

# Juvenile Justice NSW

|   |     |                                      |     |
|---|-----|--------------------------------------|-----|
| Chief Executive's foreword                                | 136 | Youth Drug and Alcohol Court         | 168 |
| Background  | 138 | Serious Young Offenders Review Panel | 168 |
| Highlights  | 139 | Quality assurance                    | 169 |
| Corporate priorities                                      | 139 | Environmental sustainability         | 170 |
| Key programs  | 142 |                                      |     |
| Advisory groups   | 144 |                                      |     |
| Research  | 145 |                                      |     |
| Young people in the juvenile justice system               | 147 |                                      |     |
| Youth justice conferencing                                | 152 |                                      |     |
| Young people in the community                             | 156 |                                      |     |
| Young people in custody                                   | 161 |                                      |     |
| Court logistics, classification and security intelligence | 167 |                                      |     |

## Chief Executive's foreword

Juvenile Justice was transferred to the Department of Attorney General and Justice on 1 April 2011. From 1 July 2010 to 31 March 2011 Juvenile Justice was part of the then Department of Human Services.

The information in this report encompasses the entire financial year, with notes on work completed in the first nine months where appropriate.

All performance statistics are for the full financial year to allow comparisons with performance in previous years.

While the average daily number of young people in custody dropped during the year, the numbers entering custody continued to rise, with over 5,000 young people coming into custody on remand, a six per cent increase on last year.

The average length of stay on remand was nine days, and the median length was one day. There continues to be a high volume of young people coming through the custodial system, which is a major driver of resource consumption by Juvenile Justice.

Initiatives were introduced to help keep young people out of custody where possible.

The Bail Assistance Line (BAL) was established in Dubbo, the Hunter region and Western Sydney. The BAL received over 130 telephone calls for assistance and provided accommodation for nearly 40 young people to ensure they were not remanded in custody.

Youth justice conferencing expanded in 2010/11 to increase the capacity for conferencing and to reduce the time between referral and conferences. There was an increase in referrals and 70 new convenors completed the training program during the year.

Juvenile Justice established the Waratah pre-release unit at Reiby Juvenile Justice Centre which helps prepare young people for release back into the community by linking them with work and education before they are released.

The Intensive Supervision Program continues to produce outstanding results for participants and their families, with 85 per cent successfully completing the program. Around one-third of the families who participated in the program were Aboriginal.

“Juvenile Justice completed a successful year in 2010/11. In 2011/12 we have the opportunity to strengthen policy, operational and research initiatives with partner agencies. . .”

## Chief Executive's foreword (continued)

During the year the results of the Young People in Custody Health Survey were released providing important data and insight into the background of young people in custody. The survey results can be found on the Juvenile Justice website.

The results make it clear that Juvenile Justice is dealing with some of the most disadvantaged young people in the State. They come from unstable backgrounds and have complex needs which require a multi-agency approach.

A number of initiatives that began with the Department of Human Services are being continued, including the establishment of complex client panels. These panels bring together experts from multiple agencies to co-operatively case-manage clients. This has helped break down barriers to services and, more importantly, provided a better solution for clients.

Juvenile Justice hosted the Child Wellbeing Unit for the Department of Human Services until July 2011. During the year the unit took over 1,000 calls and provided advice to staff from all agencies, as well as delivering 93 training and education sessions to staff in Juvenile Justice, Housing NSW, and Ageing, Disability and Home Care across the State. The unit has moved to the Department of Family and Community Services; however, Juvenile Justice staff continue to have access to the unit's services.

We also continued to ensure that our practices and services are evaluated and benchmarked.

The Juvenile Justice Quality Assurance Framework (JJQAF) was extended to community operations covering all aspects of Juvenile Justice Community Services (JJCS) including youth justice conferencing and court logistics. The purpose of the JJQAF is to build a culture of continuous quality improvement within Juvenile Justice. The framework encompasses a rigorous process that involves self-assessment, annual review, improvement review and progress review.

Juvenile Justice completed a successful year in 2010/11. In 2011/12 we have the opportunity to strengthen policy, operational and research initiatives with partner agencies in the Department of Attorney General and Justice with the continuing aim of reducing youth antisocial and offending behaviour.



### Chief Executive

#### John Hubby BBA MPH

John Hubby joined Juvenile Justice NSW in July 2009 as Deputy Chief Executive (Management Services) and was appointed to the role of Chief Executive in October 2010.

John has an extensive background in health and human services in Australia and the United States. Prior to joining Juvenile Justice NSW, he was an executive at NSW Health, Justice Health where he worked on policy to address the complex health issues of young offenders. John has worked across multiple settings in the implementation of the NSW Government's model for shared corporate service delivery.

John is chair of the Australasian Juvenile Justice Administrators (AJJA), a group of representatives from every Australian state, territory and New Zealand, responsible for juvenile justice services.

John holds a Master of Public Health from the University of Sydney and a Bachelor of Business Administration from the University of Texas at Austin.

## Background

### Who we are

Juvenile Justice is responsible for administering youth justice conferences and for supervising young people who receive community-based orders or custodial sentences from the courts.

The agency operates under the terms of the *Children (Detention Centres) Act 1987*, the *Children (Community Service Orders) Act 1987*, the *Young Offenders Act 1997* and the *Children (Interstate Transfer of Offenders) Act 1988*.

Juvenile Justice is a key partner on NSW State Plan priorities to reduce rates of crime, particularly violent crime, reduce levels of antisocial behaviour and reduce re-offending.

### What we do

Our work includes:

- the supervision of young people sentenced to community-based or custodial orders
- support for young people meeting the conditions of bail
- supervising young people on conditional bail
- supervising young people remanded in custody pending court matters
- preparing reports for consideration of the courts in determining sentences
- administering the Youth Justice Conferencing Program
- supervising the Youth Conduct Order Program.

We provide funding to a number of community organisations to assist young offenders and their families.

### Our clients

While supervising young offenders, either in the community or in custody, Juvenile Justice helps these young people with programs that provide them with the opportunity to choose positive alternatives to offending behaviour.

These services are aimed at reducing the risk of a young person re-offending and to assist them in addressing underlying issues and behaviours.

### Executive structure and management

Juvenile Justice is organised across three directorates: Operations; Management Services; and Office of the Chief Executive.

Corporate governance is the responsibility of the Executive Committee. In 2010/11 the Executive Committee met on a monthly basis and the committee consisted of the:

- Chief Executive
- Deputy Chief Executive (Operations)
- Deputy Chief Executive (Management Services)
- Executive Director, Office of the Chief Executive
- Regional Director, Metropolitan Region
- Regional Director, Northern Region
- Regional Director, Western Region
- Chief Financial Officer
- Executive Director, Human Resources.



Detainees have access to schools in Juvenile Justice Centres.

## Highlights

In 2010/11, Juvenile Justice:

- commenced the rollout of Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders. The program helps young people change their thinking and decision-making processes and, ultimately, their offending behaviour. One hundred and forty-seven young people have commenced the program since its introduction
- opened a new 15-bed unit in Acmena Juvenile Justice Centre which is self contained and includes two classrooms. Expansion of the centre also included upgrades to the administration area, visits area and Court Audio Visual Link suites
- established the Bail Assistance Line which has received over 130 telephone calls for assistance and provided safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues
- completed the implementation of the Detainee Behaviour Intervention Framework. The framework, which has now been implemented across all centres, provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour
- opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention, with the young people attending external community locations, such as TAFE and employment services, and also undertaking community work
- expanded the Quality Assurance Framework, which has been used throughout juvenile justice centres since 2008, into community operations covering all aspects of Juvenile Justice Community Services including youth justice conferencing and court logistics
- held a series of education seminars in partnership with the Sydney Institute of Criminology at Sydney University on juvenile justice issues including rising numbers in remand and Indigenous incarceration and programs.

## Corporate priorities

Juvenile Justice is a key partner on three State Plan priorities:

- **R1:** Reduced rates of crime, particularly violent crime
- **R2:** Reduced re-offending
- **R3:** Reduced levels of antisocial behaviour.

Key agency initiatives in place to help young offenders reduce their re-offending behaviour include:

- the Bail Assistance Line, which helps reduce the number of young people being held in custody on remand due to a lack of appropriate accommodation
- the Intensive Supervision Program, which targets serious repeat juvenile offenders and works with them in their homes, schools and communities to help them deal with the multiple factors that contribute to their offending

- Alcohol and other drug programs, including Dthina Yuwali (an Aboriginal Alcohol and Other Drug Program) which work to address the alcohol and drug issues which may be contributing to offending behaviour
- pre- and post-release services for young people exiting Juvenile Justice custody, which help integrate young people back into their community by providing them with assistance to meet a range of social and clinical needs.

The Juvenile Justice 2010–13 Corporate Plan is available on the Juvenile Justice website [www.djj.nsw.gov.au](http://www.djj.nsw.gov.au).



## Corporate priorities (continued)

| Corporate Plan Goals  | 2010/11 results  |
|---|--|
| Families are better equipped to support young offenders released from custody or completing legal orders            | A Program Evaluation Framework has been developed for family programs. The Evaluation Framework and Governance arrangements were endorsed by the Juvenile Justice Executive Committee in May 2011. The Research and Information Unit are working with the Program Unit to implement the framework.   |
| Young people are supported to find safe and suitable accommodation  | <p>Under the state's Homelessness Action Plan and the Implementation Strategy for the National Partnership on Homelessness, Juvenile Justice is responsible for three Commonwealth-funded projects.</p> <p>Contracts to provide supported accommodation were awarded to CatholicCare in south west Sydney; Homelessness Assistance Youth Service, YP Space MNC, and Northern Rivers Social Development Council for mid- and far-north coast services; and Mission Australia for the Riverina Murray region.</p> <p>Also, two projects, matched in funding, are underway: the Joint Tenancy Accommodation Program in metropolitan Sydney and the Bail Assistance Line at three sites.</p> |
| Young people have a support structure to sustain successful transition from Juvenile Justice custody or supervision | <p>A ten-bed pre-release unit has been established at Reiby Juvenile Justice Centre to help young offenders in custody prepare for their release from detention and improve their chances of successful re-integration back into the general community.</p> <p>A review of the Community Funding Program is underway to ensure community-funded programs meet the needs of young offenders in the community and following release from custody.</p>  |
| Increase in the proportion of eligible young people who participate in YJC and improve victim involvement           | <p>The average number of days from a youth justice conference referral being received to the conference being held was reduced from 61 days to 43 days. This is a 19% decrease.</p> <p>There was increased victim participation from 58% in 2009/10 to 71% in 2010/11.</p>   |
| Improved systems and consistent applications of policies through centres and community offices                      | <p>The JJQAF was extended to community operations covering all aspects of JJCS including youth justice conferencing and court logistics.</p> <p>Ongoing training to support the implementation of CHART was delivered.</p> <p>The staged implementation of the Detainee Behaviour Intervention Framework was completed during 2010/11.</p>   |
| Improved interventions for Aboriginal young people and their families   | A revised Aboriginal Strategic Plan, with updated performance measures, was approved by the Executive Committee in June 2011. An Aboriginal and Torres Strait Islander Employment and Retention Strategy was endorsed by the Executive Committee.  |
| Safe and healthy workplace  | <p>A Safety Management System design was developed and documented.</p> <p>The risk management framework was updated to be consistent with Standard AS/NZ ISO 31000:2009 Risk Management – Principles and Guidelines.</p> <p>The Enterprise Risk Management Manual was produced with framework for managing a range of risks.</p> <p>The risk management policy was updated.</p>  |
| Workplace capability supported by workforce planning and management   | Training Needs Analysis (TNA) for frontline staff commenced in April 2011.   |
| Corporate systems, polices and services support operational goals and performance targets                           | <p>The Client Information Management System was upgraded to provide easier access and better reporting.</p> <p>The Strategic Information System was introduced to provide upgraded reports to the Executive.</p>   |

## Corporate priorities (continued)

### Keep Them Safe implementation

#### Child Wellbeing Unit

Juvenile Justice hosted the Department of Family and Community Services (formerly the Department of Human Services) Child Wellbeing Unit up until the end of June 2011. The Child Wellbeing Unit (CWU) provides a service to staff in Juvenile Justice, Housing NSW, and Ageing, Disability and Home Care (ADHC).

In 2010/11 the unit took 1,157 calls and provided advice in regard to 1,354 children and young people. A significant proportion of concerns related to Aboriginal and/or Torres Strait Islander children and young people (24%) and to children and young people with disabilities (33%).

