

## Supplementary Questions for Justice NSW - Response to NSW Government Submission to the Parliamentary Inquiry into Reparations for the Stolen Generations in NSW

Supplementary Questions response to be included:

### Supplementary Questions for Justice NSW

Question	Responsible Area	Answer
1. In 1997 and 1998, following the <i>Bringing them Home</i> report, a number of NSW Government agencies acknowledged and apologised to those affected by the policies of separation. What action since that time has been taken by the Department of Justice in terms of providing acknowledgement and apology to members of the Stolen Generation?	<b>ALL - Please provide additional information should you see fit</b>	The Justice Cluster is committed to embedding the needs and interests of Aboriginal and Torres Strait Islander people into the development and delivery of policies and programs to ensure the effectiveness of our work with Aboriginal people, their families and communities.
2. What is the Department of Justice doing to address the high rate of contact Aboriginal people have with the legal system?	<b>ALL</b>	The Department of Justice implements programs and services such as our Aboriginal Court Support Program, Circle Sentencing and the Aboriginal Community Justice Groups. These programs engage respected Elders, Community members and services to assist Aboriginal people in addressing issues that contribute to their contact with the legal system as either victims or offenders. Our programs provide understanding of court procedures and registry services, our programs engage local community members to work with services to tackle crime issues, we do this in partnership with NSW Police, Community Corrections and

other key services such as health, housing and education services.

### **CSNSW**

#### Aboriginal Advisory Council

- CSNSW established the Aboriginal Advisory Council (AAC) in September 2014 to engage with Aboriginal people of significant standing in the community and with professionals with expertise related to social justice and the legal system.
- The AAC provides advice and support to the Commissioner of Corrective Services.
- It functions as an important conduit between CSNSW and Aboriginal communities and service providers. It also provides expert input into any communication strategies devised to increase community awareness of the social and historical determinants of young and adult Aboriginal people in contact with the criminal justice system.
- The AAC works closely with the CSNSW Women's Advisory Council on projects of mutual interest to ensure that the specific needs of Aboriginal women are appropriately addressed and considered.

#### *A Strategy for Supporting Aboriginal Offenders to Desist from Re-offending*

CSNSW has developed a strategic plan to provide direction for reducing the incarceration and re-offending rates of Aboriginal people. This involves focusing on education and vocational training, employment, and attitude change in offenders (ie promoting personal autonomy and encouraging individuals to take responsibility for their actions), while taking into account offenders' cultural and geographic backgrounds.

#### Program delivery

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- Criminogenic programs which are proven to be effective in achieving reduced re-offending.
- Programs and services across custody and community which are appropriate to Aboriginal offenders taking into account their cultural and geographic backgrounds.
- Services and programs to Aboriginal woman offenders which are trauma-informed and enhance community and family connections.
- Relevant cultural awareness programs for offenders taking into account local country, language, art and traditional customs.

Service delivery

- CSNSW's service delivery model encompasses intensive intervention through programs and individual identified counselling. This model consists of
  - 20 Aboriginal identified service and programs staff working in a custodial environment
  - 16 Aboriginal identified client services officers in the community
  - 4 middle management Aboriginal identified staff providing strategic advice to local managers in the management of Aboriginal offenders and advocacy on behalf of Aboriginal offenders.

Cultural support

- CSNSW actively seeks the knowledge and expertise of Aboriginal community and non-government agencies to advise on strategies for enhancing program relevance and effectiveness and to motivate Aboriginal offenders to engage with mainstream and specialist programs and services.
- CSNSW provides culturally-specific advice and support to offenders through
  - the Aboriginal Elders Program '*Pinta Kulpi Program*'

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		<p>and</p> <ul style="list-style-type: none"><li>- eight Aboriginal identified mentor roles strategically located within the correctional system.</li></ul> <p><u>Education/training and employment</u></p> <ul style="list-style-type: none"><li>o CSNSW provides education/vocational training and employment programs with a focus on community integration.</li><li>o There are 12 Aboriginal identified roles focusing on literacy and numeracy, cultural studies and employment opportunities strategically located within the correctional system.</li></ul> <p><b>JJNSW response</b></p> <p>Juvenile Justice delivers services and programs to reduce re-offending, increase young offenders' capacity to re-integrate back into their community and provides early intervention to prevent young people becoming entrenched in the criminal justice system. The division's Aboriginal Strategic Direction focuses efforts to deliver better outcomes for juveniles in detention and in the community. This includes building an evidence base of 'what works' with Aboriginal clients to reduce re-offending.</p> <p>JJNSW continues to promote the need to promote diversion among police. We know that many Indigenous young people will desist from offending after just a few contacts.</p> <p>In line with contemporary evidence, Juvenile Justice delivers interventions in accordance with the Risk, Need, Responsivity model; more intensive interventions are provided to young people with higher predicted risk of reoffending</p> <p>Interventions address the criminogenic needs of young people such as antisocial thoughts and attitudes, antisocial associates, antisocial personality patterns, family issues,</p>
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education and employment, leisure activities and substance abuse

Interventions are delivered in a way that meets individual needs, promotes participation, and is culturally appropriate. Interventions include:

*Changing Habits and Reaching Targets (CHART)*

All young people on community orders participate in Changing Habits and Reaching Targets (CHART).

CHART is an evidence-based offending behaviour intervention designed specifically for young people on supervised legal orders.

CHART focuses on young people gaining key skills such as problem solving and assists the young person to make links between their beliefs, attitudes and behaviour using a skills-oriented, cognitive behavioural approach.

CHART is a structured, individual intervention consisting of six core modules and six discretionary modules.

*Alcohol and Other Drug Education*

AOD Education is a psycho-educational program that provides information about illicit substances and their effects together with harm minimisation strategies. A similar module is delivered as part of the NSW educational curriculum for year 7-10 students.

Given the high incidence of alcohol and drug misuse amongst the Juvenile Justice client group, this program is delivered to all young people.

*Aboriginal Programs*

Juvenile Justice has two specific Aboriginal programs as well as other offence focused and education programs and interventions that Aboriginal young people have access to. *Dthina Yuwali* (thi-nah you-wah-lee) is an Aboriginal specific

drug and alcohol program which deals with the relationship between substance abuse and juvenile offending in the community and custodial environment. *My Journey, My Life* (formerly *Our Journey to Respect*) is an Aboriginal specific program which aims to reduce the incidence of inter-generational violence. It seeks to facilitate participants' movement from relationships based on power and control towards relationships based on respect.

Youth on Track is an early intervention scheme which provides family based intervention and support to young people who are at risk of long-term involvement in the criminal justice system. The aim of the scheme is to divert young people from becoming further entrenched in the justice system by addressing the underlying factors of their offending behaviour and working with their families. Youth on Track provides NSW Police and schools with an opportunity to refer young people they consider to be at risk of offending to a support service without requiring a court order. Almost half the young people in the program are Aboriginal.

JJNSW has been actively involved in the planning, implementation and trial of the *Youth Koori Court*. The court is currently being trialled at Parramatta Children's Court and soon to commence at Bidura Children's Court.

The court provides greater Aboriginal involvement in the court process ensuring it's culturally relevant, reducing the risk factors that impact on re-offending behaviour and ultimately reducing the number of Aboriginal young people being sentenced to a period of detention. Unlike a mainstream court, the Youth Koori Court is more informal with participants sitting around a table talking 'plain' English rather than using technical legal jargon. An Elder sits with the judicial officer to provide cultural advice about the Aboriginal offender.

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		<p>The Juvenile Justice Aboriginal and Torres Strait Islander Cultural Respect Framework is the division's blueprint for creating cultural respect across services, programs and staff. A key feature is the development of cultural standards and practices for program development and service delivery.</p> <p><i>The Working with Aboriginal and Torres Strait Islander Peoples Good Practice Guide (The Good Practice Guide).</i> The Good Practice Guide aims to provide all Juvenile Justice staff members and external partners some tools to use when working with Juvenile Justice Aboriginal clients and their families. It has been developed to improve service delivery to Aboriginal peoples by providing staff with key facts and information appropriate to working with Aboriginal communities in NSW. This resource will assist staff to become more culturally aware and responsive to the needs of Aboriginal peoples and communities.</p>
<p>3. Does the NSW Government still provide funding to the Youth Action Policy Association? Please provide details of what funding has been provided since 1998.</p>	<p><b>Finance</b></p>	<p>Records going back to 2001 do not show any payments for funding to this organisation</p>
<p>4. Can you please provide information about whether the following types of initiatives still operate:</p>		
<p>a. Aboriginal night patrol programs</p>	<p><b>JSPD - ASU</b></p>	<p>The SAY program operates with two models of service delivery the first is a Patrol model which is a community-based service that operates a safe transport and outreach service for young people who are on the streets late at night. SAY involves skilled workers who staff a bus, patrolling the</p>

community at night and engaging with young people.

The second model of service is an activity based model. Activity centres are auspiced by a local agency and provide transport to and from the main activity centre for the program. The Program provides cooked meals for young Aboriginal people on a Friday & Saturday night. Structured activities supervised by qualified staff are offered at the centre in an effort to provide learning opportunities, personal development and entertain youth. The centres operate for 6 hours each night, two nights a week. Operating hours can vary depending on community needs or local events. A bus is provided by this Department to transport youth home.

The objectives of the SAY patrol model are:

- To provide a safe youth outreach program for young people on the street at night.
- To transport young Aboriginal people on the street at night to a safe home, safe activity or refer them to a support service.
- To reduce the risk of young Aboriginal people becoming victims of crime
- To reduce the risk of young Aboriginal people becoming Persons of Interest in relation to crime.

At present the following Patrols and Activity Centre have been established and are operational:

- Armidale
  - Bourke (Activity)
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		<ul style="list-style-type: none"> <li>• Dareton</li> <li>• Dubbo</li> <li>• Kempsey</li> <li>• La Perouse</li> <li>• Newcastle</li> <li>• Nowra</li> <li>• Taree</li> <li>• Wilcannia (Activity)</li> </ul>
<p>b. Post-release programs for Aboriginal people released from custody</p>	<p><b>JJ and CSNSW</b></p>	<p><b>CSNSW post-release programs</b></p> <ul style="list-style-type: none"> <li>○ Through Aboriginal Client Services Officers (ACSOs) CSNSW provides an advisory and support service for Community Corrections officers to enable the case management of Aboriginal offenders in a culturally sensitive manner. The ACSOs:             <ul style="list-style-type: none"> <li>- participate in the case management of Aboriginal offenders to ensure appropriate case plans and supervision are implemented and are consistent with the mission of reducing re-offending.</li> <li>- liaise and consult with correctional centre staff for pre-release planning for Aboriginal offenders.</li> <li>- identify and build collaborative community networks and partnerships to improve the effectiveness of community-based offender programs in district offices and</li> <li>- act as a resource for District Managers and the Policy and Programs Unit to develop effective service-wide culturally appropriate offender programs.</li> </ul> </li> <li>○ CSNSW also provides the following programs to offenders in the community:</li> </ul>

- EQUIPS Foundation
- EQUIPS – Addiction
- EQUIPS – Aggression
- EQUIPS – Domestic Abuse
- Community-based maintenance programs for sex offenders
- Community-based treatment for sex offenders.

**JJNSW response**

The Joint Support Program (JSP) is Juvenile Justice’s model to fund community service providers. The JSP provides \$4.418 million per annum to non-government organisations to provide services to young offenders. The Service Types under the current JSP are casework support, crisis accommodation, long term accommodation and support, employment placement and support, and family intervention. The model allows for strong collaboration with funded organisations, client-focused strategies and regular review meetings to ensure the agreed target outcomes are being achieved.

