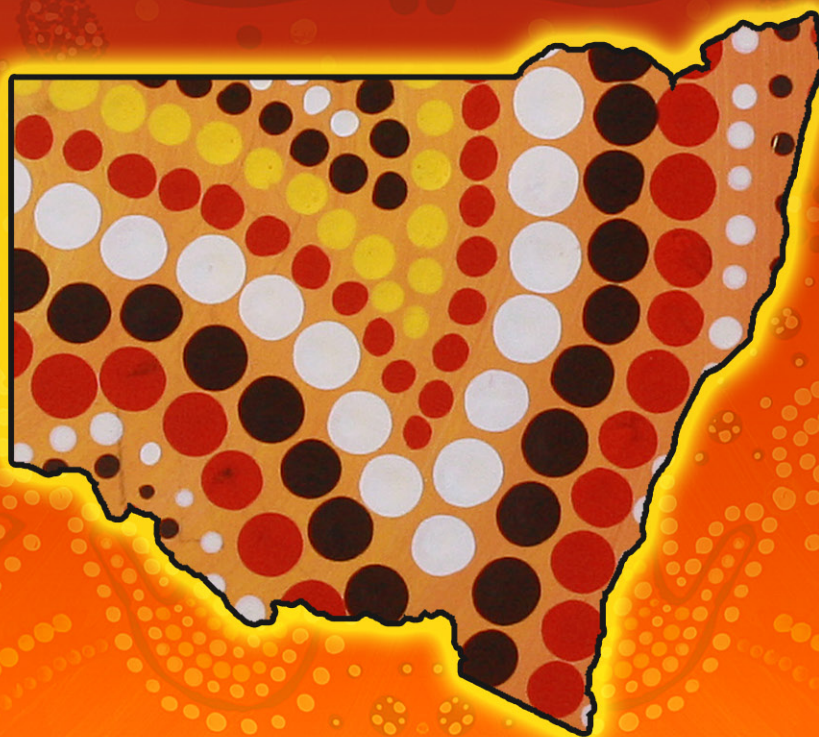




# Juvenile Justice Aboriginal Strategic Plan 2018-2022





## The Executive Director's Foreward



I am pleased to present the Juvenile Justice NSW Aboriginal Strategic Plan (ASP) 2018-2022. The ASP provides a four-year framework for Aboriginal engagement within our Division and outlines a program of work to deliver better outcomes for Aboriginal and Torres Strait Islander young offenders, their families and communities.

Juvenile Justice is continuously re-evaluating and improving our responsiveness to the needs of Aboriginal and Torres Strait Islander young people in contact with the justice system.

We are committed to reducing their significant overrepresentation through early intervention and diversion, culturally appropriate and evidence-based programs and services and effective reintegration and post-release support. We are working closely with our partners in the community and in government and non-government agencies who share this commitment.

The Aboriginal Strategic Plan outlines five key outcomes for Juvenile Justice:

- Fewer Aboriginal young people in custody or on community orders,
- More Aboriginal young people participating in early intervention and diversion programs,
- More Aboriginal staff, particularly in senior and leadership roles,
- Embedded cultural practice across the Division, and
- Aboriginal issues, needs and culture systematically addressed through policy and practice.

Responsibility for delivering the ASP is shared throughout Juvenile Justice. Outcomes will be measured against a supporting Performance Framework that will benchmark performance and drive continuous improvement in Aboriginal engagement across the Division. I look forward to working with you to deliver these outcomes.

**Melanie Hawyes, Executive Director, Juvenile Justice NSW**



## Juvenile Justice Aboriginal Engagement in Context

Aboriginal and Torres Strait Islander people and communities have diverse beliefs, cultures and practices. To engage effectively with Aboriginal young people is a culturally enriching experience. Connection is achieved through multiple approaches.

Juvenile Justice utilises a tiered consultation process to engage with Aboriginal and Torres Strait Islander people and their communities:

- The Aboriginal Strategic Advisory Committee (ASAC), at the State level, is comprised of two employees from each of the regions.
- Aboriginal Regional Advisory Committees (ARACs), at a regional level, regularly bring together staff from within each region.
- Aboriginal Community Consultative Committees (ACCCs) operate in each of our six Centres, bringing together local Aboriginal organisations and communities to support Aboriginal young people in custody and post release.

On an annual basis up to 60 staff come together from around the state at the Aboriginal Staff Conference, to share their projects and programs, create innovation in service delivery and respond to emerging needs.

The Juvenile Justice Aboriginal Strategic Plan has stated outcomes that cascade from Premier's and State priorities, through the commitments of the Department and Division, to deliver improved outcomes for Aboriginal young offenders, their families and communities.