The main concerns were about neglect, parents' or carers' supervision of children and young people, or about their physical shelter and environment. The staff of the CWU undertook more than 3,600 activities in response to calls, including requesting or obtaining information to better determine the level of risk to children and young people and the kind of services that may assist them, or assisting staff to make referrals to support children and young people.

The unit delivered 93 training and education sessions to staff in Juvenile Justice, Housing NSW, and ADHC across the State. These sessions focused on building the capacity of staff in agencies to recognise child protection concerns, use the Mandatory Reporting Guide, understand the role of the CWU, use the new information exchange laws, and understand new referral pathways such as the Family Referral Services. There was a strong emphasis on identifying risk factors as early as possible and linking children, young people and their families with support to reduce risk.

The unit has also worked closely with Aboriginal Affairs to assist with their implementation of Keep Them Safe and the introduction of relevant policies. The CWU and Aboriginal Affairs conducted a series of joint workshops across the State for Aboriginal Affairs staff regarding Keep Them Safe covering similar topics to those set out above. Aboriginal Affairs has also provided training for the CWU staff about their role and Aboriginal services in NSW.

From July 2011 the unit will move from Juvenile Justice to the Department of Family and Community Services; however, Juvenile Justice staff will continue their access to the unit's services.



Juvenile Justice staff provide counselling sessions to young people.

## Key programs

Juvenile Justice operates a number of key rehabilitation programs.

### Dthina Yuwali

Dthina Yuwali is a group work program developed by Juvenile Justice's Aboriginal staff for Aboriginal young people with substance-related offending.

Training is offered twice per year to staff in the Dthina Yuwali program and occurred in November 2010 and May 2011. To date, 102 staff have been trained in the program since its commencement in April 2009.

Dthina Yuwali continues to be delivered in centres and community locations with promising results.

Evaluation of the program as part of the National Indigenous Law and Justice Framework is scheduled to commence in July 2011.

In 2011/12 work will continue to consolidate Dthina Yuwali whilst obtaining valuable information from the evaluation concerning outcomes, impacts and elements useful in Aboriginal programming.

### Love BiTES

The Love BiTES program has been adapted and developed as a Juvenile Justice model in partnership with the National Association for the Prevention of Child Abuse and Neglect (NAPCAN).

Love BiTES is a domestic violence and sexual assault prevention program for young people based on best-practice standards and recommended by the Australian Domestic Violence and Family Violence Clearinghouse.

In 2010/11 Juvenile Justice has co-delivered training with NAPCAN to Juvenile Justice staff and community partners in five locations – Grafton, Sydney, Wagga Wagga, Central Coast and Dubbo.

The program has also commenced with young people in three locations – Cobham, Emu Plains and Riverina Juvenile Justice Centres.

In 2011/12 Juvenile Justice will continue to implement the initiative through the training of staff, delivery of the program and ensuring that personal safety and protective behaviours information and course content are available for young people admitted to juvenile justice centres and those on community-based orders.

### Our Journey to Respect

The Our Journey to Respect program was developed in 2000 in partnership with Gilgai Aboriginal Centre. The program was originally developed as an intergenerational violence prevention program aimed at reducing the incidence of violence against older people.

The program has been revised in 2010/11 as a tertiary violence prevention package aimed at motivating young people to make changes to violent behaviours, educating young people about behaviours that are a crime, and providing skill development/practiced learning in non-violent strategies.

Pilots in the revised program have occurred on three occasions this financial year. Program pilots have been held at three locations – Frank Baxter and Riverina Juvenile Justice Centres and a community pilot held at Emerton Youth Centre. A final program pilot is currently being planned for Reiby Juvenile Justice Centre.

It is planned that the training of staff in the adapted program will occur in 2011/12.

### Intensive Supervision Program

The Intensive Supervision Program (ISP) in NSW, which has been in operation since May 2008, is based on the multi-systemic therapy model (MST). The program in NSW is being evaluated by the Bureau of Crime Statistics and Research.

The ISP is specifically aimed at juveniles who commit serious and/or repeat offences. A range of issues are addressed including aggression, substance abuse, financial problems, housing needs, family conflict and negative peer pressure. The program seeks to empower caregivers to address systemic factors that predispose or maintain offending.

The program has been established in two locations: Newcastle and Western Sydney. An ISP team consists of trained clinicians, a clinical supervisor and an Aboriginal team adviser who work systemically with each young person on an individual, family and community level. The Aboriginal team advisers work with clinicians, families and community agencies to ensure interventions are best matched to the needs and strengths of Aboriginal clients, families and communities.

The team meets with young offenders and their families in their home to provide caregivers with the skills and resources to independently address antisocial behaviour as well as support their child to successfully adjust to family, peer, school and neighbourhood demands. The teams also work with school teachers, principals, and NSW Police to develop positive inter-agency links that help families and juveniles access appropriate services.



## Key programs (continued)

In 2010/11, 37 (85%) of the 44 families enrolled successfully completed the ISP. A variety of reasons led to unsuccessful completion of the program, including the family moving out of the area, or the young person going into custody for a sustained period. During the year, 12 (80%) of the 15 Aboriginal families enrolled completed the program. The program also served families with a Pacific Islands, New Zealand, Asian, South American and European background.

An internal review of outcomes for the families indicated that 74% of caregivers had parenting skills necessary to handle future problems, 80% had improved family relations and 76% had an improved network of supports.

### CHART

Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders was implemented in late 2009. Developed in Victoria, the program helps young people change their thinking and decision-making processes and, ultimately, their offending behaviour. Ongoing training to support the implementation of CHART has been delivered throughout this financial year. Since its introduction, 147 young people have commenced the program.

### Cognitive Self Change Program

To meet the challenge of high-risk young people who have committed violent offences, Juvenile Justice is piloting the Cognitive Self Change Program. This group-based program teaches participants to monitor their own thinking, identify what underpins their violence and crime, develop alternative thinking which allows them to feel good about themselves while avoiding crime, and to practise this new thinking until they can use it in real-life situations where it counts.

The initial community pilot began in Fairfield in the first half of 2010 and additional pilots have commenced at Blacktown and Gosford. The program will be further expanded in 2011/12 commencing with the first custodial setting at Reiby Juvenile Justice Centre. The program will be evaluated through comparison of re-offending rates with an equivalent group who did not receive the program, and through changes on a measure of antisocial thinking.

### Alcohol and Other Drug Programs

The Juvenile Justice Alcohol and Other Drug (AOD) treatment pathway comprises three evidence-based programs, all written in Australia and containing a full range of user friendly resources. The programs are designed in stages according to a client's level of risk of re-offending.

**Stage 1:** Is a drug education program that aims to bring about an awareness of substances and consequences related to their misuse.

Two resource manuals for counsellors and participants have been developed. One of the manuals is now complete and has been printed and is ready for distribution. The second manual will be completed in July 2011.

**Stage 2:** 'Profile' – Personal Review of Offences File. This program is motivationally designed to promote problem recognition and treatment readiness in participants.

Sixty-six young people commenced the Profile program during the year. Significant updates have been made to the manual which include revised artwork and board games. A new participants' manual is currently being developed for the program and is due for completion in July 2011.

**Stage 3:** 'X-Roads' (Cross Roads) is a high intensity treatment program for participants who have been assessed as being 'treatment ready', or willing to give change a chance. This program is innovative and has been developed in partnership with the National Drug and Research Centre (NDARC) and Juvenile Justice NSW. Training and implementation will commence in 2011/12.

### Program evaluation

The development of the Program Development and Evaluation Framework has provided the foundation for designing and implementing program evaluations. Pre- and post-program assessments based on research and best practice are now developed for all offending-focused programs.

Pre-program data has been collected for almost 365 young people across different program areas. When post-program data is also collected, pre- and post-change analyses will identify the benefits of the programs for young offenders and areas for future improvement. In time, this data will contribute to what we know about what works to reduce offending behaviour.

## Advisory groups

### Australasian Juvenile Justice Administrators

The Australasian Juvenile Justice Administrators (AJJA) is a Standing Committee of the Community and Disability Services Ministers' Advisory Council (CDSMAC) which provides support to the Community and Disability Services Minister's Conference (CDSMC). John Hubby, Chief Executive Juvenile Justice, is currently the Chair of AJJA.

AJJA comprises Australian and New Zealand juvenile justice administrators. AJJA works collaboratively to lead and influence the development of youth justice systems and to contribute to better outcomes for young people and the community.

AJJA continues to develop a national approach and benchmarks for youth justice administration which includes national standards and guidelines for States and Territories to model.

AJJA contributes to the development of performance indicators through the Steering Committee for the Report on Government Services and commissions national research projects to contribute to building the evidence base for effective youth justice interventions.

### Young Offenders Advisory Council

The Young Offenders Advisory Council provided independent advice to the Attorney General and the Minister for Justice on issues, policies and legislation likely to impact on the operations of the juvenile justice system and young offenders. The Advisory Council's work is consistent with NSW State Plan priorities to reduce levels of antisocial behaviour and reduce re-offending.

Membership included government and non-government representatives and reflects a broad cross-section of the community. Members are chosen for their considerable experience in the justice and youth fields. The Council is chaired by Michael Mahony.

“Visits are conducted fortnightly, and reports are given to the Minister each quarter evaluating standards of care...”

### Official visitors

The Juvenile Justice Official Visitor Scheme provides independent monitoring and evaluation of juvenile justice centres.

Established under the *Children (Detention Centres) Act 1987*, the scheme ensures the protection of rights, improves advocacy and enhances other forms of assistance related to the oversight, welfare and treatment of young people in custody.

The Minister for Justice appoints one official visitor to each juvenile justice centre. Visits are conducted fortnightly, and reports are given to the Minister each quarter evaluating standards of care and the performance of each centre in relation to detainees' security, welfare and rehabilitation.

### Chaplains

The Civil Chaplains Advisory Committee (CCAC) co-ordinates the full-time and part-time chaplains engaged by Juvenile Justice to provide religious and spiritual support and counsel to young people in custody. This includes non-Christian faiths including Islam and Buddhism.



Detainees participate in work programs in Juvenile Justice Centres.

## Research

The Research and Evaluation Steering Committee reviews and approves all research conducted in Juvenile Justice. The Committee is composed of senior members of Juvenile Justice as well as external members from NSW Health including Justice Health, the NSW Bureau of Crime Statistics and Research and NSW Corrective Services. Juvenile Justice is actively involved in research projects with external agencies.

| Project  | Description  |
|--|--|
| 2009 Young People in Custody Health Survey (YPiCHS)  | A research project undertaken collaboratively with Justice Health.<br><br>This study, replicating 2003 YPiCHS, examined risk behaviour, family and living situation, and offending history. The baseline survey, six and twelve month follow up have been completed. The completed baseline report can be found on the Juvenile Justice website.   |
| Investigation into reasons behind young people breaching bail conditions   | This internal Juvenile Justice research project aims to investigate why young people are breaching their bail. The project involves interviewing young people who have been remanded for breach of bail only and discussing their conditions, their understanding of their conditions, difficulties with complying and the reason behind breaching their conditions.   |
| Investigating incarcerated and inpatient adolescents' beliefs and adherence to psychotropic medication                         | This project, conducted by Donna Blomgren (A/Chief Pharmacist, Justice Health) aims to examine adolescents' beliefs about psychotropic medication and if these are related to adherence to these medications. Recent research on the determinants of medication adherence has focused on patients' beliefs or perceptions.   |
| Indigenous interactions with the justice system: A focus on re-offending and desistance  | Australian National University PhD student Kate Sullivan's project examines the common patterns among Aboriginal people who have been serial offenders in the justice system and have since stopped offending. Data collection has recently been completed.  |
| Case management in Juvenile Justice NSW: Client perspectives   | This project is being conducted by a PhD student with Monash University.<br><br>This research aims to examine and describe clients' understanding and experiences of case management as it occurs in the juvenile justice system in order to contribute to and improve effective case management theory and practice.  |
| Cultural collections and Juvenile Justice: Research with Pacific Islander young people   | This project is a collaborative effort between the Collaborative Research Centre researchers at RMIT (Royal Melbourne Institute of Technology), the Australian Museum, Juvenile Justice, and NSW Legal Aid.<br><br>The Australian Museum has one of the world's best Pacific collections and has begun to work with young Pacific Islanders in the Juvenile Justice System of NSW.<br><br>Through this project it is hoped that a meaningful connection with their heritage will serve to ground these young people and move them away from crime. |
| Indigenous persons with mental health disorders and cognitive disabilities (MHDCD) in the criminal justice system (CJS) in NSW | Conducted by University of NSW in conjunction with Juvenile Justice. This project will build on the Australian Research Council Linkage Project, People with MHDCD in the CJS.<br><br>Initial analysis indicates that Indigenous persons have the highest rates of complex needs (multiple diagnoses and disability) and that Indigenous women with complex needs have significantly higher convictions and episodes of incarceration than their male and non-Indigenous peers.  |
| Effective methods of challenging pro-criminal attitudes and behaviour of juvenile offenders                                    | This project is being conducted by PhD student Phillipa Evans with Monash University.<br><br>This project explores the specific skills workers employ in confronting antisocial attitudes in juvenile offenders in the context of a supervision relationship.<br><br>This research will further explore which styles of challenging are more effective with different client groups.   |

