



Improving community safety through collaborative efforts

## **Safe Communities Foundation New Zealand**

---

**Safe Communities Coordinators  
Discussion Paper**

---

Safe Communities Foundation New Zealand (SCFNZ) is a not-for-profit national organisation with charitable trust status. It supports and inspires communities in New Zealand to create safe environments and increase adoption of safe behaviours. Its key purpose is to support and enable safe community coalitions to be become and remain effective through areas such as collaborative governance, priority setting, effective strategies and continuous improvement.

Currently, just over 50% of New Zealanders live in an accredited Safe Community. These communities have successfully used the Safe Communities approach, as recommended by the World Health Organization, as an effective means of addressing community safety. Excellent examples of what is occurring through community engagement, problem solving and collaboration on community safety problems within individual communities can be found on the [SCFNZ website](#).

Safe Communities Foundation NZ is an Accrediting and Support Centre of the Pan Pacific Community Network.

# Safe Communities Coordinators

## Governance, Employment & Remuneration (including funding)

### Background

This document is written to support:

- the rapid growth of the safe communities network over the past five years;
- the number of communities reaching/achieving their five year reaccreditation;
- the steady flow of new communities seeking information and engagement;
- the level of consistency throughout NZ and the Pan Pacific region.

The material collated here is not intended to be prescriptive, but like the criteria for accreditation, it sets out the key areas, principles and performance standards pertaining to the governance, employment and remuneration of Safe Communities Coordinators. It is the responsibility of each safe community to set their own policies, procedures and performance measures in place.

### The Coordinator Role

The evidence presented by Safe Communities in their annual reporting and governance group surveys clearly indicates that the role of a coordinator is essential to the successful operation of the Safe Community model within the community.

Key elements in the role include: strategic planning; relationship management; interagency networking and collaboration; data analysis and reporting; project planning and delivery.

Coordinators are expected to have qualifications in health, education or social sciences, and have skills and experience in planning, community development, partnerships and collaboration, project management, Iwi/Maori and other cultural engagement. They are expected to have specialist knowledge and stay informed about injury prevention, crime prevention and community safety policy and practice; and be aware of the data, trends, issues and gaps within their local community.

Coordinators are highly skilled facilitators, enablers, leaders, and communicators. They are able to work autonomously, and within multi-disciplinary teams. Coordinators transcend organisational boundaries (silos) and actively promote partnerships and collaboration.

### Governance

The Safe Communities Accreditation Criteria One requires every Safe Community to have an inter-agency governance structure. The primary focus of the governance group is to *investigate, implement, evaluate and continually improve processes related to injury prevention and community safety promotion.*

Safe Communities Governance Group structures are committees made up of a wide range of government and NGO representatives. As the majority of these groups are unincorporated, they do not have legal status and are unable to directly employ/contract a coordinator, apply for funds, execute legal documents etc.

In most cases, one of the governance group members (usually the Local Authority) acts as the 'host' for the Safe Community programme, and in that capacity, acts as fund-holder and employer/contractor of the coordinator. In some Safe Communities a Trust has been formed to provide the legal framework for the operation of the governance group. In this situation, the Trust acts as fund-holder and employer/contractor.

## Checklist

Here are some questions (or checklist) to clarify the coordinator role in your SC:

### Governance

- Who is the employer?
- Who manages the HR process: advertising, recruitment, induction?
- Who determines/negotiates the terms and conditions of employment, including remuneration?
- Are the terms of employment bench-marked: eg performance measures, salary band, conditions?
- Who is responsible for the day-to-day management, supervision, performance management?
- Is there an organisational chart?

### Employment

- Is there a job description, ideal person specification, employment contract?
- Is the position permanent, fixed-term, or some other form of contract?
- Is the position an employee or independent contractor?
- Is the position based within the employing organisation or elsewhere?
- Does the coordinator have a personal and professional development plan, and are they supported in their personal/professional development? Are they supported to undertake further training, study, attend conferences, secondments?

