



striving to break the juvenile crime cycle

Annual Report 2001–2002

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The Hon Carmel Tebbutt, MLC
Minister for Community Services
Minister for Ageing
Minister for Disability Services
Minister for Juvenile Justice
Minister Assisting the Premier on Youth
Level 25
9 Castlereagh Street
SYDNEY NSW 2000



The Hon Carmel Tebbutt MLC

Dear Minister

In accordance with the Annual Reports (Departments) Act 1985, I have pleasure in submitting to you, for presentation to Parliament, a report on the activities and financial affairs of the Department of Juvenile Justice for the period from 1 July 2001 to 30 June 2002.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'David Sherlock'.

DAVID SHERLOCK
Director-General
Department of Juvenile Justice

Director-General's Foreword



NSW Department of Juvenile Justice, Director-General,
David Sherlock

2001–2002 Achieving Best Practice

During the Year 2001–2002 the department has developed reforms in custodial and community services, the result of which is a service system that is, in many respects, best practice.

Having successfully negotiated a new award for our detention centre staff, we have now commenced implementation of new unit management structures for all our centres. These changes will result in increased levels of staffing and stronger, more professional support for all young people in custody.

For our staff these changes will mean improved training, higher salaries and access to a wider range of career opportunities. They will also provide for an engagement with young people in a casework context, working closely with our community staff.

Considerable attention has been given to improving our community based services, the key reform being the development of a new case management policy and the implementation of risk assessment for re-offending through the use of the Youth Level of Service/Case Management

Inventory – Australian Adaptation assessment instrument.

Detailed planning has been completed for a new centre for girls and young women and construction will commence early in 2003. Major redevelopment work will also commence soon at Reiby and Cobham Juvenile Justice Centres.

Implementation of a wide range of Drug Summit initiatives is almost complete and Youth Justice Conferencing continues to achieve great success in diverting young offenders from Court based options. In particular, there has been a further reduction in the number of young people in custody.

I thank all staff and our community partners for their efforts in achieving these outcomes. I am also very appreciative of the continuing strong support of our Minister, Carmel Tebbutt and her staff.

The single most important challenge for the department in 2002–2003 is achieving a reduction in the rate of over-representation of young Aboriginal people in the juvenile justice system.

Commitment
Teamwork
Integrity
Diversity
Achievement

Teamwork

Integrity

Diversity

Achievement



The Department of Juvenile Justice was established as a separate autonomous government body on 1 November 1991, and as a Schedule 1 department on 10 September 1993.

The department serves the community by providing quality services to young people who have committed criminal offences, to maximise their capacity and opportunity to choose positive alternatives to offending behaviour.

These young people include those who are referred and accepted for youth justice conferencing, those who are remanded in custody pending appearance at court and those sentenced by a court to community based supervision or to a period of custody in a juvenile justice centre.

In its dealings with young people the department must ensure that the rights of its clients and the community are upheld and respected and that clients are given all reasonable opportunity and support to continue their lives as persons who will observe the law.

Our Vision, Objectives and Values

Our Vision:

Striving to Break the Juvenile Crime Cycle

Statement of Purpose:

Working together to provide services and opportunities for juvenile offenders to meet their responsibilities and lead a life free of further offending.

Key Objectives:

The department's Corporate Plan outlines three key result areas. These are:

Effective Interventions,
Social Justice, and
Organisational Health.

Organisational Values

Our organisational values were developed in consultation with groups of departmental staff. These values are:

Committed to young people
Committed to our staff
Achieving through team work
Acting with integrity
Valuing diversity
Encouraging achievement

Principal Legislation

The department is responsible for administering the following Acts:

- The Children (Detention Centres) Act 1987, which governs the administration of juvenile justice centres and the care and supervision of juvenile detainees,
- The Children (Community Service Orders) Act 1987, which details the responsibility of the department in supervising community service orders placed on juvenile offenders,
- The Young Offenders Act 1997 (Part 5 and Schedule 1), which concerns the administration of youth justice conferences, and
- The Children (Interstate Transfer of Offenders) Act 1988, which specifies the requirements for the transfer of young offenders from or to New South Wales, and for the transfer of young

offenders through New South Wales from one State to another.

Changes in Legislation

In 2001–2002, the department took part in legal changes in various areas and advised Parliament on legal changes to laws not administered by the department but affecting the operations of the department.

The Children (Detention Centres) Amendment Act 2002 requires that detainees who escape from lawful custody or who fail to return from leave serve the time they missed while they were unlawfully absent from custody ("street time"). Section 38A of the newly amended Children (Detention) Centres Act 1987 contains the new legislation.

The Criminal Legislation Amendment Act 2001 decriminalises a breach by a child of a community service order as stipulated by the previous sections 24–26 of the Children (Community Service Orders) Act 1987.

The Children (Criminal Proceedings) Act 1987, amended by the Children (Criminal Proceedings) Amendment (Adult Detainees) Act 2001, now has the effect of making mandatory the transfer to prison at age eighteen of a young offender guilty of a Serious Children's Indictable Offence, unless the sentencing court determines that there are special circumstances which justify the young person remaining in a juvenile justice centre.

As part of the Government's package of anti-gang laws and initiatives, the Justice Legislation Amendment (Non-association and Place Restriction) Act 2001 was assented on 11 December 2001. This Act enables non-association and place restriction conditions to be attached to the grant of bail, parole, custodial leave and home detention.

The legislation may be used to prevent a person from associating with other gang members or from attending an area where they are more likely to commit a criminal act.

When police become aware that a person has contravened a non-association or place restriction order made as a condition of leave, they have been alerted to inform Probation and Parole Services or the department as appropriate.

Significant Judicial Decisions

There have been no significant judicial decisions during the year affecting the work of the department.

Our Clients

Striving to break the juvenile crime cycle

Striving to break the juvenile crime cycle

The department supervises juvenile offenders between the ages of 10 and 17 and sometimes older, who have been referred by the courts or the police.

The most frequent age of clients admitted to detention during the financial year was 15, with about 85 percent being male and 15 percent female.

Of the clients commencing a period of parole during the year the most common age was 16 years, with 96 percent being male and four percent female.

Of clients commencing other community-based supervision orders in the financial year, most were 16 years, with 85 percent being male and fifteen percent female.

Youth Justice Conferences provide opportunities to bring together certain young offenders and their victims to agree on suitable ways to redress the harm caused by the young person's offending. The department's Youth Justice Conferencing services work with young offenders, victims, their supporters and police in the organisation of conferences.

The most frequent age of the young people accepted to participate in a youth justice conference during the year was 15. Eighty-three percent of these young people were male and seventeen percent female.

Some Information on the Background of Departmental Clients

Many of the department's clients report that they have experienced significant relationship problems in their families leading to periods of homelessness.

A large proportion report having been affected by neglect, or physical, emotional or sexual abuse. This is particularly the case with young women clients.

Often the department's clients find it hard to relate to, or empathise with, others, especially adults and authority figures.

Many act impulsively and have difficulty in managing their emotions and behaviour. Some suffer depression and emotional instability and harbour self-destructive thoughts.

Having experienced learning difficulties and school adjustment problems, many leave school before completing year eight.

Due to their educational deficits and poor self-esteem, most have limited employment choices and report feeling powerless and socially isolated.

Many become involved in the abuse of alcohol and other drugs and seek refuge in a delinquent peer group.

Many also report having attempted suicide.

Trends in Juvenile Court Appearances

Preliminary data for 2001–2002 indicate a further decline in Children's Court appearances to an estimated total of 9,486.

The data is based on the most serious offence for finalised appearances in the Children's Court. In addition, since 2000–2001 the court data includes records relating to outcomes in higher courts, from the department's computerised client information system. The implementation of enhanced quality assurance methods over recent years has also resulted in a reduction of the number of duplicate records.

In April 1998 formal legislated police warning and cautioning procedures and youth justice conferencing were introduced through the Young Offenders Act, 1997. Amendments extending the Act's coverage to all summary drug offences became law in April 2000. Operation of the Act has contributed to a decrease in court appearances of about 40 percent since 1997–1998.

The graph over page shows the types and number of offences dealt with in the Children's Courts in recent years. In 2001–2002 the category of "justice/good order and other offences" made up the largest proportion of cases (39%), followed by theft offences (32%), person offences (26%) and drug offences (3%).

Given the significant changes in legislation, care should be taken in interpreting these results.

While a sharp decline in drug offences in the previous three years, both in total and as a proportion of all offences, is apparent, it is difficult to gauge the reasons for this. It is possible that police cautioning under the Young Offenders Act for the possession of small amounts of cannabis has impacted on these figures.

Finalised appearances for serious person offences during the last five years is tabulated below. More meaningful comparisons of the data can be made for very serious and repeat offences as these are more likely to proceed to court rather than be dealt with under the Young Offenders Act.

Homicide-related offences have remained fairly static over the last three years, whereas this year shows a further decline in aggravated sexual assault and non-aggravated robbery and rises in aggravated robbery and aggravated assault.

Note on Methodology: the data for 2001–2002 are estimates. At the time of printing an estimated 99 percent of finalised court appearances had been entered on to the Children's Court Information System. The figures reported here are extrapolated from this 99 percent of cases.

Note on the 2000–2001 data: this has been updated and differs from the preliminary information published in the 2000–2001 Annual Report.

Finalised appearance for serious person offences

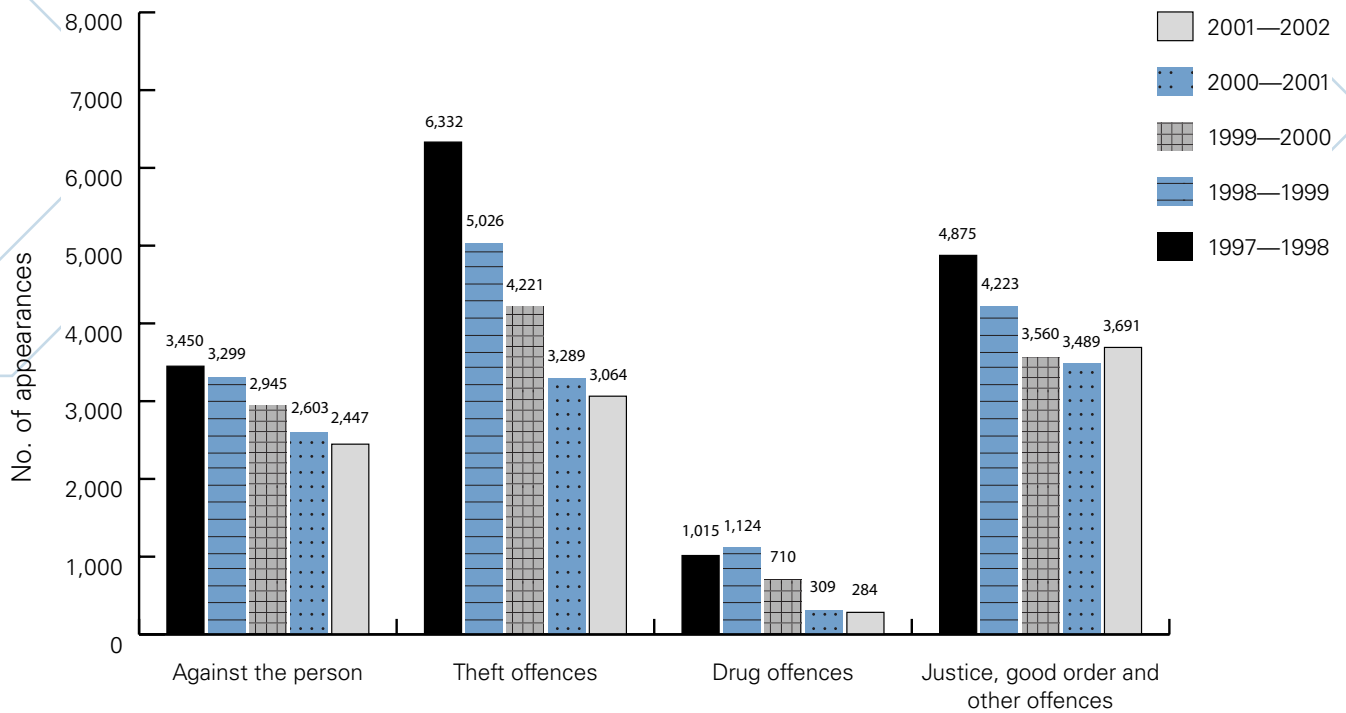
	1997–1998	1998–1999	1999–2000	2000–2001	2001–2002
Homicide and related offences	25	12	13	14	15
Aggravated sexual assault	111	122	124	101	83
Aggravated robbery	472	534	559	460	518
Non-aggravated robbery	107	140	144	123	108
Aggravated assault	93	117	104	91	99
TOTAL	808	925	944	789	823

NOTE: Data for 2001–2002 are estimates and also include data from higher courts — see text for methodology.

Trends in Juvenile Court Appearances

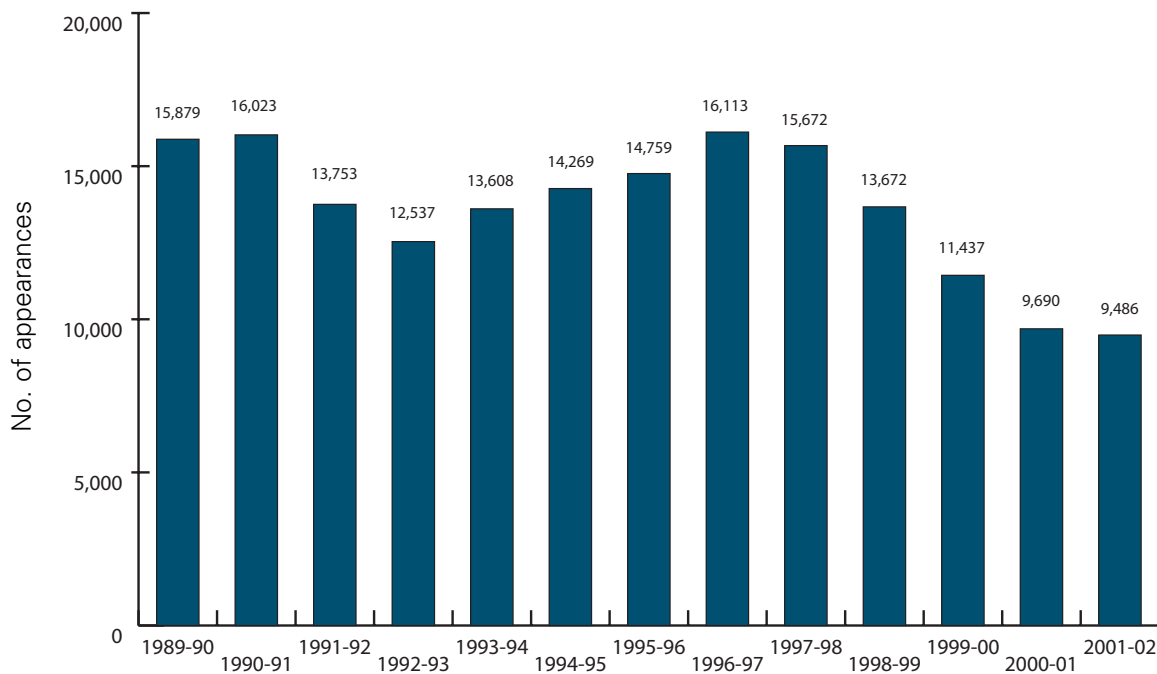
Categories of Offences before the Children's Court

Number of finalised criminal appearances 1997–1998 to 2001–2002



The historic data in this graph differs from previous annual reports before 1998–1999 as the offences have been regrouped under the new NSW Lawcodes system introduced as standard across NSW government departments from July 1997

Children's Court Finalised Appearances, Criminal Matters, 1989–1990 to 2001–2002



Note: Data for 2001–2002 are estimates and also include data from higher courts

Client Feedback

- Client feedback is critical for the improvement of the department's services. Feedback is encouraged from clients, their families, advocates, community groups and victims. Various avenues exist for clients to provide feedback regarding the department's services.
- Selected detainee representative committees provide feedback to the centre managers and initiate suggestions for the improvement of client services and the custodial environment.
- As part of the two day quality reviews of juvenile justice centres, the department's senior management conducts a focus group with detainees from each centre to obtain their perspective on the services they receive. These focus groups occur twice a year. Matters requiring attention are incorporated into each centre's action plan.
- In 1999, the department developed and implemented policy and procedures for the resolution of client complaints. The policy seeks to facilitate resolution of client complaints and address systemic barriers to effective service delivery.
- Client induction booklets for each centre, written in a reader-friendly format and transcribed onto audiotape, are distributed to young people on their admission to centres. These booklets outline methods by which clients may complain or provide service feedback.
- The department has also produced in English, Vietnamese and Arabic languages, reader-friendly brochures for clients of juvenile justice centres, juvenile justice community services/intensive program units and youth justice conferencing on "Making a Complaint".

