by ensuring that they are coming together regularly, providing them with data, capturing the decisions of meetings, etc.)
- **Receiving all the funding** – the supporting body should always be kept as lean as possible, ensuring that whilst some funding is provided to ensure its existence and effectiveness, there should still be sufficient resources available to compensate members of the governing body/bodies for their time and to support the implementation of JR activities.
- **Self-appointment** - members of the supporting body should be selected by members of the governing body/bodies.

Structure

Key considerations

The structure of your supporting body will depend on the circumstances of your community, including your priorities, activities, governance structure, skills/capacity of potential applicants,



funding constraints and so on. When considering which approach best suits your community, some of the interrelated questions you should discuss include:

- **Is it better to start a new organisation or to select an existing organisation?** Including:
 - How should we make this decision (i.e., do we need to run an open or closed selection process)?
 - What type of contract or other agreement (if any) do we need to enter this type of arrangement?
 - What would this agreement include and who is authorised to make this decision?
 - How will this decision impact our existing governance structure or will we create a new one?

- **What capacity and skills are needed to fulfil the role of the supporting body?** Including:
 - How many full-time or part-time staff are needed?
 - What funding, in-kind, or other contributions are available to enable this?
 - How do we create the opportunity for this work to be completed by local First Nations people?
 - What processes, policies and other procedures are needed to manage this team (e.g., reporting lines of different staff members, access to IT/finance/HR support, etc.)?

Pros and cons of different approaches

The following pros and cons list has been adapted from the Collective Impact Forum and should guide you in considering the right approach to setting up the structure of your coordinating body.

Figure two: types of supporting body structures

Type of supporting body	Pros	Cons
<p>New not for profit new entity is created to lead this work</p>	<ul style="list-style-type: none"> • Perceived neutrality as facilitator/convenor • Potential lack of baggage • Clarity of focus 	<ul style="list-style-type: none"> • Can create a sense of ‘competition’ with other local not for profits • Lack of credibility/history can be a barrier to funding and community buy-in • Potential lack of sustainable funding stream • Is expensive to set up a new entity so the costs of the supporting body ends up taking a greater



		portion of the overall budget
<p>Auspice arrangement an existing organisation agrees to ‘auspice’ (i.e., sponsor/support) the work. Usually with a view that the work will eventually transition to an independent model of governance (e.g., the creation of a new not for profit)</p>	<ul style="list-style-type: none"> • Can support the creation of a new not for profit, potentially with access to broader expertise, at a slower pace and lower cost • Clarity of focus of project team 	<ul style="list-style-type: none"> • Potential ‘baggage’ and/or lack of perceived neutrality • Lack of focus on JR initiative if poorly funded • Auspice fee may be expensive / over-priced • Decision-makers within the organisation may not be JR-focussed • Potential power imbalance between community members and existing governance structure
<p>Existing not for profit existing entity takes the lead on coordinating this work</p>	<ul style="list-style-type: none"> • Credibility/history can assist access to funding and community buy-in • Potentially lower cost as existing infrastructure is already in place and properly resourced • Potential access to broader expertise (of the existing team) 	<ul style="list-style-type: none"> • Potential ‘baggage’ and/or lack of perceived neutrality • Lack of focus on JR initiative if poorly funded • Decision-makers within the organisation may not be JR-focussed • Potential power imbalance between community members and existing governance structure
<p>Government body government entity takes the lead on coordinating this work</p>	<ul style="list-style-type: none"> • Perceived neutrality provides potential for greater buy-in and support from key stakeholders and potential funders • Potentially lower cost as existing infrastructure is already in place and properly resourced • Ability to influence systems change 	<ul style="list-style-type: none"> • Bureaucracy may slow progress • Public funding may not be dependable • Potential power imbalance between community members and government entity
<p>Shared across multiple organisations</p>	<ul style="list-style-type: none"> • Lower resource requirements if shared 	<ul style="list-style-type: none"> • Lack of clear accountability



numerous organisations share ownership and coordination of this work

across multiple organisations

- Broad buy-in, expertise

- Potentially ineffective due to coordination challenges

Examples from other initiatives

Each initiative organically forms from a different place and under a different set of circumstances. Some examples of how other communities have approached it are listed below. However, these should be used as a **guide only** as they do not account for your community’s individual needs or circumstances and as a result may not be the best option for you. You should always seek legal advice before deciding what type of structure is right for your community.