### Remuneration

- How is the remuneration package formulated?
- Is it indexed to the employer's salary bands? If so, at what equivalent level?
- Has the position been job-sized?
- Are there provisions for review including salary adjustments/increments, bonuses etc
- How are work-related expenses addressed? eg travel, computer, phone, office

### Funding

- How is the position funded? eg rates, government agency contracts and grants, project funding, fundraising (philanthropics and other sources), other
- How secure is the funding? eg periodic, annual, five-year
- Is there a funding plan for the coordinator role?
- Who is responsible to ensure there is funding for the coordinator role?

## Considerations

In every instance, there are strengths and risks associated with the employment of the Safe Community Coordinator.

### **Employed by Local Authority:**

*Strengths:* good organisational and administration support; use of Council resources; usually part of a team; responsive to local issues; working with elected members

*Risks:* may be subject to political 'interference'; may be seen as a 'council' service rather than a collaboration; may be subject to restructuring and other organisational directives

### **Contracted to Local Authority**

*Strengths:* seen to work independently; work is directed by the governance group; flexibility to engage across a wide range of sectors and services

*Risks:* no direct line of accountability; lack of commitment by stakeholders; may become isolated; may be required to do a lot of administration; may not have security of funding; there may only be controlled/limited access to Council resources

### **Employed by a Trust**

*Strengths:* work is directed by the Trust, and there is clear accountability; flexibility to operate across a wide range of sectors and services; there may be a wider range of fundraising opportunities

*Risks:* insufficient funds to sustain the organisation; lack of commitment by stakeholders; lack of clarity between the role of the Trust and the role of the SC governance group.

### **Safer Whanganui Project Leader**

Safe Communities Foundation is indebted to Whanganui District Council for sharing the attached documentation concerning the appointment of the Safer Whanganui Project Leader in 2014.

The Position Description was created in the Council format, utilising their standard HR criteria. The position was job-sized and aligned to the organisation pay scales which are based on the Strategic Pay Local Government Remuneration Report. These salary grades are consistent across most of local government.

<http://strategicpay.co.nz/salariesurveys/industry-and-sector-surveys.htm#LG>

The clearly defined KRAs (key result areas), functional relationships, and person specification, linked to the assigned salary band, create a platform that offers clarity and certainty for the employer and employee, and to the wider coalition. It also provides a template or flexible starting point for negotiation/variation in a range of different settings: full-time – part-time; employee – contractor; local authority – charitable trust – other legal entity



## Wanganui District Council Position Description

**Safer Whanganui Project Leader**

Position Title: **Safer Whanganui Project Leader**

Post Number: EMV 292

PO Created /Modified: March 2014

Department: Community and Cultural

Responsible To: Community and Cultural Manager

Location: Municipal Office Building, 101 Guyton Street, Wanganui

Position Purpose: **This position exists to:**

- Lead the development and ongoing success of the Safer Whanganui collaboration. Safer Whanganui is the Community/Council foundation partnership that works to achieve our community's accredited Safe Community accreditation.
- Develop and lead the successful implementation of Safe Whanganui Plan.