- An induction video is shown to newly admitted young people. This video outlines complaint and feedback procedures as well as the rights and responsibilities of clients.
- Official Visitors prepare six monthly reports to the Minister following their liaison with young people in custody, and the department is required to resolve operational or client problems identified in these reports.
- The staff of the NSW Ombudsman also visit the juvenile justice centres and bring to the department's attention any client complaints or issues which need urgent attention and resolution.
- The Arunta telephone system in juvenile justice centres provides detainees direct contact with the Office of the Ombudsman.
- The Ombudsman also provides reports to the department on the complaints received from clients.
- The Juvenile Justice Visiting Legal Service is funded to advise and represent young people held in the department's juvenile justice centres. Solicitors from this service may also act as support persons through whom clients can provide feedback to the department.

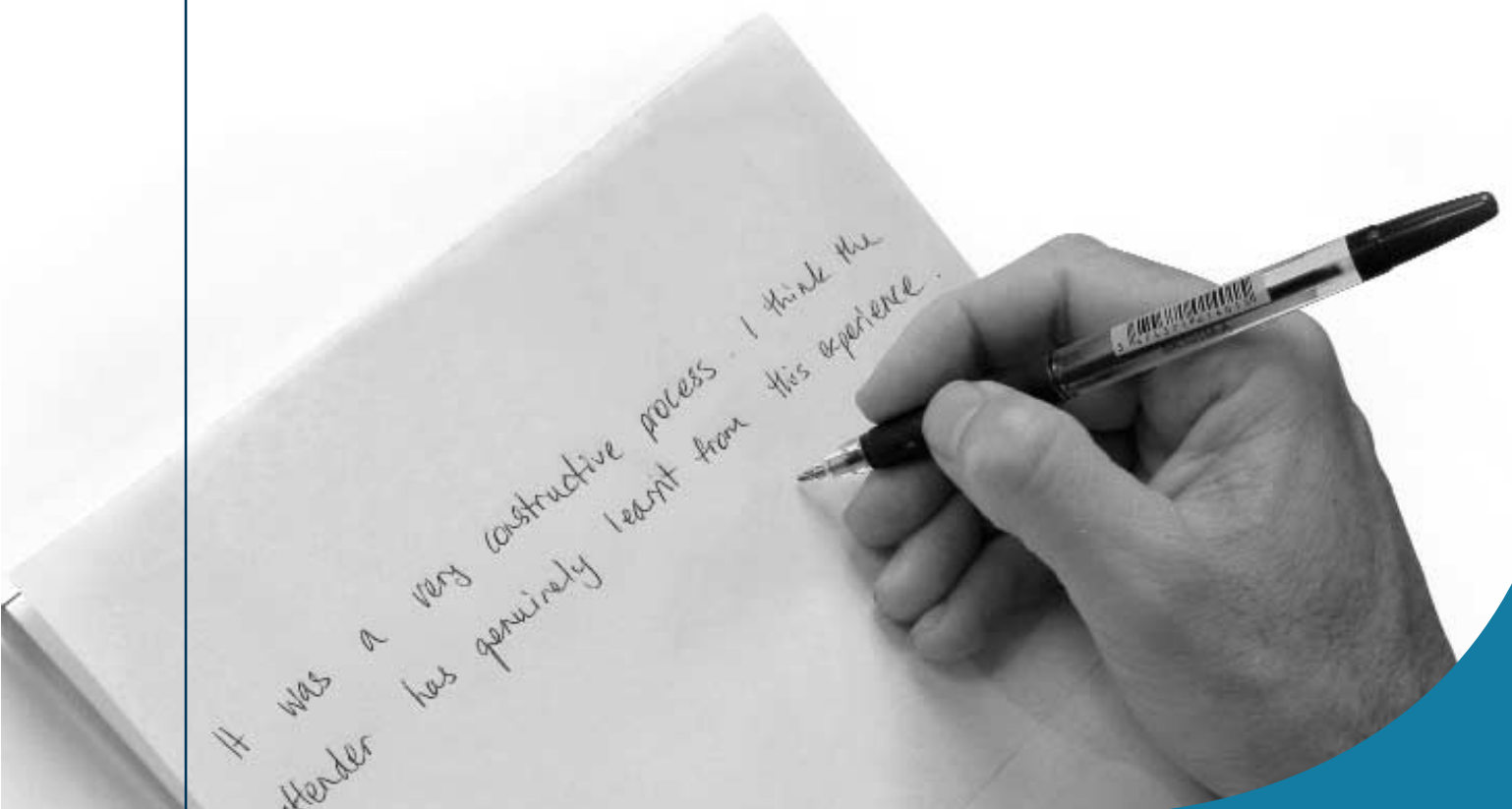


A departmental client participating in an educational program at a Juvenile Justice Centre.

Our Services

**"A very constructive
process. I think the
offender has genuinely
learnt from this
experience."**

A victim of crime describing their experience
of a Youth Justice Conference.



The department groups its services into three main service delivery areas. These are:

Youth Justice Conferencing,

Community-Based Services, providing offender assessments to the courts and court-ordered supervision of young people within their communities, and

Juvenile custodial services, providing services to those young people whom the courts direct to be placed in detention.

In addition, through the Youth Drug Court Program, the department provides offender assessments to the court and supervision of young people undergoing programs as part of the court process.

Youth Justice Conferencing

Youth justice conferences have been developed from a statutory base in the Young Offenders Act 1997. Together with police warnings and cautions

they are an integral part of a scheme designed to divert young offenders from the more formal justice systems by providing alternatives to the usual path of police contact, charges, court and detention

These conferences are an innovative, non-judicial approach to dealing with young people who offend, bringing offender(s), their families and supporters together, face-to-face, with the victim(s) and their support people. Together they must agree on a suitable outcome that can include an apology, reasonable reparation to victims and steps to link the young person back into the community.

The department delivers youth justice conferencing to every community in NSW through 17 regional offices, and a network of approximately 460 contracted Conference Convenors. A full-time Youth Justice Conferencing Manager and a clerical officer staff each regional office.



Newly graduated Youth Justice Conference Convenors from the Newcastle region. Centre, holding Cade, son of Leanne Tillick, a graduate, is Patrick Rivers, Newcastle Youth Justice Conferencing Manager. Congratulating the graduates is Member for Newcastle, Bryce Gaudry, MP (front, third from left).

Youth Justice Conferencing Managers are responsible for managing the youth justice conferencing scheme at the local level, including the recruitment, training and supervision of Conference Convenors.

Conference Convenors are statutory office holders appointed by the Director-General to prepare and facilitate youth justice conferences as needed. Convenors generally live and work in the communities in which they convene their conferences. Particular efforts have been made to recruit convenors from Aboriginal and non-English speaking backgrounds.

Staffing

There are 17 full-time youth justice conferencing manager positions (seven metropolitan and ten rural), three of which are identified Indigenous appointments. A total of five of these seventeen positions are held by Indigenous people.

The majority of these positions are based in Department of Juvenile Justice Community Offices. The 17 positions are located at Blacktown, Campbelltown, Chatswood, Fairfield, St Marys, Sydney, Armidale (identified position), Coffs Harbour, Gosford, Kempsey (identified position), Lismore, Newcastle, Dubbo (identified position), Queanbeyan, Orange, Wagga Wagga and Wollongong.



Picture shows a typical scene from a Youth Justice Conference. The department facilitated 1,353 Youth Justice Conferences in 2001–2002.

Since the commencement of the youth justice conferencing scheme, a total of 808 conference convenors have been trained. Of that number, 460 remain active contractors.

During 2001–2002 a total of 149 conference convenors were trained.

Aspects of our Youth Justice Conferencing services

Referrals for Conferences

- In 2001–2002 804 young offenders were referred by Police to participate in youth justice conferences.
- In 2001–2002 1,051 young offenders were referred by the courts to participate in youth justice conferences.

Participation in Conferences

- In the period 1 July 2001 to 30 June 2002, 1,482 young people participated in 1,353 youth justice conferences. These conferences dealt with 1,611 referrals.

Completion of Outcome Plans

- There were 1,600 outcome plans that were ordinarily due to be completed in the year.

Community-based Services

There are 37 juvenile justice community offices across the State.

Generalist Community-based Services

These offices:

- support young people with problems seeking bail or remanded in custody,
- provide assessment reports to assist courts in determining sentences, and

- provide court directed supervision of juvenile offenders placed on good behaviour bonds/recognition orders, probation, community service orders or completing a period of parole after release from custody.

Staffing

A total of 114 Juvenile Justice Officers (with 24 positions identified Aboriginal and Torres Strait Islander) provided community-based supervision for departmental clients.

Specialist Community-based Services

The department delivers specialist counselling services and programs in the metropolitan area from two intensive programs units (Blacktown and Stanmore), from certain departmental offices across the state and through fee-for-service counsellors in smaller regional locations.

The Intensive Programs Units (IPUs) provide community-based services to address general offending behaviour through assessment, individual and group counselling.



Departmental clients participating in the Graffiti Clean-up Community Services Orders Scheme.

Counselling in Alcohol and Other Drugs issues assists young offenders to deal with problematic patterns of drug and alcohol use related to their offending behaviour.

The Violent Offender Program provides services to address the specific mental health needs and behaviour of violent offenders.

The Sex Offender Program provides comprehensive individualised assessment of young offenders convicted of sex offences, and group and individual casework for young people admitted to the program.

The Forensic Program provides pre-sentence mental health assessments of young offenders referred by the court.

Staffing

- Thirty-nine Juvenile Justice Counsellors provided community-based supervision and counselling for departmental clients.
- Three Alcohol and Other Drug Counsellors located at Liverpool/Fairfield, Stanmore and Blacktown provided individual and group counselling for young offenders with drug and alcohol issues.
- Seven specialist counsellors, located at Blacktown, Liverpool/Campbelltown, Stanmore, Broadmeadow, Dubbo, Wollongong and Frank Baxter Juvenile Justice Centre, provided individual and group counselling for young people convicted of serious violent offending.
- Ten specialist counsellors provided assessment and treatment for young people convicted of sexual offences.
- Four forensic psychologists, located at Blacktown, Liverpool/Campbelltown, Stanmore and Broadmeadow, provided assessment reports, consultation and liaison for young people with special mental health needs.

Aspects of our Community-based Services

Assistance to Young People Remanded to Custody

- Community-based staff assisted in 2,996 cases where young people were remanded in police or juvenile justice custody.

Provision of Reports to the Courts

- 4,629 reports comprising background reports, juvenile justice community services reports and youth drug court reports were ordered by the courts and prepared by staff to assist in the sentencing of young offenders.

Supervision of Young People on Probation or Recognisance

- 718 Recognisance Orders were supervised by Juvenile Justice Officers and Counsellors.
- 90.15 percent of recognisance orders were successfully completed.
- 1,099 Probation Orders were supervised by Juvenile Justice Officers and Counsellors during 2001–2002.
- The percentage of probation orders that were successfully completed was 87.33 percent.

Supervision of Young People Performing Community Service Orders

- 653 Community Service Orders were supervised by departmental staff.
- The rate of successful completion for Community Service Orders was 80.63 percent.

The Graffiti Clean-up Community Service Order Scheme

Under the department's Graffiti Clean-up Community Service Order Scheme, clients perform part of their Community Service Orders cleaning up graffiti as a form of restitution to the community.

The scheme operates in partnership with local Councils. Councils identify the sites and provide materials for the clean-up. Clients are transported to the sites and supervised by the department.

The graffiti clean-up teams worked on a range of sites including council properties, private residences, community centres, bus shelters, shopping centres, parks and playgrounds, and court facilities. Some of the clean-up teams are also responsible for the continuing maintenance of sites.

In 2001–2002, the department operated clean-up teams in partnership with local councils in Blacktown, Campbelltown, Deniliquin, Dubbo, Fairfield, Gosford, Lake Macquarie, Leichhardt, Parramatta, Penrith, Randwick, Ryde, Shell Harbour, Wagga Wagga, Wollongong, Woollahra and WYong.

Supervision of Young People on Parole

- 126 Parole Orders were supervised by Juvenile Justice Officers and Counsellors.
- 65.87 percent of supervised parole orders were successfully completed.

The Mentor Scheme

- The department's Mentor Scheme provides additional assistance and support to young offenders supervised by the department in the community. Mentors are recruited from local communities to act as positive role models to the young person to assist in their successful reintegration into their communities.
- 22 Aboriginal mentors were employed to provide assistance and support to Aboriginal clients of the department. Ten of these mentors were newly recruited during 2001–2002.
- 29 mentors from non-English speaking backgrounds were employed to provide additional support for departmental clients from various ethnic backgrounds. Seven of these mentors were newly recruited during 2001–2002.

- 47 generalist mentors were recruited to assist departmental clients. Twenty-five of these mentors were newly recruited during 2001–2002.
- 48 Aboriginal clients were supported and assisted by Aboriginal mentors.
- 15 young offenders from non-English speaking backgrounds were supported and assisted by mentors from appropriate cultural backgrounds.
- 56 other young offenders were supported and assisted by mentors.