## Research (continued)

| Project  | Description  |
|--|--|
| Causes of antisocial behaviour in adolescence  | <p>A longitudinal study conducted by University of Wollongong.</p> <p>The design of the study is to identify the individual, developmental, and social factors that lead to antisocial behaviour amongst adolescents.</p> <p>It will also examine factors that predict the persistence of antisocial behaviour into adulthood.</p>   |
| Working Together to Reduce Youth Recidivism: Exploring the potential of a wraparound interagency service model | <p>A collaborative project between Southern Cross University, Centre for Children and Young People, and Juvenile Justice. The project aims to develop and trial a 'wraparound' services model that utilises improved inter-agency collaboration.</p> <p>The aim of the service model is to reduce recidivism amongst clients engaged with the Department of Family and Community Services.</p> |
| Exploring the Relationships between Cannabis Use & Criminal Offending among Adults and Adolescents             | <p>This project is being conducted by Melanie Simpson, PhD student with University of NSW, in conjunction with National Cannabis Prevention and Information Centre.</p> <p>The aim of the project is to explore the relationship between cannabis use and criminal offending among both adults and adolescents.</p>  |
| An analysis of supervision skills used by juvenile justice workers   | <p>Dr Chris Trotter from Monash University is evaluating the use of pro-social modelling techniques by Juvenile Justice officers and counsellors during supervision sessions with young people serving community-based orders.</p> <p>The data collection has been completed and the analysis is underway.</p>   |
| Annual Patient Snapshot Survey   | <p>This is a longitudinal study spanning five years, conducted by Justice Health in collaboration with Juvenile Justice. The aim of the project is to monitor the satisfaction of Justice Health patients and key socio-demographic and health-related indicators.</p>   |
| Understanding low risk offenders who re-offend and high risk offenders who desist                              | <p>This project is being conducted by Charles Sturt University. The project is reviewing the accuracy of the <i>Youth Level of Service/Case Management Inventory – Australian Adaptation</i> and seeking to understand false negative and false positive risk predications.</p>  |



Schools in Juvenile Justice Centres.



## Young people in the juvenile justice system

Young people under the age of 18 who are involved in crime represent a relatively small proportion of the State's population.

Records of the NSW Children's Court and Juvenile Justice show that in 2010 for every 1,000 people aged 10–17 resident in NSW:

- 13.6 had a criminal matter finalised in the Children's Court
- 10.6 were convicted and/or sentenced in these finalised matters
- 5.3 were given sentences requiring Juvenile Justice to supervise them in their community
- 1.1 were sentenced to detention.

Source: NSW Bureau of Crime Statistics and Research, DAGJ/JJ SIS, and ABS

The factors that lead to young people becoming involved in crime are complex and varied but are often the same as those that relate to the difficulties young people experience in other aspects of their lives. They can include, but are not limited to, alcohol and substance abuse, mental health issues, poor parental supervision, difficulties in school and employment, negative peer associations, poor personal and social skills, homelessness, neglect and abuse.

Our focus is on developing and delivering strategies that will help young people address their offending and antisocial behaviour and successfully re-integrate into their community. To achieve this, we provide a range of programs and interventions within the community and custodial environments including counselling, group work programs which focus on alcohol and other drug issues, programs for violent offenders, and programs for Aboriginal young people.

We have also developed a range of partnerships to assist young offenders including the delivery of education within juvenile justice centres, post-release support and employment skilling programs, disability support, health and mental health support, and legal services.

A key priority is the over-representation of young Aboriginal offenders and young offenders under 14 years.

The results of the 2009 Young People in Custody Health Survey showed:

- 27% of young people had been placed in care before the age of 16 years
- 45% have had a parent in prison
- only 38% were attending school prior to custody
- 14% had a possible intellectual disability (IQ 69 and under)
- 32% scored in the borderline intellectual disability range (IQ 70 to 79)
- 87% were found to have any psychological disorder, with conduct disorder (59%), substance use (49%), alcohol abuse (44%) or ADHD (30%) the most common
- 79% had reported previous time in custody
- 93% had been drunk with an average age first drunk of 13 years
- 66% reported being drunk at least weekly the year prior to custody
- 89% had tried illicit drugs, with cannabis (87%) the most common used, followed by ecstasy (41%), and methamphetamines (29%)
- 65% had used an illicit drug at least weekly in the year prior to custody
- 5% reported committing crime to obtain alcohol or drugs.



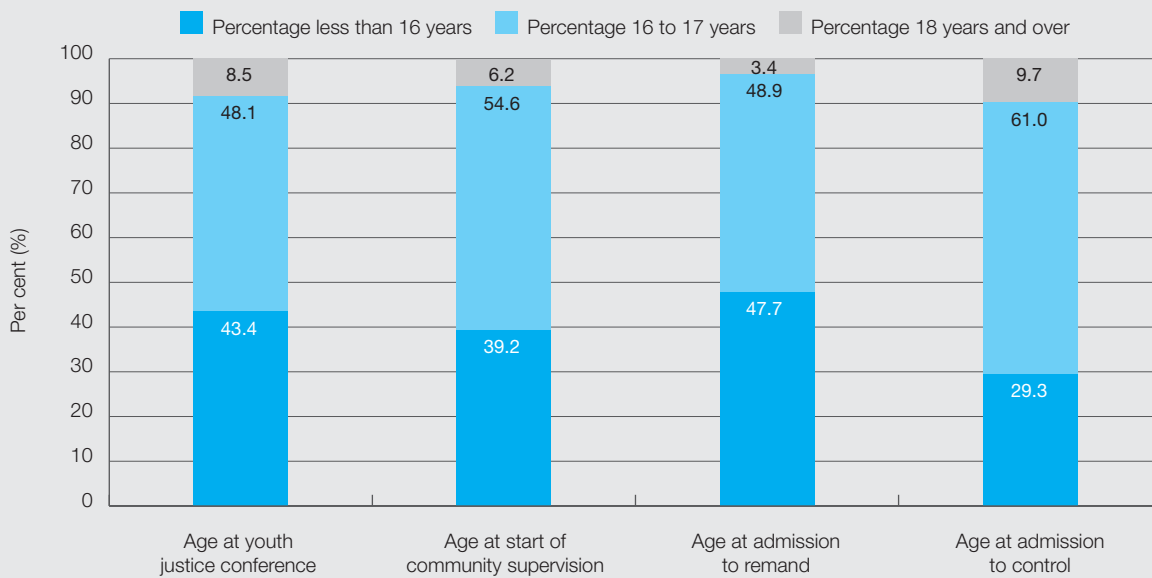
Juvenile Justice staff provide case management for young people.

## Young people in the juvenile justice system (continued)

### Age characteristics of offenders

Young offenders, both under community-based supervision and in detention, are predominantly aged between 16 and 17.

#### Age characteristics of offenders in Juvenile Justice in 2010/11

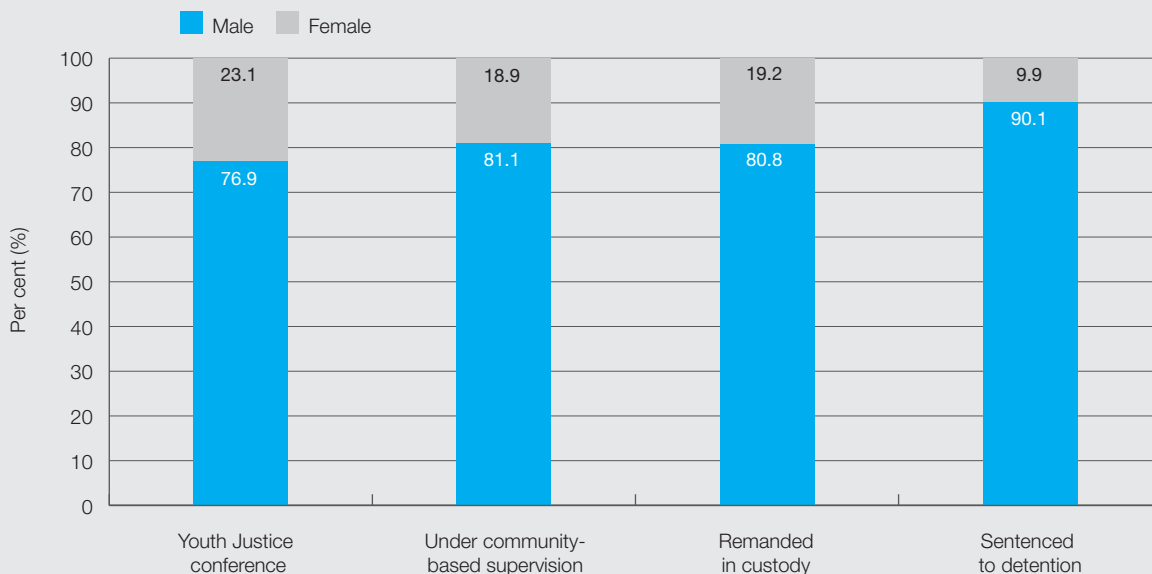


Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

### Gender of young offenders

Young people in custody and on community service orders in NSW are predominantly young males aged between 16 and 17. Young women make up a small percentage of juveniles in custody at just under 10% in 2010/11.

#### Gender of offenders in Juvenile Justice in 2010/11



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

## Young people in the juvenile justice system (continued)

### Youth Level of Service Inventory

The Youth Level of Service Inventory (YLSI) is an assessment tool for determining risk of juvenile re-offending. Prior current offences are static factors and are therefore excluded from reduction calculations.

#### Young people exiting from Juvenile Justice

|   | 2006/07<br>% | 2007/08<br>% | 2008/09<br>% | 2009/10<br>% | 2010/11<br>% |
|---|--------------|--------------|--------------|--------------|--------------|
| Living in safe and appropriate accommodation          | 83           | 87           | 91           | 91           | 92           |
| Participating in education and training or employment | 61           | 62           | 61           | 62           | 67           |
| Participating in community activities                 | 32           | 41           | 40           | 41           | 39           |

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

|   | 2006/07<br>% | 2007/08<br>% | 2008/09<br>% | 2009/10<br>% | 2010/11<br>% |
|---|--------------|--------------|--------------|--------------|--------------|
| All clients showing a reduction in their YLSI score on exit from JJ supervision | 61           | 66           | 69           | 68           | 67           |
| Medium to high YLSI rankings that are reduced on exit from JJ supervision       | 47           | 45           | 51           | 48           | 46           |

Source: DAGJ/JJ RPELive Database. Extracted 16 July 2011. As this is taken from a live database, figures are subject to change.

### Juvenile re-offending

The figures below are provided by the Bureau of Crime Statistics and Research which is responsible for the reporting of crime statistics in NSW and has a database to calculate re-offending rates. It is also responsible for collecting all court data.

#### Juvenile re-offending by business stream for 12 months



Source: NSW Bureau of Crime Statistics and Research.

1. This counts the number of juvenile offenders receiving a subsequent conviction or conference within 12 months of the index appearance.
2. For young people with non-custodial sentences their follow-up period starts on the date of finalisation of their index appearance.
3. For young people with custodial sentences their follow-up period starts at the end of their fixed sentence.
4. The data collection period for follow-up data concluded on 31 December 2010, for Detention Orders made after 30 December 2008 the full follow-up period may not have expired by this time. There are 271 such cases. Thus: the re-offending rate for Control for 2008/09 is provisional.

## Young people in the juvenile justice system (continued)

### Aboriginal and Torres Strait Islander young people

The challenges Juvenile Justice faces in supporting Aboriginal young offenders are diverse and complex. The social, educational, health and justice outcomes for the Aboriginal population are significantly lower than for the non-Aboriginal population.