The JSP Casework Support service provides a broad range of activities including post release support. The service is tailored to each young person in accordance with their Juvenile Justice case plan. Weekly contact is made 6 weeks prior to release from custody to identify the young person’s post release needs.

The service is provided through the collaboration of Juvenile Justice Caseworkers and the service provider’s casework support worker. Service providers deliver services in a culturally respectful way, working with Aboriginal and Torres Strait Islander young people and their families.

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<p>c. Accommodation placement programs, for Aboriginal people on bail who have an alternative to being remanded in custody</p>	<p><b>JJ and CSNSW</b></p>	<p><b>CSNSW</b></p> <ul style="list-style-type: none"><li>○ CSNSW does not have a program in place although it provides a residential diversionary program for male offenders between 18 and 40 years of age.</li><li>○ Located at Tabulam, within the Bundjalung Nation, the aim of the program is to reduce re-offending and enhance skills within a cultural and supportive community environment.</li><li>○ Offenders enter the program at Tabulam as a condition of a section 11 bond for an initial assessment period of two weeks. Following acceptance into Tabulam, offenders participate in structured programs within a culturally sensitive framework. Programs address specific areas of risk to assist in improving life skills and reintegration into the community.</li></ul> <p><b>JJNSW</b></p> <p>The Bail Assistance Line (BAL) was established in 2009/10 as part of the Keep Them Safe Strategy, following Justice Wood's Special Commission of Inquiry into Child Protection Services in NSW. It was piloted in Dubbo, Western and south-western Sydney and Hunter/Newcastle in 2010 before expanding statewide.</p> <p>In partnership with the NSW Police Force, the Department of 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. Support can include transport, case support and safe accommodation.</p> <p>The Bail Assistance Line was evaluated by the Sydney</p>
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		<p>University Institute of Criminology in 2014. The report recommended further expansion of services and continued training and liaison with NSW Police.</p>
<p>d. Bail accommodation hostels, such as Nardoola and Ja-Biah</p>	<p><b>JJ</b></p>	<p><b>JJNSW</b></p> <p>The Bail House model previously funded by JJNSW largely failed to maintain the services required to support young people in bail accommodation.</p> <p>The failure of the bail houses was largely due to the complex nature of providing accommodation and support to this client group. Accommodation services must have the capacity to differentiate between high, medium and low risk offenders and place them accordingly. It is also preferential that the service has the ability to provide a range of counselling services, has a comprehensive understanding of legal circumstances to assist the young person to negotiate the legal system, is culturally responsive and can provide access to relevant support networks.</p> <p>The agency now works with experienced community organisations to provide bail accommodation support. The key is the flexibility to meet the needs of the young person and to support them, when appropriate, in a community setting.</p> <p>These organisations are better placed to provide accommodation where and when it is needed and young people can remain close to family, community and support networks, particularly in rural areas. The accommodation may be in a supported accommodation service, through foster care or placement in other models of accommodation services. Appropriate support services and structures are the key aspects required to successfully support young people in the community.</p>

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		<p>Adolescents 16 years and under have different developmental needs than older teenagers, which are often better met within a more family based environment. Under 16 year olds may also require Community Services involvement. Section 28 of the Bail Act 2013 allows a bail condition to be imposed that suitable arrangements be made for the accommodation of the accused juvenile before he or she is released on bail.</p> <p>When an accommodation condition is imposed in accordance with Section 28 of the Bail Act 2013, the matter is relisted every two days until the young person is released. During 2014-15, 107 young people were granted bail under Section 28. 32 (30%) of these young people identified as Aboriginal and Torres Strait Islander. 40 (37%) were in Out of Home Care.</p> <p>In 2014-15 young people spent an average of 4.14 days in custody following the Court granting conditional bail under Section 28.</p> <p>Juvenile Justice works closely with the Children’s Court and the Department of Family and Community Services to ensure young people on Section 28 bail conditions meet their accommodation requirements as soon as practicable.</p>
<p>e. Aboriginal mentor programs</p>	<p><b>ALL</b></p>	<p>The Circle Sentencing Elders and Aboriginal Community Justice Group (ACJG) members from various groups around the state have undertaken mentoring and other relevant training for local initiatives one initiative is the Mt Druitt/Blacktown Breaking Barriers Fitness Program and Custody Support. Where the Local TAFE college worked in partnership with the ACJG to train local mentors for their programs.</p>

**CSNSW**

CSNSW provides culturally-specific advice and support to offenders through

- the Aboriginal Elders Program '*Pinta Kulpi Program*' and
- eight Aboriginal identified mentor roles strategically located within the correctional system

**JJNSW response**

Mentoring programs for young people in the justice system are linked to case plans and deliver outcomes that:

- Reduce risk of reoffending
- Provide life skills that support positive life choices
- Link to education and training opportunities
- Provide pathways to a sustainable employment
- Connect young people to ongoing personal support networks
- Increase engagement and participation with the community, family and services.

Aboriginal elders approved to mentor detainees attend juvenile justice centres regularly to provide one on one mentoring with Aboriginal detainees and participate in endorsed Aboriginal programs.

The Tribal Warrior Association is a non-profit community organisation initiated and directed by Aboriginal people with Aboriginal Elders. It provides a mentoring program for Aboriginal young people being supervised by Sydney Juvenile Justice Community Office. The objectives of the program are to:

- develop skills to engage in effective and appropriate decision making
  - provide culturally interactive intervention to develop a stronger connection to their Aboriginal heritage
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- provide positive role modelling through mentoring
- develop greater awareness and understanding of factors contributing to their offending behaviour and employ appropriate problem solving interventions to manage life events more effectively
- to empower young people to engage in constructive and positive lifestyle activities

The Joint Support Program (JSP) funds suppliers to provide services that complement the work of Juvenile Justice with young people. For the 2016-2019 funding, mentoring has been included as a service type. The mentoring program will provide consistent, regular and intensive support in an effort to foster resilience, stability and a positive direction for the lives of young people. Mentoring can be provided for young people while in Juvenile Justice Centres and after they are released and return to their community. Mentoring can also be utilised for young people on a community based order or referred for a Youth Justice Conference.

Juvenile Justice currently works in partnership with the SHINE for Kids and Save the Children organisations to provide formal mentoring programs for young people at Frank Baxter and Cobham Juvenile Justice Centres. The programs are linked to case plans and aim to deliver outcomes that:

- Reduce risk of reoffending
- Provide life skills that support positive life choices.
- Link to education and training opportunities
- Provide pathways to sustainable employment.
- Connect young people to ongoing personal support networks

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		Increase engagement and participation with their community, family and services.
f. Ending Offending program, an alternative to the incarceration of young Aboriginal offenders	<b>JJ</b>	Not JJ - Queensland program
g. Aboriginal Program Support Officers with Juvenile Justice	<b>JJ</b>	<p>Aboriginal Project Officers are located at each Juvenile Justice Regional Office. The role of the Aboriginal Project Officer includes development, implementation, analysis and evaluation of programs and interventions for Aboriginal and Torres Strait Islander young people. The role is also responsible for the coordination of the Aboriginal Regional Advisory Committee.</p> <p>The <i>Aboriginal Staff Advisory Committee (ASAC)</i> was established in March 1996, to provide a representative forum for Aboriginal and Torres Strait Islander staff with the opportunity to provide advice and guidance to the divisions Executive on policy, programs and Aboriginal issues across the Division. ASAC provides an opportunity for staff to identify and document program and service delivery successes, challenges and ways forward. This, in turn, informs the Division of options for future directions in working with Aboriginal and Torres Strait Islander offenders, staff and communities.</p> <p>The <i>Aboriginal and Torres Strait Islander Recruitment and Retention Strategy</i> Juvenile Justice recognises that by recruiting and retaining Aboriginal and Torres Strait Islander staff, it will develop a better capacity to work with Aboriginal and Torres Strait Islander young people. This is particularly important in light of the significant proportion of juvenile justice clients who are Aboriginal or Torres Strait Islanders. To achieve this, the Agency developed the Aboriginal and Torres Strait Islander recruitment and retention strategy to</p>

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		<p>recruit and retain Aboriginal and Torres Strait Islander staff in all of its workplaces.</p> <p>The <i>Aboriginal Staff Mentoring Program</i> started in 2012. It involves the pairing of a Mentor and a Mentee. A range of mentoring is available including:</p> <ul style="list-style-type: none"> <li>• Mentoring for Management - For staff who aspire to leadership roles and want to combine a formal training course and a mentoring relationship with an experienced and respected manager or leader.</li> <li>• Buddy-style Mentoring - For staff interested in moving from custody to community (or vice-versa) and staff new to the agency. Participants will partner with someone currently in the role.</li> </ul> <p>Capability Mentoring - For staff who want to assess and develop strengths relevant to the State Government Capability Framework and explore their future career path.</p>
<p>h. Crime Prevention Programs, such as the Koori Justice Program</p>	<p><b>JSPD – ASU and S&amp;P</b></p>	<p>The Aboriginal Services Branch delivers crime prevention initiatives such as Circle Sentencing, Aboriginal Court Support and Aboriginal Community Justice Groups. These initiatives address the crime issues in local communities and restores confidence in the justice system with our Aboriginal community members.</p> <p>The programs allow for underlying issues contributing to offending behaviour to be addressed and utilise the networks and structures of the local community to assist offenders and victims addressing their issues.</p>
<p>i. Youth Justice Conferencing, Aboriginal youth</p>	<p><b>JJ</b></p>	<p>The aim of the Youth Justice Conferencing (YJC) scheme is to divert young people away from the formal Juvenile Justice system. No further action is taken if the child or young person completes the outcome plan agreed at the conference. Plans are agreed by consensus of all conference participants</p>

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		<p>wherever possible. Ultimately the consent of the child or young person and that of any attending victim are required. In relation to an Aboriginal child or young person, participants can include the young person's family and significant others, a respected member of the Aboriginal community, an Aboriginal mentor or an Elder and service providers. The availability and accreditation of programs including those run by Aboriginal people that are suitable for inclusion in outcome plans are considered.</p> <p>The 2010-11 financial year saw the largest number of referrals to youth justice conferencing in the history of the scheme (2145). The referral trend since has been steadily declining to a historic low of 1416 in 2014-15. Much of the decline is related to the decline in total number of proceedings against young people by NSW police over the past five years. The percentage of cautions and proceedings to court has also been declining, while warning and infringement notices have increase during the same period.</p>
<p>j. Aboriginal Justice Advisory Council</p>	<p><b>JSPD - ASU</b></p>	<p>The Aboriginal Justice Advisory Council has now evolved to the Local Aboriginal Community Justice Groups which are managed by the Aboriginal Services Branch within the Department of Justice. These groups are established with endorsed local community members and service representatives who identify, discuss and action local crime issues. The ACJG's also develop local initiatives to tackle issues in their local community and align to the strategic priorities of the Department.</p>
<p>5. The NSW Police implemented an <i>Aboriginal Policy Statement and Strategic Plan 1997-2000</i>. Has this policy and strategy been updated since 2000. If so can you provide the committee with a copy.</p>	<p><b>JSPD - OfP</b></p>	<p>Yes please see attached.</p>

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<p>6. How is the Department of Justice ensuring Aboriginal cultural awareness training is provided to all employees? In particular, what are you doing to ensure your staff are educated about the history and effects of forcible removal?</p>	<p><b>OPOD - HR</b></p>	<p>The Juvenile Justice <i>Aboriginal and Torres Strait Islander Cultural Respect Framework</i> promotes understanding how culture intersects with JJNSW services and programs. Cultural Respect training was delivered as a pilot program during 2014-15 to senior staff across the Division.</p>
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**NSW Police Force**



*Aboriginal  
Strategic  
Direction*  
2012-2017



## COVER ARTWORK

### The Artist

The artwork used in the cover design of the Aboriginal Strategic Direction was painted by Gary Luke a descendant of the Bundjalung people of Northern NSW. The artwork was first used on the NSW Police Aboriginal Policy Statement and Strategic Plan 1997 - 2000.