Counselling and Forensic Services

- 450 clients received counselling through our Intensive Programs services.
- The percentage of clients successfully completing counselling through the IPU program was 82.44 percent.
- Some 43 “Category 1” clients were referred to the Violent Offender Program (VOP) for specialist counselling and intervention during the year. VOP counsellors also provided “Category 2” Anger Management interventions through the IPU program.
- 385 clients received Alcohol and Other Drug counselling through the IPU specialist program.
- Psychologists in the Forensic Program completed, amongst other duties, 61 psychological assessments for young people appearing before the courts.
- 132 clients received specialist counselling and intervention in the Sex Offender Program during the year.
- Some 486 clients received counselling through intensive counselling schemes in regional and rural areas.

Custodial Services

There are nine juvenile justice centres, providing;

- secure accommodation for young people remanded into custody or sentenced to a period of custody by the courts.
- job skills and living skills training, and recreational and counselling programs for young people in custody.
- educational programs so that young people can continue their studies while in custody.
- individual case management to identify and address the needs of young people in custody and to plan their community reintegration.

Facilities

As at 30 June 2002, a total of nine juvenile justice centres were operational, three in metropolitan Sydney (Reiby, Cobham, and Yasmar), two on the Central Coast (Frank Baxter and Kariong), one at Wollongong (Keelong), one at Grafton (Acmena), one at Dubbo (Orana), and one at Wagga Wagga (Riverina).

Total bed capacity at the end of the 2001–2002 financial year was 385.

A short term, emergency accommodation unit with a maximum bed capacity for six young people operates as required at Broken Hill to ensure that youth in the far-west of NSW are not detained in police cells.

Staffing

The nine juvenile justice centres are staffed by 648 equivalent full-time positions. These positions include:

- Senior Youth Workers
- Psychologists

- Counsellors
- Registered Nurses
- Vocational Instructors
- Programming staff
- Casework staff
- Management staff

The Department of Education and Training operates education and training units in each of the juvenile justice centres.

The department, through subsidies to the Civil Chaplains Advisory Committee, engages full-time and part-time chaplains to provide religious and spiritual support to young people in detention. Two full-time chaplains separately visit Frank Baxter, Reiby and Keelong centres. Four part-time chaplains visit Yasmar, Cobham and Kariong Juvenile Justice Centres. Acmena, Orana and Riverina centres are visited one day a week.

There is one full-time Aboriginal chaplain position.

Young people in custody who have non-Christian faiths (for example, Islam and Buddhism) are also provided with religious support and counsel.

Consultant psychiatrists are paid on a fee-for-service basis to provide professional assessment and treatment of young people as necessary.

Ministerially appointed Official Visitors monitor the services of, and conditions in, juvenile justice centres, provide advocacy and support to detainees and report bi-annually to the Minister.

The department employs registered nurses in each juvenile justice centre to provide health care services to detainees. In 2002–2003 these nurses will be employed by Corrections Health as the administration of health services in juvenile justice centres will be transferred from the department to Corrections Health.

Local medical practitioners regularly visited each centre for the medical assessment and treatment of clients.

Twelve Alcohol and Other Drug counsellors, including two detoxification counsellors funded through the NSW Drug Summit initiatives, were employed in the centres to assist young offenders to deal with problematic patterns of drug and alcohol use related to their offending behaviour.

Thirteen psychologists were employed in juvenile justice centres to provide a range of psychological services to clients, including assessment, counselling and group work. They also provide crisis intervention and triage with Departmental Consultant Psychiatrists.

A specialist sex offender counsellor provided comprehensive individualised assessment of offenders convicted of sex offences, and group and individual casework for young people admitted to the program at Frank Baxter and Kariong Juvenile Justice Centres.



Members of the Frank Baxter JJC's Kariong Bushfire brigade demonstrating their fire fighting techniques. The brigade won high praise for their work during the January bush fires on the central coast of NSW.

Aspects of Our Juvenile Justice Centre Services

Average Daily Number of Young People in Custody

- The average number of young people in custody on any given day in 2001–2002 was 297. This figure is based on the number in custody on the last day of each month.



Orana Juvenile Justice Centre, Dubbo, provides secure custodial services for Western NSW.

- On average, 28 young women were detained during the year on a daily basis in NSW juvenile justice centres representing some nine percent of the juvenile detention population.
- On average, 122 Aboriginal and Torres Strait Islander young people were held in custody on any given day in 2001–2002. This number represents some 41 percent of those in juvenile detention.
- On average, there were 170 young people serving custodial orders and 127 young people remanded in custody awaiting court appearances representing approximately 57.2 percent and 42.8 percent respectively of the overall numbers in custody.

Council on the Cost and Quality of Government (COCQOG) Report

Following a review by the Council on the Cost and Quality of Government (COCQOG) the department has been provided with increased resources to restructure its detention centre operations. This year a consultation process was concluded with the Public Service Association that developed new staffing models for all centres. This reform will significantly improve the level of supervision and support provided to young people in custody. It will provide, through unit management structures, an improved work environment for staff and enhanced career paths.

The department established six working parties, comprising staff, unions and senior managers. These were:

- Centre Unit Structure and Function
- Centre Structure and Function
- Administration and Ancillary services
- Human Resources
- Casework and Program Services
- Specialist and Psychological Services

The working parties consulted widely with staff and developed recommendations on how best to implement the reforms. These recommendations formed the basis for discussions with the Public Service Association (PSA). In March the department reached agreement with the PSA to implement the reforms.

Other reforms recommended by COCQOG and endorsed by the Government included improved management structures in the department's Central Support Office and an independent review of psychological and specialist services. These were commenced during the year and are expected to be completed next year.

During 2002–2003 the department will introduce the new centre structures and will continue recruitment for the increased centre staff.

Health Assessments

- 2,697 health assessments were administered to detainees by the department's nursing staff.
- 568 dental assessments and treatments were performed on detainees.
- 2,488 medical consultations were performed by visiting general practitioners with detainees.
- 445 detainees were immunised against hepatitis B, with immunisation programs against measles, mumps and rubella (MMR II), polio, diphtheria, and tetanus (ADT) ongoing.
- 2,069 hours were spent by nursing staff providing health education to detainees in custody
- 522 detainees received a comprehensive sexual health screening assessment and follow up treatment from registered nurses at the centre's clinic.
- An estimated 329 detainees were provided with medical detoxification treatment or support to assist in withdrawal from opiate dependence.

Participation in The Duke of Edinburgh Award

- 23 detainees participated in the Duke of Edinburgh Award Scheme during the year.
- 16 detainees completed Duke of Edinburgh Awards.

Assistance for visits

- Assistance was given to families and carers on 173 occasions to allow and encourage them to visit young people in custody.

Youth Drug Court Program

The Youth Drug Court (YDC) Program was developed as a result of Recommendation 6.11 of the NSW Drug Summit 1999 Government Plan of Action. The Youth Drug Court Program is a collaborative initiative combining the resources and expertise of several Government departments as well as non-government agencies. It aims to divert young people from custody by providing an integrated program model which combines intensive supervision, intervention and case management of young people charged with significant drug related offending. The program aims to reduce the incidence and severity of drug related offending of the young people referred and to improve their overall health and well-being. This is achieved by conducting holistic assessments by an interdepartmental Joint Assessment and Review Team (JART) and developing individually tailored program plans which target interventions in areas of identified need.

If accepted into the program, young people have their court matters adjourned for a six month period and enter a 'Griffith style' remand and become subject to stringent bail conditions including compliance with their program plan. Participants are intensively supervised, case managed and supported in the community by officers of the Department of Juvenile Justice and funded case management services. The Joint Assessment Review Team, comprising representatives from the Department of Juvenile Justice, the Department of Community Services, NSW Health and the Department of Education and Training, maintains a monitoring and review role in regard to participants' compliance to program plan activities. The progress of participants is also closely scrutinised by a Youth Drug Court Team who conduct regular reviews at court, usually on a fortnightly basis, with the young person and other significant stakeholders.



A meeting of the Juvenile Justice Centre Managers and Acting Centre Managers. From left to right clockwise, Chris Simpson, Kevin Harris, Michael Vita, Steve Wilson, Ray Taunton, Lynette Stankovich, Glen Sullivan, Danny Rousianous, David Kirwan.

The Role of the Department of Juvenile Justice within the Youth Drug Court Program

The Department of Juvenile Justice occupies a pivotal role within the Youth Drug Court Program and delivers services integral to the operation of the program. The department provides an operational and administrative base at Liverpool for the members of the interdepartmental JART as well as its own team of staff, and provides the clerical support for this unit.

In addition to the coordination role of the manager of the interdepartmental Joint Assessment and Review Team, the department also provides:

- specialist counselling interventions (individual, group and family) through departmental Alcohol and other Drug Counsellors,
- intensive supervision and program management through the YDC Juvenile Justice Officers and Counsellors,
- initial and comprehensive assessment of young people referred to the program,
- the development and implementation of holistic health care plans through the YDC community based Registered Nurse,

- mandatory random urinalysis,
- preparation of specialist assessment, progress, background and other court reports, and
- other responsibilities such as attendance and participation in Court Team meetings, report back sessions and formal court sittings; liaison with other community and custodial services within the department; participation in the case management of YDC participants in conjunction with YDC funded Case Management Services; and participation in the ongoing Monitoring and Evaluation Committee for the YDC Program.

Staffing

The department's staffing allocation to the Joint Assessment Review Team is composed of a Manager and Assistant Manager, three counsellor and two caseworker positions, as well as a registered nurse position and a clerical support officer.

Aspects of our Youth Drug Court Services

Assessments

- During the period July 2001–June 2002 76 young people were referred to the Youth Drug Court Program for Initial Assessment. Of these, 49 were referred for Comprehensive Assessment.

Acceptances

- During the period July 2001–June 2002 26 new participants were accepted into the YDC Program, with a total of 56 participating on the program during this twelve month period.

Our Partners

Working together to
provide services and
opportunities for juvenile
offenders to meet their
responsibilities...

NSW Department of Juvenile Justice
Statement of Purpose.



The goal of the department is to assist and support the young people under its supervision to continue their lives free from further offending.

To further our goal the department provides services and programs to address the offending-related issues of clients. However, it is recognised that our clients have many and diverse needs that require ongoing support both during and after their period of supervision.

Many of these needs relate to education and training, accommodation, employment skills and health and welfare. The department works with a number of government and non-government agencies to ensure that these varied needs are responded to.

Whole of Government Initiatives Involving the Department

The Human Services – Better Service Delivery Project

The NSW Government has made available \$13.9 million over three years for the Better Service Delivery Program (BSDP) to assist government and non-government human service agencies to improve service delivery to their clients.

The Department of Juvenile Justice is participating in the BSDP through the commitment of a Senior Project Officer for two days a week. This position is currently responsible for the state wide Communication Strategy, the development of the Consultation Strategy and the development of the BSDP training package.

BSDP will improve services through:

- ReferralLink, is a common approach to electronically compiling and transferring client referral information between agencies in a

secure way. It will support professional, electronic referral practices across human services agencies,

- ServiceLink, a comprehensive and integrated on-line directory of human services across NSW. It will be a searchable web-based directory which is available 24 hours a day.

There are eight government departments and about 5,000 non-government organisations providing human services in NSW. The government departments are Health, Housing, Community Services, Ageing Disability and Home Care, Education and Training, Juvenile Justice, Aboriginal Affairs and Women. An estimated six million client referrals are made among these agencies every year.

The program is one of the key initiatives of the Human Services Cluster and seeks to improve service delivery and outcomes for clients, including people with complex needs who are in contact with multiple service providers.

A trial of ReferralLink and ServiceLink will be conducted in selected local government areas in late 2002.

Government Partners

The Department of Education and Training

The Departments of Juvenile Justice (DJJ) and Education and Training (DET) are committed to a collaborative approach to the education and training of young people in custody in NSW.

Both departments have agreed to deliver programs that:

- improve detainees' education and training standards and their confidence and skills to re-enter education, training or the workforce after they leave custody.

- facilitate the building of educational, vocational and training pathways for young people, and
- support the management of juvenile justice centres.

The working relationship between the departments is maintained through regular meetings of senior DET officers and the DJJ Director, Operations, and through forums such as the Senior Officer Group and the Juvenile Justice Reference Group. Department of Education and Training staff also participate in Quality Reviews of Juvenile Justice Centres.

Enrolments

- During the 2001 school year 1,500 young people enrolled in centre training and education units, while from January 2002 there were approximately 813 young people enrolled by June 30.
- In the 2002 school year, 72 are studying for the School Certificate and 11 young people are studying for the Higher School Certificate.
- Nineteen young people in custody gained the School Certificate in 2001.



Minister for Juvenile Justice, Carmel Tebbutt presents a cheque to Dennis Martin, Chair of Coffs Harbour PCYC. The department provided funding for the PCYC's Youth on the Go program, which develops employment skills in young people at risk of offending.

- Three young people completed the Higher School Certificate in the 2001 school year while in juvenile justice custody.

TAFE Placements

- There were some 700 placements of detainees in TAFE courses run by the Department of Education and Training in 2001. From January 2002 there have been 584 placements up to 30 June 2002.

The Department of Community Services

The Department of Juvenile Justice (DJJ) and the Department of Community Services (DoCS) have been collaboratively working on a joint project to improve service delivery to children and young people who are shared clients of both departments. The DoCS/DJJ Project, formerly known as the Wards Project, focuses on improvements in policy and planning and in local service delivery. The project was initially aimed at children and young persons in out-of-home care who have entered the juvenile justice system. In 2002 the project has been widened to encompass all shared clients of DoCS and DJJ.

Specifically, the project aims to.

- Improve service delivery to shared clients.
- Provide advocacy for clients.
- Establish data collection and monitoring systems.

The focus of the project includes:

- The development of operational guidelines in relation to service provision for DoCS and DJJ joint clients, through a cross-departmental reference group.
- The development of joint local area action plans with each DoCS area and DJJ region. These plans will include identified positions within each area/region for liaison work and regular joint planning meetings and joint casework developments. These plans are strongly

influenced by the Government's Interagency Guidelines for Child Protection Intervention.

- Facilitating the inclusion of strategies identified in the Action Plan into DoCS and DJJ local business plans.
- Facilitating changes to DoCS and DJJ technology systems that improve data management relating to shared clients.
- Facilitating the inclusion of regular training and information sessions for key DoCS and DJJ casework staff, with some involvement by other agencies as required.

The department is also working in partnership with the Department of Community services to conduct a review of the accommodation support needs of the department's clients. The purpose of the review is to inform the department's approach to the provision of accommodation support for departmental clients on community-based court ordered supervision.

NSW Health

A number of health services to young people in detention are provided through NSW Health. Corrections Health and Area Health Services covering the areas where juvenile justice centres are located provide various services to detainees which can include sexual health outreach clinics and dental services.

The Langton Centre provides a drug and alcohol advisory and consultancy service for the department's juvenile justice centre health services.

Legal Aid NSW

The department funds Legal Aid NSW to provide visiting legal assistance to clients in custody. Legal Aid NSW provides information and education on young peoples' legal rights and responsibilities and ensures that all young people in juvenile justice centres have access to appropriate and timely legal advice and support.

The Department for Women

The Department for Women has provided significant advice and contribution to the development of the department's services for girls and young women.

