

**Submission  
No 5**

**EXAMINATION OF THE AUDITOR-GENERAL'S  
PERFORMANCE AUDIT REPORTS FEBRUARY 2016  
– SEPTEMBER 2016**

**Organisation:** Department of Justice

**Date Received:** 19 January 2018

**Department of Justice – Juvenile Justice NSW  
IMPLEMENTATION OF RECOMMENDATIONS  
(May 2017 progress update)**

**NSW Audit Office Performance Report 2016: *Reintegrating young offenders into the community after release from detention***

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
1 Include reintegration outcomes and measures in its next strategic framework so that it clearly sets out the results it wants to achieve when young people leave detention	Accepted	Updating the Strategic Framework	July 2016	Delayed <ul style="list-style-type: none"> <li>• Reintegration outcomes will be included in next strategic plan</li> </ul>	Director State Wide Operations
2 Publish data on its website on the reintegration outcomes of young people leaving detention	Accepted	Update as the need arises	July 2016	Completed <a href="http://www.juvenile.justice.nsw.gov.au/Pages/Juvenile%20Justice/aboutdjj/statistics_profile.aspx">http://www.juvenile.justice.nsw.gov.au/Pages/Juvenile%20Justice/aboutdjj/statistics_profile.aspx</a>	Director State Wide Operations
3 As part of its upcoming case management review: - clarify roles and responsibilities for discharge planning to minimise any delays -examine ways of improving discharge planning for young people on remand	Accepted	New case management policy implemented to assist with developing and streamlining young offenders case plans throughout their custodial sentence and improving the transition back into community	Dec 2016	Completed 1. Juvenile Justice Caseworker roles are being introduced to JJ centres. <ul style="list-style-type: none"> <li>• The services provided to young people in custody are an important aspect of the overall criminal justice system within NSW.</li> <li>• Case management of young people in custody must balance the safety, security and smooth operation of each centre with the delivery of rehabilitative, evidence based practice and effective behavioural interventions.</li> <li>• The introduction of JJ Caseworkers to centres will strengthen our evidence-based case management model, support improved discharge planning and provide a continuum of service for young people transitioning between community and custody.</li> <li>• Specifically caseworkers will perform the following duties including: <ul style="list-style-type: none"> <li>○ the direct delivery of intervention programs such as CHART and X-Roads, development of case plans, organising and coordinating case conferences, collaborating with other staff and external stakeholders, writing formal</li> </ul> </li> </ul>	Director Operations

