

JUVENILE JUSTICE CORPORATE PLAN 2010-2013



Introduction

Our Vision

A community in which young offenders participate without reoffending

Our statement of Purpose

To provide services to young offenders to decrease their reoffending and increase their capacity to successfully reintegrate into their communities

The 2010 - 2013 Corporate Plan sets the key directions for Juvenile Justice within the context of our position within the Department of Human Services and our reporting requirements for the State Plan.

A complete copy of the plan can be found on the staff intranet, along with timelines and reporting documents.

This summary outlines our result areas and the strategies to achieve our goals.

These strategies will serve as the guide for business plans over the next three years.

Reports back to the Plan will be reviewed by the Executive on a quarterly basis and key achievements will be reported back to staff.

This is a working document and priorities may change from time to time due to external pressures.

The Plan will be reviewed annually by the Executive to ensure that key result areas are consistent with Government policy and the Department of Human Services strategic directions.

How does our plan fit into other plans?

The Juvenile Justice Corporate Plan sets key directions for our work while taking into account directions set through the State Plan, the Department of Human Services strategic directions and the DHS Corporate plan and government policy, legislation and regulations.

Regional and unit business plans should be structured to reflect the key outcomes and strategies set out in the Corporate Plan.

Business plan reporting will include quarterly reporting on business plan actions and their outcomes in relation to the Corporate Plan Key Performance Indicators.

How will we report back?

Business units will report back to the Executive quarterly, through their regions or directorates.

Reports will be made on the Corporate Plan reporting template which should be used to track business unit actions against Corporate Plan strategies.

How will we measure our success?

Key performance indicators have been set for each result areas.

These will be collated through the Corporate Plan reporting process and outcomes will also feed into other reporting requirements including the State Plan and Annual reports

Transition from Juvenile Justice

Families are better equipped to support young people during and post Juvenile Justice

Develop standard framework for working with families

Develop staff training package for working with families

Train staff to use the framework consistently

Evaluate the effectiveness of the strategy (utilising a standardized reporting system)

More young people successfully return to training, education, and/or employment

Deliver a refresher case management training package for all staff.

Incorporate links and post release support into case management plan.

Develop a reporting mechanism within the CIMS/SIS to evaluate outcomes

No young person exits JJ into homelessness

Coordination of issues in DHS Homelessness Strategy

JJ has completed homelessness action plan with DHS

JTAP is expanded – 3 new locations through federal funding

Develop a reporting mechanism within the CIHS/CIS to evaluate outcomes

Young people have a support structure to sustain successful transition from Juvenile Justice

Develop post-JJ support links for all young people to support them in training, education and employment, accommodation, mental health etc and incorporate into every case plan

Youth Justice Conferencing

Increase in the proportion of eligible young people who participate in YJC.

Educate Police and Children's Court at all levels regarding YJC

Police to incorporate YJC into Corporate Plan/LAC reporting requirements – meet with DPC to set reporting requirements

Decrease time taken between referral and outcome plan completion by 25% (already funded) to YJC

Increase in the proportion of eligible Aboriginal young people who participate in YJC

Increase number of Aboriginal YJC Conveners + 2.1

Negotiate with Police and ALS to implement Young Offender Legal Referral scheme across the State

Run a media campaign regarding YJC across the Indigenous Media

Involve Aboriginal Community Justice groups and increase participations of representatives

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

Set benchmark for participation

Identify constraints to participation

Identify areas where it is working well and identify elements for best practice

Implement best practice

Improve outcomes through randomised trial

Community Based Services

Increased use of family-focussed programs and interventions.

Investigate evidence based models for family intervention

Determine appropriate models for JJ

Scope resourcing requirements to deliver on models (including NGO delivery)

Prepare options for delivery including funding case to NSW Treasury

Communicate models and train staff in these

Develop quality assurance process for community based services

Apply consistent and targeted audit processes

Develop and deliver training in standards of practice

Develop and implement a framework for on-going professional development

Consistent client supervision practice.

Programs are implemented in full and consistently

Identify those programs that we want to implement

Develop set practice rules

Introduce a quality assurance approach to monitor integrity of program delivery

Develop and implement a framework for on-going professional development

Evaluate outcomes

Community Based Services (cont)

Effective relationships with other service providers in all areas in NSW

Support officers at all levels with information data and resource material to educate other agencies about JJ

Establish Service Level Agreements with key partners

Identify and develop opportunities for collaboration with other agencies

Develop CIMS report to measure the number of young people referred to external agencies as part of their case plan

Increased service delivery provided by NGO sector

Identify areas of work that could be delivered by NGOs, especially post release as part of DHS strategy

Investigate funding implications – budget to NGOs

Establish systems to direct and support NGO service delivery

Train staff in managing NGO relationships

Investigate the capacity of NGOs as part of the DHS NGO strategy

Custodial Services

Increase use of family-focussed programs and interventions

Research and identify appropriate interventions

Train JJC staff in family work.