In particular, the Department for Women has provided key advice in the development of the organisations' Girl's and Young Women's Action Plan and also in relation to the accommodation support needs of young women clients. Appendix 4 includes details on the department's commitments under the NSW Government Action Plan for Women.



The launch of the revamped Post-Release Support Program at Marist Youth Care. Speaking is Brother John Thompson, from Marist Youth Care. The program provides support to young offenders released from custody.

Our Work with Community Agencies

The department maintains a community funding program which engages community organisations to support and assist our clients with the aim of reducing the likelihood of their re-offending. It is linked to a broad crime prevention approach to juvenile justice where detention is a last resort and diversion from the criminal justice system and community reintegration are central to "striving to break the juvenile crime cycle".

The department recognises that juvenile offending and re-offending is dependent upon a range of factors beyond the control of any specific program. Therefore, funded programs focus on mid-range outcomes which relate to clients' living situations, employment and training prospects and their engagement with the community.

Bail Support

Many young people appearing before the courts face significant issues concerning access to safe and secure accommodation. In recognition of this situation, the department works with community agencies to provide accommodation support services to young people who may be remanded into custody due to a lack of appropriate accommodation.

Ja-Biah Bail Accommodation Support Service

Ja-Biah at Dean Park in western Sydney offers intensive support to Aboriginal and Torres Strait Islander youth released on bail without a supervised court order.

The service aims to provide culturally appropriate assistance, accommodation and an alternative to custody for Aboriginal and Torres Strait Islander young men.

Case planning, advocacy and support, and placement into employment, education and training programs are key features of the program's services. The program aims to strengthen clients' family and community bonds and develop their living skills.

All members of the management committee and all staff are Aboriginal.

Other Bail Support Initiatives

The department is establishing a Bail Accommodation Support Program in the New England area.

The program will be established in the Inverell area to provide an accommodation option for young people who would otherwise be refused bail due to a lack of appropriate accommodation. The service will provide bail support, residential and reintegration programs for juvenile offenders as an alternative to incarceration in a juvenile justice centre. Aboriginal young people will be the major beneficiaries of this project.

The target group for the Bail Accommodation Support program will be young people from the age of 10 up to 18 years, who have been granted bail, but who would otherwise have been refused bail due to a lack of appropriate accommodation and/or family support.

The department has held extensive community consultations in the New England area. It is anticipated that the local Inverell community will play an active role in the program through the establishment of an advisory panel. The panel will include members of the local community, Inverell Shire Council and the NSW Police.

Accommodation Support

Accommodation Support Programs provide accommodation and/or support for juvenile offenders who are at risk of further contact with the juvenile justice system due to homelessness. Supported accommodation options provide essential support for young people in their transition to independent living. The services funded by the department offer assistance to young people in securing and maintaining appropriate accommodation, the development of living skills and provide case management services.

The department, in partnership with the Department of Community Services (DoCS), is conducting a review of the accommodation support needs of clients.

Pre-employment Skills Training

The Pre-employment Skills Training Program (PST) was established in 2000 as a pilot aimed at ensuring that young offenders have access to education, vocational training and employment pathways. The department funds nine PST projects in NSW.

The target group for the program is young people aged 15 to 18 years who are department clients subject to a supervised court order, including those clients exiting custody. The program targets clients who are reasonably prepared for education, training and employment but who have experienced difficulties gaining access to existing services.

The program assists clients by providing access to relevant education, training and employment pathways, and helping them to establish and maintain positive links with the community. Support provided by the agencies involved in the program may involve personal/job search skills, literacy/numeracy assistance, pre-vocational training and links to placements.

Participant outcomes are in the form of increased skills (for example: personal, job search skills), improved living circumstances (for example income support) and placements in education, vocational training, or employment for a minimum of 12 weeks. The PST is a voluntary client participation program.

Post Release Support Program

The Post Release Support Program is a structured twelve-week program designed to achieve an overall reduction in the number of clients who re-offend after release from a juvenile justice centre. The primary purpose of the program is to support clients released from custody by addressing barriers to reintegration and facilitating their successful reintegration into their communities.

A new service delivery model for the program was introduced in March 2002. The new model reflects best practice in transitional support for juvenile justice clients.

The program has three Key Result Areas: Reintegration Planning and Implementation; Network Building; and Working Collaboratively. Within each of the Key Result Areas the program identifies eleven outcome streams: Accommodation; Income Support; Offending Behaviour; Vocational Training and Employment; Education; Health; Living and Survival Skills; Social and Personal Skills; Legal Issues; Leisure and Recreation; and Family and other Support Networks.

A total of ten agencies are providing services in eleven areas of the state. The program providers are located in Blacktown, Cabramatta, Marrickville, Miller and Waterloo in Sydney, and at Dubbo, Grafton, Newcastle/Taree, Wagga Wagga and Wollongong.

Residential Rehabilitation Services

The Department of Juvenile Justice contracted the Ted Noffs Foundation to establish new residential rehabilitation facilities in Dubbo and Coffs Harbour as a Drug Summit initiative.

The Coffs Harbour facility opened in October 2001 and the Dubbo facility in June 2002.

The services provide treatment programs for departmental clients to increase their capacity to manage their lives and achieve a sustained reduction in their levels of substance abuse.

The provision of local rehabilitation services to the Coffs Harbour and Dubbo areas means that young people from these areas no longer have to travel long distances away from their home (often to Sydney) for treatment. One of the key advantages of this project is that their families can better support young people, closer to their own communities.

The programs at Dubbo and Coffs Harbour provide accommodation for up to six young people at any one time. The programs provide a service to young males and females aged 14 to 18 who have experienced significant difficulties in their use of drugs. Priority is given to young people from the local area. These young people participate in a structured twelve-week program that involves assessment, individual counselling, family work, group work, educational remediation, vocational training and recreation and leisure activities.

Other Funded Services

Local Offender Programs aim to reduce the need and opportunity for at risk young people to offend or re-offend, and to assist them to access educational and vocational pathways. The target group for these projects is not restricted to current or former departmental clients, and attendance is entirely voluntary. Projects are unique to each region, and usually form part of the department's small grants program.

Alcohol and Other Drug Programs aim to increase the capacity of clients to effectively manage their lives and achieve sustained reduction in their levels of substance use. Such services may involve, for example, diversionary counselling, group work programs, or education services for drug-using young offenders.

The department funds nine such services to deliver these programs.

Our Key Result Areas and Achievements

Effective Interventions

Social Justice

Organisational Health

ally found myself · I now have a future · i've just finished my hsc · i'm now looking to the
i've finally found myself · I now have a future · I've just finished my hsc · I'm now looking
ead · i've finally found myself · i now have a future · i've just finished my hsc · i'm now looking
road ahead · i've finally found myself · i now have a future · i've just finished my hsc · i'm now looking
to the road ahead · i've finally found myself · i now have a future · i've just finished my hsc · i'm now looking
king to the road ahead · i've finally found myself · i now



The department's corporate plan for the period 2001–2004 specifies three Key Result Areas (KRAs) focusing on Effective Interventions, Social Justice and Organisational Health.

Performance Indicators for each KRA are continuing to be developed.

KRA 1 Effective Interventions

The department's interventions are designed to maximise clients' opportunities to successfully reintegrate within their communities. These services increasingly reflect the findings of research and good practice into interventions with juvenile offenders.

The department is also concerned that the sanctions imposed on juvenile offenders are the least restrictive in relation to the circumstances of their offending. This allows the department to provide the most effective, targeted and appropriate interventions to juvenile offenders.

The following are some key indicators relating to this KRA.

The Number of Young People Involved with the Department

The table below provides for the financial years 2000–2001 and 2001–2002 the number of individual young people who:

- were supervised by the department for a community-based sentence, such as probation or community service order.

- were remanded into custody in a juvenile justice centre.
- were serving a control order sentencing them to a period of detention in a juvenile justice centre, and
- participated in a youth justice conference.

The table below shows that in 2001–2002 there has been a seven percent decline from the previous year in the number of individuals who had been supervised for a community-based court order.

The number of individual young people who were serving a control order sentencing them to a period of detention decreased over the same period by 10 percent. However, the number of individual young people who, at any time during the year, were remanded into custody remained steady.

The figures show a five percent decrease in the number of young people participating in youth justice conferences.

Client Participation in Departmentally Funded External Programs

The department funds community agencies to provide services to clients to assist and support clients both in their transition from custody to the community and for assistance and support while being supervised through community-based services. These programs include post-release support, accommodation support and pre-employment skills training.

Table: The Number of Individual Young People in Contact With The Department

	Community	Remand	Control	Youth Justice Conferencing
2000–2001	3,083	1,796	675	1,567
2001–2002	2,882	1,762	608	1,482

The department has developed a new system for recording information relating to clients referred to these programs. During 2001–2002 there were 659 instances of clients entering funded programs.

The Involvement of Young People in Detention in Education and Training Programs Administered Through the Department of Education and Training

The table below shows the number of enrolments in Education and Training Units in juvenile justice centres for the last two completed school years. The number of placements in TAFE programs are also provided for the same period.

The figures show that there has been some decrease in the number of enrolments in Education and Training Units in juvenile justice centres. However, it should be noted that there has been a decline in the number of admissions of young people into juvenile justice centres from 2000–2001 to 2001–2002.

There has been an increase in the number of placements made into TAFE programs and the number of young people completing the School Certificate while in detention.

Research Projects Undertaken

Through the department's Collaborative Research Unit 24 research projects were approved or conducted during the year. Each of the projects

described below focus on a diverse range of topics relevant to the young offender population.

Substance Use among Juvenile Offenders

Ongoing projects included:

- Developing a model to assist young people to develop motivation and skills to abstain from cannabis use.
- A comparison of two alcohol and other drug treatment programs for young offenders.

Recently completed projects included:

- The investigation of juvenile offender perceptions of alcohol and other drug interventions.
- The relationship between cannabis use and criminal behaviour.
- Patterns of substance use by juvenile offenders, and the validity of a video-based intervention for Hepatitis C with drug-using adolescent offenders.

Approved research projects:

- The comparison of injecting drug use patterns of younger offenders with those of an older injecting population.

Risk Assessment of Juvenile Offenders

- Associate Professor Tony Thompson of Charles Sturt University developed the Youth Level of Service/Case Management Inventory – Australian Adaptation (YLS/CMI-AA) in conjunction with the

Table: Enrolments, TAFE Placements and Certificate Completions

	School Enrolments	TAFE Placements	School Certificate Completion	Higher School Certificate Completion
2000 School Year	1,780	610	9	5
2001 School Year	1,500	700	19	3

department after the completion of a pilot study in 2000–2001. This instrument is currently being introduced throughout the department.

Research Concerning Juvenile Sex Offenders

Two ongoing projects are:

- The examination of attachment styles and psychopathy to predict recidivism.
- A study extending earlier investigations into the factors related to recidivism amongst juvenile sex offenders.

Research Concerning Young Women in Custody

- Research investigating the relationship between past traumatic experiences, mental health problems and offending amongst young women in custody.

The Young People in Custody Health Survey 2002

Work commenced on a comprehensive population survey of the psychological and physical health characteristics of young people in custody. This survey is to be conducted across all juvenile justice centres within the state of NSW. This survey is being facilitated through collaboration between the department's Psychological and Specialist Services and Health Services, Corrections Health Service and academics from The University of Sydney.

Evaluation of Programs

A number of departmental programs, including programs delivered by funded community organisations, were evaluated.

Pre-Employment Skills Training (PST) Program

ARTD Management and Research Consultants evaluated the PST Program for the first twelve months from 1 July 2000 and 30 June 2001.

The terms of reference for the evaluation of the project were as follows:

- To identify whether the program is meeting its aims and outcomes.
- To identify the strengths and weaknesses of the program.
- To identify how the program can be improved and assess the appropriateness of the program model in achieving outcomes.

The evaluation report identified two general models of support as follows:

- The 'job network model' – characterised by a focus on job search for mainstream employment and job readiness skills.
- The 'broad intensive support model' – characterised by a focus on education/training support and building basic skills, a slightly higher focus on personal/living skills and a larger number of support hours per client.

The evaluation found that the 'broad intensive support model' was more successful in achieving program outcomes for clients and recommended that all PST service providers move to that model of service delivery.

Mentor Program

A review of the Mentor Program was conducted by ARTD in 2001 with the aim of providing a basis for strategies to improve or modify the current Mentor Program to reflect best practice, and to identify alternative models to deliver support to clients.

A major finding of the review was that administration of the program had caused difficulties on a number of levels. To address this finding the department has commenced a process of reviewing and developing administration procedures to streamline the implementation of the program.



Drug Strategies

- The department has contributed funding to the independent evaluation of the Youth Drug Court Program by the Social Policy and Research Centres, University of NSW.
- The department's 10 Rural Counsellor positions, created as an outcome of the NSW Government Drug Summit, are currently being evaluated as part of Drug Summit funding requirements. The evaluation will focus on recidivism over time.
- KPMG undertook a review of Alcohol and other Drug services in NSW Correctional Centres and Juvenile Justice Centres. The review's recommendations were based on the expertise and views of people directly involved in the delivery and management of alcohol and other drug services, and knowledge obtained from international research. Over the last 12 months, all recommendations from this report applicable to the department have been implemented.

Post Release Support (PRS) Program

The Institute of Criminology at the University of Sydney was contracted to undertake the two-year evaluation of the PRS program from 1 July 2002. The objectives of the evaluation are to:

- Assess the effectiveness of the structures and processes in place for the program's administration, i.e. referral, intake processes and program management.
- Identify how changes to the processes and structures can improve the operation of the program.
- Identify the strengths and weaknesses of the program.
- Identify whether the program is meeting its objectives and outcomes.
- Identify how the program can be improved.
- Assess the appropriateness of the program in achieving the expected outcomes.

KRA 2 Social Justice

In its commitment to social justice the department has identified that it must recognise, understand and respond to the needs of diverse communities of New South Wales; that juveniles have opportunities to make restitution to victims and reparation to the general community; and that the rights of both the community and juvenile offenders are maintained and respected.

The following are some key indicators relating to this KRA.

The Implementation of the Department's Aboriginal Over-representation Strategic Plan

Young Aboriginal people are significantly over-represented in the juvenile justice system. In response, the department undertakes extensive work in the area of over-representation, outlined in the department's Aboriginal Over-representation Strategic Plan for the next three years.

Following the official launch of the plan in October 2001, the department has moved forward in the implementation of the strategies outlined in the plan. Each region within the department has developed a Regional Strategic Plan, focussing on regional and local priorities for each of the plan's nine Key Result Areas. These plans are monitored by the department's Aboriginal Unit.

Given the contribution of social and economic disadvantage and prejudice to participation in the juvenile justice system, the success of the department's efforts will largely depend upon its ability to work closely with other government agencies and the Aboriginal community.

The Strategic Plan is being evaluated by Associate Professor Chris Cunneen of the Institute of Criminology, the University of Sydney, and work on the evaluation has commenced.