Figure three: examples of what supporting body structures have been used by other JR initiatives

Where JR initiative initiated from	Structure used	Reasoning
Community leadership group (voluntary)	Auspice arrangement	Supports the group to stay focussed on their core activities and to access support and expertise that supports them with the process of creating a new not for profit.
Community leadership group (existing funding)	New not for profit	If they are already in receipt of sufficient funding, creating a new entity allows them to retain control and ownership over the work.
Local Aboriginal Community-Controlled Organisation	Existing not for profit	By continuing this work under their existing organisational structure, they can keep costs low and retain control and ownership over the work.
Non-Indigenous Organisation	Auspice arrangement	By the non-Indigenous organisation entering an auspice arrangement with the community, they aim to support members of the community to establish and stay focussed on their core activities whilst accessing support from the resources and expertise of the non-Indigenous Organisation. The long-term goal of this arrangement is to create a new (often First Nations-led) not for profit organisation.
Government representative	Government body	The government entity will continue coordinating the early stages of the work, keep costs low and creating a perceived



neutrality to facilitate buy-in from key stakeholders. However, during this time, it is the aim to identify and/or establish a suitable supporting body to take over ownership / control.

<p><i>Collaboration between multiple organisations</i></p>	<p>Shared across multiple organisations and/or existing not for profit</p>	<p>Although the organisations may run a selection process for identifying which organisation will act as the supporting body, sometimes under an auspice arrangement, sometimes not ultimate decision-making and control occurs across the multiple organisations. It is common for these types of collaborations to develop a ‘hub and spoke model’ whereby they pool resources to create a centralised location to coordinate the common work and/or to provide access to the relevant services/resources they offer individually as part of this work. The central location acts as a central meeting place for community members to access the network of other services and activities being led under the umbrella of the JR initiative.</p>
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<p><i>Collaboration between multiple communities</i></p>	<p>Shared across multiple organisations and/or existing not for profit</p>	<p>The reasoning of this approach is similar to what is identified above for a collaboration between multiple organisations. The only point of distinction is that other communities may eventually transition to several smaller JR initiatives as the work grows.</p>
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Budget

Although initial annual budgets for JR supporting bodies can vary, they will typically fall within the range of \$200,000 to \$400,000 per annum for the first few years. In the modern climate, that is very little funding to play with, especially when considering it will be distributed across a wide range of activities. This is why it is important to build and strengthen partnerships with other organisations, potential funders or in-kind supporters, along with seeking opportunities for alignment to other work and/or funding as these opportunities. This will allow you to maximise the resources available to your initiative at a much lower cost. It is also another reason considering the structure of your supporting body (and the costs associated with that structure) is so important. You may also consider seeking funding from multiple funding sources to support your project operations, however, you should be mindful that each funding source may have its own reporting/evaluation requirements and this can add to the administrative load of your team.

Common operational costs for supporting bodies include but are not limited to:

- **Staff salaries** (noting you will need to budget for base salary, superannuation contributions and on-costs such as insurance).



- **Project overheads** (e.g. rent, insurance, laptops and other IT equipment, stationary and office furniture, travel, etc.)
- **Data and operational systems** (e.g. Microsoft 365/G-Suite subscriptions, accounting software, Microsoft Office subscriptions, establishing data-sharing platforms, etc.)
- **Project administration** (e.g. developing communications materials, paying community members sitting fees for governance meetings, venue hire/catering for meetings and other events, etc.)
- **Monitoring, evaluation and learning** (this can often be a hidden cost in the early stages of the initiative, however, all funding sources will require you to report in one form or another about the work you are doing and the impact it is having towards your chosen goal. It is important to budget for the time and expertise required to support this process to reduce unnecessary/hidden costs, along with ensuring that any monitoring/evaluation you are undertaking is actively informing the learning and improvement of the work itself, not just meeting your obligations to funders.)

We provide a more detailed guide to developing your project budget, within our quick guide *Budgeting for a JR initiative*.