While Juvenile Justice is only one of the government agencies involved with Aboriginal young offenders, the agency has a significant role to play in providing services and programs to Aboriginal young offenders to decrease their re-offending and increase their capacity to successfully re-integrate into their community.

At any given time Aboriginal and Torres Strait Islander young people represent almost half of our client base. This is why improving our knowledge and capacity to effectively respond to the needs of Aboriginal and Torres Strait Islander young people is a key priority.

To ensure a co-ordinated approach to addressing needs of Aboriginal young people in the juvenile justice system, Juvenile Justice has released a revised Aboriginal and Torres Strait Islander Strategic Plan 2011–2013.

Initiatives in this revised plan include:

- active recruitment and retention of Aboriginal staff as well as providing non-Indigenous staff with appropriate cultural knowledge to work effectively with Aboriginal young people
- programs and interventions to reduce the risk, severity and frequency of re-offending of Aboriginal young men and women
- supporting Aboriginal young people while they are on bail to help them re-integrate into the community and extending youth justice conferencing where appropriate
- building a culturally competent juvenile justice workforce
- working in partnership with Aboriginal communities
- ensuring that community office staff provide support to local Aboriginal communities and agencies as they encourage Aboriginal young offenders to take responsibility for their own lives and steer them away from a life of crime.

The Aboriginal and Torres Strait Islander Strategic Plan is a three-year plan focused on producing positive outcomes for our clients in detention and in the community by implementing a series of strategies across five key result areas.

These five areas are linked to the current Juvenile Justice Corporate Plan 2010–2013 and focus on strengthening our knowledge and capacity to develop a responsive and effective juvenile justice system which supports our clients and respects Aboriginal and Torres Strait Islander culture, families and communities.

The agency works closely with other agencies to assist in addressing the needs of young offenders and the community, including Aboriginal Affairs NSW who produce the Two Ways Together policy and NSW Closing the Gap Strategy.

We place a high value on identifying, developing and implementing culturally appropriate, innovative and evidence-based programs that specifically target areas of offending risk within the Indigenous youth population.

Continued improvements in employment rates for Indigenous staff are vital in building a responsive and effective juvenile justice system that supports young people and understands and respects Aboriginal and Torres Strait Islander culture, families and communities.

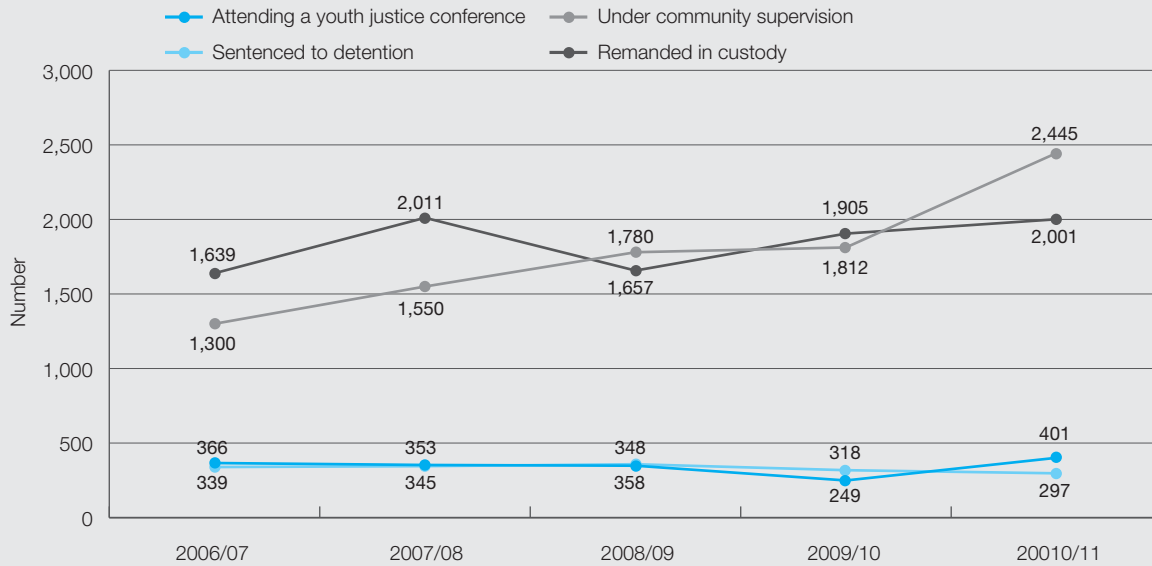
The agency is working on the development of an Aboriginal and Torres Strait Islander Cultural Respect Framework to ensure policies, services and programs respond effectively to the unique needs of Aboriginal clients and staff. A key feature will be the development of cultural standards and practices for program development and service delivery.

“We place a high value on identifying, developing and implementing culturally appropriate, innovative and evidence-based programs that specifically target areas of offending risk within the Indigenous youth population.”



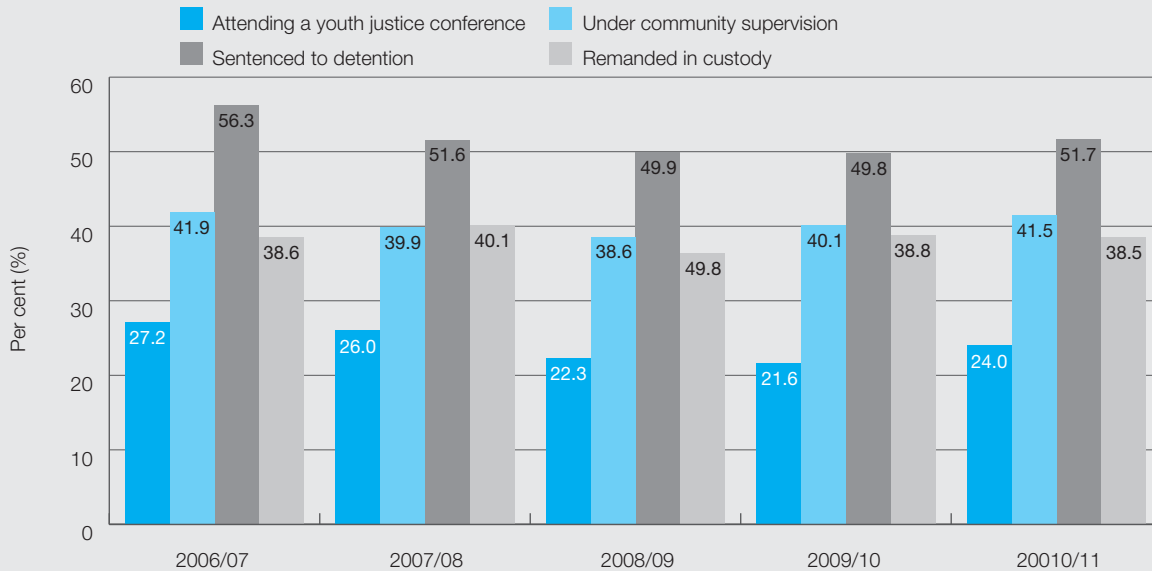
## Young people in the juvenile justice system (continued)

### Number of admissions of Aboriginal and Torres Strait Islander young people to Juvenile Justice



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

### Percentage of Aboriginal and Torres Strait Islander young people admitted to Juvenile Justice



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

## Young people in the juvenile justice system (continued)

### Aboriginal Strategic Advisory Committee

The Aboriginal Strategic Advisory Committee provides Aboriginal and Torres Strait Islander staff with the opportunity to provide advice and guidance to the Chief Executive on policy, programs and Aboriginal issues. The committee provides an opportunity for staff to identify and document program and service delivery successes, challenges and ways forward.

In turn, this informs us about options for future directions in working with Aboriginal staff and communities. It also enhances our capacity to build a stronger evidence base about what works and how our services can deliver better outcomes for Aboriginal clients.

Major activities included:

- the release of the 2011–2014 Aboriginal and Torres Strait Islander Recruitment and Retention Strategy
- the release of the Aboriginal Strategic Advisory Committee Charter
- conducting the 2010 Aboriginal Staff Conference, which enabled Aboriginal staff to network with colleagues and explore how the agency can strengthen its service delivery and programs to support Aboriginal young people, staff and the communities
- addressing the recommendations of the Aboriginal Child Sexual Assault Taskforce. Juvenile Justice leads four actions of the Interagency Plan to tackle child sexual abuse in Aboriginal communities, including a review of the child sexual assault training package for Juvenile Justice staff and supervisors, introduction of mandatory personal safety and protective behaviours courses in juvenile justice centres with an Aboriginal component, and review of the current Juvenile Sex Offender Programs provided in juvenile detention, and adapting the Love BiTES program for implementation across NSW
- participating in the Two Ways Together Co-ordinating Committee and development of the NSW Closing the Gap Strategy
- the evaluation of Dthina Yuwali as part of the National Indigenous Law and Justice Framework. It is one of only two projects in NSW which will be evaluated.

## Youth justice conferencing

Juvenile Justice is responsible for administering youth justice conferences under Part 5 of the *Young Offenders Act 1997*. Referrals for youth justice conferences are made by police and the courts under the Act. If accepted, a conference is arranged and it determines a legally binding outcome.

Youth justice conferences are a community-based approach to dealing with young people who have committed a crime. Conferences are a formal legal process based on the principles of restorative justice. They bring young offenders, their families and supporters face-to-face with victims and their support people. Together, they agree on a suitable outcome that can include an apology, reasonable reparation to victims, and steps to reconnect the young person with their community in order to help them desist from further offending.

Conferences are available when young people have committed offences that the police, court or Director of Public Prosecutions determine are too serious to receive a warning or caution, or they have exceeded their maximum number of cautions. Youth justice conferences aim to help young offenders take responsibility for their own behaviour and encourage discussion between those affected by the offending behaviour and those who have committed it.

During the year, 2,134 referrals for a youth justice conference were made, with 1,637 resulting in a conference.

Approximately 91 per cent of young offenders completed the required tasks of their outcome plans.



*Juvenile Justice staff provide guidance for young people as they prepare for release.*

## Youth justice conferencing (continued)

### Youth justice conferencing key service measures

#### Key service measures for 2010/11 – youth justice conferencing

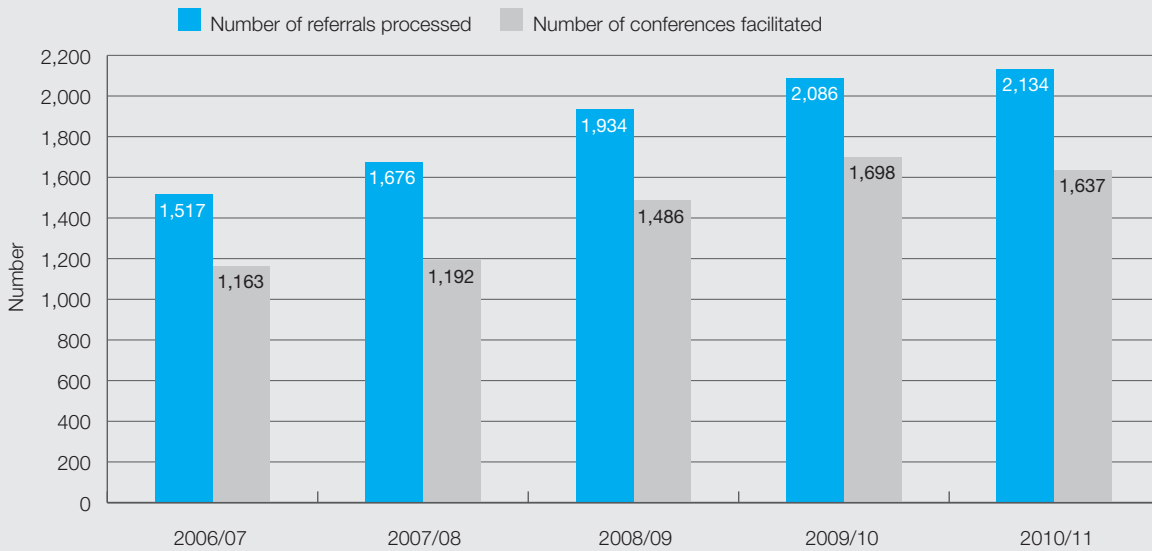
|   | Number                         | %    |
|---|--------------------------------|------|
| <b>Referrals to a youth justice conference</b>  |                                |      |
| Total   | 2,134                          |      |
| Police  | 982                            | 46   |
| Courts  | 1,152                          | 54   |
| Percentage of referrals to a youth justice conference for 'victimless' offences                       |                                | 8.52 |
| <b>Referrals resulting in a conference</b>  |                                |      |
| Number of referrals processed   | 2,134                          |      |
| Number of referrals resulting in a youth justice conference   | 1,971                          |      |
| Conferences facilitated   | 1,637                          |      |
| Percentage of all referrals resulting in a youth justice conference                                   |                                | 92.4 |
| <b>Participation in conferences</b>   |                                |      |
| Number of young people participating in youth justice conferences                                     | 1,604                          |      |
| Total number of participants in youth justice conferences   | 8,204                          |      |
| Percentage of victims or representatives in conferences held with identifiable victims                |                                | 71   |
| <b>Outcomes</b>   |                                |      |
| Number of outcome plans agreed on and approved for referrals received between July 2010 and June 2011 | 1,631 from 1,647 outcome plans | 99   |
| Number of occasions where the referring court did not approve the outcome plan                        | 7                              |      |
| Number of occasions where young offender and victim were not able to agree to an outcome plan         | 9                              |      |
| Percentage of finalised outcome plans that were successfully completed by 30 June 2011                |                                | 90.6 |

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Note: The Young Offenders Regulation 2004 allows six months for the completion of outcome plans, although the Director General does have discretion to allow additional time if circumstances are exceptional.