### The Painting: The Spirit of the People

While changing the design slightly, NSW Police Force has maintained the theme of the artwork from the previous Aboriginal Policy Statement and Strategic Plan to demonstrate our continuing efforts in this area.

The original design represented the Aboriginal people involved with Police activity. The circles linked by the many lines indicate the sharing of ideas and knowledge. The spirit of the ancestors is present and seen overseeing the relationship between police and Aboriginal people.

**NOTE:** This document has been revised on 30-01-2015

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## COMMISSIONER'S FOREWORD



The revised *Aboriginal Strategic Direction 2012-2017* remains the cornerstone of the strategies underpinning service delivery by the NSW Police Force to the Aboriginal community of NSW.

In his recent report '*Addressing Aboriginal disadvantage: the need to do things differently*', the NSW Ombudsman recognised the excellent work undertaken by Local Area Commands to achieve breakthroughs in our relationships with Aboriginal communities. We will continue to build upon that foundation over the next five years.

We will work in partnership with the Aboriginal community to deliver meaningful outcomes for Aboriginal people. This will involve the identification of local solutions for local problems, through a three-tiered consultative process.

The first, and perhaps the most important tier, will be the establishment of Police Aboriginal Consultative Committees (PACCs) within communities with a high Aboriginal population, managed by Local Area Commands.

The second tier will be the Aboriginal Strategic Direction Steering Committee (ASDSC), chaired by the Corporate Sponsor for Aboriginal Issues, which will be responsible for ensuring the accountability of Local Area Commands in achieving the outcomes of the Strategic Direction.

The final tier will be the Police Aboriginal Strategic Advisory Council (PASAC), an advisory body chaired by myself and comprising senior representatives of NSW Government agencies and Aboriginal peak bodies. PASAC's role will be to consider issues of relevance and concern to Aboriginal

communities across NSW. I trust that the continuing good relationship between police and the NSW Aboriginal community will be strengthened by the important work undertaken under the Aboriginal Strategic Direction 2012-2017.

A handwritten signature in blue ink, appearing to read 'A P Scipione'.

**A P Scipione APM**  
*Commissioner of Police*

## ASSISTANT COMMISSIONER GEOFF MCKECHNIE - CORPORATE SPONSOR FOR ABORIGINAL ISSUES

The *Aboriginal Strategic Direction (2007 – 2011)* saw changes in how the NSW Police and the Aboriginal community have worked together. We have worked hard to build trust and confidence in the community and to respond to the needs of Aboriginal communities.

The new *Aboriginal Strategic Direction 2012-2017 (ASD)* builds on what we have learnt in the last five years and provides a framework for stronger relationships and accountability.

This ASD has four key objectives and a range of strategies under each objective. Some of the themes of the past have been carried over. However, importantly we have strengthened our response to youth issues, family violence and issues which are harmful to communities.

We will continue our focus of community policing by consulting with Aboriginal people regarding offences of concern to them and work in partnership to achieve outcomes that reduce crime and the fear of crime. We will also continue to focus on crime prevention initiatives for Aboriginal youth in recognition that the Aboriginal community has a younger population base than mainstream Australia.

We have established a process within NSW Police Force that ensures Aboriginal issues have a coordinated focus and that officers are held accountable at all levels to implement Aboriginal policy.

I believe that this policy and the work we are currently undertaking will see further improvement in the organisation's management of Aboriginal issues.

We also rely on the Aboriginal community and other service providers to work with us in a collaborative partnership.



**Geoff McKechnie APM**  
*Assistant Commissioner  
Commander Western Region*



# RECOGNITION OF ABORIGINAL PEOPLE

## Statement of Aboriginal Reconciliation

NSW Police Force acknowledges Aboriginal people as the original owners of the land we call Australia and particularly the lands now known as New South Wales. We also acknowledge that the Aboriginal people of NSW are not one generic group but that they make up many different groups with their own unique languages and customs.

Aboriginal people have a rich and diverse culture that has survived for thousands of years in a harsh environment. Aboriginal people learn and live off the land and waters to maintain the natural environment.

Aboriginal people moved about the land within their tribal boundaries to follow the food chain, tend to their sacred sites and perform ceremonies. Aboriginal society was structured with laws established that ensured order and justice among their people.

The effects of colonisation devastated Aboriginal people through forcible removal from their traditional lands and their families; prohibited from maintaining their culture and traditions; and the desecration of their many sacred sites. A resurgence in Aboriginal languages, cultural beliefs and customs is now being seen in Aboriginal communities and a greater acceptance and understanding of culture is being experienced by non-Aboriginal Australians.

As servants of the State and in line with government policy of the day the NSW Police Force in its earlier form had a role in the removal of Aboriginal children and the segregation of Aboriginal people from their families and land. NSW Police Force regrets this unfortunate part of our history and recognises the trauma inflicted on Aboriginal people as a result of past government policy and our actions as police. While not forgetting the past NSW

Police Force wishes to move forward. We recognise that our unique role provides us the opportunity to promote positive outcomes for Aboriginal people and we will work towards achieving the following in the spirit of reconciliation:

- We will acknowledge Aboriginal history, culture and tradition at every opportunity and wherever possible in our workplace.
- In the application of our duty we will be mindful of the cultural differences among Aboriginal peoples and between Aboriginal people and the wider community.
- We will strive to ensure an environment free of racial discrimination and harassment for our Aboriginal employees and the Aboriginal community we serve.
- We will work with Aboriginal communities and other justice agencies to investigate the implementation of culturally appropriate policing strategies

for Aboriginal communities and seek the cooperation of Aboriginal people in their promotion.

- We will seek to provide employment, education and training to Aboriginal people at every opportunity while at the same time educating our officers on Aboriginal history, culture and society.
- We will seek to ensure that the issues surrounding “men’s business” and “women’s business” receive respect and the appropriate response.
- We will promote police involvement in NAIDOC Week and encourage all NSWPF facilities to fly the Aboriginal flag during times of Aboriginal significance e.g. National Sorry Day, Survival Day, Reconciliation Week etc.

## Constitution Act 1902 - Section 2

### Recognition of Aboriginal people

(1) Parliament, on behalf of the people of New South Wales, acknowledges and honours the Aboriginal people as the State's first people and nations.

(2) Parliament, on behalf of the people of New South Wales, recognises that Aboriginal people, as the traditional custodians and occupants of the land in New South Wales:

- (a) have a spiritual, social, cultural and economic relationship with their traditional lands and waters, and
- (b) have made and continue to make a unique and lasting contribution to the identity of the State.

### Aboriginal Cultural Protocol

In keeping with Aboriginal Cultural Protocols and Practices recognised by the NSW Government and our own Statement of Aboriginal Reconciliation,

NSWPF will pay respect to traditional Aboriginal owners of country by conducting the following ceremonies. This is not open to interpretation or exercise of personal opinion.

#### a. Welcome to Country

A ceremony whereby the traditional Aboriginal owners (usually an Elder or other respected person) welcome people to their land/country.

This occurs at events and formal functions and should precede the commencement of the formalities that may be associated with the event/function.

The wording, conduct or format of these ceremonies is at the discretion of the traditional owners / elders who are providing the "welcome".

#### b. Acknowledging Country

At formal functions/inter-agency meetings/forums where the

non-Aboriginal community and Aboriginal people from other country show respect for Aboriginal protocol and the relationship Aboriginal people have with the land / waters. A Chairperson or Facilitator begins by acknowledging that the meeting or event is taking place in the country of the traditional owners. Acknowledging Country may also occur when an Aboriginal person is not available to provide an official "Welcome to Country".

The following is an example of an Acknowledgement of Country statement that could be utilised by NSWPF personnel:

*I wish to acknowledge that this meeting (event) is being held on the traditional lands of the (relevant) people. I recognise their continuing ownership and association with these lands and pay respect to the (relevant) people past and present.*

# 1 OVERVIEW OF THE ABORIGINAL STRATEGIC DIRECTION

## 1.1 What is the Aboriginal Strategic Direction (ASD)?

The Aboriginal Strategic Direction 2012-17 is the overarching document which guides the NSWPF in its management of Aboriginal issues. It seeks a genuine level of Aboriginal community ownership and involvement through a consultative and proactive approach. A key approach of this Policy is to involve Aboriginal people in the consultation process so that they understand the objectives and intent of the NSWPF and that the community is engaged in the process.

It is a living document that identifies where Police can have significant input in the decrease of the over-representation of Aboriginal people in the criminal justice system. Twenty years after the Royal Commission into Aboriginal Deaths in Custody, Aboriginal incarceration in NSW remains significantly higher than the broader population.

## 1.2 Current challenges facing Aboriginal communities

Aboriginal people continue to be the most disadvantaged group in Australian society. The over-representation of Aboriginal people in the criminal justice system has been a challenge for policy makers and a source of advocacy and concern for many, particularly the Aboriginal community themselves.

2011 marked the 20th anniversary of the final report of the Royal Commission into Aboriginal Deaths in Custody. Since the findings of the Royal Commission in 1987 the percentage of Aboriginal people in the criminal justice system continues to grow. At the time of the commission, over-representation of Aboriginal people in the criminal justice system was at 14 per cent. It is now 26 per cent of the total prison population. The numbers for women (29 per cent) and juveniles are considerably higher.

In 2007-08, the Council of Australian Governments (CoAG) established the Closing the Gap strategy to reduce Indigenous disadvantage in relation to key life outcomes including life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes. COAG identified a number of building blocks that are critical to Closing the Gap, with the 'safe communities' building block, the most significant in the context of policing.

In this context, the Standing Council on Police & Emergency Management - Police determined that Indigenous People's Justice Issues become a permanent priority agenda item. This resulted in the identification of a range of national Indigenous priorities for police including better practice community policing for Indigenous Communities. The Australia New Zealand Policing Advisory Agency (ANZPAA) 'Community Policing

*Model (Indigenous Communities)* identifies the 'key drivers' that impact on policing in Indigenous communities and ways in which better relationships between police and Indigenous communities can be facilitated. It is acknowledged that building trust is a key component for police to uphold their primary responsibility of maintaining a safe and secure environment.

The 2011 NSW Ombudsman Special Report to Parliament under s 31 of the *Ombudsman Act 1974 on Addressing Aboriginal disadvantage*: states the need to do things differently and highlights the chronic problems which are evident in Aboriginal communities. This includes high levels of unemployment and disengagement from economic opportunities; substantial numbers of young people engaging in anti-social behaviour reflected in poor school engagement; large numbers of young people in custody; Aboriginal women with long and serious histories of abuse and inadequate protection of Aboriginal children who are at risk of abuse and neglect.

The NSW Government established the Ministerial Taskforce in August 2011 to develop a new Aboriginal Affairs strategy. The Taskforce will consider the Ombudsman's recommendations in relation to the following areas:

- Strengthening accountability

- The importance of Aboriginal leadership in bringing about change
- Improving the capacity to respond to vulnerable Aboriginal children and adolescents
- Investing in education
- Building economic capacity in Aboriginal communities

It is also noted that NSW has the largest Aboriginal population in Australia which is approximately 30% of the national total and continues to grow. It is predicted that the Aboriginal population will increase at a rate double of the wider community. Almost 40% of the Aboriginal population in NSW is under the age of 15.

NSWPF is committed to working with Aboriginal communities to reduce the number of Aboriginal people coming into contact with the criminal justice system and working to address issues from a policing perspective in collaboration with the community through the implementation of the ASD.