### Wanganui District Council Vision

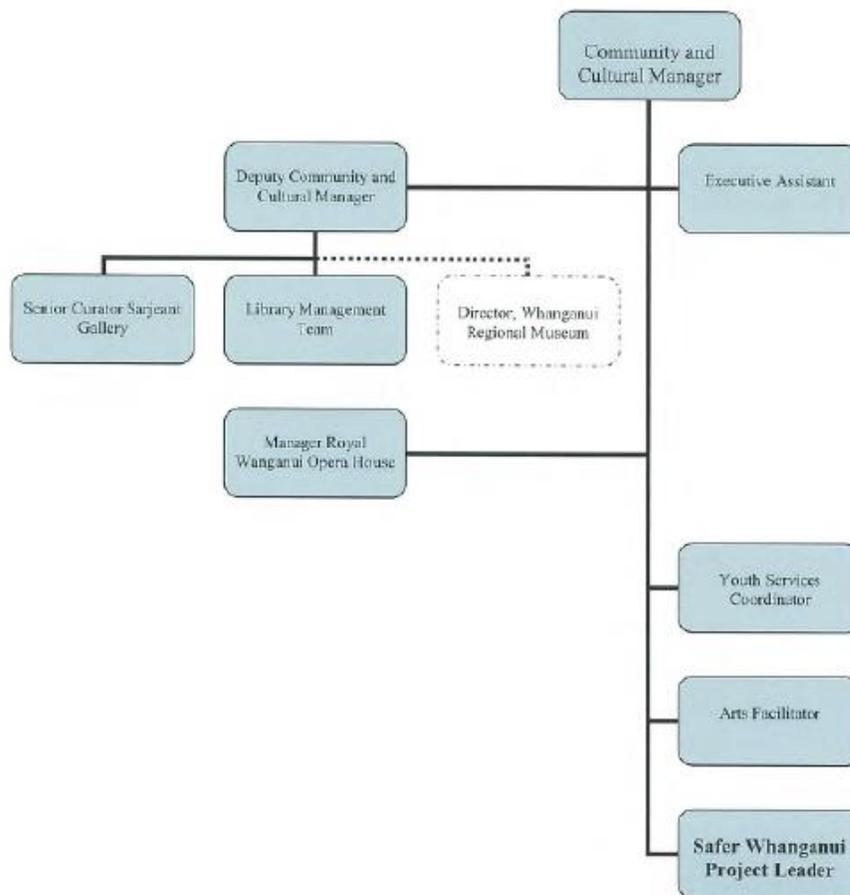
Family-friendly Wanganui: the best place to live in New Zealand

- Enjoyed for its lifestyle and sense of community
- Celebrated for its liveability, culture and heritage
- Shaped by our river and environment
- On the path of sustainability and prosperity
- Loved by those who live here

### Wanganui District Council Mission

To partner with the community to create a flourishing and family friendly environment.

## Organisational Structure



### Key Task Summary:

The position of Safer Whanganui Project Leader encompasses the following major functions or Key Result Areas:

- Lead the development and successful ongoing operation of Safer Whanganui and the Safer Whanganui operational framework.
- Facilitate the implementation of the Safer Whanganui Plan.
- Customer Service
- 10 Year & Annual Planning Process
- Emergency Management
- Risk Management
- Health & Safety
- Professional Development
- Other

## Functional Relationships:

(List the type of contact and the reason for it.)

Key internal and/or external contacts	Nature of the contact most typical
<p><b>External</b></p> <ul style="list-style-type: none"> <li>• Member representatives/agencies of Safer Whanganui Steering Group</li> <li>• Safe Communities Foundation NZ</li> <li>• Government agencies, especially ACC</li> <li>• Tangata whenua/lwi</li> <li>• Community groups; other TLAs; media; schools and training agencies</li> <li>• Contractors/service providers</li> <li>• Health sector</li> <li>• Web audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Giving and receiving information</li> <li>• Liaising, advising, gaining cooperation, facilitating</li> </ul>
<p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Chair, Safer Whanganui</li> <li>• Community &amp; Cultural Manager</li> <li>• Senior Management Team</li> <li>• Strategy &amp; Policy Team</li> <li>• Mayor &amp; Councillors</li> <li>• Community &amp; Cultural Group Team including Youth Services Coordinator, Digital coordinator, Arts Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• Giving and receiving information</li> <li>• Liaising</li> </ul>