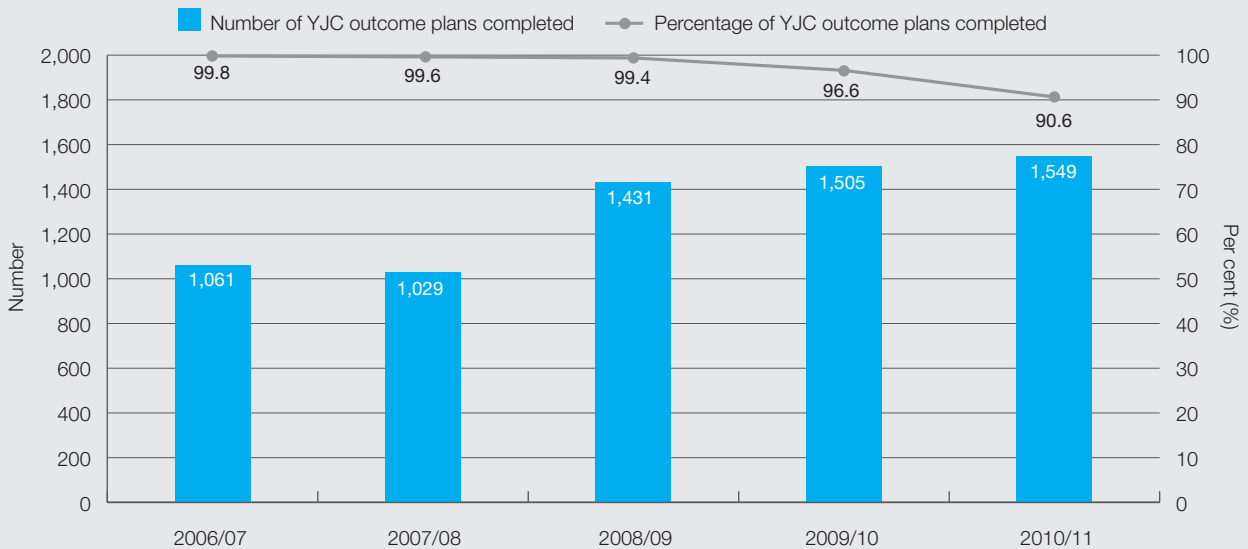
## Youth justice conferencing (continued)

### Youth justice conferencing referrals and conferences



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

### Number and percentage of youth justice conference (YJC) outcome plans completed



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.



## Youth justice conferencing (continued)

### Achievements

- The hourly rate of remuneration for conference convenors increased from \$39.50 to \$40.33 from 1 July 2010.
- A revised Memorandum of Understanding with Fire and Rescue NSW was signed in May 2011 to ensure the attendance, wherever possible, of a Fire and Rescue firefighter at youth justice conferences involving fire-related offences.
- A telephone survey was conducted in June 2011 with victims of crime who elected not to participate in a youth justice conference during the period July to December 2010. The purpose of this survey was to identify ways to better support victims and thereby increase attendance at youth justice conferences.
- A review of the appointment conditions of conference convenors was conducted in 2011 and the Convenor Induction Program was developed to ensure all newly appointed convenors are briefed in key policy areas including Occupational Health & Safety and Child Protection and Wellbeing. For the first time convenors are remunerated for participation in formal induction.



*Youth Justice conferencing Memorandum of Understanding with NSW Fire and Rescue.*  
Back Row (left to right): Kevin Smith, Station Officer & Acting Community Safety Coordinator, Community Engagement and Development Unit, Fire and Rescue NSW; Denise Hanley Manager Youth Justice Conferencing, Juvenile Justice NSW. Front row: Commissioner Greg Mullins, Fire and Rescue NSW; John Hubby Chief Executive, Juvenile Justice and Chief Superintendent Robert McNeil – A /Director, Corporate & Community Risk, Fire and Rescue NSW.

### Convenor selection and training

Youth justice conference convenors are statutory office holders appointed by the Chief Executive or a delegate.

They are recruited from the community and are provided with four days of training to be eligible for initial and continuing appointment. All trainees are assessed before being recommended for appointment.

Seventy participants completed a four-day conference convenor training program in 2009/10. Fifty of these trainees were eligible for appointment in metropolitan areas and 20 eligible for appointment in regional areas.

### Planned initiatives

#### Evaluation of youth justice conferencing

The NSW Bureau of Crime Statistics and Research will be conducting an evaluation of youth justice conferencing in 2011. The aims of this study are to:

- assess the cost effectiveness of youth justice conferencing in reducing juvenile re-offending compared with appearance in a Children's Court
- describe the forms of restitution typically provided by young offenders appearing before a youth justice conference
- measure the level of satisfaction of youth justice conference participants (police, convenors, offenders, victims, support persons)
- assess the impact of the *Young Offenders Act 1997* on Indigenous over-representation in custody
- assess the efficiency of youth justice conferences as a means of dealing with criminal matters involving children compared with appearance in a Criminal Court.

#### Conference convenor newsletter

A statewide convenor newsletter will commence during the second half of 2011 to communicate key information relevant to conference convenors including annual reviews of the convenor rate of remuneration, legislative amendment and other key issues relating to the conduct of youth justice conferences.

## Young offenders in the community

Interventions delivered through community-based services aim to reduce re-offending through intensive case management strategies provided by professional staff, other agencies and through offence-focused programs. The courts may require Juvenile Justice to supervise young offenders who receive penalties such as good behaviour bonds and probation orders.

There are 34 Juvenile Justice Community Services offices across the state, comprising juvenile justice officers, alcohol and other drug counsellors, other specialist and generalist counsellors, Aboriginal program support officers, and administrative staff.

Services provided from these offices include:

- assessment reports prepared to assist courts in determining sentences
- court-directed supervision of young offenders placed on good behaviour bonds, probation, community service or parole orders and suspended sentences
- support young people who are experiencing difficulty in seeking bail either in the community or in custody
- the provision of counselling with a focus on alcohol and other drug misuse, group work, living skills and the provision of forensic and other psychological testing and assessment
- specialist alcohol and drug programs, a sex offender program and a violent offender program.

Casework management and extensive networking with other government and community-based services help staff support young offenders by addressing their offending behaviour and complying with court orders.



TAFE and trade courses such as bricklaying are available for young people in custody and the community.

## Community supervision

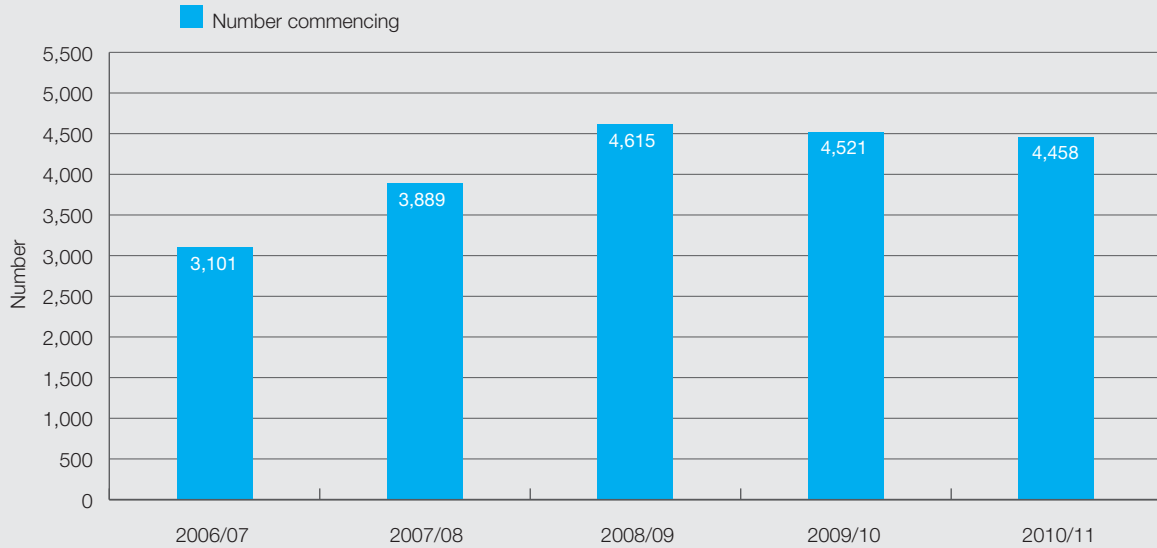
### Key service measures for 2010/11 – community supervision

|   | Number |
|---|--------|
| Number of background reports and assessments completed for young offenders appearing at court | 5,052  |
| Number of community-based orders commencing   | 4,458  |
| Number of individual young offenders commencing supervision in the community                  | 2,609  |
| Number of hours of community service work allocated to young offenders                        | 30,459 |

Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

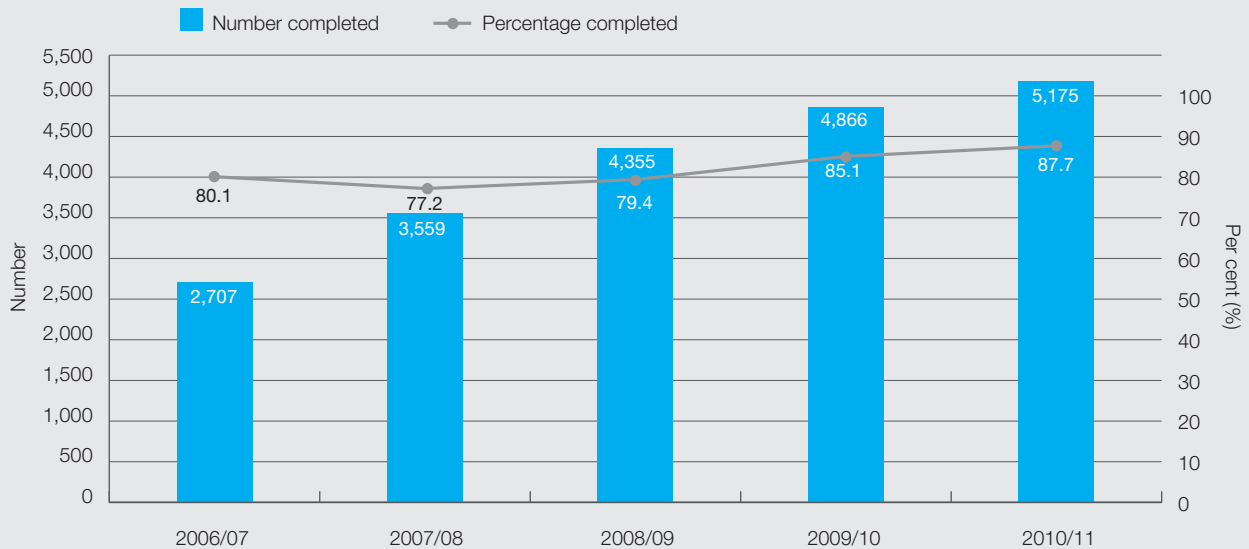
## Young offenders in the community (continued)