### 1.3 Outcomes from the Aboriginal Strategic Directions 2007-2011

In reviewing the outcomes of ASD 2007-2011 and the formulation of the draft ASD 2012-17 a range of consultations were undertaken with both internal and external stakeholders. Information sessions were conducted in Aboriginal communities in metropolitan, rural and remote locations, surveys were conducted and feedback sought from NSW Government agencies and peak Aboriginal representative organisations with a view to identifying the key achievements of the ASD 2007 – 2011.

*Key achievements of the ASD 2007-11 include:*

- Establishment of Local Area Command Aboriginal Consultative Committees in required Local Area Commands
- Creation of the Aboriginal Employment Strategy and the establishment of the Aboriginal Employment Unit

- Implementation of the Crime Prevention Grants for initiatives at Local Area Commands to address the priorities under the ASD.

*Key areas identified for further improvement include:*

- Further development and refining of the work undertaken by LACACCs and local Action Plans
- Improvements in the way we report and monitor progress against the ASD
- Focus on areas of concern for the community including crime prevention, youth, domestic and family violence, sexual assault, drug and alcohol abuse
- Improved lines of communication and collaboration with the community
- Maintenance of cultural awareness training and ongoing development for relevant employees



The Aboriginal Strategic Direction 2007–2011 built a strong platform for the police and Aboriginal community to work together and has been important in breaking down barriers. The Aboriginal Strategic Direction 2012–2017 is the third strategy of its kind adopted by the NSWPF and provides the opportunity to continue to improve and consolidate on what has been achieved.

## 1.4 Policy Framework

### a. NSW 2021

The NSW 2021 state plan sets NSW Government priorities to be achieved by the NSWPF. Those priorities are as follows:

- Prevent and reduce the level of crime
- Prevent and reduce the level of re-offending
- Improve community confidence in the justice system.

- These priorities were primary drivers of the development of the Aboriginal Strategic Direction 2012 – 2017. The objectives and outcomes contained in this document strive to achieve the priorities set out in NSW 2021.

### b. NSWPF Corporate Plan

The *NSWPF Corporate Plan 2012-2016* vision is “a safe and secure NSW with the purpose of the police and the community working together to reduce violence, crime and fear”. This Corporate Plan provides a framework for the NSWPF to implement *NSW 2021*. The Plan creates opportunities for NSWPF to work together with the community and our inter-agency partners to further reduce crime, fear of crime and antisocial behaviour

### c. NSWPF Aboriginal Employment Strategy

The proposed *Aboriginal Employment Strategy 2013-2017 (AES)* is central

to the NSWPF vision of being an employer of choice for Aboriginal people by the implementation of effective attraction and retention strategies. It aims to facilitate employment and career development opportunities in an environment which is supportive and inclusive for Aboriginal people.

The AES also aims to ensure that the knowledge and experience brought by Aboriginal recruits is used to improve policing services. The AES has also been developed as an action under the NSWPF Corporate Plan. One of the key components of this is a target of 4% Aboriginal employment which exceeds the NSW Government target.

In addition, the State Crime Command has developed a command specific Aboriginal Employment Strategy in consultation with the NSWPF Aboriginal Employment Programs Unit and will require realignment and updating to reflect proposed changes.

The goals and strategies incorporate the following areas:

- 1. Pre-Recruitment:** Provide positive opportunities and experiences for potential Aboriginal recruits.
- 2. Recruitment:** Effectively promote NSWPF as an employer of choice and career opportunity for Aboriginal people.
- 3. Retention:** Provide a supportive environment, skills training, professional development, and career pathways for Aboriginal staff. Generate the knowledge and experience of Aboriginal staff across the organisation to improve police services.



#### **d. Australian and New Zealand Policing Advisory Council**

The Australian and New Zealand Policing Advisory Agency (ANZPAA) is a joint initiative of the Australian and New Zealand Police Ministers and Commissioners. ANZPAA provides strategic policy advice to the ANZPAA Board on cross-jurisdictional policing initiatives that help enhance community safety and security. Under the key strategic priorities of Community Policing, ANZPAA will, in partnership with other jurisdictions, review the implementation of the community policing model in Indigenous communities as part of its ongoing work.

#### **e. Other Plans and Strategies**

The National Indigenous Law and Justice Framework 2009-2015 is a national approach to addressing the serious and complex issues that mark the interaction between Aboriginal and Torres Strait Islander people and

the justice systems in Australia. The Framework provides an opportunity for governments, non-government and community organisations, and Aboriginal and Torres Strait Islander peoples to identify and develop the most appropriate response to Indigenous law and justice issues adversely affecting Aboriginal and Torres Strait Islander peoples.

The Aboriginal and Torres Strait Islander Social Justice Commission was established in response to the findings of the Royal Commission into Aboriginal Deaths in Custody and the National Inquiry into Racist Violence. The Commission's role includes reviewing the impact of laws and policies on Indigenous peoples, reporting on Indigenous social justice and native title issues and promoting an Indigenous perspective on issues. In addition, the Aboriginal and Torres Strait Islander Social Justice Commissioner monitors the enjoyment

and exercise of human rights for Indigenous Australians. The *Aboriginal Human Rights Act and the Native Title Act 1993* (Cth) require that the Aboriginal and Torres Strait Islander Social Justice Commissioner to produce an annual Social Justice and a Native Title Report. These reports are tabled in Parliament.

NSWPF internal policies and plans which link to the Aboriginal Strategic Direction include the following areas Domestic Violence; Sexual Assault; Child Abuse; Youth; Gay, Lesbian Transgender and Intersex; Mental Health; Homelessness; Elderly; Disability; Drug and Alcohol; Missing Persons and Customer Service. While it is not intended that the ASD replicate other plans and policies, the aim is to ensure a consistent and holistic approach to service delivery of policing responsibilities.

## 2 THE ABORIGINAL STRATEGIC DIRECTION IN ACTION

The *Aboriginal Strategic Direction 2012-2017* involves a re-definition of the local committees, and realignment of the reporting and high level committee structure and accountabilities. A key component is strengthening two way communication and engagement between the NSWPF and the community. This is complemented with streamlined reporting structures.

### 2.1 Local Area Command Aboriginal Environmental Scans

On an annual basis, each Local Area Command (LAC) is required to undertake an Aboriginal Environmental Scan. This will inform LAC awareness and decision making regarding future policing strategies and objectives. The process will assist in monitoring and analysing the external environment to establish the nature of the influences, either direct or indirect, which will affect the delivery of policing services to the Aboriginal community.

### 2.2 Aboriginal Action Plans

The key focus of the ASD will be continuing to actively engage the Aboriginal community in the development and implementation of LAC Aboriginal Action Plans that will guide police / Aboriginal interventions and focuses on 'local solutions for local issues'. The Action Plans provide Aboriginal people a say in how their community is policed. Hence, all PACCs within a LAC should be consulted on the LAC *Aboriginal Action Plan* and their agreement secured prior to implementation. The *Aboriginal Environmental Scan* also informs actions taken in the formulation of the *Aboriginal Action Plans*.

The LAC Aboriginal Action Plan must demonstrate community involvement by being co-signed by the Local Area Commander and an Aboriginal person (Police Aboriginal Consultative Committee member) nominated by the community. Should any conflict exist the Plan

should proceed based upon majority vote of the PACCs within the area encompassed by the LAC.

This document should contain key LAC activities and address the local Aboriginal communities concerns. The key priorities of the Plan will be determined via the consultative approach, to support the implementation of this policy. Aboriginal Action Plans will be tailored to meet the needs of individual communities in recognition of the fact that 'one size does not fit all'.

The Aboriginal Issues Officer at each LAC will ensure that the Aboriginal Actions Plan priorities are addressed. The Aboriginal Coordination Team will assist and support the Aboriginal Issues Officer by providing training and ongoing support. An Aboriginal Issues Officer annual conference will be held so that discussion can be had around best practice, programs and innovative ideas to address the high rates of offending and recidivism in Aboriginal communities.

### 2.3 Three Tiers of the Aboriginal Strategic Direction

The three tiers include:

1. Police Aboriginal Consultative Committee (PACC);
2. ASD Steering Committee (ASDSC); and
3. Police Aboriginal Strategic Advisory Council (PASAC).

These committees aim to:

- Break down the barriers between Police and Aboriginal people;
- Provide a forum for Aboriginal people and police to jointly participate in decision making as equal partners;
- Identify strategies and social issues with an impact on operational priorities in the development of joint action plans;

- Address Aboriginal issues at a local, regional and state level;
- Provide oversight of the commitment demonstrated by LACs against the outcomes identified in this plan by the senior executive of the NSWPF and partner agencies;
- Bring the consultative process to individual Aboriginal communities.

#### 2.4 Police Aboriginal Consultative Committee (PACC) – The First Tier

PACCs are established specifically to address Aboriginal issues associated with crime and crime prevention. The PACC is the first tier of the advisory bodies and meets quarterly in areas with high Aboriginal populations.

This replaces the Local Area Command Aboriginal Consultative Committee (LACACCs). In LACs with widely dispersed or distinct Aboriginal communities, separate PACCs may be required. It should be noted that it is not to be used as a consultative committee for broader community issues.

The Commander will generally chair the PACC meeting. The LAC will ensure that appropriate specialist police officers or units attend these meetings as required to address specific issues, e.g. domestic family violence, youth issues, sexual offending and child abuse. Terms of Reference, Standard Operating Guidelines and templates have been developed to support the implementation of the PACC.

The PACCs are open to the whole of the Aboriginal community, not

by invitation, and aims to include young people and both genders. It is acknowledged that in some communities there may be different factional groups. The LAC should consider appropriate engagement and management to ensure maximum participation. Appropriate representatives from both government and non-government organisations should also be represented.

Flexibility is recommended where Community Working Parties and/or Aboriginal Community Justice Groups have been established. Police are to work with the Community Justice Groups and Community Working Parties by forming a cohesive partnership. In implementing the ASD, police will need to identify locally how this partnership might best be

achieved. For example the business of the PACC might be discussed at Community Working Party meetings. However for internal reporting, police will need to identify how the ASD is being implemented within this structure.

In smaller communities it may not be practical to have a PACC, a Community Working Party and an Aboriginal Community Justice Group as members will usually be the same group of committed people. *A Memorandum of Understanding* will be developed between the NSW Department of Attorney General & Justice's Aboriginal Community Justice Groups and NSWPF PACC. Regardless of membership of these committee's the PACC meetings are open forums and non-members should be encouraged to participate.



## 2.5 Aboriginal Strategic Direction Steering Committee (ASDSC) – The Second Tier

The Aboriginal Strategic Direction Steering Committee (ASDSC) will monitor and drive the implementation of the ASD across the organisation, monitor LAC progress against the ASD, provide review/guidance/advice for *Aboriginal Action Plans* and identify issues for further consideration at PASAC, together with monitoring and making recommendations for and on crime prevention strategies and operational procedures. The committee is chaired by the Corporate Sponsor.

Its membership includes the Regional Sponsor, Aboriginal Issues, Education and Training Field Support Command, the Commander, Child Abuse Squad and specialist representatives.

The Corporate Sponsor for Aboriginal Issues will seek advice from regions in regard to identified issues based upon COMPASS reports, analysis of PACC minutes, Command Management Framework and crime statistics. Each Regional Sponsor for Aboriginal Issues would also be required to liaise with Aboriginal Issues Officers within the region prior to meetings as well as provide feedback from outcomes. This contact would include electronic communication, teleconferencing and face to face meetings as appropriate.

Terms of Reference, membership and templates for the ASDSC have been developed and can be viewed on the Aboriginal Knowledge Map.