The table on the following page provides for the financial years 2000–2001 and 2001–2002 the proportion of individual young people who are Indigenous and were:

- Supervised by the department for a community-based sentence, such as probation or community service order.
- Remanded into custody in a juvenile justice centre.
- Serving a control order sentencing them to a period of detention in a juvenile justice centre, and
- Accepted to participate in a youth justice conference.

The proportion is expressed as a percentage of the total individual young people in contact with the department in these categories.

The table below shows that the percentage of young Indigenous people in custody is significantly higher than the proportion of Indigenous young people undertaking community-based options.

Consultation with Community Agencies

One of the major consultation processes undertaken during the year has been the development of the department's Case Management and Programming Policies. These consultations were undertaken jointly and held at more than 20 sites in NSW.

The consultations targeted departmental staff, staff from other government agencies such as Corrections Health and the Department of Education and Training, staff from departmentally funded organisations and other community agencies.

Consultation centred on the content of the draft policies and issues for implementation. Generally, the feedback regarding this process was very

positive and the approach taken has been documented for future reference.

To inform its Accommodation Support Program review the department undertook a comprehensive consultation with key state departments and community agencies. A steering committee for the review has been established with representatives from both the government and non-government sectors.

As part of the development of the Girls' and Young Women's Action Plan (GWAP) statewide consultations were held that targeted community organisations as well as departmental staff.

An aspect of the development of the strategy for Young Women who are Pregnant and/or Mothers was a consultation process that involved community and government stakeholders. A particular focus of the consultation was on the issues surrounding the accommodation of mothers and their children in custody.

During 2001–2002 extensive consultations were held with the department's funded agencies regarding the development of a data monitoring system and associated data collection forms for the Community Funding Program.

The department also convenes a number of committees that have community representation, including the steering committee for the Post Release Support Program, the Disability Working Party and the stakeholder reference group of the Vulnerable Children's Project.

The department provides resources to the Better Service Delivery project that has significant involvement by Non-Government Organisations (NGOs) and aims to link them with government agencies through an electronic service and referral network.

Departmental staff at regional level attend community network meetings and Regional Coordination Management Groups.

Successfully Completed Community Service Order Hours

The number of Community Service Orders supervised by staff during the year declined to 653 from a reported 834 for 2000–2001.

The rate of successful completion for Community Service Orders increased over the two years from 75.84 percent to 80.63 percent.

Community Service Order Graffiti Removal Scheme

In 2001–2002, departmental clients spent 20,205 hours removing graffiti. This is an increase of 27% on 2000–2001.

Successfully Completed Youth Justice Conferencing Outcome Plans

There were 1600 outcome plans that were ordinarily due to be completed in the year. Of these, 91.31% were successfully completed.

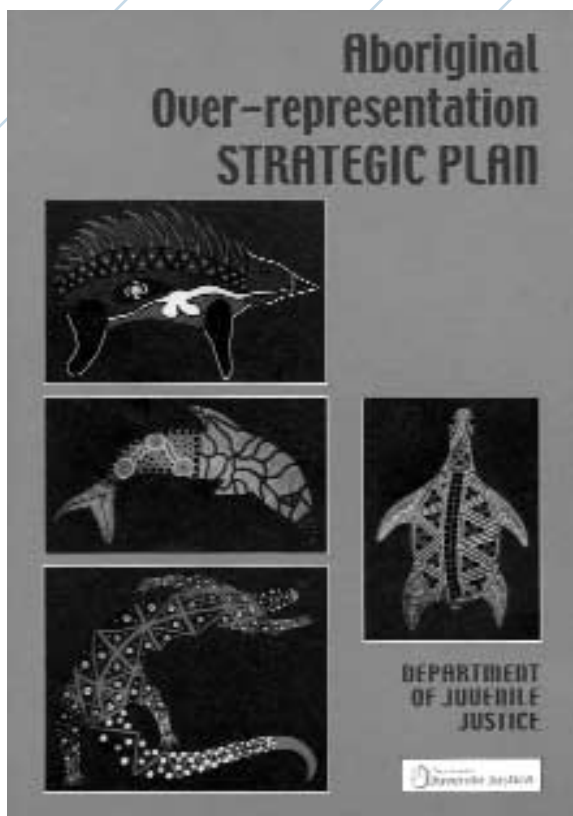
There were 132 occasions where the young person failed to complete the outcome plan and

Table: The Percentage of Individual Young People in Contact with the Department who Identify as Aboriginal and/or Torres Strait Islander

	Community	Remand	Control	Youth Justice Conferencing
2000–2001	28%	31%	42%	21%
2001–2002	27%	34%	43%	22%

seven occasions where the court did not approve the plan.

Note: Guidelines under section 49 of the Young Offenders Act 1997 allow six months for the completion of outcome plans. The 1600 outcome plans referred to here are related to referrals in the 2001 calendar year which ordinarily would be expected to be completed in the 2001–2002 financial year.



The department's Aboriginal Over-representation Strategic Plan was launched in October 2001.

Strategies to Enhance Services for Young Women

Development of the Girls' And Young Women's Action Plan

The department has developed a Girls' and Young Women's Action Plan with the significant contribution of the Department for Women.

The Girls' and Young Women's Action Plan 2001–2004 identifies the specific issues faced by young women in the juvenile justice system, provides an analysis of their needs, and outlines strategies to address them. The Action Plan will enable the department to work more effectively with and for young women.

More information on this plan is available on page 27

The Building of a Purpose Built Facility for Young Women

In 2000–2001, the department announced that a purpose built facility will be built to accommodate girls and young women. This centre will be located at Lidcombe to allow access to the city services and will be designed specifically for young women.

Of particular interest is the fact that a mothers' and babies' accommodation unit will be included in the new centre. This will give young mothers an opportunity to care for their children whilst in custody and therefore allow them to address their offending behaviour without being separated from their children.

Client Complaints to the Ombudsman

The Ombudsman has provided to the department provisional information on the number and categories of complaints received from clients in juvenile justice centres. Officers of the Ombudsman regularly visit each juvenile justice centre where detainees are able to verbally raise concerns to the Ombudsman's Office. Clients are also able to address formal complaints in writing to the Ombudsman.

The information below details the frequency and types of complaints made to the Ombudsman during 2001–2002.

Table: Oral Client Complaints to the Ombudsman

Complaint Type	Number of Complaints
Case Management	2
Daily Routine	57
Day/Other Leave/Work Release	15
Fail Ensure Safety	3
Food and Diet	22
Information	1
Medical	10
Non-Jursidictional	3
Officer Misconduct	14
Other	5
Probation/Parole	1
Property	6
Records/Administration	10
Security	4
Segregation	5
Transfer	11
Unfair Discipline	7
Visits	7
Work and Education	3

Table: Formal Client Complaints to the Ombudsman

Complaint Type	Number of Complaints
Daily Routine	3
Fail Ensure Safety	1
Medical	1
Officer Misconduct	2
Records/Administration	1
Security	2
Segregation	1
Transfer	2

KRA 3 Organisational Health

The department is committed to providing a safe and supportive work environment within a professional organisation characterised by the efficient and effective use of its resources.

The following are some key indicators relating to this KRA.

Workers Compensation

The table below shows that the average cost of Workers Compensation claims has continued to decrease. The average cost of claims has decreased by approximately 47 percent since 1997–1998. The amount paid in claims has decreased by 36 percent over the same period.

The cost of the department's Workers Compensation premium payments fell from \$8,133,133 for 2001–2002 to \$4,824,380 for 2002–2003.

Industrial Disputes in the NSW Industrial Relations Commission

No disputes against the department were lodged by employee associations with the Industrial Relations Commission during 2001–2002.

The Department's 2002 Fair Go Survey

In June 2002 the department conducted a staff survey to ascertain the effectiveness of its Equity Action Plan, and to identify issues for future planning on equity matters.

651 staff members responded to the Fair Go Survey in May and June this year. This is 31% more respondents than for a similar survey conducted in 1998.

Responses showed that since the last survey in 1998:

- Satisfaction with supervisors had increased.
- Incidents of harassment had slightly decreased.
- Recruitment processes had improved.
- Confidence and knowledge of the grievance procedure had improved.
- Twice as many people reported they had no reason to complain.
- There had been an increase in the length and breadth of training for staff.

There were still concerns expressed by staff regarding access to higher duties opportunities, harassment, favouritism and knowledge of fair work practices and procedures.

Table: Trends in Workers Compensation Claims

Year	Number of claims	Amount Paid	Average cost
1996–1997	268	\$1.454M	\$5,424
1997–1998	270	\$2.059M	\$7,626
1998–1999	347	\$1.907M	\$5,496
1999–2000	355	\$1.587M	\$4,470
2000–2001	170	\$977,042	\$5,747
2001–2002	207	\$737,499	\$3,563

Information Technology Initiatives to Improve Communication

A new Information Management and Technology Strategic Plan was developed to more closely align information and communications technology initiatives with the needs of the organisation.

Steering committees (the Client Information Management Systems and Management Information Management Systems User Groups) were also formalised to manage enhancements to major departmental computer systems and to provide a forum for users to communicate issues and needs.

A major investment was made in enhanced reporting from the department's major computer systems to improve information flows and decision making by line management.

Certificate III in Juvenile Justice Studies

As at 30 June 2002, 299 staff met the requirements for the qualification Certificate III in Juvenile Justice.



The department commenced an extensive recruitment campaign for Aboriginal Youth Officers during the year. Staff numbers in JJC's will be boosted next year following the implementation of the COCQOG reforms.

Our Achievements in 2001–2002 and Plans for 2002–2003

Service Delivery Achievements in 2001–2002

- Achieved a further decrease in the daily average detainee population.
- Completed consultation and planning stages in preparation for the implementation of the restructure and service enhancements to juvenile justice centres recommended by COCQOG.
- Commenced major capital works programs at Reiby and Cobham Juvenile Justice Centres and at the site for a new Young Women's Centre at Lidcombe.
- Developed an offender risk assessment instrument called the Youth Level of Service/ Case Management Inventory – Australian Adaptation within the department.
- Reviewed the provision of health services to detainees with Corrections Health resulting in the decision to stage a transfer of juvenile justice centre health services to Corrections Health.
- Commenced work on the first comprehensive survey of detainee physical and mental health.
- Established and coordinated the training of a Specialist Crisis Team for each Juvenile Justice Centre, consisting of Psychological and Specialist Services staff to provide support to young people in custody experiencing crises outside of normal business hours.
- Installed new automated telephone systems in all nine Juvenile Justice Centres across the state, allowing more efficient management of telephone services provided to detainees, including increased security of communications.
- Implemented new performance measures and improved Quality Reviews in all juvenile justice centres.

- Implemented the January 2002 Young Offenders Regulation for arson referrals.
- Completed a review of the Youth Justice Conference Convenor Training Package.
- Collaborated with the NSW Police Service in the development and delivery of the training manual for Specialist Youth Officers on the Young Offenders Act 1997.

Central Support Achievements in 2001–2002

- Established the new Executive Services Branch.
- Developed, with Health Services and the Corrections Health Service, the Young People in Custody Health Survey plan and survey instruments.
- Completed the implementation of KPMG recommendations relevant to the department in the review of alcohol and other drug services in the Department of Corrective Services, Corrections Health and the Department of Juvenile Justice.
- Developed and implemented the Occupational Health and Safety and Injury Management Strategic Plan.
- Gained provisional accreditation of the Certificate IV in Juvenile Justice.
- Concluded negotiations for a new industrial award for juvenile justice centre employees as part of the implementation of the COCQOG review of juvenile justice centre operations.
- Completed the first phase of an Electronic Case Management (ECM) program involving the integration of the Children's Court Information System (CCIS) with the Client Information Data System (CIDS).
- Developed a Waste Reduction and Purchasing Plan and Asset Strategic Plan for 2002–2007.
- Developed a Girls' and Young Women's Action Plan.

- Commissioned the evaluation of the Pre-employment Skills Training Program and development of new support model.
- Developed and implemented a new model for the Post Release Support Program.

Service Delivery Plans for 2002–2003

- Implement the accepted recommendations of the statutory evaluation of the Young Offenders Act.
- Finalise a new Youth Justice Conference Convenor Training Package.
- Begin the implementation of a departmental Repeat Offender's Strategy.
- Implement improved risk assessment systems for clients.
- Implement new Case Management Policy across the department.
- Implement Policy on Effective Programming across the department.
- Implement regional Aboriginal Over-representation Strategies adopting a targeted approach to reducing ATSI over-representation that addresses local issues.
- Implement the staffing restructure of juvenile justice centres.
- Develop and implement an objective classification system first within the custodial sector and later within the community services sector.
- Continue Capital Works redevelopment programs at Reiby and Riverina Juvenile Justice Centres.
- Develop, in response to the identified needs of Youth Drug Court participants, new group-based program initiatives in partnership with associated JART departments.
- Implement a Bail Supervision and Support Program.

Central Support Plans for 2002–2003

- Assume responsibility from the NSW Police for the transport and court supervision of all young people from juvenile justice centres to court.
- Complete the Young People in Custody Health Survey.
- Commence a Juvenile Justice Community Clients Health Survey.
- Implement the transfer of health services for juveniles in detention to Corrections Health.
- Develop an electronic casework module within the Client Information Data System (CIDS) as part of our commitment to an Electronic Case Management (ECM) program.
- Complete the review of Accommodation Support Services.
- Finalise a review of Juvenile Justice Officer roles, distribution, grading and intervention modes.
- Complete the development of Local Area plans with the Department of Community Services.



Minister for Juvenile Justice, Carmel Tebbutt places a tile in the Reconciliation Mosaic at Cobham Juvenile Justice Centre.

Our Structure and Organisation

“The training was excellent and very much related to our work on the floor.”

Training feedback from a Senior Youth Worker at Orana JCC.



Overview of the Department

The Department's Executive Committee

The Executive Committee met once a fortnight throughout 2001–2002.

The Executive Committee consisted of:

- Director-General
- Director, Operations
- Director, Management Services
- Each Regional Director
- Director, Youth Justice Conferencing
- Manager, Strategic Policy and Planning
- Coordinator, Aboriginal Support Unit
- Manager, Executive Services
- Staff Representative (Community Services)
- Staff Representative (Custodial Services)

- Executive Officer to the Committee

The role of the Executive Committee is to:

- Establish and review the organisation's goals and priorities.
- Clarify organisational roles and responsibilities.
- Allocate the equitable distribution of the department's financial and personnel resources.
- Ensure the quality of departmental services and promote their continuous improvements.
- Develop, implement and review departmental policies, services and programs.
- Monitor and implement the department's corporate plan.

Executive Services

The Executive Services Branch is responsible for providing coordinated ministerial and departmental executive advice and support.

The branch manages a Victims Register, which allows victims of sentenced juvenile offenders in



The department's Executive Committee. From left to right, back: Tim Matthews, Suellen Lembke, Marjorie Anderson, Steven O'Malley, Suzanne McIlwraith, Peter Muir, Steve Miller. Front, left to right: Kevin Hogan, Pam King, David Sherlock, Jenny Bargaen.

the custody of the department to register with the department to receive certain information about the young person, such as the offender's release from custody date.