### Number of community-based orders started



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

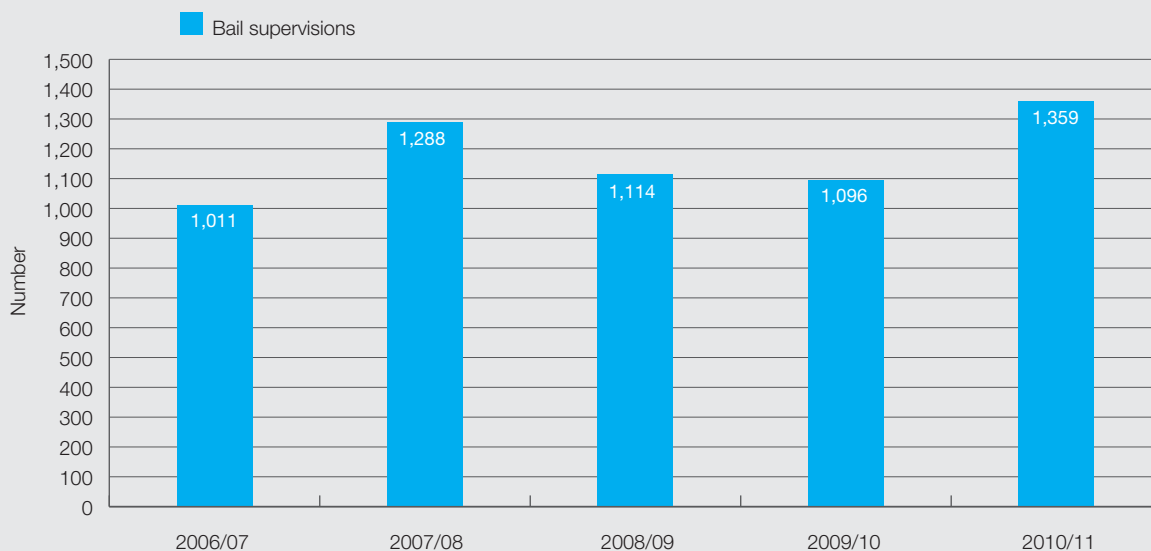
### Number and percentage of community-based orders completed



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

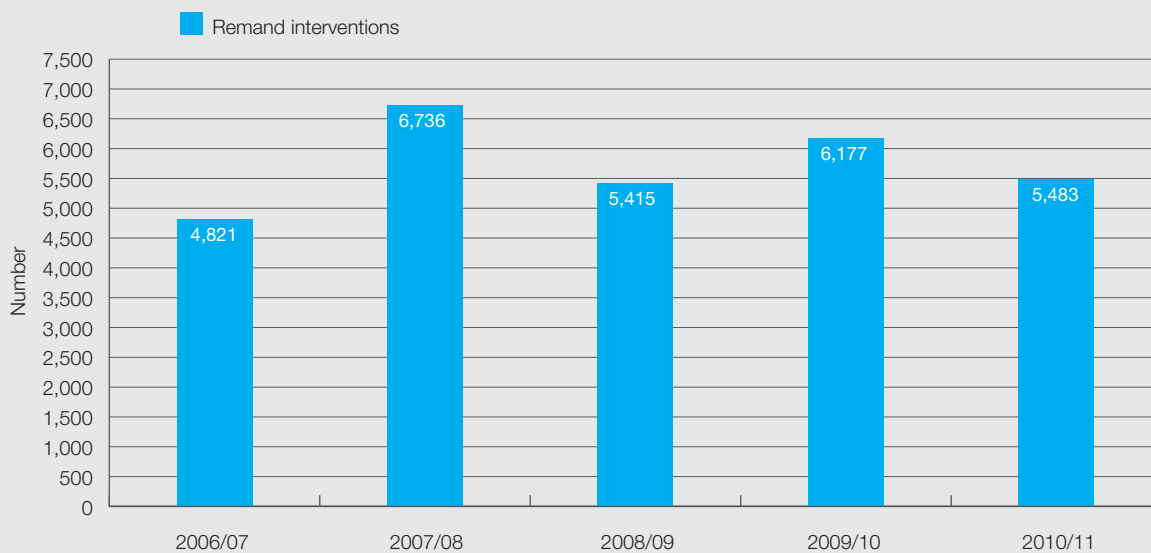
## Young offenders in the community (continued)

### Number of bail supervisions



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

### Number of remand interventions



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.



## Young offenders in the community (continued)

### Bail Assistance Line

In 2009/10 the Bail Assistance Line was established as part of the Keep Them Safe Strategy following Justice Wood's Special Commission of Inquiry into Child Protection Services in NSW.

In partnership with NSW Police, Family and Community Services and non-government organisations, the after-hours service assists when young people cannot meet bail conditions because of travel, accommodation or lack of supervision, with the aim of preventing them from entering custody.

The Bail Assistance Line piloted in Dubbo in June 2010, followed by Western and South Western Sydney in August 2010, and Hunter/Newcastle in November 2010. Support services in the community including transport, case support and accommodation are provided by Life Without Barriers in Dubbo and Newcastle and CatholicCare in South Western Sydney. Indigenous young people are offered support in Western Sydney through Link Up Aboriginal Corporation.

In the first 12 months of operation the Bail Assistance Line received over 130 telephone calls for assistance and provided safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.

### Youth Conduct Orders

The pilot for Youth Conduct Orders (YCOs), which began operating in July 2009 for a two-year period, has been extended to three years, finishing on 30 June 2012.

It is operating in Campbelltown, Mount Druitt and New England. YCOs are linked to the State Plan priorities of reducing crime and antisocial behaviour in NSW and operate in conjunction with the antisocial behaviour pilot projects also operating in these areas.

Juvenile Justice is responsible for the employment, management and support of the three case co-ordinators who are engaged to implement the YCO pilot and the antisocial behaviour pilot at a local level.

From June 2011, Juvenile Justice is responsible for the co-ordination of the pilot, with other partner agencies including the NSW Police Force and the Department of Education and Training.

The scheme is being independently evaluated to establish its effect on reducing re-offending.



*Bail Assistance Line staff. Front (left to right): Kevin Harris (Executive Director Classification, Security and Intelligence), Lydia Hamilton (Manager), Sue Matthews (Project Officer), Alix Johnson and Toby Dagg (Team Leaders), Garry Jordan and Cliff Fonua (Bail Coordinators), Jacqueline Sergeant (Operations Assistant) and Vivian Dinoris (Bail Coordinator).*



## Young offenders in the community (continued)

### Community Integration Team

Juvenile Justice works in partnership with the Justice Health Community Integration Team (CIT). CIT was established in May 2008 as a result of an expansion of a previous pilot program, the Juvenile Justice Centre Release Treatment Scheme, which was conducted in the Dubbo (Orana) NSW region.

This program targets young people being released from custody who have a mental illness and/or problematic drug and alcohol use or dependence. The program involves a Justice Health nurse (clinician) being co-located in a Juvenile Justice or Community Services office.

The aim of the CIT is to co-ordinate integrated, ongoing care for young people with mental health and/or drug and alcohol concerns leaving juvenile justice centres to aid successful re-integration into the community and reduce the number of young people re-entering custody as a result of mental health and/or drug- and alcohol-related offending behaviour.

Care is co-ordinated prior to and during the critical post-release period with links made to appropriate specialist and generalist community services.

The program has been expanded to Grafton, Kempsey, Bourke, Broken Hill, Penrith, Fairfield, Dubbo, Orange, Wagga Wagga, Gosford and Sydney.

“The aim of the CIT is to co-ordinate integrated, ongoing care for young people with mental health and/or drug and alcohol concerns leaving juvenile justice centres...”

### Community partnerships

- Juvenile Justice staff in Northern Region are key partners in the Kempsey Family Inclusion Project along with the Coffs Harbour Indigenous Co-ordination Centre (FACSI) and Southern Cross University's Centre for Children and Young People. The aim of the project is to adopt a 'wraparound' casework approach with Juvenile Justice clients in Kempsey in order to reduce youth re-offending and improve inter-agency collaboration. While not restricted to Indigenous clients, the target group is families of Juvenile Justice clients who are male, from an ATSI background, are 14 years or younger, have been suspended from school and have had previous involvement in the criminal justice system. The 12-month pilot will conclude in July 2011 and is being evaluated through Southern Cross University.
- A pilot employment program has been established between Juvenile Justice NSW and community organisation Whitelion and is primarily managed by the Blacktown and Penrith community offices, but includes referrals from other offices and centres, particularly the Waratah Pre-release Unit at Reiby. To date, Whitelion program has successfully secured employment for Juvenile Justice clients with a range of partnership companies.
- Monash University's Professor Trotter has made a successful application to the Australian Research Council for funds to conduct research around the Act Now Together Strong (ANTS) model, an educative and interactive model of intervention that aims to give offenders and their parents better management skills so they are able to make better choices.
- One hundred young people will be part of the research. Fifty will be part of an experiment group whereby they will have the ANTS model delivered prior to being discharged from custody from Orana and Riverina Juvenile Justice Centres, and 50 young people who will be part of a control group who will have no exposure to ANTS. The project will track these young people over a 12-month period.

## Young people in custody

There are nine juvenile justice centres across NSW. All custodial facilities provide:

- safe and secure accommodation for young people remanded in custody or sentenced to a period of custody by the courts
- counselling and programs to enable young people to address their offending behaviour and other related issues, such as drug and alcohol abuse
- a full range of health services provided by Justice Health
- educational and vocational programs in partnership with the Department of Education and Communities
- individual case management, to identify and address the needs of young people in custody and to plan their community re-integration.

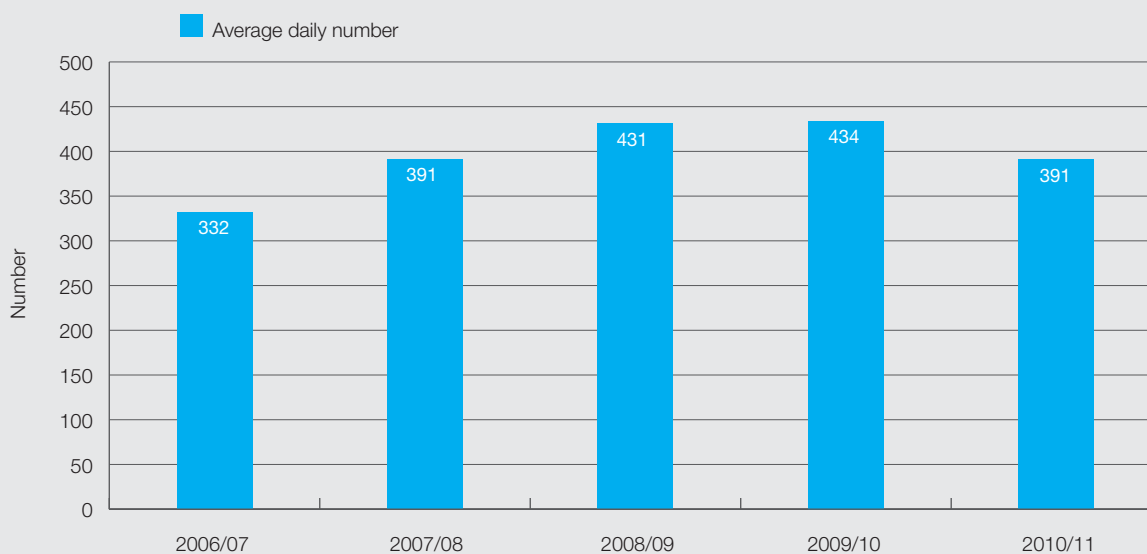
### Key service measures

#### Key service measures for 2010/11 – custody

|   | Number |
|---|--------|
| Average daily number of young people in custody   | 391    |
| Average daily number of young women in custody  | 30     |
| Average daily number of young people of Aboriginal and/or Torres Strait Islander background             | 184    |
| Average daily number of young people serving custodial sentences  | 198    |
| Average daily number of young people remanded in custody awaiting the finalisation of court proceedings | 193    |

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2010.

#### Average daily number of young people in custody



Source: DAGJ/JJ Strategic Information System (SIS). 2005–2010. Effective date 16 July 2011.