## 2.6 Police Aboriginal Strategic Advisory Committee (PASAC) – The Third Tier

The final tier is the Police Aboriginal Strategic Advisory Council (PASAC), which is an advisory body chaired by the Commissioner of Police and comprising senior representatives of NSW Government agencies and Aboriginal peak bodies. It considers issues of State-wide relevance and concern to Aboriginal communities across NSW. It has a key role in oversighting progress against the *ASD 2012-2017* and other issues associated with service delivery to Aboriginal people and communities across NSW.

## 2.7 Aboriginal Issues Forums

Aboriginal Issues Forum will replace the Regional Aboriginal Community Liaison Officer meeting. The Aboriginal Issues Forum will be chaired by the Regional Sponsor for Aboriginal Issues and the membership will include all

the Aboriginal Issues Officers and Aboriginal Liaison Officers from the region. The Aboriginal Issues Officers will be required to table a report on Aboriginal issues and incidents in their LAC area as well as a briefing in regards to the progress and outcomes from their PACCs. The Aboriginal Issues Forums will be held a minimum of two (2) per year. More if considered appropriate by the Regional Sponsor for Aboriginal Issues.

## 2.8 Role of Specialist Groups of the NSW Police Force in the ASD 2012-2017

There are a number of specialist areas within the NSWPF which have responsibilities in the *ASD 2012-2017*. These include various key areas of Operational Programs Command, Youth Command, Education and Training Command, State Crime Command and the Office of the General Counsel.



## 2.9 Training and Ongoing Education in relation to Aboriginal Issues.

### a. Policing Aboriginal Communities

The Operational Programs Command has the corporate responsibility to ensure that *Policing Aboriginal Communities Training* is delivered within the NSWPF. This training will be reviewed by the Aboriginal Coordination Team and approved by PASAC. Ongoing review and monitoring will be the responsibility of the ASDSC and PASAC.

As an officer progresses through the ranks, the continuum in Aboriginal training moves from an “awareness” of Aboriginal culture, history and society to “practical application” of this knowledge in the workplace to build a high level of cultural proficiency. Further training of officers will enhance skills to identify how they apply their knowledge of Aboriginal culture within their level of responsibility.

### b. Policing Aboriginal Communities Training Prior To Transfer

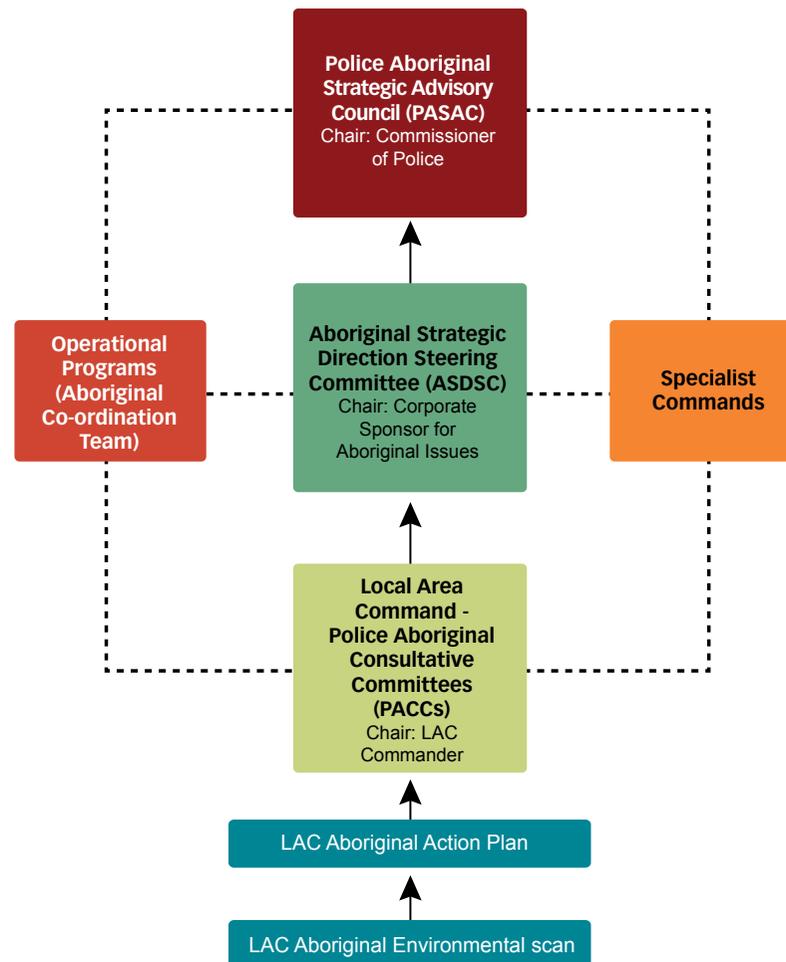
Any officer seeking promotion or transfer to a Local Area Command that has a significant Aboriginal population should complete, where practical, the one-day corporate *Policing Aboriginal Communities Training* prior to their transfer being approved.

If this training cannot be provided prior to transfer the Commander receiving the new staff member/s should ensure that the training is provided **within two (2) roster periods** of the officer/s arriving at the LAC. This will ensure that positive relationships and partnerships developed with the Aboriginal community are maintained regardless of any change in personnel at the Command.

### c. Local Cultural Awareness Training

Local Cultural Awareness Training is developed and delivered at Command level to all sworn and unsworn staff. It provides information about the specific community and its unique issues. It is organised by the Education Development Officer with assistance by the Aboriginal Community Liaison Officer and local community representatives. LACs reporting under the ASD should also have Local Aboriginal Cultural Issues included in their induction packages.

## 2.10 Aboriginal Strategic Direction 2012-2017 Flow Chart



### 3 KEY OUTCOMES, ACTIONS AND TARGETS

The ASD 2012-2017 has four key priority areas. These key priorities are linked to the service delivery priorities and the corporate strategies of the NSWPF.

The four priority areas are:

1. **Ensure community safety**
2. **Improve communication and understanding between police and Aboriginal people.**
3. **Reduced involvement and improved safety of Aboriginal people in the criminal justice system**
4. **Reduction and diversion from harm**

The Outcomes, Actions and Targets set out in the ASD 2012-2017 should be incorporated into the development

of *Aboriginal Action Plans* in LAC PACCs. The development of *Aboriginal Action Plans* will give the Aboriginal community, through the PACC, an opportunity to focus on local crime issues and those having the most significant impact on the community, crime prevention strategies and diversionary programs. This enables a proactive, equal role and ownership of the ongoing monitoring, evaluation and management of that action plan. Clear and measurable objectives should also be set.



# 4 MEASURING PERFORMANCE

## 4.1 Monitoring Outcomes of the ASD

Formal reporting against ASD achievements and expected outcomes will be undertaken quarterly utilising COMPASS. Review will be undertaken by the ASD Steering Committee. An annual report will be produced on the progress against outcomes in the ASD. The progress of the NSWPF may be monitored by NSW Ombudsman under section 31 of the *Ombudsman Act 1974*.

## 4.2 Quarterly Reporting

Commands will provide *Aboriginal Action Plans* and the minutes of PACC meetings addressing the priorities identified in the action plans to Regional Sponsors for Aboriginal Issues. The Regional Sponsors for Aboriginal Issues will be required to undertake an analysis of the information provided and existing crime statistics then provide a report

on regional activities to the ASDSC on a quarterly basis.

Quarterly reports by Regional Sponsors for Aboriginal Issues should include:

- How the key ASD objectives are being met against the *Aboriginal Action Plans*;
- The details of crime prevention and diversionary strategies being implemented by the Command;
- If crime prevention strategies are not being developed, an explanation of why they are not;
- Partnerships with Government and Non-Government agencies, Aboriginal community organisations or community members;
- Programs being implemented in the LAC;
- What is working well (good news stories);

- Problem areas requiring advice or assistance;
- Activities of the ACLO against the *Aboriginal Action Plan*.

Commanders are required to submit their *LAC Aboriginal Action Plan* annually to the Corporate Sponsor for Aboriginal Issues via the Aboriginal Coordination Team prior to the end of April of each year. *Aboriginal Action Plans* must be reviewed and updated annually. *LAC Aboriginal Action Plans* are provided to the ASDSC for final review before implementation.

## 4.3 Information Sources to Measure Performance

As part of assessing achievement of the ASD, corporate systems including Computerised Operational Policing System (COPS), COMPASS, and the Command Management Framework (CMF) will be used to monitor, assess and report against the NSWPF obligations.

As part of assessing the community satisfaction and feedback against the *ASD 2012-17*, surveys, community engagement and other tools, including the Mystery Shopper and forums will be used to measure and report.

## 5 KEY COMMUNITY SUPPORT AND PARTICIPATION IN THE ABORIGINAL STRATEGIC DIRECTION

### 5.1 Identifying and Respecting the Role of Elders

The NSWPF recognises the significance of Aboriginal Elders as custodians of knowledge and teachers of lore and customs to Aboriginal people. It is important that we acknowledge the position of *respected* Aboriginal Elders in the community by seeking their input on matters affecting the community wherever possible. However, not all Elders are considered community leaders. It is appropriate for the LAC to consult with other members of the Aboriginal community who may exercise influence and leadership within the community. These may include local sports people, elected representatives, volunteers and residents.

### 5.2 Young People

Young Aboriginal people are a particularly vulnerable group in the community. LACs are encouraged to include young Aboriginal people in

the membership of PACCs. It is important that the views of young Aboriginal people be included in the planning process particularly in regard to *Aboriginal Action Plans* and diversionary programs.

### 5.3 Men's and Women's Business

Men's Business and Women's Business refers to cultural knowledge, history, stories and traditions that are shared or passed down to others based on gender. It is forbidden to discuss men's business in the company of women and vice versa. Not all gender issues are deemed men's and/or women's business. If any doubt exists, LACs should consult with local Elders, ACLOs or the Aboriginal Co-ordination Team.

It is important for police to understand this when they are interacting with Aboriginal people such as victims, offenders or through any other form of consultation or contact with the Aboriginal community. It is sometimes appropriate to have

female officers interact with female victims and even perpetrators, to elicit the information necessary to investigate an incident thoroughly.

However, whilst sensitivity to this cultural consideration is important and respectful, the business of policing and the investigation of crime have priority which should not be limited by this consideration.

As a general rule police should be conscious of the inappropriateness of Aboriginal people using culturally-based arguments as a shield to the effective investigation and prosecution of crime.

### 5.4 Aboriginal Support Groups

Aboriginal Cell Support Groups have been established within the NSWPF since 1995. Today *Aboriginal Custody and Victim Support Groups* primary function is to provide support to Aboriginal offenders held in NSWPF custody and Aboriginal victims of crime.

Members of *Aboriginal Custody and Victim Support Groups* are volunteers who can be called on by police on a 24 hour basis. It is the responsibility of the LAC to ensure that these volunteers receive appropriate education and practical support, such as assistance with transport if necessary.

For training and guidelines, refer to the Support Persons page on the intranet. The establishment of such a group may also contribute to achieving compliance with obligations under the *Charter of Victims Rights*.

Terms of Reference and Guidelines for the establishment and maintenance of Aboriginal Support Groups are available on the Aboriginal Knowledge Map.

## 5.5 Crime Prevention Programs

The Crime Prevention Grants are designed to support the implementation of the NSWPF (ASD 2012-2017). Grants are applied for by LACs and relevant specialist areas for crime prevention initiatives that seek to identify and promote innovative ways of decreasing the over-representation of Aboriginal people in the criminal justice system and reducing crime. Grants are discretionary and must be aligned to the objectives and have measurable outcomes.



**Tackling Violence** is a domestic violence education and prevention program. The program uses men and boys love of rugby league to encourage them to be leaders and role models in the campaign against domestic violence in their communities.

*Tackling Violence* is a mainstream program that is led by Aboriginal people to change attitudes about domestic violence.

