

Our Business Plan

2021 - 2022



Communities
& Justice
Youth Justice

Youth Justice NSW
Business Plan 2021 - 2022



NSW STATE OUTCOME

Reduce reoffending

YOUTH JUSTICE PURPOSE

To empower young people to fulfil their potential without offending

THEMES

Safety and Wellbeing

Delivering Outcomes

THEME: SAFETY AND WELLBEING



OUTCOMES

WHAT DOES THIS MEAN?

STAFF

Our staff feel safe, engaged and well at work

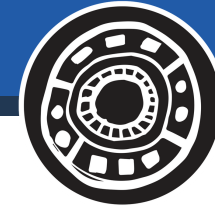
Youth Justice will have the right recruitment and induction, ongoing training and development and support programs in place for staff and that Youth Justice responds well to incidents and risks.

YOUNG PEOPLE

Young people in contact with Youth Justice feel safe and supported

Youth Justice will provide services that are trauma-informed, culturally sensitive and appropriate, and child safe; and that young people feel safe and supported and can fully engage.

THEME: SAFETY AND WELLBEING



UNDERWAY AND ONGOING IN 2021

— Custodial System Reform (Response to Lee Shearer report):

- LS1 - Assets and infrastructure underway and anticipated LS1 – Assets and Infrastructure (underway and anticipated to make significant progress by end July 2022 - pending budget allocation).
- LS6 – Managing Young People with harmful sexual behaviours/sexual offences (end March 2021).
- LS8 – Review of Aboriginal Engagement in Centres (mid 2021).
- LS9/10 – Supervision Policy (mid 2021).
- LS11 – Staff debriefing and wellbeing (end March 2021).
- LS12 – ITAP review (end June 2021).
- LS13 – Staff Uniform (March 2021).
- LS14 - Review of After-Hours Medical Support (mid 2021).
- LS15 – Leadership, Culture & Capability (end June 2021).
- LS21 – Protected Feedback process (end June 2021).

— Staff Wellbeing mapping and action planning

— Voice2Action implementation underway:

- Develop indicators and measures (youth centricity)
- Young person & family/carer Resource Pack

— Multicultural Advisory & Working Group projects.

— Victims Approved Counselling in centres - new Victims Services process

— YJ Information Sharing regulation and policy renewed - (by February 2021)

— Information Sharing - adding NDIS and Child Protection data into CIMS

— Update MOUs with Corrective Services, NSW Police Force, Justice Health, Former FACS.

— Cultural Healing Group @ Frank Baxter - APO led (weekly)

— Men's Group @ Cobham - APO led (weekly)

— Aboriginal health mind / healthy body training program @ Frank Baxter - APO led (weekly)

— APO Mentoring Program (Metro/Northern Directorate)

— Cultural Support Groups (Metro/Northern Directorate)

— Development of culturally appropriate recruitment and assessment tools and tailored interview processes for attracting Aboriginal talent (Metro/Northern Directorate)

— Aboriginal Engagement Innovation Activities (AEIA) - various across YJNSW

THEME: SAFETY AND WELLBEING



COMMENCING IN THE SHORT TERM (SOMETIME IN 2021)

- **Feedback and complaints triage system** in Centres - establish in Acemena, Riverina, Baxter & Cobham (trial in progress: roll out from March 2021)
- **Young people and YJNSW governance policy** (February 2021).
- Integration of identified **Voice2Action** opportunities with current and future reforms and gap analysis
- **Child Safe: Questionnaires** analysis (commence 2021 then ongoing).
- Partner with OPS and Trans & Gender Diverse CJS Advisory Council to enhance staff resources, policies and training for working with LGBTQI+ clients
- **Disability Action Plan** projects (Commence 2021)
 - Link actions to DCJ DIAP
 - Contribute to Aboriginal and Complex Families DIAP working group and projects



THEME: DELIVERING OUTCOMES

OUTCOMES

WHAT DOES THIS MEAN?

REOFFENDING

The number of young people who reoffend following a Youth Justice Conference, a custodial order, or a supervision order is reduced by 10% by 2022

Young people will receive the right programs and services to break the cycle of reoffending. By 2022, there will be 110 fewer young people reoffending annually

ABORIGINAL YOUNG PEOPLE

The average daily number of Aboriginal young people in custody is reduced by 10% in 2022

Aboriginal young people will receive the right supports at the right time to ensure they do not end up in custody. By 2022, on an average day there will be 12 fewer Aboriginal young people in custody in NSW

DOMESTIC FAMILY VIOLENCE

The number of juvenile domestic violence reoffenders each year is reduced by 25% by 2023 (Premier's Priority)

Youth Justice will provide appropriate supports and interventions to prevent young people from committing further DFV offences. 55 Fewer young people each year are charged with DFV reoffences by 2023