## Young people in custody (continued)

### Rate of safety/security breaches per 1,000 admissions (five-year comparative table)

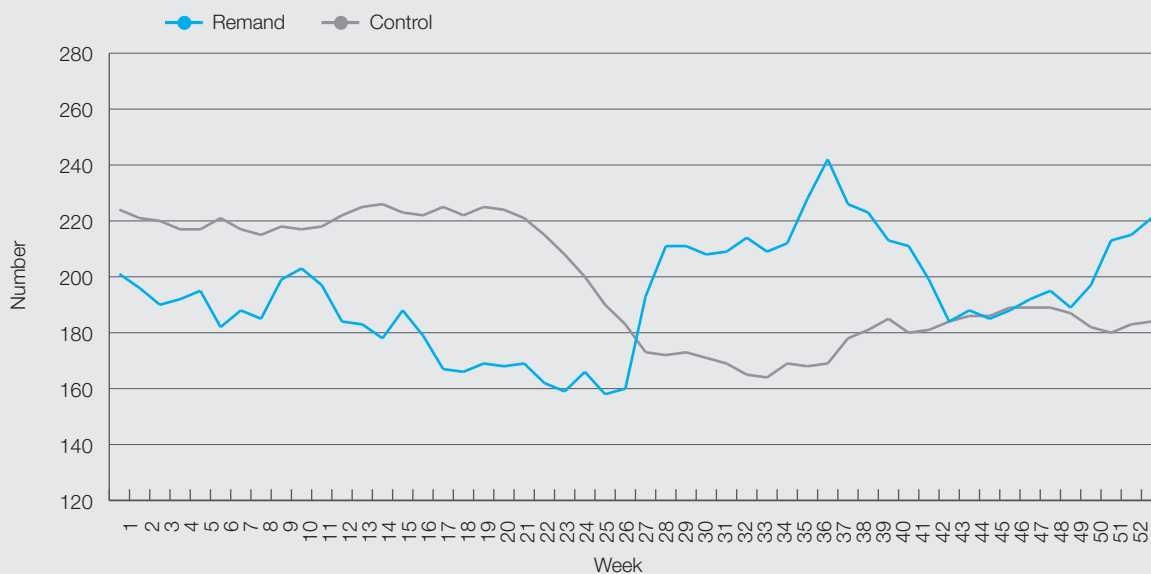
|                                | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|--------------------------------|---------|---------|---------|---------|---------|
| Number of deaths in custody    | 0       | 0       | 0       | 0       | 0       |
| Self-harm incidents            | 20      | 22      | 43      | 36      | 25      |
| Assaults on staff              | 9       | 12      | 11      | 10      | 6       |
| Detainee on detainee assaults  | 57      | 78      | 58      | 68      | 53      |
| Escapes from secure perimeter  | 0       | 0       | 0.8     | 0.6     | 0       |
| Security breaches <sup>1</sup> | 28      | 93      | 67      | 69      | 107     |

N/A: Data unavailable.

Source: DAGJ/JJ RPELive Database. Extracted 16 July 11. As this is taken from a live database, figures are subject to change.

1. The increases in security breaches between 2006 and subsequent years reflects an improved reporting system introduced in 2007. The majority of security breaches involve the detection of contraband such as tobacco.

### Average weekly number of young people in custody by legal status – 2010/11

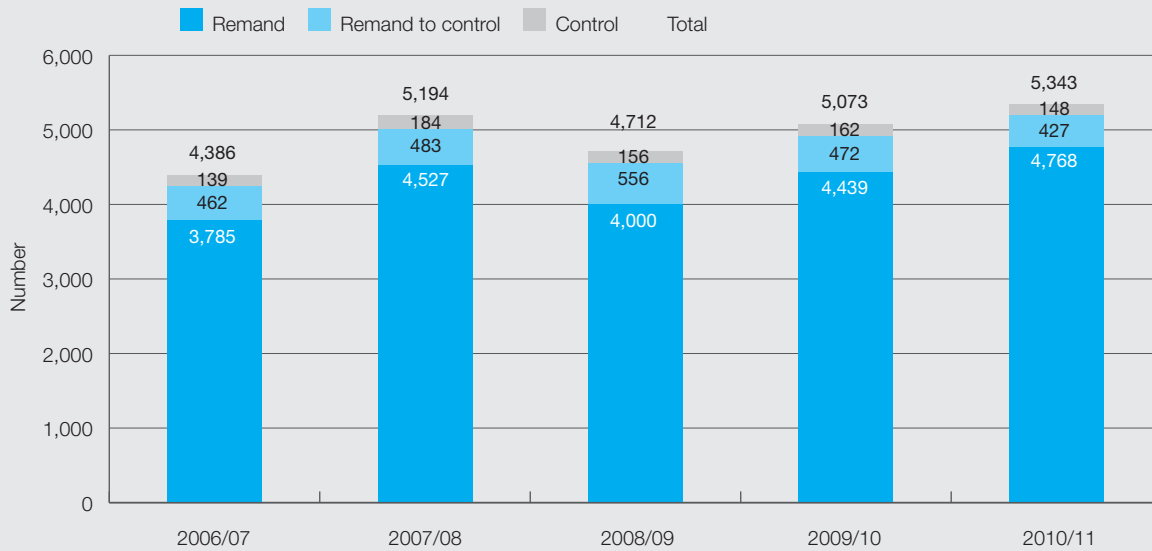


Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Note: Average Weekly numbers from 3.7.2010 to 1.7.2011

## Young people in custody (continued)

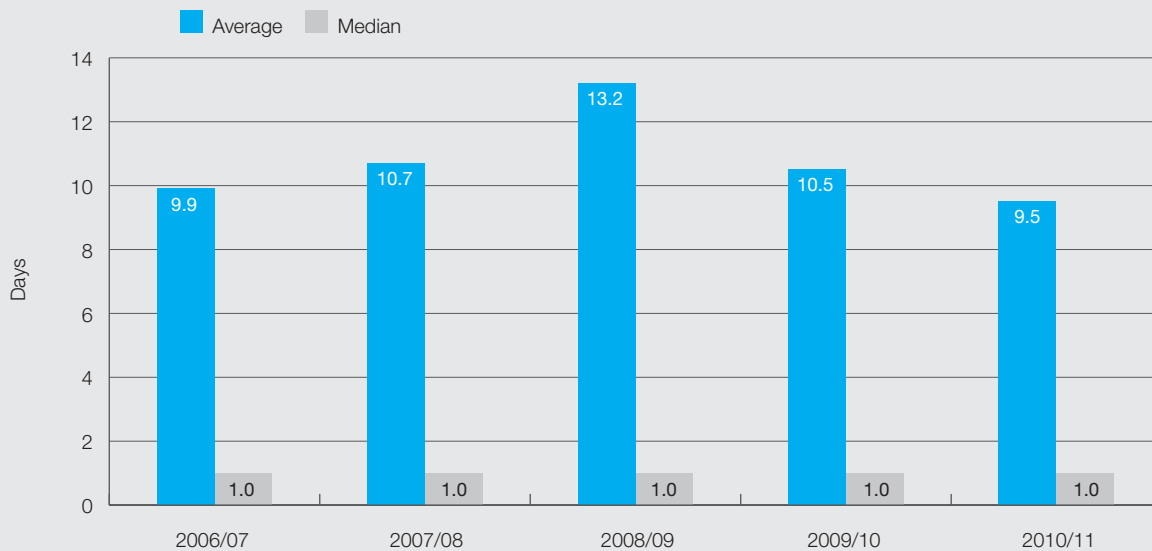
### Admissions to juvenile justice centres



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

1. Remand to control are admissions on remand which become control orders during a continuous period of custody.

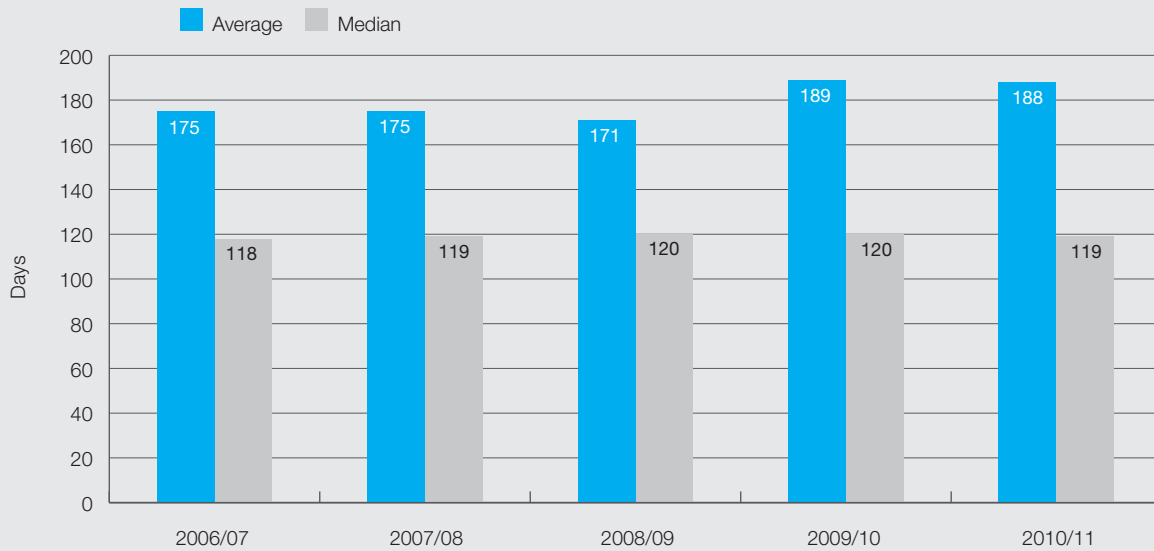
### Length of stay for young people in custody on remand



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

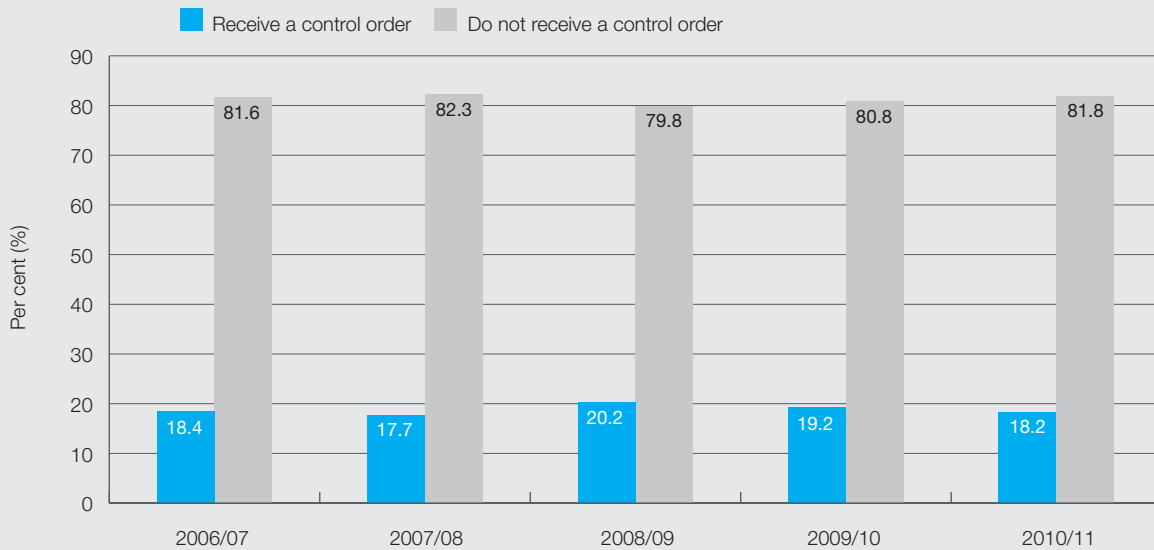
## Young people in custody (continued)

### Length of stay for young people in custody on control



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

### Proportion of young people with a remand episode who receive, or do not receive, a control order within 12 months



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.



## Young people in custody (continued)

### Behaviour intervention

The staged implementation of the Detainee Behaviour Intervention Framework was commenced during 2009/10 and completed during 2010/11. The framework, which has now been implemented across all centres, provides staff working in custodial environments with a framework for the effective management of detainee behaviour.

The incentive scheme provides consistency across all centres in detainee case-management interventions by standardising incentives for detainees who meet casework targets and behaviour goals.

The incentive scheme requires a weekly client assessment meeting to be conducted with each detainee. These meetings improve communication between detainees and staff and provide detainees with smaller, achievable weekly casework targets and behaviour goals. It allows detainees to reflect on the consequences of their behaviour and be involved in developing individual strategies to address these behaviours.

The agency's Operations Unit and Client Information Management System team are developing an electronic behaviour module that will provide a consistent and effective method of documenting detainee behaviour as well as strategies and interventions undertaken to address behavioural concerns. The new module will be trialled from August 2011.