Participating teams work in partnership with Police Domestic Violence Region Coordinators, Domestic Violence Liaison Officers, Aboriginal Community Liaison Officers, Aboriginal Coordination Team and Local Area Commands.

## Priority 1: ENSURE COMMUNITY SAFETY

Increase the capacity and confidence of Aboriginal communities to work with police to report crime and contribute to reducing the rates of crime and violence within the Aboriginal community. Contribute to a safe environment within the Community

Outcome	Action	Indicators of success	Accountability	Reporting
Encourage Aboriginal community involvement in the identification of and response to Aboriginal children at risk of child abuse in line with 'Keeping Them Safe'.	<ul style="list-style-type: none"> <li>CAS to attend interagency meetings in relation to Aboriginal Child Abuse issue.</li> </ul>	<ul style="list-style-type: none"> <li>100% attendance at relevant meetings (% attended) when operational imperatives allow.</li> </ul>	Commander, CAS	Quarterly
	<ul style="list-style-type: none"> <li>Engage with the Aboriginal community through a variety of community activities and provide information and raise awareness in the role of JIRT and their roles in the investigation of child abuse.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy developed and implemented.</li> <li>Number of community engagements.</li> </ul>	Commander, CAS, ACT	Quarterly
	<ul style="list-style-type: none"> <li>Encourage and establish a safe environment for Aboriginal people making disclosures and appropriate actions against perpetrators.</li> </ul>	<ul style="list-style-type: none"> <li>Number of charges preferred or investigations commenced (% increase/decrease).</li> </ul>	Commander, CAS, Local Area Commander ACT	Quarterly
	<ul style="list-style-type: none"> <li>Police to respond and are seen to respond decisively to address any incidents of retaliation for disclosures.</li> </ul>	<ul style="list-style-type: none"> <li>Number of incidents of retaliation reported against ATSI victims and actions taken by Police.</li> </ul>	Local Area Commander	Quarterly
	<ul style="list-style-type: none"> <li>Ongoing education for ACLOs on responsibilities of mandatory reporting and issues relating child abuse.</li> </ul>	<ul style="list-style-type: none"> <li>100% ACLOs participate in training annually.</li> </ul>	Local Area Commander Operational Programs ACT	Annually
	<ul style="list-style-type: none"> <li>Police dealing with female victims of child sexual assault have appropriate Aboriginal Cultural Awareness Training beyond that provided at the Police Academy.</li> </ul>	<ul style="list-style-type: none"> <li>Training delivered to all Police, specialist and generalist.</li> </ul>	Commander, CAS	On-going



Outcome	Action	Indicators of success	Accountability	Reporting
Reduce incidence of Aboriginal family violence.	<ul style="list-style-type: none"> <li>Encourage reporting of Aboriginal Family Violence by women, men, youth and members of the LGBTIQ community.</li> </ul>	<ul style="list-style-type: none"> <li>Increased reporting by ATSI victims of family violence (% increase).</li> </ul>	Local Area Commanders, (DVLO, ACLO)	Quarterly
	<ul style="list-style-type: none"> <li>Identify and target repeat offenders and victims of Aboriginal Family Violence.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in number &amp; percentage of breaches and repeat offenders /victims (No. &amp; %).</li> </ul>	Local Area Commanders, (DVLO, ACLO)	Quarterly
	<ul style="list-style-type: none"> <li>Improved recording of status of Aboriginality of victims on COPS.</li> </ul>	<ul style="list-style-type: none"> <li>Number of charges preferred or investigations commenced (% increase/decrease).</li> </ul>	Local Area Commanders	Quarterly
	<ul style="list-style-type: none"> <li>Providing Aboriginal victims of family violence with appropriate information, support and referral.</li> </ul>	<ul style="list-style-type: none"> <li>Culturally appropriate information developed and implemented.</li> </ul>	Local Area Commanders, (DVLO, ACLO, GLLO), Operational Programs, (ACT, D&FV)	Quarterly
	<ul style="list-style-type: none"> <li>Development of programs in partnership with other agencies and the Aboriginal community to reduce the incidence of family violence.</li> </ul>	<ul style="list-style-type: none"> <li>No. of referrals and support provided.</li> <li>Development and/or continuation of programs to reduce the incidence of family violence in the Aboriginal community.</li> </ul>	Local Area Commanders (DVLO)	Quarterly



Outcome	Action	Indicators of success	Accountability	Reporting
	<ul style="list-style-type: none"> <li>Active Engagement of DVLOs in appropriate interagency meetings, PACC's and educational workshops to address issues relating at Aboriginal family violence including Aboriginal Community Justice Groups, Aboriginal Working Parties, Aboriginal Interagency Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and record the number of breaches of Police Issued AVO's and ensure appropriate action is taken.</li> </ul>	Local Area Commanders (DVLO)	Quarterly
	<ul style="list-style-type: none"> <li>Promote positive engagement with female victims of family violence</li> </ul>	<ul style="list-style-type: none"> <li>Participation of the DVLOs in relation to Aboriginal Family Violence</li> <li>Protocols developed, endorsed and implemented.</li> </ul>	Operational Programs (ACT, D&FV)	Annually
Encourage Aboriginal involvement in the identification and reporting of Aboriginal Missing Persons.	<ul style="list-style-type: none"> <li>Promote reporting of missing persons</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the reporting of missing persons. (%)</li> </ul>	Local Area Commanders Missing Persons	Quarterly
	<ul style="list-style-type: none"> <li>Debrief of located persons regarding safety and well being issues impacting on the individuals and take appropriate action/referrals.</li> </ul>	<ul style="list-style-type: none"> <li>Number of debriefs conducted</li> <li>Number of criminal issues identified in debriefs.</li> </ul>	Local Area Commanders	Quarterly
Identification and action against issues of safety for the community, including Legal and Safe Driving by Aboriginal people.	<ul style="list-style-type: none"> <li>Conduct Safety Audits of discrete Aboriginal communities in cooperation with the community and referral of issues to appropriate agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Annual Community Safety Audit undertaken to include Legal and Safe Driving strategies.</li> </ul>	Local Area Commanders (CPO, ACLO, SLP, YLO)	Annually by 30 March
	<ul style="list-style-type: none"> <li>ACLOs to undertake "Safer by Design" training to assist in the identification of safety issues in the Aboriginal community.</li> </ul>	<ul style="list-style-type: none"> <li>Identified issues referred to appropriate agencies (No.).</li> </ul>		

## Priority 2: IMPROVE COMMUNICATION AND UNDERSTANDING BETWEEN POLICE AND ABORIGINAL PEOPLE.

Work to establish and maintain lines of communication with Aboriginal people to work collaboratively, improve service delivery and engagement with policing



Outcome	Action	Indicators of success	Accountability	Reporting
Comprehensive review of the Aboriginal Environment within Local Area Commands.	<ul style="list-style-type: none"> <li>Each LAC to Undertake Aboriginal Environmental Scan.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Scan Completed.</li> </ul>	Local Area Commanders	Annually
Development of accountable and constructive engagement between police and Aboriginal communities.	<ul style="list-style-type: none"> <li>Establish a Police Aboriginal Consultative Committee (PACC).</li> </ul>	<ul style="list-style-type: none"> <li>PACC established and maintained quarterly.</li> </ul>	Local Area Commanders	Quarterly
	<ul style="list-style-type: none"> <li>Negotiate entry agreements to discrete communities with representative Local Aboriginal Land Council's.</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of entry agreements between NSWPF and discrete communities.</li> </ul>	Office of General Council Local Area Commanders	Annual Review
	<ul style="list-style-type: none"> <li>Annual ACLO/Aboriginal Issue Officers conference.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of best practice models and programs.</li> </ul>	Regional Aboriginal Sponsor ACT	Annually
Collaborative development of Local Area Command Aboriginal Action Plans.	<ul style="list-style-type: none"> <li>Identify local crime issues through police data and community feedback.</li> <li>Police / PACC to develop LAC Aboriginal Action Plan linked to the ASD objectives.</li> </ul>	<ul style="list-style-type: none"> <li>LAC Aboriginal Action Plan developed and endorsed by Commander and nominated PACC member.</li> </ul>	Local Area Commanders	Aboriginal Action Plans completed and submitted by 30 April annually with Quarterly reporting on progress.



Outcome	Action	Indicators of success	Accountability	Reporting
Police trained in working with Aboriginal Communities.	• Policing Aboriginal Communities training conducted.	• No. of recruits trained in Policing Aboriginal Communities.	NSW Police Academy ACT	Quarterly
	• Corporate Policing Aboriginal Communities Training	• No. of officers trained	ACT	Quarterly
	• Annual review of all corporate Aboriginal training undertaken.	• No. of ongoing Communities training (No. of occasions and No. of participants).	ACT	Annually
	• Conduct local cultural awareness training.	• Annual review and update of all cultural awareness training. • No. of local cultural awareness training conducted • No. of participants).	Local Area Commanders (EDO, ACLO, AIO)	Quarterly
	• Actively involve members of local community in cultural awareness training.	• No. of occasions local community involved in training.	Local Area Commanders (EDO, ACLO)	Quarterly
	• Staff on transfer to high Aboriginal population areas undertake training prior to transfer.	• No. of officers transferred • No. and percentage trained	Local Area Commanders (EDO, ACLO)	Quarterly
	• Training of specialised police in policing Aboriginal communities relevant to role.	• No. of trainings conducted and no of participants.	Operational Programs ACT	Quarterly



Outcome	Action	Indicators of success	Accountability	Reporting
Participation in Aboriginal Interagency meetings and local forums.	<ul style="list-style-type: none"> <li>• ACLO on-going participation</li> <li>• Police representation upon invitation or when relevant to policing.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of Forums attended.</li> <li>• Police issues raised and responded to.</li> </ul>	Local Area Commanders Specialist Commanders	Quarterly
Positively promote the Aboriginal Strategic Direction 2012-2017.	<ul style="list-style-type: none"> <li>• Comprehensive communication of the implementation of the ASD 2012-2017.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Plan developed and implemented.</li> </ul>	Operational Programs ACT	Initial by 30 June 2013.
	<ul style="list-style-type: none"> <li>• Actively support and promote the implementation of the ASD 2012-2017.</li> </ul>		ACT	Quarterly on ongoing activities
	<ul style="list-style-type: none"> <li>• Actively seek feedback from the community regarding progress against implementing the ASD.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Annual survey in the community of community attitudes towards the ASD.</li> </ul>	Operational Programs ACT	Annually
Active Participation by Police in community organised events that support/promote Aboriginal culture.	<ul style="list-style-type: none"> <li>• Develop a calendar outlining significant days for the local Aboriginal community and include in Aboriginal Action Plans, i.e. NAIDOC, Survival Day etc.</li> <li>• Ensure Police and ACLO participation.</li> <li>• Actively provide information and raise awareness of the role of NSW Police and its specialist commands at Aboriginal community gatherings.</li> </ul>	<ul style="list-style-type: none"> <li>• Calendar developed and reviewed quarterly for new or upcoming events.</li> <li>• No. of events attended by police.</li> </ul>	Local Area Commanders Specialist Commanders	Quarterly

### Priority 3: REDUCED INVOLVEMENT AND IMPROVED SAFETY OF ABORIGINAL PEOPLE IN THE CRIMINAL JUSTICE SYSTEM

Reduction of Aboriginal re-offending, increase diversionary options, a particular focus on diverting young Aboriginal people, reducing anti-social behaviour, and the safety of people in custody