## Responsible For:

Direct Management of Staff:	n/a
-----------------------------	-----

## Financial Responsibility:

Delegated Authority:	Refer to the Delegations Register
Operating Budget:	TBA

<b>Key Result Area:</b>	<b>Job holder is successful if:</b>
<b>1. Lead the development and successful ongoing operation of Safer Whanganui and the Safer Whanganui operational framework.</b>	
<ul style="list-style-type: none"> <li>• Lead and co-ordinate the activities of Safer Whanganui</li>   <li>• Foster a strong inter-sectoral, holistic understanding of community safety within local government, industry and the wider community.</li>   <li>• Provide effective support to the key relationship with Safe Communities New Zealand.</li>   <li>• Actively participate in the wider International Safe Communities Network.</li>   <li>• Support the building and sustainability of effective Reference Groups within the Safer Whanganui framework.</li>   <li>• Liaise with partner agencies (eg: ACC, Ministry of Justice) to access maximum funding and be fully conversant with their key priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Safer Whanganui programmes, projects and initiatives are advocated for successfully and consistently with the Safe Whanganui and parent organisation strategies.</li> <li>• Key national safety events and/or initiatives are actively supported and promoted by Safer Whanganui (eg: ACC, Safety Week, Kids Safe, White Ribbon Day).</li> <li>• All meetings are scheduled, convened and documented, minutes distributed, action-points achieved within agreed timeframes.</li> <li>• Successful liaison with project partners occurs, an essential monitoring, auditing and accountability requirements are achieved.</li> <li>• Key relationships are sustained, partners are actively involved in the Project throughout, and collaborative results achieved.</li>   <li>• Evidence of new partnerships and collaborations fostered to promote community safety.</li> <li>• Regular liaison with members of Council's Strategy/ Policy team.</li> <li>• Up-to-date information is provided to partners on potential legislative changes, safety and community collaboration research and best practice.</li> <li>• Presentations delivered to the appropriate standard for target audiences.</li>   <li>• All actions and necessary reporting to SCNZ is completed to a high standard within given time frames.</li>   <li>• Evidence of national and international networking.</li>   <li>• Well planned Reference Groups projects are implemented to address community safety.</li> <li>• New/potential members are directed successfully to appropriate Groups.</li>   <li>• ACC and Ministry of Justice funding (and any other) is utilised in line with priorities of the partner agencies.</li> </ul>

## 2. Facilitate the implementation of the Safer Whanganui Safety Plan

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Develop and ensure the implementation of an annual Work Plan, based around work streams required from the Safer Whanganui Plan.</li></ul>                                | <ul style="list-style-type: none"><li>• The Work Plan is established, adopted, and implemented to appropriate time-frames.</li><li>• Duplication of process and effort is identified readily within the Plan, and reduced effectively.</li><li>• Ensure that the Safe Communities criteria and relevant Injury Prevention documents are used as a framework for action.</li><li>• A Communication Plan is developed and implemented, and the Safer Whanganui website and other digital mediums are current, active and updated regularly.</li><li>• Results are monitored, evaluated and reported appropriately.</li><li>• Potential funders are identified, positive relationships are built, and successful applications for funding made.</li><li>• Documentation is complete for re-application for Safe Community status in 2015.</li><li>• Effective and active participation, and, where appropriate, the release of staff for emergency response situations and planned training.</li></ul> |
| <ul style="list-style-type: none"><li>• Facilitate the regular review and updating of the Safer Whanganui Plan, supporting its role as a robust and current driver of positive change within Wanganui.</li></ul> | <ul style="list-style-type: none"><li>• Relevant data, research and community information is readily available and utilised for future planning and updating of the Safer Whanganui Plan.</li></ul>   |
| <ul style="list-style-type: none"><li>• Ensure the Council's community contract scheme is managed effectively, successfully linking Council's allocated resources to key Safer Whanganui outcomes</li></ul>      | <ul style="list-style-type: none"><li>• Manage the annual Community Contract application process within required timeframes, ensuring appropriate liaison with Safer Whanganui members.</li><li>• Meet with successful applicants, negotiate performance measures, and prepare all contracts within required timeframes.</li><li>• Prepare and present all relevant updates to Council within required timeframes.</li></ul>  |