Implement interventions

Improve levels of families in pre-release planning

Increased use of evidence-based therapeutic interventions, specifically designed for different reasons for entry into JJ.

Develop a suite of approved intervention/programs for delivery in JJC

Implement programs in all centres on a regular basis

Train staff in new suite of programs

Identify a position in each unit to provide therapeutic support to staff regarding the management of detainees

More programs outside of school are available for young people

Review current JJ programs nationally

Increase partnerships with NGO's

Enhance CIMS to record young person's achievements (eg programs completed)

Introduce into every centre a monthly structured program schedule

Young people are well prepared for release

Establish case management plans upon admissions and continue through to release

Develop a pre-release module for inclusion in the Operations manual

Develop clear pathways for referral to PRS services and programs

Effective management of critical incidents

Review staff training to manage critical incidents and Detainee Behaviour Intervention Framework (DBIF)

Establish standardised tool for reviewing all critical incidents

Integrate data collection on criteria/incidents in CIMS/SIS including incident category

Use security intel across all centres

More consistent application of policies across all centres

Report on the agency's quality review process to measure consistency of the application of all policies across all centres

Monitor the implementation of the Detainee Behaviour Intervention Framework (DBIF) as part of QA review

Establish a standardised Skills Maintenance Session (SMS) training calendar

Evidence based and coherent programs and interventions

All JJ programs and interventions operate in a clear practice framework.

Define the components of an evidence-based practice framework

Undertake a gap analysis that results in a mapping of programs and interventions to the framework

Programs are developed and delivered state-wide in a consistent manner

JJ knows which of our programs and interventions are working

Develop a data collection and analysis model

Develop an evaluation framework for state-wide use.

Implement evaluative tool and initiate medium/long term evaluation of programs and interventions.

JJ has an effective model for interventions with Aboriginal young people and their families

Implement a research agenda

Analyse JJ programs and outcome data to inform the evaluation of effectiveness

Build in process and outcome evaluations to all programs to measure effectiveness for Aboriginal young people and their families

Involve Aboriginal staff in identification of effective ways of working with Aboriginal young people

Corporate Capacity

Strong middle management capacity

Senior management to have key performance indicator's that reflect middle management capability

Implement public sector capability framework

Formalise middle management core competencies

Implement action plan against core competencies gap analysis

JJ staff have the competencies to implement our programs

Train managers on implementing staff development plans

Implement the capability framework

Implement the program

Our corporate services properly support our operations

Manage the Businesslink / Juvenile Justice relationship within agreed SLAs

Execute all service level agreements for outsourced services

Complete and submit annual TAM

Implement recommendations from the Training Needs Analysis (review)

JJ attracts and retains staff competent in working with Aboriginal young people

Develop and implement a cultural competency framework

Implement a cultural aspect to the PS Core competency framework

Develop an Aboriginal mentoring program for staff

Undertake or tap into a consultation process with local communities – feedback process for families

Implement the Aboriginal employment strategy

JJ's key safety indicators continue to improve

Implementation of a Safety Planning Framework (including interdependent safety plans) to drive leadership, accountability and capability.

Implementation of risk-based safety management systems that focus on the prevention of incidents through stronger risk management and governance

implementation of a Just Culture policy to increase organisational learning

Implementation of a risk based Knowledge Management System

JJ maintains resources and has strategies to seek further funding

Meet budget

Annually submit evidence based proposals to Treasury and DHS

Fully apply an integrated budget plan cycle

Effectively use resources to achieve the corporate plan outcomes

JJ meets all its regulatory requirements

Maintain legislative compliance register

Complete compliance statement Annually

Recruit to sustainability officer position

Establish and implement reporting system around sustainability goals

Establish reporting system for fraud and corruption review

Fraud and corruption committee is established and meets regularly

Draft and implement ATSI recruitment and retention strategy

Meet requirements in internal audit and risk management policy for the NSW public sector

Information infrastructure to support building the evidence-base

Implement all the application changes CIMS SIS

Implement the effective practices framework

Implement supporting changes to the source systems to collect data

Develop a strategic information management and ICT strategic plan

Develop the business rules for accumulating evidence

Information infrastructure to support building the evidence-base

JJ implements a comprehensive risk management framework

Develop a Risk Management Plan to drive compliance to Australian/New Zealand Standard (AS/NZS) on risk management.

Implementation, monitoring and review of the Enterprise Risk Management Framework

Education of stakeholders who the framework affects

Implementation of a risk management target/s and performance indicator/s

Provision of resources (human and technical) to build, operate and maintain the framework

Publication of risk management accountabilities and responsibilities