Staffing

Key considerations

JR is a long-term solution so whilst your initiative may be constrained by funding in its early stages, it is important to set up your supporting body for growth over time. Some of the interrelated questions you may consider include:

- **How much funding is available?**
- Can we **use existing roles and/or in-kind support** to broaden the capacity, skills and expertise available to the work at low/no cost? For instance:
 - Can you second an employee from an existing organisation?
 - Can you seek advice/input from an existing member of staff (if you are using an existing organisation or entering an auspice arrangement)
 - Can you seek in-kind advice/input from an existing partner (e.g. corporate partnerships, JR peak bodies, etc.)
- What are our **biggest priorities and/or gaps in skills and expertise** that need to be addressed?
- **How advanced does the skills and expertise of each position need to be?** For example:
 - Can some positions be recruited at a more junior level and others more senior to maximise value for money across the team?



- Can we offer training and development opportunities to the right candidate (e.g. upskilling a local First Nations person in data)?
- If we were to access more funding, **how would these roles change?** For instance:
 - Can we support the career progression of each individual staff member to retain staff whilst facilitating the growth of the initiative (e.g. supporting the transition from a Project Officer > Project Officer with the support of additional training, mentoring and/or experience)?
 - Would we need to restructure the team? If so, how would this impact the roles and responsibilities of team members?

Division of roles and responsibilities tool

To guide you in thinking strategically about how to staff your supporting body, we have developed a *division of roles and responsibilities template*. This template allows you to visualise the interconnected nature of each role, including any overlap and/or gaps between the responsibilities of each position before. Once developed, this document should be reviewed regularly by your governing body/bodies (every 6-12 months) to monitor the efficiency and effectiveness of the team structure and to identify any opportunities for improvement/growth.

Developing your team structure

How you structure your supporting body team will vary depending on the priorities of your initiative and scope of funding available. In considering this, you may find it useful to revisit figure one which provides example roles and responsibilities for a supporting body (as a whole), and from there reflect on which of these responsibilities could fall within different roles within your own team.

Below we have provided examples of two different team structures, each for JR initiatives with different budgets.



Figure four: team structure on \$100k staffing budget

Please note that the budget is for staffing costs only and does not include the operating budget.

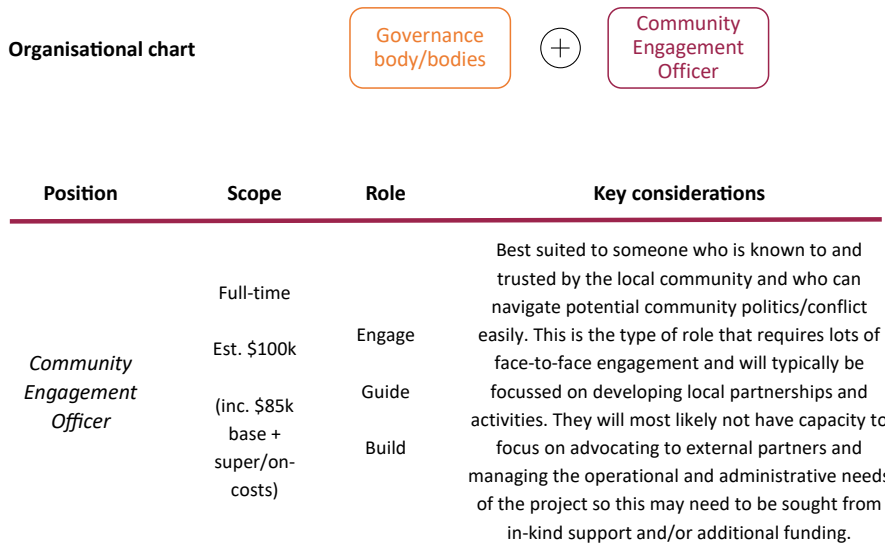
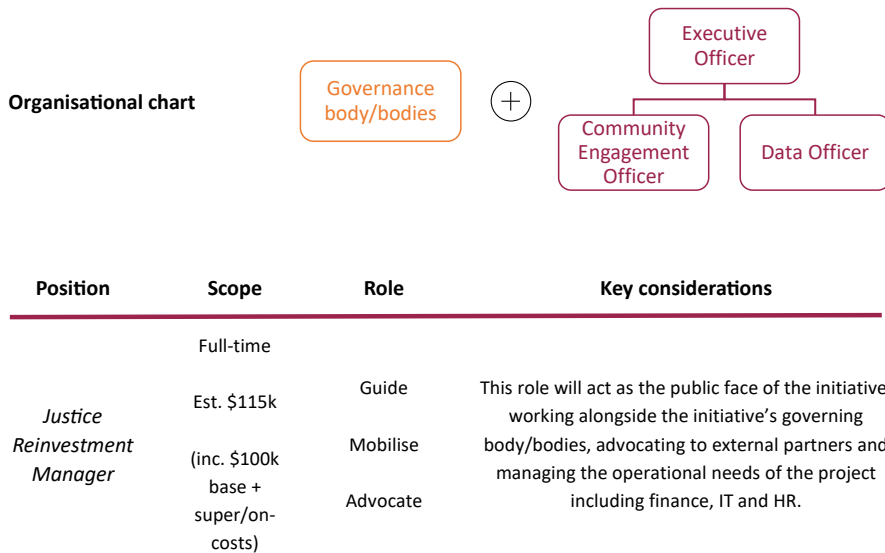