<b>Customer Service</b>	
<ul style="list-style-type: none"> <li>• Demonstrate a “customer first” culture within the team, group and wider organisation.</li> <li>• Act as a customer advocate in the team, group and wider organisation,</li> <li>• See customer feedback as an opportunity to improve service</li> <li>• Develop partnerships within the organization to meet customer needs.</li> <li>• Contribute to the development of customer focused policies and procedure.</li> </ul>	<ul style="list-style-type: none"> <li>• There is demonstrated application of being customer driven.</li> <li>• Availability for customers is ensured.</li> <li>• There is evidence of understanding of the needs of the customer.</li> <li>• Evidence of improving customer service.</li> <li>• Any appropriate Service Level Agreement requirements are met</li> <li>• CRM and correspondence are responded to in required timeframe.(Where appropriate)</li> <li>• Customer queries/requests are followed through in manner that ensures closure.</li> </ul>

<b>10 Year and Annual Planning Process</b>	
<ul style="list-style-type: none"> <li>• Support and participate in the 10 year &amp; Annual Planning Process for the Council when required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Project Manager receives effective support in achieving the Council’ statutory obligations in the development of the plans.</li> </ul>

<b>Emergency Management</b>	
<ul style="list-style-type: none"> <li>• Support and participate in Emergency Management for Council when required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Project Manager receives effective support in achieving the Council’ statutory and community obligations in emergency and risk management.</li> <li>• Effective and active participation, and, where appropriate, the release of staff for emergency response situations and planned training.</li> </ul>

<b>Risk Management</b>	
<ul style="list-style-type: none"> <li>• Compliance with Risk Management.</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice risk management procedures apply to all projects and activities.</li> <li>• Compliance with Council risk management policies and procedures.</li> <li>• Risks associated with functions managed/ policies being developed are accurately identified, evaluated and reduced.</li> </ul>

<b>Health and Safety</b>	
<ul style="list-style-type: none"> <li>• Comply with all safe work procedures, policies and instructions.</li> <li>• Report all incidents, hazards and injuries to supervisors in a timely manner.</li> <li>• Actively participate in the ongoing development of safe workplace practices in the Wanganui District Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed the Wanganui District Council Health and Safety Induction course and updates.</li> <li>• Timely, full and accurate completion of accident and hazard forms if and when required.</li> </ul>

### Professional Development and Training

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>Professional Development/Training needs.</li></ul> | <ul style="list-style-type: none"><li>Own training needs are identified through appraisal and training needs analysis.</li><li>Agreed training programmed/development opportunities are taken up.</li><li>Knowledge of both management and professional areas remains up to date.</li></ul> |
|--|---|

### Other

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>Special projects are completed from time to time, meeting quality standards and deadline requirements.</li><li>Ability to travel away overnight and to respond to emergency situations.*</li></ul> |  |
|--|--|

*\*Delete if not applicable*

Note:

*The above performance standards are provided as a guide only. The precise performance objectives and measures for this position will need further discussion between the jobholder and manager as part of the performance management process.*

### Work Complexity

*Work complexity answers the following questions to identify the most challenging areas in the job:*

#### ***What really stretches someone doing this job?***

The Safer Whanganui mandate is challenging and the long-term objectives far-reaching. The key stakeholders represent a broad platform of Wanganui sector leadership. The Coordinator performs a pivotal role, with a finger on the (various) pulse(s); watching critical deadlines and providing a flow of energy at all times that connects all reference groups, disseminates key information, and keeps both the wider community and local and national partners engaged.

Leading up to 2 collaborative projects a year, while undertaking the various business-as-usual responsibilities required with the role could also prove challenging.

#### ***What are the most difficult problems that the job holder will face***

At times, working alone without day-to-day guidance and occasionally having to make judgment calls on behalf of Safer Whanganui membership; learning and working successfully within the political environment of the local authority, the wider region and Central Government agencies; successfully balancing the needs of the Community stakeholders with those of WDC so that key objectives progress to achievement.

