



VISION

A COMMUNITY IN WHICH
YOUNG OFFENDERS
PARTICIPATE WITHOUT
RE-OFFENDING

PURPOSE

To provide services to young offenders to decrease their re-offending and increase their capacity to successfully reintegrate into their communities

VALUES

We will uphold our values in our contact with young offenders, our partners, the community and each other

- Ethical and honest behaviour
 - » Working ethically and with honesty for young people and the community
- Professionalism and responsibility
 - » Working with skill, integrity and accountability to produce quality results
- Fairness and Equity
 - » Being fair-minded and equitable in all our dealings
- Learning and Innovation
 - » Seeking to expand our knowledge and learn more effective ways of doing our job
- Collaboration
 - » Working co-operatively with a shared understanding and commitment to achieve results

Planning for NSW Government Initiatives

The department's planning encompasses our Results and Services Plan, Total Asset Management and Information and Communications Technology Plans and equity related initiatives such as the Disability Action Plan, EAPS and Equity Plan. Strategic and Business Plans underpin the Corporate Plan

OUTCOMES AND STRATEGIES

CORPORATE CAPACITY

Staff participate in decision-making and are acknowledged for their contributions

- Develop and implement a corporate communication and consultation strategy that articulates opportunities for participation in decision-making and mechanisms for communicating outcomes to staff

Staff are trained, resourced and supported in the performance of their work

- Undertake skills analysis and definitions for all jobs in the department
- Develop training and development programs based on identified skills
- Implement the Aboriginal Recruitment and Retention Strategy
- Articulate career pathways for staff
- Develop and mentor supervisory and management skills across the organisation

Staff work in a safe and healthy environment

- Implement, monitor and review the OH&S and Injury Management Strategic Plan 2005-2008

Increased use of technology to improve efficiency

- Develop opportunities to increase use of audiovisual links for court appearances
- Identify opportunities to work in partnership with other agencies to leverage investments in technology
- Identify and implement organisational technological improvements, e.g. webcams, Voice Over Internet Protocol

Corporate efficiency targets are achieved

- Develop and implement an organisational environmental-sustainability strategy
- Implement corporate efficiency plans identified in the Treasury plan and departmental savings workshops
- Develop a corporate communication strategy to enable managers to consult and engage with staff in delivering efficiencies

The effectiveness of the department's performance is accurately measured and reported

- Implement the Corporate Information System and develop a data warehouse to standardise and automate corporate reporting
- Implement the Corporate Information Framework to improve consistency in business definitions, classifications and performance measurement
- Develop standard performance measures to report performance on corporate outcomes
- Implement an automatic review process for departmental policies and procedures

Research and evaluation functions are enhanced

- Develop and implement an integrated research, service development and evaluation function that contributes to the body of knowledge about juvenile justice interventions

Collaborative and responsive relationships with other agencies

- Enhance our engagement with NSW Government Agency Cluster Groups so that juvenile justice interests are reflected in cluster decisions
- Develop collaborative work projects with agencies in the Human Services and Justice Clusters
- Work with the Departments of Ageing, Disability and Home Care and Community Services to improve accommodation and support services for young people involved in the juvenile justice system
- Build relationships with non-government organisations to improve service access and responsiveness for young offenders, in particular Aboriginal young offenders
- Develop a comprehensive strategic framework and models for service delivery for the Community Funding Program

YOUTH JUSTICE CONFERENCING

Reduction in the proportion of youth justice conferencing participants who re-offend in accordance with the priorities of the NSW State Plan

- Enhance the capacity of youth justice conferences to identify and respond to the known correlates of offending by young people
- Strengthen existing and develop new pathways to services that address the factors related to offending for serious and repeat young offenders

Increase in the proportion of eligible young offenders who participate in youth justice conferences

- Continue work with Police in refining and co-delivering training for Police Specialist Youth Officers
- Analyse referral patterns in youth justice conference areas to identify barriers to referrals
- Devise specific responses with Police Local Area Commands to issues identified in referral patterns analysis
- Continue work with local magistrates, court staff, lawyers and internally to ensure eligible young people are referred to conferences by the courts
- Continue an education and promotion strategy with judicial officers and senior police