Outcome	Action	Indicators of success	Accountability	Reporting
Reduction in Alcohol/Substance Fuelled Violence	<ul style="list-style-type: none"> <li>• Police performing Licensing duties ensure consultation with Aboriginal community regarding decisions associated with Liquor Accord activities.</li> <li>• Enforce refusal of service to intoxicated persons provisions under the Liquor Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with PACC's.</li> <li>• Development of appropriate plans to address issues associated with alcohol consumption at peak periods.</li> <li>• Consult with the Aboriginal community to encourage co-operation with local strategies</li> </ul>	Local Area Commanders	Quarterly
Reduction in use of volatile substances.	<ul style="list-style-type: none"> <li>• Review issues relating to volatile substance misuse (VSM).</li> <li>• Examine legislative options for improving police capacity to respond.</li> </ul>	<ul style="list-style-type: none"> <li>• Review conducted.</li> <li>• Examine options and implement where appropriate.</li> </ul>	Drug and Alcohol Co-ordination	Quarterly
Identify and reduce recidivism within the Aboriginal Community.	<ul style="list-style-type: none"> <li>• Identify the number of Aboriginal people re-offending.</li> <li>• Identify causal factors for individuals and develop plans to reduce offending and referrals to appropriate agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of repeat offenders identified.</li> <li>• No. of plans developed.</li> <li>• No. of referrals made.</li> </ul>	Local Area Commanders	Quarterly



Outcome	Action	Indicators of success	Accountability	Reporting
Develop and conduct Crime Prevention Programs.	<ul style="list-style-type: none"> <li>• Applications from LAC's for ASD Crime Prevention Grants targeting priorities identified in Aboriginal Action Plans and local crime statistics.</li> </ul>	<ul style="list-style-type: none"> <li>• Programs developed to address priorities in Aboriginal Community Action Plans.</li> <li>• Reduction in target issue</li> </ul>	Local Area Commanders Specialist Commanders	Quarterly
Ensure the Safety of Aboriginal People in Custody	<ul style="list-style-type: none"> <li>• Expansion of Aboriginal Custody and Victim Support Group strategy.</li> <li>• Ensure custody training considers issues associated with suicide of Aboriginal people in custody.</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal Custody and Victim Support Group established and maintained in LAC's reporting under the ASD.</li> <li>• Safe Custody Training reviewed and updated annually.</li> </ul>	Local Area Commanders	Quarterly  Annual
Increased participation in diversion Programs	<ul style="list-style-type: none"> <li>• Increased participation by Aboriginal people in diversions programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal specific brochure.</li> <li>• Liaison with legal services.</li> <li>• Evaluate effectiveness of cannabis cautioning.</li> <li>• Examine options for improving police referrals to MERIT.</li> </ul>	Drug and Alcohol Command	Quarterly



Outcome	Action	Indicators of success	Accountability	Reporting
Proactively manage Aboriginal people who frequently present to Police with Mental Health issues	<ul style="list-style-type: none"> <li>• Police liaise with local NSW Mental Health Services and Aboriginal Mental Health Services on Aboriginal Mental health frequent presenters</li> <li>• Police to work with NSW Mental Health Services, Aboriginal Mental Health Services and other NGOs to identify a strategy to ensure that Aboriginal offenders mental health needs are identified and appropriately referred.</li> <li>• ACLOs to receive training in identifying, dealing with and referring people with mental health issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Networks for mental health referral identified, developed and maintained.</li> <li>• ACLO's suitably trained.</li> </ul>	<p>Local Area Commanders (MHCO)</p> <p>Local Area Commanders (MHCO)</p>	<p>Quarterly</p> <p>Quarterly</p>
Reduction in Alcohol/Substance Fuelled Violence	<ul style="list-style-type: none"> <li>• Conduct community workshops.</li> <li>• MHCO &amp; EDO facilitate Aboriginal mental health and culturally appropriate policing responses.</li> <li>• Mental Health issues a standing item for PACC meetings</li> <li>• Work with external agencies as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy developed to address mental health and offending issues within the LAC</li> </ul>	<p>Local Area Commanders (MCHO, EDO)</p> <p>Operational Programs (MHIT)</p>	<p>Quarterly</p>

## Priority 4: Aboriginal Youth Offending

Police working in partnership with the Aboriginal community to improve youth wellbeing together with reducing youth crime and diversion of young Aboriginal people from the criminal justice system.

Outcome	Action	Indicators of success	Accountability	Reporting
Reduce drug and substance (including alcohol) abuse by Aboriginal Youth	<ul style="list-style-type: none"> <li>Identify underage drinkers.</li> <li>Examine options for partnerships to target underage Aboriginal drinking.</li> <li>SLP's presentations in schools re Alcohol consumption and safe parties.</li> <li>Youth Case Manager program's that are alcohol related. (PCYC)</li> <li>Progress state-wide roll out of Your Choice.</li> <li>Utilise CDATs where available.</li> <li>Encourage CDAT to target Aboriginal youth.</li> <li>Provide on-going advice to the Aboriginal community to assist in the identification of young Aboriginal people using alcohol and illegal drugs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish and maintain Liquor Accords to be recorded in Aboriginal Environmental Scan.</li> <li>No. Your Choice programs conducted.</li> <li>No. of Alcohol and Public Order presentations delivered by SLP's annually.</li> <li>No. of Alcohol and Public Order related programs being run by YCM's.</li> <li>No. of Aboriginal youth referred to CDAT.</li> <li>No. of information sessions provided.</li> <li>No. of drug rehabilitation court orders allocated by court.</li> </ul>	<p>LAC/AIO</p> <p>LAC/Licensing Officer</p> <p>Youth Command</p> <p>Youth Command</p> <p>LAC</p> <p>LAC</p> <p>LAC</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
Promote the diversion of Aboriginal youth from the criminal justice system through initiatives such as the Cautioning Aboriginal Young People (CAYP) protocol and the Protected Admissions Scheme (PAS).	<ul style="list-style-type: none"> <li>Develop and implement appropriate programs that focus on Aboriginal youth at risk.</li> <li>Increase attendance of Aboriginal young people at PCYC.</li> <li>Promote the use of Protected Admissions Scheme among police and Aboriginal communities.</li> </ul>	<ul style="list-style-type: none"> <li>No. of programs developed and implemented (No. of programs and No. of participants).</li> <li>No. of Aboriginal Youth involved in programs (No. of programs and %).</li> <li>Promotion and education regarding application of the YOA.</li> </ul>	<p>Youth Command/LAC</p> <p>Youth Command/LAC</p> <p>Youth Command/LAC</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>



Outcome	Action	Indicators of success	Accountability	Reporting
	<ul style="list-style-type: none"> <li>• Case Management of young offenders and youth at risk by Youth Case Managers at PCYC.</li> <li>• Provision of training to police and ACLO's on the use of Protected Admissions.</li> <li>• YLO,DVLO,CPO to engage with local schools (particularly those part of the Connected Communities program) to inform and educate young people re Protected Admissions and Youth Cautioning</li> <li>• Elder/Respected persons provided with training to assist police in the cautioning process.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of presentations re Protected Admissions delivered to PACC and recorded in minutes.</li> <li>• No. of Protected Admissions Scheme training delivered to police and ACLO's</li> <li>• No. of case managed YO's and YAR's.</li> <li>• % of case managed YO's and YAR's that are ATSI.</li> <li>• No. of elders/respected community members trained to assist in delivery of cautions.</li> <li>• No. of occasions Elders/Respected people utilised in the process.</li> </ul>	<p>LAC</p> <p>LAC</p> <p>LAC/EDO</p> <p>Youth Command SLP</p> <p>Youth Command SLP</p> <p>LAC/EDO/ACLO</p> <p>LAC / YLO / DVLO / CPO / ACLO</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
<p>Vulnerable Youth</p> <p>Reduce incidents of youth homelessness and incidents of 'running away' and school truancy.</p>	<ul style="list-style-type: none"> <li>• Establish partnerships with key stakeholders/agencies to address youth homelessness and repeat run away/missing youths.</li> <li>• YLO/DVLO/CPO to establish links with local schools (particularly those part of the Connected Communities Program)</li> </ul>	<ul style="list-style-type: none"> <li>• No. of partnerships established.</li> <li>• 5% reduction in incidents of run-away/missing youth.</li> <li>• 5% reduction in Aboriginal youth truanting.</li> <li>• No. of information sessions conducted with students and staff of local primary and high schools.</li> </ul>	<p>LAC</p> <p>LAC</p>	<p>Quarterly</p>



Outcome	Action	Indicators of success	Accountability	Reporting
Application of the Young Offenders Act 1997.	<ul style="list-style-type: none"> <li>• Use of conferencing provisions of Young Offenders Act.</li> <li>• Use of formal cautions.</li> <li>• Use of Warnings.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of youth processed in total.</li> <li>• No. of Aboriginal youth processed.</li> <li>• No. of Aboriginal youth conferencing sessions.</li> <li>• No. of youth cautions undertaken.</li> <li>• No. charged compared to cautions (No. &amp; %).</li> <li>• No. of warnings provided to Aboriginal youth.</li> </ul>	Youth Command Youth Command Youth Command Youth Command Youth Command	Quarterly
Increased health and safety outcomes for GLBTQ Aboriginal young people	<ul style="list-style-type: none"> <li>• Reduction of bias motivated offences towards Aboriginal young people who identify as GLBTQ</li> <li>• Increased reporting of homophobic assault, including verbal assault towards Aboriginal young people</li> <li>• Increased knowledge and capacity of police officers, including ACLOs to effectively work with and respond to the needs of same sex attracted and transgendered Aboriginal people.</li> <li>• Contribution to a reduction in self harm and suicide of GLBTQ Aboriginal young people</li> <li>• Reduce incidents of self harm and suicide amongst Aboriginal young people</li> </ul>	<ul style="list-style-type: none"> <li>• No. of sexuality or gender bias motivated crimes where a victim identified as Aboriginal.</li> <li>• No. of joint programs run between ACLOs and GLLOs in LACs.</li> <li>• Involvement by ACLOs in police initiatives such as Wear It Purple Day.</li> <li>• Decrease in reported violence towards GLBTQ young people.</li> <li>• Decrease in suicide and self harm rates of young Aboriginal GLBTQ people and Ab. young people generally</li> </ul>	LAC  LAC LAC  LAC LAC	Quarterly

## Annexure 1: EXPLANATION OF KEY NSW POLICE STAKEHOLDERS AND THEIR RESPONSIBILITIES

### 1. Local Area Commands (LAC)

**Local Area Commanders** are responsible for LAC Aboriginal Action Plans; and the establishment of the Police Aboriginal Consultative Committees and reporting on progress against the *ASD 2012-2017*

The Commander is responsible for appointing portfolio responsibilities to an Aboriginal Issues Officer (AIO) as a Duty Officer (Inspector) within the LAC. They will provide a key role in the support, implementation and establishment of the *Aboriginal Action Plans*, PACCs and liaison with the Regional Sponsor on Aboriginal Issues.

**Aboriginal Community Liaison Officers (ACLO)** are employed at specific Local Area Commands that have higher populations of Aboriginal people. Their role is to liaise, develop and maintain open communication with the Aboriginal community. The

ACLO assists in the development of *Aboriginal Action Plans* and other crime prevention initiatives within their community. They are also required to assist with the facilitation of community workshops to inform the community of policing issues, specialist positions such as DVLOs and inform the community of the ASD and the *Aboriginal Action Plan* developed for the community itself.

ACLOs are not police officers; they are field-based unsworn employees and are provided ongoing training and development that enables them to offer appropriate advice and assistance to the community and police in their day to day interactions. The Aboriginal community should have an understanding of the role of the ACLO within the LAC structure.

### 2. Regional Sponsors for Aboriginal Issues

Regionally based Sponsors for Aboriginal Issues are Superintendent level police officers whose role is to monitor the progress of the region against the outcomes identified in the ASD and report to the ASD Steering Committee. They are responsible for coordinating and promoting the Aboriginal Strategic Direction within their region.