### Premier's Priorities



- Driving public sector diversity
- Protecting our kids
- Reducing domestic violence reoffending
- Reducing youth homelessness
- Improving government services



### State Priorities



- Protecting the vulnerable
- Better services
- Safer communities



### Justice Priorities



- To prevent and reduce crime
- To provide safe and secure communities
- To protect rights and provide support to the most vulnerable
- To effectively manage offenders
- To help people through the legal system



### Juvenile Justice 2022 Plan



- Intervene early to address criminogenic risks
- Keep children and young people out of court/custody
- Reduce reoffending
- Community safety



Aboriginal Strategic Plan 2018 – 2022





## Juvenile Justice Aboriginal Engagement

Fewer Aboriginal young people in custody or on community orders

Embedded cultural practice across the Division

More Aboriginal young people participating in early intervention and diversion programs

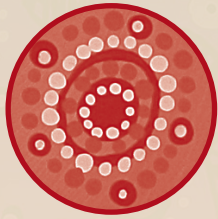
Aboriginal issues, needs and culture systematically addressed through policy and practice

More Aboriginal staff, particularly in senior and leadership roles

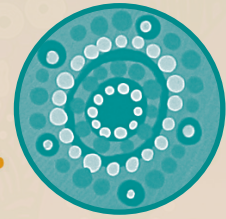




## Aboriginal Engagement – Who we engage



Our Partners

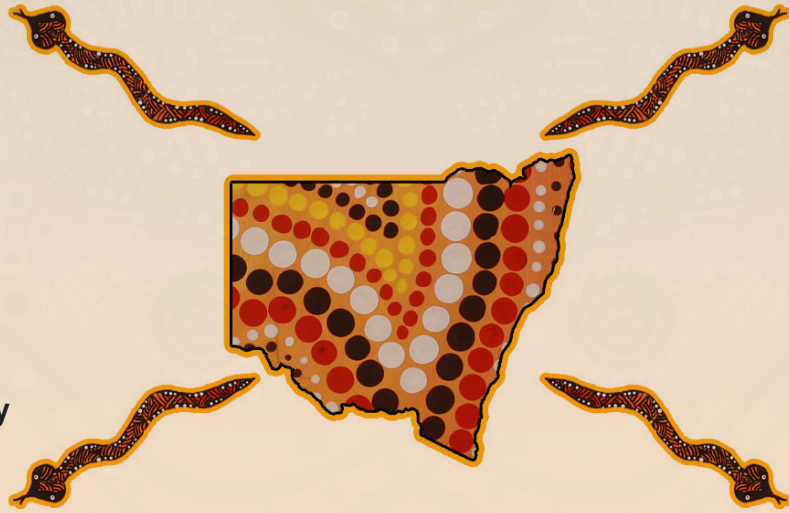
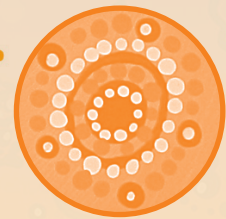


Our Clients

Our Community



Our Staff



### Juvenile Justice Community Offices

Albury JJCO – Wiradjuri  
 Armidale JJCO – Gumbainggir  
 Batemans Bay JJCO – Yuin  
 Bathurst JJCO – Wiradjuri  
 Bega JJCO – Yuin  
 Blacktown JJCO – Dharug  
 Bourke JJCO – Wongaibon  
 Broken Hill JJCO – Wiljali  
 Burwood JJCO – Eora  
 Campbelltown JJCO – Tharawal  
 Coffs Harbour JJCO – Gumbainggir  
 Dubbo JJCO – Wiradjuri  
 Glen Innes JJCO – Kamilaroi  
 Gosford JJCO – Darkinjung  
 Goulburn JJCO – Gundugurra  
 Grafton JJCO – Bundjalung  
 Griffith JJCO – Wiradjuri

Kempsey JJCO – Dainggatti  
 Lismore JJCO – Bundjalung  
 Maitland JJCO – Wonnaru/Biripi  
 Moree JJCO – Kamilaroi  
 Muswellbrook JJCO – Wonnaru  
 Newcastle JJCO – Awabakal  
 Nowra JJCO – Tharawal  
 Orange JJCO – Wiradjuri  
 Penrith JJCO – Dharug  
 Parramatta JJCO – Dharug  
 Queanbeyan JJCO – Gundugurra  
 Sydney JJCO – Eora  
 Tamworth JJCO – Kamilaroi  
 Taree JJCO – Biripi  
 Tweed Heads JJCO – Bundjalung  
 Wagga Wagga JJCO – Wiradjuri  
 Wollongong JJCO – Tharawal

### Juvenile Justice Centres

Acmena – Gumbainggir  
 Orana – Wiradjuri  
 Cobham – Dharug  
 Reiby – Tharawal  
 Frank Baxter – Darkinjung  
 Riverina – Wiradjuri

### Regional Offices

Metropolitan North – Dharug  
 Metropolitan South – Eora  
 Northern – Bundjalung  
 Western – Wiradjuri