The Executive Services Branch also manages information relating to the Offenders Register in accordance with the Child Protection (Offenders Registration) Act 2000.

The branch also includes the media relations and publications unit.

Operations

Executive management of the department's services to young people is provided through an Operations Directorate based at Central Support Office and three Regional Directors. Each Regional Director is supported by an Assistant Regional Director.

Regional Directors are based at:

St Marys (Metropolitan Region), where the Assistant Regional Director is also based.

Wollongong (South-West Region), with an Assistant Director located at Dubbo, and

Gosford (Northern Region), with an Assistant Director located at Lismore.

Reporting to the Operations Directorate are a number of operations support services located within Central Support Office:

Juvenile Placement/Transport Services

This service is responsible for the statewide coordination of the movement of juvenile detainees between juvenile justice centres, to and from court and to other necessary appointments, such as visits to medical practitioners. The service also coordinates the placement and transfer of detainees into juvenile justice centres. During the year the unit transported over 4,500 detainees.

In addition, the unit coordinates the use of passive alert dogs in juvenile justice centres to reduce the entry of contraband. 250 searches were conducted of detainees and visitors.

Psychological and Specialist Services

The Psychological and Specialist Services Unit coordinates psychological and specialist services within the department, providing supervision, education and support to the department. Consultation and support is provided to both community and custodial units in relation to best practice assessment and intervention with young offenders. The Collaborative Research Unit is responsible for directing and monitoring clinical research into juvenile offending within the department and is sponsored through the Psychological and Specialist Services Unit.

Research and Development – The Collaborative Research Unit

Research focusing on clinical aspects of juvenile offending are approved and monitored by the Collaborative Research Unit. During the financial year 2001-2002, the Collaborative Research Unit approved and continued to oversee twenty-three research projects in the department.

Eight research projects overseen by the CRU during the financial year 2001-2002 were finalised, including: An investigation of juvenile offender perceptions of alcohol and other drug interventions; the validity of a video-based intervention for Hepatitis C with drug-using adolescent offenders; an extension of earlier investigations into the factors related to recidivism amongst juvenile sex offenders; an investigation of the relationship between past traumatic experiences, mental health problems and offending amongst young women in custody; and an evaluation of the incorporation of psychological test results into forensic psychological reports for juvenile offenders.

The Collaborative Research Unit continues to oversee fifteen ongoing research projects, including nine long-term investigations into clinical aspects of the juvenile offender population. These include: the development of a model to assist young people in developing motivation and skills to abstain from cannabis use; an examination of the accuracy of specific risk factors associated with juvenile offenders under community supervision and the determination of risk levels for re-offending through the use of the Youth Level of Service/Case Management Inventory – Australian Adaptation (YLS/CMI-AA) assessment instrument; the extension of the use of the YLS/CMI-AA, by considering the extent to which it can predict violent offending among juvenile offenders; an examination of the relationship between attachment styles and psychopathy to predict recidivism within juvenile sex offenders; an analysis of the factors influencing the process and outcome of Youth Justice Conferencing in NSW; and a comprehensive investigation of the physical and psychological health of young people in custody.

The resources allocated for the development and monitoring of these research projects are as follows:

The Collaborative Research Unit's Steering Committee (CRUSC), chaired by Professor Bryanne Barnett, consists of senior academics, researchers and clinicians who volunteer their time to approve and monitor the quality and appropriateness of clinical research conducted in the department.

The Director, Psychological and Specialist Services has been appointed as the Executive Director on the CRUSC. This role oversees the functions of this committee, manages its relations with the department, including sponsoring its reports and recommendations to the department's Executive. A proportion of the Director and Research Psychologist's positions is allocated to supporting the functions of the CRUSC.

The Psychological and Specialist Services Unit is conducting the Young People in Custody Health Survey, in conjunction with the department's Health Services.

Plans for research and development in the financial year 2002-2003 are as follows:

- The continuation and completion of the 2002 Young People in Custody Health Survey.
- The organisation and implementation of a survey into the physical and psychological health status of young offenders in community-based locations. This research is to be supported by a Linkage Grant from the Australian Research Council, in conjunction with the University of Sydney and Corrections Health Service.
- An examination of a violence risk assessment inventory for use by Psychological and Specialist Services personnel.
- Continuing evaluation of Alcohol and Other Drug programs and Drug Summit initiatives.

Nursing and Health Services

The Manager of Nursing and Health Services provides professional and administrative support to nursing, medical and dental staff to ensure the provision of quality health services in juvenile justice centres.

The manager oversees the operational activities of the Health Services Clinics within the detention centres. A Clinical Nurse Consultant (Alcohol and Other Drugs) coordinates staff training in Alcohol and other Drugs (AoD) issues and services, provides support to the nurses within the detention centre clinics, and provides up to date information on trends of use and abuse among AoD users.

A Project Officer (Health Services) was employed to work on the department's implementation of recommendations from the KPMG review into the coordination of alcohol and other drug services in the Department of Corrective Services, Corrections Health and the Department of Juvenile Justice. This project is due to be completed in November 2002.

Management Services

The Management Services Directorate provides executive leadership of the corporate service functions of the department. The directorate brings together the service functions of finance administration, human resources and development, legal services, information management and technology and property management and procurement services.

Human Resources

The Human Resources Branch provides a comprehensive range of support services, including policy and advice, position establishment administration, staff recruitment, salary and staff administration, industrial relations, occupational health and safety and staff training and equity.

An Overview of the Department's Staffing

Some major features of the department's staffing during the year were:

As at 30 June 2002, there were 961 staff in established positions. This figure does not include

causal staff employed to cover emergency situations, absences of staff on leave or people employed in special programming initiatives such as the Mentor Scheme.

As at 30 June 2002, there were 1,129 full-time equivalent staff employed in the department, including front-line casual staff, mentors and community service sessional supervisors.

During 2001–2002, 10 staff accepted voluntary redundancy.

There are 100 staff working in the department's Central Support Office in Sydney. This is a slight increase from last year due to the creation of additional temporary positions to assist with the COCQOG restructure process.

There are 34 staff in Intensive Programs Units including administrators, counsellors, psychologists and juvenile justice officers.

There are 39 staff in Youth Justice Conferencing consisting of the Director, Operations Co-ordinator, Operations Assistant, Conferencing Managers and Clerical Officers.

There are 28 staff in the Youth Justice Transport Unit including the Manager, Placements Officer, Team Leaders and Youth Officers.

During the year 116 casual Youth Officers were recruited.

During the year 141 appointments or promotions were made to permanent positions in the department.

Staff Training and Equity

Staff Training

The department is a Registered Training Organisation and as such, can provide both nationally accredited training and non-accredited training to its staff.

A total of 3,170 participants attended 683.5 staff training days across NSW. These figures do not

include attendance at training conducted as part of staff conferences or locally arranged training courses.

Of the major training courses offered in 2001–2002:

- 1,261 staff attended Certificate III in Juvenile Justice courses, including 157 staff attending training on Aboriginal cultural awareness.
- 742 staff attended other competency based training courses, such as Case Management, Suicide Awareness and Managing Difficult Behaviour.

Staffing by Category

Salary Scale	30 June 2000			30 June 2001			30 June 2002		
	Total Staff	Women	NESB	Total Staff	Women	NESB	Total Staff	Women	NESB **
Salaries below clerical officer grade 1, 21 year old rate or equivalent	8	6	1	5	4	0	6	3	1
Salaries from clerical officer grade 1, 21 year old rate to below minimum clerk Grade 1 rate or equivalent	416	170	18	380	144	25	456	171	34
Grade 1–2 or equivalent	42	20	5	61	34	4	52	27	7
Grade 3–5 or equivalent	144	76	12	111	62	12	112	65	12
Grade 6–9 or equivalent	311	145	19	304	144	17	287	132	24
Grade 10–12 or equivalent	41	17	2	37	16	1	40	15	2
Above grade 12 or equivalent	3	0	0	7	2	0	8	3	1
Total staff in established positions *	965	434	57	905	406	59	961	417	81***

* Figures do not include casual staff, mentors, sessional supervisors or conference conveners – as at 30 June 2002 the total effective full-time (EFT) staff number was 1,129.

** Disclosure of this information is voluntary.

*** Not including ATSI staff

Representation and Recruitment of Aboriginal/Torres Strait Islander (ATSI) Employees and Employees with a Disability

	30 June 2000			30 June 2001			30 June 2002		
	Total Staff	ATSI	EWD	Total Staff	ATSI	EWD	Total Staff	ATSI	EWD
Total Staff in established positions*	965	62	93	905	60	28	958	85	11
Recruited in the year*	132	13	0	107	4	2	141	7	3

* Figures do not include casual staff, mentors, sessional supervisors or conference conveners

- 314 staff attended general Client Services courses, such as Understanding Young Women.
- 298 staff attended Administrative and Information Technology courses.
- 138 staff attended courses on alcohol and other drug Issues for clients.
- 135 new Senior Youth Workers received an expanded induction program of 25.5 days.
- 80 staff completed other induction programs.
- 89 staff attended Management Development courses.
- 63 staff attended training on equity programs such as harassment prevention and grievance handling.
- 50 staff attended non-competency based Occupational Health and Safety training.
- Provision of 67 General and Equity Scholarships to nationally accredited courses.
- As at 30 June 2002, 205 staff had completed the Certificate III in Juvenile Justice and 94 staff were exempt from this qualification; and
- Participants of training courses reported a very high level of satisfaction with the quality and relevance of the training provided by the department.

Equity

The Department of Juvenile Justice is committed to the principles and practices of Equal Employment Opportunity (EEO). To support the key outcomes of a diverse and skilled workforce and an equitable workplace that is free from harassment and discrimination, the department successfully undertook the following initiatives in 2001–2002:

Significant developments in staff training in 2001–2002 included:

- Successful delivery and evaluation of Suicide Awareness training which was funded by the Commonwealth Department of Health and Aged Care.
- Successful delivery of Case Work Intervention II and III training to community and custodial staff.
- Reduction in the use of force attributed partially to the success of Managing Difficult Behaviour training.
- Implementation of the Equity Action Plan, Disability Action Plan, Ethnic Affairs Plan, the Spokeswomen's Strategic Plan and the Aboriginal Over-Representation Plan.
- A mentor scheme was introduced for Aboriginal and Torres Strait Islander staff to support their recruitment, retention and career development.
- As part of the COCQOG restructure of Juvenile Justice Centres an additional 30 Aboriginal identified positions were created.

- Participation in the Department of Education and Training's Elsa Dixon Program for Aboriginal staff.
- Targeted training for EEO group members including:
 - provision of \$16,000 in scholarships for female and Aboriginal and Torres Strait Islander staff.
 - Skillmax training for staff who speak English as a second language.
 - Spokeswoman training, and
 - the promotion of study skills workshops to all EEO group members.
- EEO principles promoted through the departmental Code of Conduct, via the department's intranet, a quarterly newsletter, in the induction of new recruits and through training in such areas as selection techniques, cultural awareness, disability awareness and harassment prevention and grievance handling.
- Peer nominated Grievance Contact Officers were appointed and trained.
- A new performance development system (the Individual Development System) was designed ready for implementation in October 2002. This system clearly incorporates EEO outcomes into the roles and responsibilities of all staff.
- Average remuneration of EEO group members increased and was not significantly below the overall average. Incomes for staff with disabilities were above average.

Industrial Relations

The department continued its positive and constructive relationship with the Public Service Association (PSA) and the NSW Nurses Association (NSWNA). The joint consultative committees with both unions functioned well as a way of obtaining and disseminating information. Once again, these forums for consultation proved an aid in cementing the mature and professional relationship with the unions.

There were no disputes with either union. However, throughout the year several points of debate were resolved through constructive discussion and compromise. Working time lost associated with these matters was minimal.

Major achievements in 2001–2002 included the conclusion of an environmental allowance now paid to certain staff working in Kariiong Juvenile Justice Centre and the establishment of a tripartite (DJJ, PSA and NSWNA) working party to deliver solutions to issues arising from client violence.

By the end of the reporting year, the department and PSA were close to finalising negotiations over a new centres award. The award will herald a new way of operating in juvenile justice centres and will improve our direct delivery of services to clients where they are needed most – within reach of every detention centre client.

Occupational Health and Safety

The Occupational Health, Safety and Injury Management (OHS&IM) Unit provides a comprehensive range of services that enable the department, management and the staff to achieve the requirements of the OHS Act and Workplace Injury Management and Workers Compensation legislation. The unit sets corporate OHS&IM objectives, develops strategies and coordinates OHS&IM business principles to achieve these goals and objectives.

During the year the unit:

- Developed and implemented a systematic approach to OHS&IM. The OHS&IM Management System integrates concepts of risk management and consultation while providing an opportunity for the department to manage OHS&IM in a consistent and transparent manner.

- Enhanced the support and encouragement to injured staff to return to work through offering creative solutions in terms of available restrictive duties. The identification and availability of such duties not only enhances the return to work process but also drastically reduces the workers compensation claims costs due to lost time.
- The unit reviewed and restructured the department's OHS Committees to comply with the provisions of the new OHS legislation. The OHS&IM Unit now has representation on all department OHS Committees.
- The OHS&IM unit produced and implemented the following plans, policies and processes:
 - OHS&IM Strategic Plan 2002–2005.
 - OHS Policy.
 - Injury Management Policy & Return to Work Program.
 - OHS Management System.

Risk Management

The department participates in the NSW Treasury Managed Fund, which is the NSW Government's self-insurance scheme. The scheme is administered on behalf of the Government by GIO Australia.

The scheme covers workers compensation, motor vehicle, property damage and public liability. These are the major insurance risks of the department. The department's major risk area is worker's compensation, and strategies are in place to address this area.

The unit coordinated risk assessments of all activities within the department. The Hazard Profile Project established mechanisms for the assessment of OHS risk within the department and addressed the three major activities of Juvenile Justice Centres, Community Services and Youth Justice Conferencing. The result is a list of workplace hazards rated according to level of risk. Specific OHS Programs being developed on an ongoing basis will address the identified high-risk activities.

The OH&S Risk Assessments program is now focussing on the nature of employment to enable effective preventative strategies (eg training) to be identified for particular workgroups.

Documentation of specific workers compensation and injury management procedures now provides the department with transparent and repeatable processes, enabling it to further reduce injury severity and the financial cost associated with worker's compensation.

Workers Compensation

The number of workers compensation claims has increased from 170 in 2000–2001 to 207 in 2001–2002. This increase can be mainly attributed to the review and cessation of self-management of minor claims, and also attributed to the introduction of provisional liability.

The amount paid by the department in relation to overall worker compensation costs has again reduced from \$977,042 in 2000–2001 to \$737,499 for the 2001–2002 financial years.

The average cost per claim has also decreased from \$5,747 in 2000–2001 to \$3,563 in 2001–2002.

To some extent these decreases can be attributed to the development of detailed workers compensation and injury management procedures, which has resulted in a standardised approach to worker's compensation and injury management with a return to work focus.

The largest cause of claims in the department continues to be of a client-related nature.

Information Management and Technology

The Information Management and Technology Unit provides information technology services and support and is also responsible for the management of court and operational records, including detainee records.