### Education and training

The Department of Education and Communities (DEC) administers education and training units in seven of the nine juvenile justice centres. At the two remaining centres at Broken Hill and Emu Plains, young people participate in learning through Open Training and Education Network (OTEN) distance education.

In addition to the OTEN studies at Emu Plains, DEC have established one additional class of six students at Putland Education and Training Unit to support educational provision at Emu Plains, ready for class commencement in Term 3, 2011.

During 2010/11 capital works have been completed allowing additional classrooms to be opened at the Acmena, Orana, Reiby and Riverina centres.

Young people preparing for discharge have access to TAFE-accredited, pre-employment programs at juvenile justice centres.

At Reiby Juvenile Justice Centre, the DEC and Juvenile Justice are working with detainees in the pre-release Waratah Unit effectively co-ordinating work experience, paid employment and TAFE program opportunities aimed at allowing successful re-integration back into the community.

At each centre, meetings between centre staff and the education and training unit are held regularly to plan, risk assess and co-ordinate educational, vocational and centre programs. Sharing information enables a cohesive approach to providing interventions and managing detainees.

### Enrolment in education

|   | 2010 <sup>1</sup> | 2011 <sup>2</sup> |
|---|-------------------|-------------------|
| Total Education and Training Unit enrolments            | 1,859             | 1,104             |
| TAFE enrolments   | 1,290             | 811               |
| Enrolled in School Certificate                          |                   | 159               |
| Enrolled in Higher School Certificate (full credential) |                   | 7                 |
| Enrolled in Higher School Certificate single subjects   | 55                | 35                |
| School Certificate completions                          | 111               | N/A               |
| Higher School Certificate completions                   | 5                 | N/A               |
| Higher School Certificate single subject completions    | 21                | N/A               |

Notes:

1 Figures for complete school year January to December 2010.

2 Figures for young people enrolled in courses up to 30 June 2011. Completion figures not available until school year completed.

## Young people in custody (continued)

### Health services

Justice Health is responsible for health and medical services to young people in detention centres. All juvenile justice centres have a medical clinic operating seven days a week. The clinics are managed by Justice Health and staffed by registered nurses who provide a range of health services and co-ordinate visits from general practitioners, dentists and psychiatrists.

During 2010/11 Juvenile Justice and Justice Health jointly funded the installation of heart defibrillators in each detention centre.

There is a focus on pre-release planning for young offenders to ensure they are connected to community health and medical services before their release date. This may involve referring young offenders to the Community Integration Team to facilitate their access to services.



Sheep shearing course at Riverina Juvenile Justice centre.

### Centre achievements

- Acmena Juvenile Justice Centre has implemented a Wildlife Education Program where, guided by a youth officer with expertise, detainees at Acmena Juvenile Justice Centre are being taught how to care for Australian wildlife. They learn how to handle wildlife and how humans should interact with animals from our bush.
- At Juniperina Juvenile Justice Centre, two young detainees were successful in gaining scholarships to two Sydney prestige boarding schools.
- The program at the Robinson Therapeutic Unit at Reiby Juvenile Justice Centre was revised during the year. The new model encompasses a collaborative approach using evidence-based, cognitive-behavioural therapy. More than 20 staff members, including six from the Department of Education and Communities, were trained in the new program and the unit was renamed in June 2011 as the Warby Unit: Collaborative Intervention Program.
- Tribal Warriors Mentoring Pilot Program is a six-week program that ran at Cobham Juvenile Justice Centre. This is a similar program to one that has been running out of Redfern National Centre for Indigenous Excellence for young Aboriginal men, with support from Aboriginal mentors and local police. The program includes both fitness sessions and mentoring sessions.
- Frank Baxter Juvenile Justice Centre is preparing for a celebration for '100 years of Young Men on the Mountain', planned for 3 November 2011. The Chapel was also completed at the centre.
- A TAFE-accredited Sheep Shearing program was introduced for low-risk detainees at Riverina Juvenile Justice Centre. Six detainees completed the program in March 2011, with two detainees now involved in work experience with a local shearing contractor. The program will recommence in October 2011.
- At Orana Juvenile Justice Centre detainees were involved in a 'Go Kart' program. The detainees constructed and decorated the go kart which was then donated to the Dubbo branch of the Royal Flying Doctor Service (RFDS). The go kart was raffled and raised \$5,000. Another go kart construction program is planned for July 2011 and this kart will be donated to the Broken Hill branch of the RFDS.

## Court logistics, classification and security intelligence

The Court Logistics Unit transports young offenders for court appearances at Children's Courts, District Courts and the Supreme Court. The unit staffs the Bidura Children's Court in Glebe, Campbelltown Children's Court and Parramatta Children's Court. The unit undertakes the secure transportation of young offenders between juvenile justice centres and from juvenile justice centres to correctional centres.

During the year there were 3,511 transport movements involving 8,732 young people.

For some court matters the unit manages the use of video conferencing technology, which has increased significantly from 568 in 2005/06 to 3,843 in 2010/11.

The Classification and Placement Unit is responsible for the security classification of young offenders in custody using the Objective Classification System, which assigns a security rating to the detainee's assessed level of risk. The unit also co-ordinates the placement of all young offenders within juvenile justice centres as well as transfers between Juvenile Justice and Corrective Services NSW.

The Security and Intelligence Unit uses a number of methods to collect, analyse and share intelligence about detainee drug activity, potential drug trafficking into juvenile justice centres and associated safety and security issues.

NSW is the first juvenile justice jurisdiction in Australia to form its own drug dog detection unit. The dogs were purchased from the Australian Customs breeding program and were trained by the agency to undertake searches in centres and be used in screening of visitors.

During 2010/11, 112 search operations were conducted resulting in three finds.



Juvenile Justice drug dog team.



Security in centres.

A total of 5,013 detainees and 2,325 visitors were screened with four people refused entry due to an indication of an illicit substance. The unit also co-ordinates periodic joint contraband detection and prevention operations at juvenile justice centres involving staff from Juvenile Justice, and the NSW Police Force.

Random and targeted urinalysis testing is also used to screen detainees for drug use.

During 2010/11, 500 random tests were conducted returning nine positive results, while 151 target tests were conducted with seven positive results. The branch also co-ordinates the taking of DNA samples from young offenders for NSW Police.

### Movements

|         | Movements | Detainees |
|---------|-----------|-----------|
| 2007/08 | 3,785     | 8,918     |
| 2008/09 | 4,318     | 10,009    |
| 2009/10 | 4,056     | 9,569     |
| 2010/11 | 3,511     | 8,732     |



## Youth Drug and Alcohol Court

The Youth Drug and Alcohol Court Program is clinically managed by the Joint Assessment and Review Team (JART), which includes managers from Juvenile Justice and representatives from Justice Health, Department of Education and Communities, and Community Services.

The program celebrated its tenth continual year of operation in June 2010, which was marked by a conference hosted by the Judicial Commission of NSW and opened by the former NSW Attorney General. The program received visits from international and Australian guests this year, including senior government officials and members of the judiciary. The JART also travelled to Canberra to deliver a presentation on the program to magistrates from the Children's Court, which was very well received.



Cooking classes are part of education program in juvenile justice centres.

## Serious Young Offenders Review Panel

The Serious Young Offenders Review Panel was established in 1998 as an independent body to advise the Chief Executive on:

- the re-classification of detainees on serious children's indictable offences
- the granting of initial supervised community outings, day and overnight leave to serious children's indictable offenders and detainees on offences of dangerous driving causing death and aggravated dangerous driving causing death under the *Crimes Act 1900*
- other detainees specified by the Chief Executive and to consider other matters as referred by the Chief Executive or the Minister.

The panel seeks to balance the expectations of the community with the needs and expectations of the young people and their families in accordance with the relevant legislation and agency guidelines.

Members of the panel are appointed by the Minister for Justice and approved by Cabinet and include:

- an acting magistrate (chairperson)
- an independent person qualified in psychology
- an independent community person with expertise in dealing with youth generally
- a member of the Indigenous community
- a victim of crime
- a delegate of the Deputy Chief Executive (Operations), Juvenile Justice, as an *ex-officio* member.

In 2010/11, the panel met on 12 occasions, dealing with 76 cases.

Seventeen cases were considered for re-classification, with 12 (70%) of juvenile offenders reviewed being re-classified. Ten (59%) of their 17 recommendations for re-classification were adopted by the Chief Executive.

The panel also considered 59 cases for leave. Fifty-six (95%) of their 59 recommendations for leave were adopted by the Chief Executive.

Eighty-seven per cent of cases considered were from regional detention centres and 13 from metropolitan.

## Quality assurance

The Juvenile Justice Quality Assurance Framework (JJQAF) has been used throughout juvenile justice centres since 2008, and in 2010/11 a Quality Assurance approach was extended to community operations covering all aspects of Juvenile Justice Community Services (JJCS) including youth justice conferencing and court logistics.

The purpose of the JJQAF is to build a culture of continuous quality improvement within Juvenile Justice. The framework encompasses a rigorous process that involves self-assessment, annual review, improvement review and progress review for custody.

The Australian Juvenile Justice Administrators Juvenile Justice Standards 2009 were adopted and incorporated into the custodial JJQAF in 2009.

In custody, the agency's quality assurance process involves measuring and improving client satisfaction and customer service. The review process involves:

- client questionnaires
- staff questionnaires
- self-assessment of centre practices
- review team assessment of centre practices
- informal and formal discussions with staff and clients
- inspections of detention centre environments.

All of the above quality assurance processes are measures that provide important information including:

- the standard and evaluation of programs and services provided to clients
- areas in which improvements are required
- further staff training requirements
- review of Juvenile Justice Procedures and Policy.

The JJQAF for Community commenced in 2011, with self-assessments against a number of specific standards within the Service Delivery Domain (AJJA Juvenile Justice Standards 2009) using quality indicators.

This was followed by a regional desktop review to provide a statewide snapshot of performance and identify key service delivery trends. This information will be used to guide a program of onsite peer reviews, conducted from June 2011, targeting critical and key risk areas to the agency.

## Quality assurance and improvement review framework (Custodial)

Progress reviews were successfully conducted from August to December 2010, with a focus on monitoring improvement in areas identified at the 2010 annual reviews. Results of the progress reviews indicated centres had embraced the new quality assurance and improvement review process and were working to address areas requiring attention, and improve functions and processes within the centres.

Some of the outcomes include:

- significant changes in local centre procedures and routines to reflect good practice
- standardising programs or schemes across the centres
- integrating the recording and documentation of resource documents
- integrating continuous improvement processes into existing centre structures
- sharing outcomes agency-wide from local quality improvement initiatives.

In line with the 2011 quality assurance and improvement process, annual reviews were conducted at each juvenile justice centre from January to July 2011. Progress reviews are scheduled to commence from August 2011.

The quality assurance and improvement review framework is currently under review. Standard performance areas and indicators will be reviewed in line with the AJJA Juvenile Justice Standards 2009.

“The purpose of the Quality Assurance Framework is to build a culture of continuous quality improvement within Juvenile Justice.”



## Environmental sustainability

Juvenile Justice has an environmental management plan which aims to promote, develop and implement environmentally positive and ecologically sustainable practices. In addition to financial considerations, projects and purchasing decisions are made with regard to sustainable procurement, waste minimisation, recycling, end-of-life and disposal, and new construction.

Paper, Post-its®, letterheads, and toner cartridges contain part recycled content.

A closed-loop recycling scheme is in place for toners where used toners are recycled and the re-manufactured toners are procured for use.

Work continues with suppliers and contractors to identify more sustainable options and products containing recycled content. Stationery contracts identify recycling content products by a green marking system and the selection for staff is limited to encourage purchasing of recycled content items.

Juvenile Justice motor vehicle fleet has attained a 13.5 green score rating NSW Government target for 2010/11.

Efforts are also being made to improve the sustainability of facilities by reducing water consumption. A web-based monitoring system has been maintained on the main meters at each juvenile justice centre to assess usage patterns and levels of leakage.

Through water monitoring and environmental initiatives at the centres, Juvenile Justice has been able to reduce water consumption across all nine sites by an average of 22%, saving 70kL/day and an estimated \$84,000 p.a. in water charges.

Remote monitoring assisted by immediately identifying a major leak of approximately 100kL/day at one centre. As the fault was promptly identified, the failed component was promptly repaired mitigating an approximate \$320 per day increase to the centre's water bill.



*Young offenders help clean up the environment in partnership with local councils.*