					<p>reports and advice,</p> <ul style="list-style-type: none"> <li>○ working with young people to achieve a successful reintegration into their communities upon release from the JJC. JJ Caseworkers will also have a key role in contributing to the therapeutic nature of Juvenile Justice services including behaviour management of young people and reflective practice with staff.</li> </ul> <ul style="list-style-type: none"> <li>• These roles will be added to each centre from end of June 2017.</li> <li>• The allocation of JJ Caseworker roles across the state is as follows: Acmena JJC -3 positions, Baxter JJC- 7 positions, Cobham JJC- 5 positions, Orana JJC – 2 positions, Reiby JJC -3 positions, Riverina JJC- 2 positions. In total there will be 22 caseworker positions in detention centres across the state.</li> <li>• One (1) JJ Caseworker role at each JJ Centre will be an Aboriginal identified role.</li> </ul> <p>2. New case management policy</p> <ul style="list-style-type: none"> <li>• The new Case Management policy and procedures were implemented effective on 1 October 2016. It makes detailed reference to transition and exit planning in order to embed both as standard aspects of case management. In particular, the policy requires that workers in custody and community explicitly plan for transitions out of custody.</li> <li>• The new Case Management procedures have strengthened and clarified the role of community workers in discharge planning. The procedures require caseworkers to: <ul style="list-style-type: none"> <li>○ review and update the case plan when a young person enters custody. This is so that children/young people and their workers put steps and strategies into place that prepare the child/young person for reintegration into the community. Thus, the expectation is that discharge planning commences as soon as children/young people enter custody. This is particularly useful for young people on remand, whose discharge date is often not known.</li> <li>○ provide a handover to custody staff when a young person enters custody to facilitate continuity in case planning and more effective case work in custody.</li> <li>○ help young people maintain links to the community and their family whilst they are in custody.</li> <li>○ organise the discharge case conference at least 6 weeks prior to release. The new procedures also provide more direction on what a discharge case conference should cover in order to better prepare young people for exit.</li> </ul> </li> <li>• Current procedures require custodial staff to organise regular case conferences to support young people's reintegration into the community. Once JJ NSW introduces Caseworker positions into Centres, specific responsibilities for custodial staff will be determined and updated.</li> <li>• Young people also have access to a wide range of programs to address their criminogenic, health, substance use, and other needs in custody, including psychological services. This allows them to re-enter the community with some risks and needs stabilised. Further, as the new case management policy requires staff to explicitly plan for transition back to the community, referral to these services in custody should become</li> </ul>	
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					<p>more targeted towards successful reintegration.</p> <ul style="list-style-type: none"> <li>Case Management 2016 training was delivered to Caseworkers and both community and custody Managers between August and November 2016. The purpose of the training is to address the skills required to provide effective case management, including transition and exit planning. Centre and community staff were trained together to foster relationships between custody and community that will facilitate good discharge planning.</li> <li>The new Case management policy and procedure are under review to identify and address any gaps in discharge planning. This review will be completed by October 2017</li> </ul>	
4	Work with the Department of Family and Community Services to improve access to information on shared clients and make it easier for young people to use homelessness referral line 'Link2home'	Accepted	Ensure Young Offenders have access to FACS to allow transitioning back into Community	Dec 2016	<p>Completed</p> <ul style="list-style-type: none"> <li>This issue was raised at the last operational meeting with FACS in May 2016. Juvenile Justice and FACS have an MOU which includes information sharing protocols. JJ clients have access to Link2home.</li> </ul>	Director Office of the Executive Director
5	Improve the recording of referrals to services that do not receive funding from Juvenile Justice to better demonstrate areas of unmet need	Accepted	Continue to case note information on CIMS (Client Information Management System) to maintain transparency	Dec 2016	<p>Completed</p> <ul style="list-style-type: none"> <li>This information is recorded in case notes on CIMS and can be extracted as needed. The Community Funding Unit will run workshops for Area Managers in early 2017 to reinforce the need for recording NGO information in CIMS.</li> </ul>	Director Office of the Executive Director
6	Clarify what it wants to achieve from recreational activities offered in detention centres including how it will engage community organisations to achieve this	Accepted	Ongoing assessment of programs to ensure the meeting of client's needs. Organise and deliver recreational and vocational programs utilising ETU and Vocational Instructors	July 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>Programs staff, vocational instructors and ETU staff based at Juvenile Justice Centres regularly engage with community-based organisations to organise and deliver recreational and vocational programs to young people in custody.</li> <li>Custody Team is in the process of reviewing the policy and procedure relating to the risk assessment and delivery of leisure, recreational and therapeutic programs.</li> </ul>	Director Operations

7	<p>Work with the Department of Education and Department of Industry and skills and Regional Development to:</p> <ul style="list-style-type: none"> <li>• assess the impact of vocational education reforms on the availability of vocational training offered to young people in detention centres</li> <li>• clarify what it wants to achieve from vocational training offered in detention centres including how it will engage the education sector to deliver this</li> </ul>	Accepted	<p>Director Operations meet with ETU to discuss education reforms and issues preventing clients accessing programs</p>	July 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>• Director Operations meet with Department of Education regularly to discuss issues including education reform and detainee access to education and training.</li> <li>• Director Operations and Director Office of the Executive Director met with Department of Finance and Innovation in October 2016 to exchange information on clients.</li> <li>• Negotiations are ongoing regarding fee exemptions and improved access to educational programs including: <ul style="list-style-type: none"> <li>○ Smart and Skilled</li> <li>○ Smart, Skilled and Hired</li> </ul> </li> </ul>	Director Operations
8	<p>Increase work release opportunities for young people in detention centres</p>	Accepted	<p>Pre-release programs within Centre now include females. New agenda items added to CIMS to allow the weekly Client Services meeting to improve reviewing.</p>	July 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>• To increase work release and community integration opportunities for young people in detention centres, the referral to the Waratah pre-release unit procedure provides clear directions for initiating and supporting referrals to the program. The Waratah pre-release program links young people on control orders, with community-based opportunities for accessing work release and other vocational activities.</li> <li>• Since the transfer of the young women from Juniperina to Reiby, the Waratah pre-release program is now available to young women.</li> <li>• Despite a decrease in numbers of clients in custody, the numbers of young people participating in work release opportunities has remained consistent.</li> <li>• Obstacles and problems associated with sourcing Work Release opportunities for young people in JJ NSW's care include, but are not limited to: <ul style="list-style-type: none"> <li>○ Availability of suitable work placements</li> <li>○ Ability to build a positive rapport with work places in the local area</li> <li>○ Community's attitude toward young offenders</li> <li>○ The general lack of employment within the community</li> <li>○ Compatibility of clients and the proposed work place</li> <li>○ Transportation concerns aligned with proposed work locations</li> </ul> </li> </ul>	Director Operations