***What is the level of judgement the job holder has to exercise?***

Medium responsibility, working within her/his understanding of the strategic, operational and result card framework of Safer Whanganui.

***Give examples of the most challenging duties typically undertaken:***

Collating successfully the extensive information required for application for re- accreditation as a Safe Community; liaising with all required agencies; writing the application; while also -

Leading the successful implementation of cross-sectoral community safety projects; while also

Responding in a timely, collaborative and appropriate manner to calls for submissions on legislative change affecting the Safer Whanganui operating environment

Sustaining the ongoing trust and respect of the most senior representatives within the SW collaboration.

**Organisational Structure**

**Qualifications**

**Essential:**

**Desirable:**

- Relevant qualifications in the fields of Health, Education or Social Science/Policy
- A current drivers license

**Knowledge/Experience**

**Essential:**

**Desirable:**

- Experience of successfully working within interagency collaborations, with a working knowledge of how systems interact and operate within communities
- Project management experience
- Excellent administration skills and experience
- Knowledge of Iwi networks and ability to engage with tangata whenua. Digital and social media savvy, experience with all essential communication frameworks.

## Key Skills/attributes/Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

<p><b>Expert</b></p>	<ul style="list-style-type: none"> <li>• <b>Comfort around higher management:</b> can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.</li> <li>• <b>Drive for results:</b> can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.</li> <li>• <b>Time management:</b> uses her/his time effectively and efficiently; values time; concentrates her/his time on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.</li> <li>• <b>Priority Setting:</b> spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.</li> </ul>
<p><b>Advanced</b></p>	<ul style="list-style-type: none"> <li>• <b>Interpersonal Savvy:</b> relates well to all kinds of people - up, down and sideways, inside and outside of the organisation; builds immediate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse difficult situations comfortably.</li> <li>• <b>Process management:</b> Good at figuring out the processes necessary to get things done; knows how to organise people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resource.</li> <li>• <b>Presentation Skills:</b> is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports and bosses; is effective both inside and outside the organisation on both cool data and hot/controversial topics; can manage group process during a presentation; can change tactics midstream if something isn't working.</li> <li>• <b>Written communication:</b> is able to write clearly and succinctly in a variety of communication settings and styles - including web writing; can get messages across that have the desired effect.</li> <li>• <b>Organising:</b> can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.</li> <li>• <b>Planning:</b> accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.</li> <li>• <b>Managing and measuring work:</b> clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.</li> </ul>

<b>Working Knowledge</b>	<p><b>Council Policy</b></p> <ul style="list-style-type: none"> <li>Understands and follows Council policies and procedures and how they affect the tasks and responsibilities in one's job.</li> </ul> <p><b>Digital Aptitude</b></p> <ul style="list-style-type: none"> <li>Demonstrates familiarity and ease with digital technology such as computers, the Internet, and other social media. Uses this knowledge to improve one's ability to perform job duties.</li> </ul> <p><b>Legislation</b></p> <ul style="list-style-type: none"> <li>Understands relevant laws and regulations and how they affect the tasks and responsibilities in one's job (eg H&amp;S, ERA etc)</li> </ul>
<b>Awareness</b>	<p><b>Health and Safety</b></p> <ul style="list-style-type: none"> <li>Understands Health and Safety in eth Workplace and hazard identification</li> </ul>

### *Variation*

From time to time it may be necessary to consider changes in the position description in response to the changing nature of our work environment - including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for performance planning for the annual performance cycle or as required.

### *Remuneration*

This position is Grade 17, with a salary range of \$72,026 to \$84,736 (85% to 100%) (pro-rata for part time employees). Progression within and above this range shall be based on performance, market movement and at the discretion of the Employer.

### *Acceptance of Position Description:*

After discussion with the Community and Cultural Manager, I have read this Position Description and agree that it represents the duties I will perform for the above position.

Employee: \_\_\_\_\_ Dated: \_\_\_\_\_

Manager: \_\_\_\_\_ Dated: \_\_\_\_\_