Delivery of Electronic Services

The department achieved its commitment to the government strategy requiring all appropriate services be available electronically via the Internet. This includes key publications, as well as employment information and the ability to apply for positions online.

Property and Procurement Services

The Property and Procurement Unit provides property management, asset management and procurement and purchasing services to the department.

Capital Works

Commencing in 2001–2002, the Government allocated \$35.6 million over four years for Stage two of the department's capital works program. This additional funding will be used for:

- the construction of a young women's facility on the Minda/Minali site at Lidcombe (to replace the outdated Yasmar facility at Haberfield);
- the redevelopment of the Reiby facility; and
- the provision of additional facilities at Cobham Juvenile Justice Centre.

The designs for these projects were finalised during the year. All projects are now well advanced in planning, with construction due to commence in late 2002 and early 2003.

These three projects will ensure that juveniles are accommodated in facilities that meet national standards for detention centres and enhance their reintegration into their communities of origin.

NSW Government Energy Management Policy

The New South Wales Energy Management Policy expresses the Government's commitment under the National Greenhouse Strategy to achieve sustained greenhouse emissions reductions from Government operations.

The Department of Juvenile Justice's contribution towards realising the Government's overall objectives for reductions have included:

- A continued commitment to purchase 6% Sustainable Energy Development Authority (SEDA) accredited Green Power for the juvenile justice centres across New South Wales.
- Continuing energy auditing, with Reiby and Cobham Juvenile Justice Centres audited prior to the commencement of the major capital works program to identify potential areas for improvement.
- Implementation of recommendations from the Keelong and Frank Baxter Juvenile Justice Centre energy audits after financial viability studies were conducted.
- Establishing targets for the department's motor vehicle fleet of 70% 4-cylinder vehicles, with the remaining 30% of 6-cylinder vehicles to use LPG wherever possible.

The department's Energy Management Plan will be completed in early 2002–2003. The plan will provide a strategic direction for the department over the coming five years. Annual reporting will now be conducted through the EDGAR system, administered by the Ministry of Energy and Utilities.

Waste Reduction

The NSW Government has adopted a Waste Reduction and Purchasing Policy to ensure that all NSW Government agencies contribute to achievement of the aim to reduce waste to landfill.

The department's activities towards achieving the Government's goals have been:

Waste avoidance and minimalisation

- Paper (both secure and non-sensitive material) is being recycled in Central Support Office.

- Toner cartridges are being retained and returned after emptying.
- Some vegetation waste is being used for composting and worm-farms in juvenile justice centres.
- Any demolition materials from the current capital works program are being recycled.

Estimate of waste avoided:

Paper – 25 tonnes
 Toner – 200kg
 Building Materials (Lidcombe) – 50 tonnes
 Vegetation waste – 2 tonnes
 Cooking Oil – 1400 litres

Waste reuse and recycling

- Wherever possible paper is being reused in the office environment as notepads – except where sensitive information is involved.
- Vegetation material is being composted and used on the gardens of some detention centres – including a worm-farm on the Central Coast.

Estimate of waste recovered:

Paper – 20 tonnes
 Toner – 200kg
 Vegetation waste – 2 tonnes
 Cooking Oil – 700 litres annually
 Purchase of recycled-content materials

- The department purchases 50% of its paper as recycled paper in place of virgin paper.
- Ninety-nine percent of toner purchased has recycled content.

Estimate of recycled-content purchasing:

2001–2002 Paper: 3,000 reams
 2002–2003 Paper: 35,000
 Toner: 200kg Expected to remain constant
 Cooking Oil: Expected to remain constant

Legal Services and Professional Conduct

The Legal and Professional Conduct Unit was established in July 2002 to streamline professional conduct matters and also to expand the department's legislative review program.

During the year the unit has improved the management of professional conduct matters by finalising and completing old matters. Improved training of senior staff in investigative techniques has resulted in the standard and timeliness of investigations into staff misconduct being greatly improved.

With the creation of the new unit, applications under the Freedom of Information Act were also taken on board. A legislative review project is also well underway.

The unit continues to have a close involvement with all operational aspects of the department's business, ranging from advice in relation to the management and supervision of detainees; commenting on the legal aspects of departmental policies and procedures; and advising staff and the Minister on all legal aspects of the department's operations.

A revised departmental Code of Conduct will be finalised early in 2002–2003. It will provide more specific guidance to staff as to what is acceptable professional behaviour within the department.

The unit's commitment to improving the ethical culture of the department is further reflected in the unit's management of the Fraud Control Committee and the publication of sample professional conduct case studies in the Legal Issues Bulletin.

Professional Conduct Matters

Allegations and complaints against staff members.

During the past 12 months, the Legal and Professional Conduct Unit has managed a number

of investigations into allegations and complaints against members of staff. A portion of these matters have been referred to the NSW Ombudsman for oversight purposes pursuant to the provisions of the Ombudsman Amendment (Child Protection and Community Services) Act 1998.

In addition, a number of investigations have been conducted by senior staff into misconduct. There has been a decline in the number of allegations concerning corruption.

It is noted that there has been a steady reduction in the number of complaints against staff.

Investigation Procedures Training

The department continues to strive for excellence in the investigations of complaints against its staff. An Investigator's Manual has been produced and an investigations' skills course has been formulated to assist and further improve the standard of investigations that staff conduct. The first course was held at Central Support Office in September 2002.

Finance

The Finance Unit provides a range of financial services including budgeting, accounting services, payment processing, financial reporting and advice.

Payment Performance

The above information shows that by the last quarter of the 2002 financial year, approximately 94% of total payment amount is paid within 30 days of invoice date, an improvement from 90% in 2001.

No interest was paid during the year for late payments.

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid \$
	Target %	Actual %	\$Million	
September	80	65	16.34	25.11
December	80	57	7.59	13.27
March	80	63	9.70	15.32
June	80	64	15.87	24.72

Aged Analysis at end of each quarter 2001–2002

Quarter	Current (ie within due date)		Less than 30 days overdue		Between 30 and 60 days overdue		Between 60 and 90 days overdue		More than 90 days overdue		Total	
	\$Million	%	\$Million	%	\$Million	%	\$Million	%	\$Million	%	\$Million	%
September	16.35	65.09	1.94	31.61	0.46	1.84	0.11	0.44	0.26	1.03	25.11	100
December	7.59	57.22	4.83	36.39	0.57	4.29	0.18	1.33	0.10	0.77	13.27	100
March	9.70	63.35	3.98	25.95	1.04	6.79	0.20	1.34	0.39	2.57	15.32	100
June	15.67	64.19	7.34	29.68	0.77	3.10	0.65	2.63	0.10	0.40	24.72	100

Youth Justice Conferencing Directorate

The Youth Justice Conferencing Directorate is located in Central Support Office. The directorate manages the state-wide provision of youth justice conferences in accordance with the Young Offenders Act. A key role of the directorate is liaison with other agencies involved in the administration of the Act, such as NSW Police, the Attorney-General's Department and Children's Court Magistrates. In addition, the directorate liaises with other agencies and organisations with interest in youth justice conferencing, such as the Victims of Crime Bureau.

Strategic Policy and Planning

The Strategic Policy and Planning Branch (SPP) develops, coordinates and facilitates the implementation of service delivery policies, procedures and standards. It provides strategic and business planning and reporting services, research and evaluation and data and analysis functions. The branch participates in inter-departmental and whole-of-government planning and service implementation strategies, and manages a number of strategic projects for the department.

Strategic projects managed by SPP, include Better Service Delivery, DJJ/DoCS project, Most Vulnerable Children and Drug Summit Initiatives. SPP comprises the Manager, Strategic Policy and Planning, the staff of the Policy Unit and the Planning and Research Unit, and a number of special project officers.

Policy Unit

The Policy Unit located within Strategic Policy and Planning Branch provides services to the organisation in three key areas. These areas are:

- Policy Development and Review.

Responsible for initiating, developing, implementing, monitoring and reviewing policies on the full range of juvenile justice issues at both an operational and strategic level.

- Programs and Services for clients

Responsible for the implementation and review of evidence-based programs to improve interventions for clients.

- Equity

Responsible for planning, implementing and reviewing strategies and action plans to achieve client equity for girls and young women, clients from specific non-English speaking backgrounds, and clients with a disability.

Some major projects undertaken in the year were:

- Review of Case Management Policy.
- Policy for Effective Programming.
- New Post-Release Support Program
- Girls' and Young Womens' Action Plan

Planning And Research

The Planning and Research Unit coordinates organisational and business planning, performance measurement and reporting processes for the department. The Unit provides data and information reporting and analysis on client-related and service delivery statistical information to external and internal stakeholders.

The Unit undertakes and supports research projects that inform practices for intervention with clients and provide a basis for policy development, planning and intervention improvements.

Principal and Senior Executive Positions

The department's senior executive team is:

Mr David Sherlock, Director-General and Chief Executive Officer

Mr Peter Muir, Director Operations

Ms Stephanie Cross, Director Management Services

The number of executive positions at the end of the reporting year were:

Level	Number
SES Level 5	1
SES Level 2	2

During the year one SES position at Level 2 was created and one at level 1 deleted.

There was one female Senior Executive Officer employed during 2001–2002. There were no female SES employees in the department in the previous year.

Executive Position Holders on or above Level 5

The Director-General, Mr David Sherlock is the only executive officer employed at SES Level 5 or above.

The total remuneration package for the Director-General is \$184,090. Mr Sherlock commenced in the position on 22 November 2000.

Director-General's Performance Statement

The Hon Carmel Tebbutt MLC
Minister for Community Services
Minister for Ageing
Minister for Disability Services
Minister for Juvenile Justice
Minister Assisting the Premier on Youth



**PERFORMANCE STATEMENT
DIRECTOR GENERAL
DEPARTMENT OF JUVENILE JUSTICE**

NAME: David Sherlock
POSITION: Director General
PERIOD: 1 July 2001 – 30 June 2002

Results:

David Sherlock commenced with the Department of Juvenile Justice on 22 November 2000.

During 2001/2002 Mr Sherlock has successfully led the development and/or implementation of the following initiatives:

- a new corporate plan
- negotiation of a new award arising from recommendations from the report on juvenile justice by the Council on the Cost and Quality of Government
- a strategy to address the over-representation of Aboriginal young people in the juvenile justice system
- continued recommendations from the Ombudsman's investigation into Kariong Juvenile Justice Centre
- a departmental restructure from five to three regions
- an action plan to enhance services for young women in custody
- programs for clients of juvenile justice from the Government's Plan of Action arising from the 1999 Drug Summit.

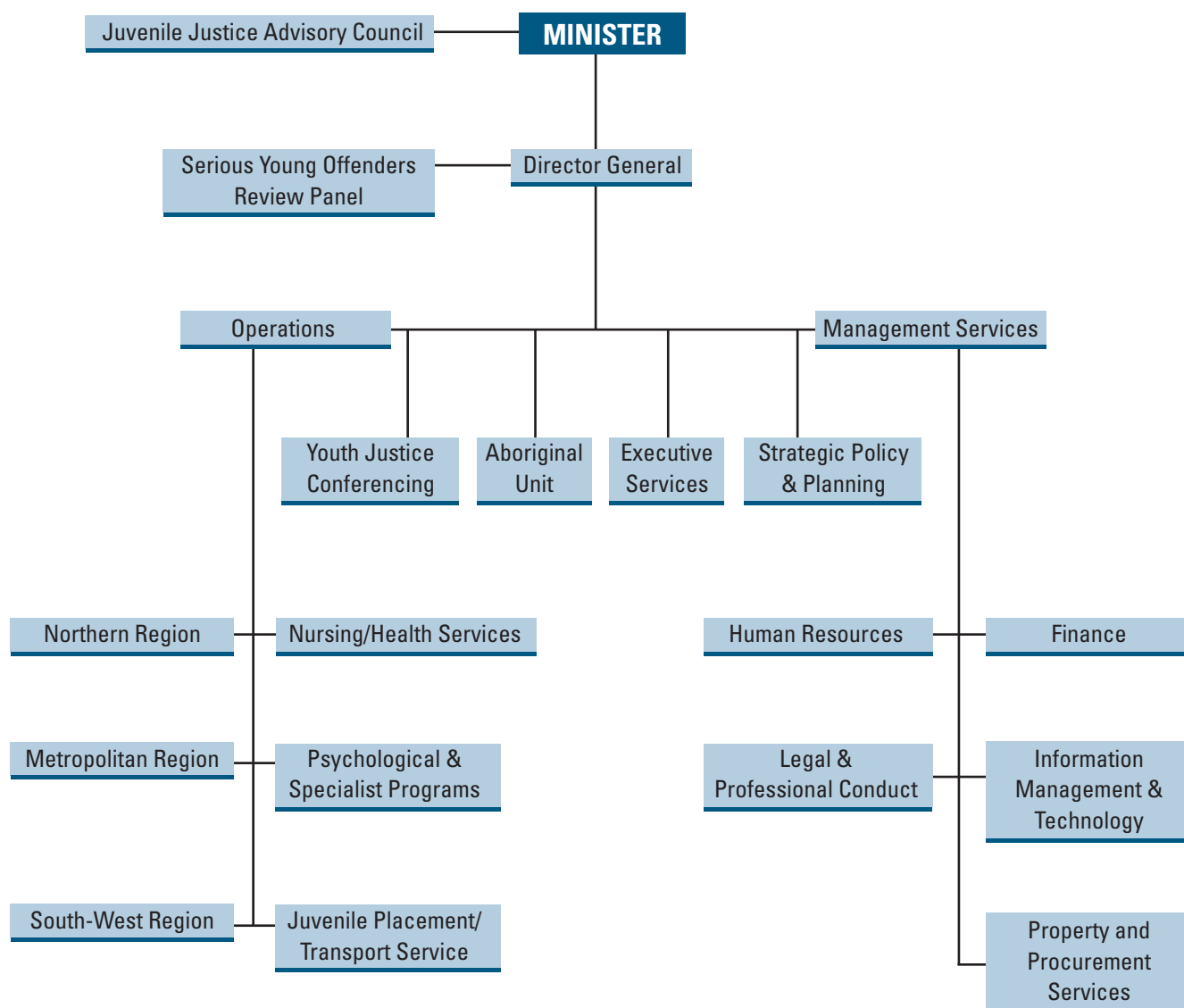
Under Mr Sherlock's leadership the numbers of young people in detention have continued to decline.

Mr Sherlock has undertaken his responsibilities capably and competently. He has demonstrated significant progress in the Department's goal of breaking the juvenile crime cycle and his performance has been more than satisfactory.