Increase in the proportion of eligible Aboriginal young offenders who participate in youth justice conferences

- Work with Aboriginal Community Justice Groups to increase the participation of Aboriginal community members in conferences
- Work with NSW Police to train Aboriginal Community Justice Group members in delivering cautions to Aboriginal young people
- Analyse referral patterns in youth justice conferencing areas with high Aboriginal populations to identify barriers to referrals
- Devise specific responses with the Aboriginal Legal Service and Police Local Area Commands to issues identified in referral patterns analysis
- Work with NSW Police, the Aboriginal Legal Service and courts to ensure eligible Aboriginal young people are referred to conferences
- Implement an education and promotion strategy with the Aboriginal Legal Service, judicial officers and senior police

Increase in the proportion of conferences that involve victims and relevant individuals and organisations

- Maintain a systematic program of promotion of youth justice conferences with the Victims Advisory Board, peak agencies and the community
- Identify willing participants who will talk publicly regarding their conferencing experience
- Identify and analyse reasons why victims choose not to participate in conferences and use this information to inform practice

COMMUNITY-BASED SERVICES

Reduction in the proportion of young people on community-based orders who re-offend in accordance with the priorities of the NSW State Plan

- Establish a central Programs Unit
- Develop standard program interventions and evaluation of outcome mechanisms
- Implement and evaluate the Effective Practice Framework (EPF)
- Implement evidence-based interventions and programs responsive to individual characteristics and needs with a specific focus on programming for Aboriginal young people
- Pilot the Intensive Supervision Program
- Develop and implement consistent client supervision guidelines

Increase in the proportion of young offenders who complete their legal obligations

- Implement a comprehensive and integrated assessment process
- Implement case plans that are linked to our assessment processes and which are appropriately supported and monitored
- Develop alternative supervision arrangements in partnership with the Attorney General's Department for clients in Aboriginal communities

Young offenders with mental health and/or disability issues are identified and diverted or managed appropriately

- Train staff to accurately identify mental health/disability issues
- Improve the effective management of clients with mental health/disability issues with specific attention to Aboriginal young people
- Establish and maintain strategic partnerships with Justice Health and the Department of Ageing, Disability and Home Care
- Implement the strategies of the department's Disability Action Plan

Increase in the proportion of young people assessed as suitable for bail who are released from remand custody at the earliest appropriate opportunity

- Implement and evaluate the Intensive Bail Intervention Program
- Pilot Bail Supervision projects in partnership with the Two Ways Together Bail Working Group

CUSTODIAL SERVICES

Reduction in the proportion of young people sentenced to custody who re-offend in accordance with the priorities of the NSW State Plan

- Implement programs and interventions that address the risks of re-offending
- Develop and implement stronger custody-to-community transition strategies
- Support Juvenile Justice Centres to involve Aboriginal elders and community members in centre programs
- Work in partnership with Justice Health to implement the Pilot Juvenile Justice Centre Release Treatment Scheme

Increased safety and security for custodial staff and detainees

- Implement and evaluate the recommendations of the Behaviour Management Steering Committee
- Implement strategies in each centre that address identified safety and security risks
- Implement a structured daily program plan in each centre
- Implement further measures for the identification and detection of drugs and other contraband and other security risks
- Implement the recommendations of the review into mental health services in Juvenile Justice Centres, with specific attention to the needs of Aboriginal young people

New and refurbished Juvenile Justice Centres are fit-for-purpose and completed on schedule

- Develop building/infrastructure standards for juvenile justice custodial facilities
- Complete post-occupancy evaluation of new centres and incorporate into standards and buildings
- Develop and implement change management and commissioning plans for all new centres

Improved environmental management practices in Juvenile Justice Centres

- Implement environmental impact reduction strategies in all Juvenile Justice Centres
- Incorporate environment-friendly and energy-efficient principles into the design and construction of new Juvenile Justice Centre facilities

Reduced cost of transport services

- Advocate with the courts for the increased use of audiovisual links for young offenders
- Place detainees in centres closest to their court locations
- Negotiate with the Attorney General's Department to co-ordinate court appearances of detainees in regional courts