					<ul style="list-style-type: none"> <li>To assist with increasing the number of young people attending work release/experience opportunities, two additional agenda items 'Waratah Pre-Release Unit Referral' and 'Work release / work experience' will be added to the Centres Weekly Client Services meeting's agenda in CIMS. This will ensure weekly discussion regarding identifying young people who meet the criteria for movement to the Waratah Unit, or to engage in work release/ work experience opportunities.</li> </ul>	
9	Find out what works well in detention centre that have developed good relationships with the local Aboriginal community and see what can be applied at other centres	Accepted	Allocate an Aboriginal Project Officer to all regions and a Senior Practice Officer to oversee and co-ordinate action plan's to improve and maintain relationships	July 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>Custody Team is working with the Aboriginal Strategic Co-ordination Unit to implement action plan recommendations obtained from the 2015 Aboriginal Staff Conference.</li> <li>All regions have allocated Aboriginal Project Officers and Senior Practice Officers who co-ordinate and oversee the development of working relationships between Juvenile Justice service locations and local Aboriginal community groups.</li> <li>Relationships are developed through identified Aboriginal staff, local agencies, community groups, and connections through the Education and Training Units and Justice Health &amp; Forensic Mental Health Network.</li> <li>Cobham JJC has established an Aboriginal Community Consultative Committee as a way of maintaining contact and involvement and held their first meeting in July 2016.</li> <li>Examples of successful initiatives include Aboriginal careers expos, NAIDOC day celebrations, Sorry Day events and Aboriginal Wellbeing programs.</li> <li>Maintaining these relationships can be difficult and networking is constantly driven locally.</li> </ul>	Director Operations
10	Undertake more joint planning with other agencies at the strategic level on young people reintegrating from detention into the community	Accepted	Maintain ongoing meetings with Government and Non-Government Organisations	July 2017	<p>On Track – ongoing</p> <ul style="list-style-type: none"> <li>JJ is represented on the FACS Out Of Home Care reform team, the Safety and Permanency Advisory Group (S&amp;PAG), Homelessness Taskforce, Social Housing Taskforce, DPC commissioning committee, DPC NGO service delivery committee, DPC Investment approach working group, Aboriginal Over-Representation Criminal Justice Strategy Steering Committee, NDIS Steering committee.</li> </ul>	Director Office of the Executive Director
11	In consultation with Justice Health and Forensic Mental Health Network review the effectiveness of Community Integration Teams in engaging young people with health services in the community and consider expanding the program if results improve access to services	Accepted	Maintain partnership with Justice Health	July 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>Partnership with Justice Health is ongoing.</li> <li>Expansion of Community Integration Team (CIT) services dependent on Health Funding. CIT positions were permanently filled by Health in 2016.</li> </ul>	Director Office of the Executive Director

12	Work with the Department of Education to roll out the State wide framework for transitioning to school aged young people from detention centres into the community	Accepted	Maintain Partnership	Dec 2017	<p>On Track</p> <ul style="list-style-type: none"> <li>Part of regular ongoing meetings around MOU with Department of Education</li> </ul>	Director Office of the Executive Director
13	In consultation with the Department of Family and Community Services review the effectiveness of Juniperrina Juvenile Justice Centre's supported accommodation model to see whether it can be extended to other centres	Accepted	Maintain Partnership	Dec 2017	<p>On track</p> <ul style="list-style-type: none"> <li>Part of discussion through Homelessness committee and Child Protection Senior Officers Group (SOG).</li> </ul>	Director Office of the Executive Director