THEME: DELIVERING OUTCOMES

UNDERWAY AND ONGOING IN 2021

- **Casework Review** - followed by implementation of a resource allocation model / framework.
- **Collaborative Responsive Family and Adolescent Team (CRAFT)** - Joint YJ/CS initiative - Burwood and Sydney YJCOs
- Dedicated Aboriginal Caseworker for **Koori Bail Court** duty (Parramatta YJCO).
- **Collaborative practice project** - joint YJ/CS initiative focussed on three areas of YJ practice to enhance outcomes for YP through collaborative practice (Newcastle YJCO).
- **Nura Gamarada Cultural Learning Group** (monthly) - Sydney YJCO. Implementation of a new Referral, Intake, Review and Exit process for
- **Casework Support Program** to standardise information given to providers, allow for better measurement of outcomes and improved data capacity, and systematically gather feedback from young people (currently being trialled).
- Evaluation of **Rural Rehabilitation Program** in Dubbo and Coffs Harbour, followed by business case to Government for ongoing funding beyond June 2022 (~\$3.5M/annum).
- **A Place to Go (APTG)** pilot @ the Children's Court in Parramatta and Penrith Police Station
- **The Broadmeadow Children's Court Pilot (BCCP)** - multidisciplinary court-based team provides targeted and holistic support to children and young people presenting at the Broadmeadow Children's Court in Newcastle.
- **UNSW Program Evaluation will be delivered December 2020 and inform a business case to GOVERNMENT for funding of APTG and BCCP beyond June 2021**
- Name, Narrate, Navigate - joint YJ/Newcastle University initiative delivering a DFV program to clients of Maitland, Muswellbrook, Tamworth (YJCOs).
- **DFV Pilot** - involving a YJCW and Assistant Manager accessing specialised training, developing resources, raising awareness and developing partnerships with other agencies - Mid North Coast YJCO
- **DFV Strategy:**
 - NSW Health/DCJ Problematic and Harmful Sexual Behaviours (PHSB) Project
 - YOA changes to enable DFV matters to be diverted to Youth Justice conferencing
 - Dialectical Behaviour Therapy - pilot at Reiby YJC, then train psychologists and JH staff in other centres
 - Enhance CHART healthy relationships module to respond more effectively to DFV
 - YJ contribution to development of DC Framework for CALD (DVDRT Recommendation 17) - commenced, ongoing into 2021



THEME: DELIVERING OUTCOMES

COMMENCING IN THE SHORT TERM (SOMETIME IN 2021)

- Transition of **Casework Support Program** contracts (~\$5M/annum) onto Human Services Agreements and adaptation of KPIs to enhance outcomes for Aboriginal YP (from 1 July 2021)
- The sexennial **Young People in Custody Health Survey** - a collaboration between YJNSW and the Justice Health and Forensic Mental Health Network. Previous surveys were in 2003, 2009 and 2015. Data collection from September to December 2021.
- **Youth on Track:**
 - Interim reoffending Evaluation report and CBA (January 2021).
 - Budget bid to extend 6 Youth on Track sites to June 2022 aligning contracts of all 7 sites and a further 12 months funding for all 7 sites to June 2023.
 - Final Reoffending Evaluation report from BOCSAR and CBA
- **DFV Strategy:**
 - ADVO, bail and court process understanding project through Digital Restart Fund - project to commence by mid-2021
 - Development of a young person forced safety planning tool - commencing 2021 following the completion of the evaluation of the What's Your Plan? initiative
 - Pilot Her Journey Her Life - commence first quarter of 2021
- **Short Term Remand Project** - 2021 program of works (TBC)
- **Youth Frontiers Mentoring Program** - joint YJ/CAFS initiative (TBC)
- **Dubbo Early Intervention Education Initiative** - joint YJ/Education/PCYC initiative
- **ACCORD** - developing partnerships for enhancing community bail options for Aboriginal Young People (Gosford YJCO).
- **Aboriginal Mentor Program** - Metro/Northern Directorate - APO-led in partnership with Shine for Kids (TBC)
- Review of **Frank Baxter Mentoring Program** (~\$170I/annum) and development of options paper re the program's future
- Bail Assistance Line transition to the **Bail and Accommodation Support Service** (July 2021).
- Implementation of **Young Offenders Act legislation changes** (approx September 2021)



THEME: DELIVERING OUTCOMES

COMMENCING IN THE LONGER TERM (2022 AND BEYOND)

- Work with DCJ colleagues and Aboriginal Community Controlled Organisations to develop the **capacity of ACCOs** to contract with YJ to provide complementary casework support (social welfare) services for YJ clients into the future
- **Youth on Track** - budget bid re statewide expansion of Youth on Track + commence state-wide expansion tender by 1 July 2022
- **Alternatives to custody** - business case and implementation

WE ARE DRIVEN
BY WHAT WORKS

WE ALL
PLAY A PART

WE WORK
TOGETHER

WE RESPECT
EACH OTHER