Figure five: team structure on \$300k staffing budget

Please note that the budget is for staffing costs only and does not include the operating budget.



<i>Community Engagement Officer</i>	Full-time		Best suited to someone who is known to and trusted by the local community and who can navigate potential community politics/conflict easily. This is the type of role that requires lots of face-to-face engagement and will typically be focussed on developing local partnerships and activities.
	Est. \$100k	Engage	
	(inc. \$85k base + super/on-costs)	Guide Build	
<i>Data Officer</i>	Part-time (3 days/wk)		This role will manage all data processes for the initiative, including collection, use, sharing and analysis, along with supporting community members to build their own data literacy and capability, empowering them to make data-driven decisions about the initiative.
	Est. \$60k	Guide	
	(inc. \$50k base [pro rata from \$85k] + super/on-costs)	Build Learn	
		Advocate	

Developing your position descriptions (inc. template)

While each role and initiative are unique to each community, you may consider the following when developing your own position descriptions:

- Benchmark the title, responsibilities and/or salary against similar roles.
E.g., compare your draft position description with those for similar roles on Seek, Ethical Jobs, local job boards, recruitment agency websites, etc.
- Use key words within the position description and advertisement to boost visibility.
- Consider whether the role should be identified (further guidance in template)
- Consider what other benefits you can use to attract candidates
E.g., more senior title, salary packaging, flexible working environment, etc.
- Appropriate recruitment channels
E.g., usually the best way to recruit for local positions is through local word of mouth so send the position description to key people and organisations within your community, consider advertising on local radio/newspaper, etc.

We have also developed a series of *draft position descriptions for JR initiatives*.

Below is a blank position description template you can use to draft your own position descriptions, it includes more detailed guidance around the above dot points. To edit this template, please update the text highlighted in grey.



Figure six: blank position description template

[Employer Logo]

[Name of position]

Employer:	[Name of employer]
	<p>[Select one of the following:]</p> <ul style="list-style-type: none"> [Name of employer] considers that being Aboriginal and/or a Torres Strait Islander is a genuine occupational requirement for this position under X. Whilst this position is not Identified, we strongly encourage Aboriginal and/or Torres Strait Islander people to apply.]
Contract type:	<p>[Full-time (38 hrs/wk). 12-month contact, with opportunity for extension].</p>
Salary and benefits:	<p>\$XX,000 plus X% super and salary packaging. *</p> <p><i>*Salary packaging allows employees to elect an amount, up to the annual Australian Taxation Office limit, currently \$15,900 per FBT year, to be deducted from their pre-tax salary. Salary Sacrificing is dependent on the employee's personal circumstances, we cannot provide financial advice.</i></p>
Location:	[Suburb, state/territory]
Closing date:	[DD Month YY]
How to apply:	<p>Please submit applications to [Name], [Position] at [email address or other form of contact].</p> <p>Before submitting your application, please ensure you have attached the following:</p> <ul style="list-style-type: none"> Cover letter discussing how you meet the selection criteria Up to date resume <p>Incomplete applications will not be accepted.</p>
Position description:	See below.