### 3. Corporate Sponsor for Aboriginal Issues

The Corporate Sponsor for Aboriginal Issues is an Assistant Commissioner level officer. The Sponsor Program gives nominated senior officers the corporate responsibility to develop an overview of strategy, policy and operational practice in a particular portfolio; to maintain the corporate profile for the portfolio; and to be an

advocate for the area when required. The Corporate Sponsor is the chairperson of the ASDSC and will review all reports, minutes and other data submitted by LACs.

Sponsors work closely with, and are advised by, identified subject specialists in the organisation. The program is co-ordinated centrally by the Operational Programs Command in collaboration with the subject specialists, providing induction, administrative, subject research support (as required) and program monitoring.

### 4. Operational Programs Command

Operational Programs Command provides support and assistance to the NSWPF executive and the field to ensure new initiatives, policies, programs and legislative changes have a positive impact on the delivery of frontline services.



In all cases for review, change or implementation of new initiatives, the field will be consulted and called upon to provide advice and input.

One of the primary tasks of the Operational Programs Command is to provide accurate and timely advice to both the Commissioner and the Commissioner's Executive Team on organisational performance, compliance, policy research and development. Operational Programs' other key activities include:

- Strengthen relationships with key Government agencies;
- Provide support to Corporate Sponsors;
- Contribute to corporate governance by managing executive briefings and correspondence as well as undertaking command, thematic, strategic and project performance reviews;
- Improve organisational performance by identifying

corporate risks and recommending appropriate treatment options; and

- Provide support to operational, specialist and corporate commands.

The teams and portfolios under Operational Programs include Aboriginal Coordination Team, Mental Health Intervention Team, Crime Prevention Team, Youth Liaison Officers, School Liaison Police, Domestic and Family Violence Team, Program Development Team and Volunteers in Policing.

#### **5. Aboriginal Coordination Team**

The Aboriginal Coordination Team (ACT) develop and implement corporate policy and respond to legislation in relation to Aboriginal issues and to support / lead the various structures that manage Aboriginal issues across the organisation. The ACT team provides secretariat support to the ASDSC and PASAC. It also plays a key role in the training and up-skilling of LAC based Aboriginal Issues Officers; supporting

the PACCs; and compiling reports for the information of the Corporate Sponsor and the ASDSC based upon the minutes of PACCs, crime statistics and quarterly reports. Employees of the ACT team are administrative officers and are Aboriginal. They are available to assist LACs with any aspect of the requirements of the ASD in its delivery to Aboriginal communities across the state.

#### **6. Aboriginal Lecturer**

NSWPF employs an Aboriginal Lecturer to deliver the Aboriginal Issues component of the Associate Degree in Policing Practice / Constable Education Program. Students undertake lectures in Policing and Public Order, Society and Law in Practice, and Vulnerable Populations as they relate to Aboriginal people or communities. The Aboriginal Lecturer is responsible for the delivery of Policing Aboriginal Communities training. Additionally, information is presented at a range of specialised professional policing training.

## Annexure 2: LIST OF LAC's, ACLO's AND SECTORS WITH POLICE ABORIGINAL CONSULTATIVE COMMITTEE'S REPORTING UNDER THE ASD BY REGION

NORTHERN REGION	SOUTHERN REGION	WESTERN REGION	CENTRAL METRO REGION
<p><b>Newcastle City</b></p> <ul style="list-style-type: none"> <li>Newcastle</li> </ul> <p><b>Tweed Byron</b></p> <ul style="list-style-type: none"> <li>Tweed Heads (1)</li> <li>Byron Bay</li> </ul> <p><b>Port Stephens</b></p> <ul style="list-style-type: none"> <li>Karuah</li> <li>Nelson Bay</li> <li>Raymond Terrace</li> </ul> <p><b>Manning Great Lakes</b></p> <ul style="list-style-type: none"> <li>Forster</li> <li>Gloucester</li> <li>Taree (2)</li> </ul> <p><b>Richmond</b></p> <ul style="list-style-type: none"> <li>Ballina</li> <li>Casino</li> <li>Coraki</li> <li>Lismore (3)</li> <li>Tabulam</li> <li>Woodenbong</li> </ul> <p><b>Coffs Clarence</b></p> <ul style="list-style-type: none"> <li>Coffs Harbour (1)</li> <li>Grafton (2)</li> <li>Yamba</li> <li>Maclean</li> </ul> <p><b>Mid North Coast</b></p> <ul style="list-style-type: none"> <li>Kempsey (2)</li> <li>Bellbrook</li> <li>Bowraville</li> <li>Port Macquarie</li> <li>South West Rocks</li> <li>Nambucca Heads (1)</li> <li>Wauchope</li> </ul> <p><b>Lake Macquarie</b></p> <ul style="list-style-type: none"> <li>Cardiff</li> <li>Morisset</li> <li>Windale</li> <li>Toronto (1)</li> <li>Belmont</li> </ul> <p><b>Brisbane Waters</b></p> <ul style="list-style-type: none"> <li>Gosford</li> </ul> <p><b>Central Hunter</b></p> <ul style="list-style-type: none"> <li>Maitland</li> </ul> <p>10 x LACs / (13) ACLOs / 33 PACCs</p>	<p><b>Albury</b></p> <ul style="list-style-type: none"> <li>Albury (1)</li> </ul> <p><b>Far South Coast</b></p> <ul style="list-style-type: none"> <li>Bateman's Bay (1)</li> <li>Moruya</li> <li>Narooma</li> <li>Bega</li> <li>Eden</li> </ul> <p><b>Griffith</b></p> <ul style="list-style-type: none"> <li>Griffith (2)</li> <li>Leeton</li> <li>Narrandera</li> <li>West Wyalong</li> </ul> <p><b>Wagga Wagga</b></p> <ul style="list-style-type: none"> <li>Wagga Wagga (1)</li> </ul> <p><b>Cootamundra</b></p> <ul style="list-style-type: none"> <li>Young</li> </ul> <p><b>Shoalhaven</b></p> <ul style="list-style-type: none"> <li>Nowra (1)</li> <li>Sussex Inlet</li> <li>Culburra (Orient Pt)</li> </ul> <p><b>Deniliquin</b></p> <ul style="list-style-type: none"> <li>Deniliquin</li> <li>Moama</li> <li>Moulamein</li> <li>Balranald</li> </ul> <p><b>Lake Illawarra</b></p> <ul style="list-style-type: none"> <li>Dapto</li> <li>Kiama</li> <li>Lake Illawarra (1)</li> <li>Gerringong</li> </ul> <p>8 x LACs / (7) ACLOs / 23 PACCs</p>	<p><b>Barwon</b></p> <ul style="list-style-type: none"> <li>Boggabilla (1)</li> <li>Toomelah</li> <li>Moree (2)</li> <li>Mungindi</li> <li>Narrabri</li> <li>Wee Waa</li> </ul> <p><b>Barrier</b></p> <ul style="list-style-type: none"> <li>Broken Hill (2)</li> <li>Dareton (2)</li> <li>Menindee</li> <li>Wilcannia (2)</li> <li>Ivanhoe</li> </ul> <p><b>Chifley</b></p> <ul style="list-style-type: none"> <li>Bathurst (1)</li> </ul> <p><b>Castlereagh</b></p> <ul style="list-style-type: none"> <li>Collarenebri</li> <li>Coonamble</li> <li>Goodooga</li> <li>Lightning Ridge</li> <li>Walgett (2)</li> </ul> <p><b>Canobolas</b></p> <ul style="list-style-type: none"> <li>Cowra</li> <li>Orange (1)</li> </ul> <p><b>Darling River</b></p> <ul style="list-style-type: none"> <li>Bourke (2)</li> <li>Brewarrina (2)</li> <li>Enngonia</li> </ul> <p><b>New England</b></p> <ul style="list-style-type: none"> <li>Armidale (1)</li> <li>Inverell (1)</li> <li>Tingha</li> <li>Glen Innes</li> </ul> <p><b>Orana</b></p> <ul style="list-style-type: none"> <li>Dubbo (2)</li> <li>Gilgandra (1)</li> <li>Wellington (1)</li> </ul> <p><b>Oxley</b></p> <ul style="list-style-type: none"> <li>Quirindi</li> <li>Tamworth (1)</li> <li>Walcha</li> <li>Gunnedah</li> </ul> <p><b>Lachlan</b></p> <ul style="list-style-type: none"> <li>Lake Cargelligo</li> <li>Condobolin (1)</li> <li>Parkes</li> <li>Peak Hill</li> <li>Forbes</li> </ul> <p>10 x LACs / (25) ACLOs / 38 PACCs</p>	<p><b>Redfern</b></p> <ul style="list-style-type: none"> <li>Redfern (2)</li> </ul> <p><b>Leichhardt</b></p> <ul style="list-style-type: none"> <li>Glebe</li> <li>Leichardt (1)</li> </ul> <p><b>Eastern Beaches</b></p> <ul style="list-style-type: none"> <li>Maroubra (La Perouse) (1)</li> </ul> <p>3 x LACs / (4) ACLOs / 4 PACCs</p>
<p><b>NORTH WEST METRO REGION</b></p> <p><b>Blacktown</b></p> <ul style="list-style-type: none"> <li>Blacktown</li> <li>Doonside</li> </ul> <p><b>Mt Druitt</b></p> <ul style="list-style-type: none"> <li>Mt Druitt (2)</li> </ul> <p><b>Penrith</b></p> <ul style="list-style-type: none"> <li>Penrith</li> </ul> <p>5 x LACs / (2) ACLOs / 6 PACCs</p>	<p><b>SOUTH WEST METRO REGION</b></p> <p><b>Campbelltown</b></p> <ul style="list-style-type: none"> <li>Campbelltown (2)</li> </ul> <p><b>Marrickville</b></p> <ul style="list-style-type: none"> <li>Marrickville (1)</li> </ul> <p><b>Green Valley</b></p> <ul style="list-style-type: none"> <li>Green Valley</li> </ul> <p><b>Macquarie Fields</b></p> <ul style="list-style-type: none"> <li>Macquarie Fields (1)</li> </ul> <p><b>Liverpool</b></p> <ul style="list-style-type: none"> <li>Liverpool</li> </ul> <p>5 x LACs / (4) ACLOs / 5 PACCs</p>		

### Annexure 3: KEY ACRONYMS USED IN THIS DOCUMENT



Acronym	Full Name
ACLO	Aboriginal Community Liaison Officer
AES	Aboriginal Employment Strategy
ACT	Aboriginal Coordination Team
ANZPAA	Australian and New Zealand Policing Advisory Council
ASD	Aboriginal Strategic Direction
ASDSC	Aboriginal Strategic Direction Steering Committee
CAS	Child Abuse Squad
CMF	Command Management Framework
COP	Commissioner of Police
COPS	Computerised Operational Policing System
CPO	Crime Prevention Officer
DAC	Drug and Alcohol Coordination
DO	Duty Officer
DVLO	Domestic Violence Liaison Officer
EDO	Education Development Officer
EEO	Equal Employment Opportunity
E&T	Education and Training Command
JIRT	Joint Investigate Response Team
LAC	Local Area Command
OP	Operational Programs
PACC	Police Aboriginal Consultative Committee
PASAC	Police Aboriginal Strategic Advisory Council
PCYC	Police and Community Youth Clubs
RCIADIC	Royal Commission into Aboriginal Deaths in Custody
YLO	Youth Liaison Officer
YOA	Young Offenders Act



Pictured from left: AC Alan Clarke, Kevin Read, Kristy Knight, Alan Knight, AC Geoff McKechnie. Being an ACLO is a family affair for these three people. Kevin is Kristy's father and Alan her father-in-law.





PASAC 21 November, 2014 was held at Nowra and was attended by PASAC members and community representatives.