### Head Office

Henry Deane Building – Eora

### Alternative Spelling

Gamilaroi/Dunghutti/  
 Gumbaynggirr/Dharawal/  
 Gandangara



## What we are committed to

### 1. Fewer Aboriginal young people in custody or on community orders



- 1.1 Provide stronger supports for Aboriginal young people exiting custody
- 1.2 Increase the rate of Aboriginal young people supported through the Bail Assistance Line
- 1.3 Evaluate reintegration outcomes for Aboriginal young people in the Ngudjoong Billa Reintegration and Transition Program

### 2. More Aboriginal young people participating in early intervention and diversion programs



- 2.1 Increase Aboriginal participation in Youth on Track
- 2.2 Implement new training packages for Aboriginal programs
- 2.3 Increase the number of eligible Aboriginal young people who participate in Youth Justice Conferencing

### 3. More Aboriginal staff, particularly in senior and leadership roles



- 3.1 Provide an overview of the Aboriginal workforce in Juvenile Justice
- 3.2 Increase development opportunities for Aboriginal staff
- 3.3 Support Aboriginal and Torres Strait Islander staff undertaking further education
- 3.4 Ensure identified roles are backfilled only by Aboriginal and Torres Strait Islander people

### 4. Aboriginal issues, needs and culture systematically addressed through policy and practice



- 4.1 Policies, procedures and programs must be culturally responsive
- 4.2 Deliver an annual Aboriginal Staff Conference
- 4.3 Provide opportunities for innovative research and practice

### 5. Embedded cultural practice across the Division



- 5.1 Support Aboriginal Community Consultative Committees (ACCCs) in each Centre
- 5.2 Deliver cultural respect training to all staff
- 5.3 Provide Cultural Peer Supervision/Cultural Support Groups



## Implementation and Accountability

Accountability for implementing the Aboriginal Strategic Plan lies with the Juvenile Justice Executive Leadership Team. Central Office and Regional Directors will develop specific action plans to achieve the outcomes of the ASP. These will cascade through team plans to individual myPerformance goals, sharing responsibility for delivering Aboriginal engagement outcomes across the Division.

To monitor delivery, a performance framework (the Framework) has been developed in consultation with stakeholders across Juvenile Justice. Regular reporting via the Framework will enable compliance monitoring while also driving continuous improvement.

The Framework operates over a six monthly cycle, enabling regular assessment of data and identifying areas of strength and opportunities for further development. Data collected over the life of the ASP will also provide evidence to inform resource allocation and identify gaps in strategy, policy and practice.

The Framework articulates accountabilities for staff at all levels of the Juvenile Justice workforce and addresses the five Aboriginal engagement outcomes. Achievement will be measured through benchmarking questions. Cycle 1 will provide a baseline against which future reporting cycles will be measured.

Examples of reporting questions that will address the Aboriginal Strategic Plan include:



How many Aboriginal staff have a current myPerformance plan?



How many of your staff have completed the Cultural Respect Training?



How many Identified positions have been backfilled by a non-Aboriginal staff member?



How many Aboriginal and/or Torres Strait Islander caseworkers do you have in community and custody?



What initiatives are in place to increase Aboriginal participation in your program?



## Benchmarking and Reporting

### **1 July 2018 – 31 December 2018 (Cycle 1)**

Reporting Cycle 1 commenced on 1 July 2018 and will be used to provide a benchmark to measure performance in future reporting cycles. Every six months the Aboriginal Strategic Coordination Unit (ASCU) will send reporting templates to Juvenile Justice Regional Offices for dissemination to respective Area Managers. The ASCU will coordinate reporting templates for Central Office managers. Once all areas have completed their reporting the Regional/Central Office Director, or their allocated delegate, will collate this data into the reporting template provided.

### **1 January 2019 – 30 June 2019 (Cycle 2)**

Data collected from Cycle 1 will provide baseline KPIs for Cycle 2. Directors will be accountable for ensuring KPIs for each action are met or exceeded.

Remaining cycles will continue as per Cycle 2.

### **1 July 2019 – 31 December 2019 (Cycle 3)**

### **1 January 2020 – 30 June 2020 (Cycle 4)**

### **1 July 2020 – 31 December 2020 (Cycle 5)**

### **1 January 2021 – 30 June 2021 (Cycle 6)**

### **1 July 2021 – 31 December 2021 (Cycle 7)**

### **1 Jan 2022 – 30 June 2022 (Cycle 8)**

### **2022 Evaluation Report**

At the end of each cycle, data will be collated and a snapshot report tabled at the Juvenile Justice Executive Leadership Team meeting with recommendations to inform and enhance strategy, policy and practice. At the end of Cycle 5 a mid-point review will be completed for analysis.

Data snapshots will be shared across the Division via the Aboriginal Strategic Advisory Committee, with the Department of Justice Aboriginal Overrepresentation Steering Committee and with external stakeholders via the Juvenile Justice Advisory Committee.





The ASP 2018-2022 artwork was the winning design in the 2015 Aboriginal Staff Conference artwork competition. Young people were asked to interpret the theme: 'Connecting Stories: Trauma and Healing'.