Commented [AR1]: Each state/territory has its own discrimination laws. Some allow for a particular race to be a genuine occupational requirement for a particular job. In some states/territories, this can also depend on what your organisation type is (for instance, whether or not you are an Aboriginal Community Controlled Organisation). Please see relevant provisions for each state/territory in the comment below. If your organisation type is eligible, feel free to include option A, otherwise you may like to consider adding option B instead.

Commented [AR2]: Select applicable:

- s 42 of the Discrimination Act 1991 (ACT)
- s 14 of the Anti-Discrimination Act 1977 (NSW)
- sub-s 35(1)(b)(ii) of the Anti-Discrimination Act 1996 (NT)
- s 25 of the Anti-Discrimination Act 1991 (Qld)
- sub-s 56(2) of the Equal Opportunity Act 1984 (SA)
- s 41 of the Anti-Discrimination Act 1998 (Tas)
- sub-s 26(3) or s 28 of the Equal Opportunity Act 2010 (Vic)
- s 50 of the Equal Opportunity Act 1984 (WA)

Commented [AR3]: You can choose whether to include a salary guide on the position (e.g. \$65k - \$75k), however I would recommend. A salary guide can indicate to potential applicants the skills and competency level expected for the position (i.e. higher pay will usually attract a higher responsibility/skill level). It can also prevent 'time wasting' applications from applicants with salary expectations beyond available funds.

Not for profit also tend to offer less competitive salaries than for-profit businesses, however, one of the ways they can make this salary more attractive is through benefits. It can be useful to list these benefits in the advertisement to attract more candidates. E.g.

- Salary packaging up to \$X amount
- Hybrid working model (3 x office / 2 x home) (or you could list this as Flexible working model with up to X work from home days)
- Discounts on X (if available)
- Others that may be unique to your organisation?

Commented [AR4]: Insert others as needed, e.g.

- A copy of your current driver's license.
- A copy of your Working with Children Check.
- Covid-19 Vaccination Certificate.
- Application form.

About [Name of Employer]

[Include a short description of your organisation and its vision/values. This should be no more than a few sentences long.]

Reporting relationships

The [name of position] will work as part of a multi-disciplinary team and will be required to build trust and work collaboratively with other team members and external stakeholders on a regular basis. This includes, being responsible for the management of the [list any positions that report to this role, if none, delete this sentence.] The [name of position] will also directly report to the [list the position of their direct report].

Role objective

[Include a short description of the roles core role and responsibilities. This should be no more than a few sentences long.]

Key responsibilities

This role will be required to perform responsibilities to a high standard within agreed timelines and in line with the visions, missions, and values of [name of employer]. Key responsibilities include, but are not limited to:

- [Try to prioritise this list so it is succinct and does not include more than the primary responsibilities this role will be accountable for and/or contribute to. If the list of responsibilities is too long, it comes across that the role will be overworked and may deter potential applicants from applying].

Selection criteria*Essential criteria*

- [Try to consolidate this list so it is not too long. Too long criteria may confuse an applicant about what skills you are really looking for and deter them from applying.]

Desired criteria

- [This can include skills/experience that are not required but would benefit the role. E.g. A willingness to travel, local knowledge and/or experience of/in a particular community, experience in a particular area of expertise, etc.]

Qualifications

Commented [AR5]: If there is no desired criteria you can delete these sub-headings.



[Insert list of required and/or desired academic/trades qualifications here, e.g. Certificate IV in Leadership and Management, registered cultural competency training, etc. If no qualifications are necessary, state this as it could increase the number of applicants for the job.]

Role requirements

[If there are mandatory checks/clearances for the position e.g. police checks, working with children checks and/or other requirements to complete duties e.g. having a driver's license and a willingness to drive to different locations state this as it may preclude some applicants from applying for the job.]

More information

For access to more resources on how to establish your JR initiative, [visit our resources hub](#) on the Justice Reinvestment Network Australia website, or contact the JR Partner team on justicereinvestment@nintione.com.au.