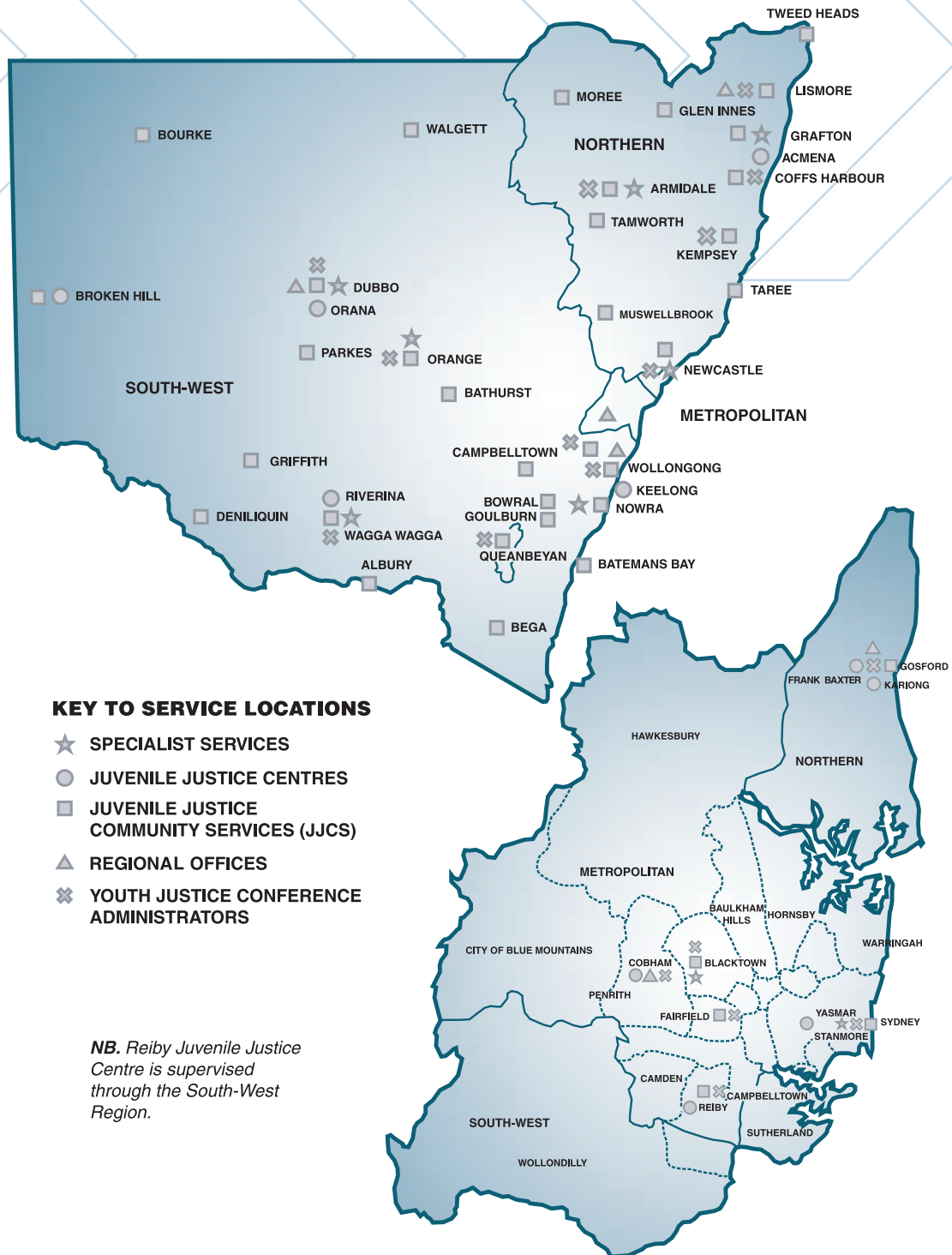
The Hon Carmel Tebbutt MLC
Minister for Community Services
Minister for Ageing
Minister for Disability Services
Minister for Juvenile Justice
Minister Assisting the Premier on Youth

Level 25, 9 Castlereagh Street, SYDNEY NSW 2000
GPO Box 5070, SYDNEY NSW 2001
Telephone: (02) 9228 5360 Facsimile: (02) 9228 5366

Organisational Structure



Location of our Services



The Juvenile Justice Advisory Council

The Chair of the Council has submitted the following report on the activities of the Council in 2001–2002.

Report of the Juvenile Justice Advisory Council of NSW

The Juvenile Justice Advisory Council provides independent advice to the New South Wales Government on juvenile justice policy and related youth, welfare and legal issues.

Council also has a mandate to promote public awareness of, and facilitate constructive discussion on juvenile justice matters, and has the support of both major parties in the New South Wales Parliament.

The present Council was appointed in October 2001 and the new Council held a Strategic Planning Meeting in January 2002. It met on six occasions in the financial year. A meeting was held at Frank Baxter Juvenile Justice Centre and the Council visited Kariong Juvenile Justice Centre during the period.

Council consists of fourteen members and one ex-officio position. The members possess a range of expertise relevant to juvenile justice issues and policy and represent both the non-government sector and NSW Government agencies. Council's Chairperson is Associate Professor Chris Cunneen.

The Council members are:

Associate Professor Chris Cunneen (Chairperson)

Director, Institute of Criminology, University of Sydney. Previously consultant to the National Inquiry into Separation of Aboriginal and Torres Strait Islander Children from their Families. Previously NSW Bureau of Crime Statistics and Research and the Aboriginal Law Centre at University of NSW. Has published numerous books on policing, juvenile justice and legal issues.

Ms Mai Campbell

Student at Sydney University. Involvement in a diverse group of community and government bodies. Previously represented state schools on NSW Student Representative Council, member of the Kids Helpline Youth Consultative Advisory Council, spokesperson at the 1999 Youth Action Policy Association conference. Was involved in the preparation of the White Paper on Vocational Education. Involvement in youth activities and policies.

Mr Garner Clancey

Senior Program Officer, Youth, NSW Police Service, lectures at University of Western Sydney and Club Council member of North Sydney Police Citizens Youth Club. Wide experience and understanding of various issues affecting the juvenile justice and the criminal juvenile justice system including positions in the Department of Juvenile Justice, in alcohol and other drugs services in England and the NSW Police Service.

Ms Tauri D'Eatough

Children's Court Solicitor, Aboriginal Legal Service. Official Visitor under the Mental Health Act (NSW) 1990. Formerly General Prosecutions Solicitor, Commonwealth Department of Public Prosecutions. Experience with the juvenile justice system and Aboriginal children and the law.

Ms Eleanor Davidson

Executive Director, Student Services and Equity Programs, NSW Department of Education and Training, responsible for a range of programs including attendance, student counselling, gender equity, drug education SRCs and child protection. Has worked as a teacher, clinical psychologist and senior education administrator. Currently a

member of the National Advisory Committee on School Drug Education.

Mr Roger Dive

Senior Children's Magistrate and Deputy Chief Magistrate, Judicial leadership of the Children's Court. Chair, Children's Court Advisory Committee, Member of Youth Justice Advisory Committee. Experienced judicial officer with a background in law reform and public sector management. Senior faculty in judicial education for new magistrates.



Some members of the NSW Juvenile Justice Advisory Council with Minister for Juvenile Justice, The Hon Carmel Tebbutt MLC. The members and staff pictured from back left are, Ike Ellis, Phillip Clarke (Executive Officer to the Council), Elizabeth Moore, David Goad, David Sherlock, Director-General, NSW Department of Juvenile Justice. Front from left, Josephine Abela (Executive Assistant, JJAC), Eleanor Davidson, The Hon Carmel Tebbutt, Chris Cunneen, Mani Lachmaiya

Mr Ike Ellis

Retired Commander, Georges River Region, The NSW Police Service sponsor for youth issues and has been involved in developing policing services for young people in several roles, for example Chairman of the Police Service Youth Working Party. Highly involved with Youth Justice Conferencing.

Mr David Goad

Senior Official Visitor to Juvenile Justice Centres, Director with the Kids Help Line, wide experience with programs for youth and families.

Mr Mani Lachmaiya

Aboriginal and Torres Strait Islander Science and Maths teacher with NSW Department of Education and Training, coordinator of Aboriginal studies TAFE. Wide experience and understanding of issues involving Aboriginal inmates and juveniles, in advising, counselling of students from the juvenile justice system, with a mental illness background, and foster homes or out-of-home care

Ms Elizabeth Moore

Social worker and lecturer at Charles Sturt University, where she co-ordinates the juvenile justice specialisations in social welfare. Possesses 15 years experience in the areas of child welfare, juvenile justice and corruption prevention and the conduct of custodial, casework, management and policy roles. 1999–2001 conducted the role of Official Visitor to Juvenile Justice Centre.

Mr Wesley Noffs

Chief Executive Officer, The Ted Noffs Foundation. Experience in the provision of prevention programs, drug treatment, life management and education

services for adolescents. Involvement in a range of projects and research, and advisor on issues surrounding young people and alcohol and drugs. Past Chair of Drug Offensive Council, and past member of Australian National Council on Drugs, Professional Drug and Alcohol Workers Association, Commonwealth Cannabis Cessation Strategies for Adults and Adolescents, Current member of the Network of Alcohol and Drug Agencies, Alcohol and Drug Council of Australia and Australian Professional Society on Alcohol and Other Drugs.

Ms Bernadette O'Reilly

Legal Aid Commission Solicitor, currently Senior Solicitor at Sydney Regional Aboriginal Corporation Legal Service. Extensive experience and involvement in juvenile justice reform issues.

Ms Jane Sanders

Principal Solicitor, Shopfront Youth Legal Centre, providing free legal advice, representation and information to homeless and disadvantaged young people, legal courses for youth workers and input on policy and law reform campaigns. Ms Sanders is an accredited specialist in criminal law, an active member on numerous committees including the Youth Justice Coalition, Law Society Criminal Law Committee and management committee of a local youth refuge.

Mr Isileli Tuitavuki

Crisis Counselor, CRC Justice Support, Official Visitor to Department of Corrective Services, Registered Mediator to Community Justice Centre, Coordinator, Tongan Community Radio Program and Multi-Cultural Youth Program.

Meetings are attended by Mr David Sherlock, Director-General of the Department of Juvenile Justice in an ex-officio capacity.

Phil Clarke is the Council's Executive Officer and Jo Abela is the Council's Executive Assistant.

Activities and Achievements

At the Strategic Planning Meeting in January 2002 the Minister for Juvenile Justice requested the Council, in liaison with the Department of Juvenile Justice, to provide advice on:

- The review of Section 24(1)(c) of the Children (Detention Centres) Act 1987.
- The Mentor scheme.
- Young women's matters.
- Community funding including accommodation.
- Over-representation of Aboriginal and Torres Strait Islander young persons.
- Classification system.
- Community supervision and post release supervision.
- Monitoring of Drug Summit recommendations.

The Council has formulated approaches to address these matters including the establishment of a Working Party to consider the accommodation aspect and a bi-monthly update on all matters.

Provision of Reports/Advice to the Minister

Since January 2002 the Council has provided advice to the Minister on the following matters:

- Review of the Young Offenders Act 1997.
- The Young Offenders Amendment (Reform of Cautioning and Warning) Bill.
- Bail (Repeat Offenders) Bill 2002.
- Victims Support and Rehabilitation Act 1996 and Victims Rights Act 1996.
- Disqualification of drivers under 16 years of age.

Additional Advice to Other Departments

The Advisory Council also provided advice to, and liaised with, the Attorney General's Department on the following:

- The review of the Young Offenders Act 1997.
- Bail (Repeat Offenders) Bill 2002.
- Victims Support and Rehabilitation Act 1996 and Victims Rights Act 1996.
- Disqualification of drivers under 16 years of age.

Other Activities

- The present Council to monitor the recommendations made by the previous Council in relation to current matters.
- Council representation at Orana Juvenile Justice Centre on rural specific matters.
- Production of JJAC Code of Conduct booklet.
- Liaison with Minister's office regarding Department of Community Services Intake Officers at courts.
- Production of Juvenile Justice Advisory Council Annual Report for 2000/2001 and proposed budget for 2002/03.
- Ongoing monitoring of over-representation of non-English speaking background and Aboriginal young persons in the juvenile justice system and associated programs.
- Organisation of administrative matters relating to the appointment of new Council members for 2001/2003.
- Ongoing liaison with the Juvenile Crime Prevention Advisory Committee.
- Production of monthly Council report on trends in juvenile justice for Council and the Minister's office.

- 
- Ongoing maintenance of the Juvenile Justice Advisory Council library for utilisation by Council members and departmental personnel.

Representation on Committees and/or Presentations at Various Seminars, Launches On Juvenile Justice

- Youth Justice Advisory Committee.
- Juvenile Crime Prevention Advisory Committee.

Guest Speaker at the Council meetings

The Honourable C Tebbutt, Minister for Community Services, Minister for Ageing, Minister for Disability Services, Minister for Juvenile Justice, Minister assisting the Premier on Youth.

Ms N Bodkin, Senior Information Analyst, DJJ

Ms E Torday, Project Officer, Classification, DJJ

The Secretariat

Council's Secretariat is located at:
Ground Floor, 64–76 Kippax Street,
SURRY HILLS NSW 2010
and may be contacted by telephone on
(02) 9215 3333, or fax (02) 9215 3330.

The Serious Young Offenders Review Panel

The Chairperson of the Serious Young Offender Review Panel has submitted the following report concerning the Panel's activities during the financial year.

Report of the Serious Young Offenders Review Panel

The Serious Young Offenders Review Panel (SYORP) was established in December 1998 as a pilot project to operate for a period of eighteen (18) months in accordance with a recommendation contained in the Juvenile Justice Advisory Council of NSW Green Paper.

It was established as an independent body to provide advice to the Director-General. Following the conclusion of an eighteen (18) month pilot period in May 2000 an evaluation was completed and in September 2000 the Minister approved the Panel continuing. In July 2002 the Minister approved SYORP for a further two (2) years, membership to expire 3rd September 2004.

The Panel has the following functions:

- Reviewing of A Classification serious children's indictable offenders (young people convicted of indictable offences graded as serious) for reclassification.
- Reviewing long term A Classification detainees held at Kariong and other Juvenile Justice Centres.
- Granting of day and overnight leave to serious children's indictable offenders.
- Other aspects of the case management of serious children's indictable offenders.
- Reviewing long-term remandees on serious children's indictable offences.

Membership

The members of the Panel were appointed by the Minister and approved by Cabinet. The membership consists of:

- Acting Magistrate (Chairperson).
- An independent person with qualifications in psychiatry and expertise in child psychiatry.
- An independent community person with expertise in dealing with youth generally.
- A member of the Aboriginal community.
- A victim of crime.
- A delegate of the Director of Operations, Department of Juvenile Justice, as an ex-officio member.

Meetings

In the financial year from July 2001 to the end of June 2002 the Panel met on thirteen occasions.

Actions and Outcomes

In the financial year to the end of June 2002 the Panel dealt with 82 cases.

The established Performance Indicators to the end June 2001 showed:

Reclassification/Relocation Data

- 44% (15/34) were reclassified from A to B Classification or relocated to another Centre as A Classification.
- 100% (34/34) of SYORP's advice was accepted by the Director-General.
- 14% of the cases reclassified/relocated were returned to A Classification.
- 39% of the individual detainees cases considered for reclassification were on the charge of aggravated sexual assault, 20% were on charges of armed robbery or robbery with wounding and 17% on murder or grievous bodily harm with intent to murder.

Leave Data

- 48 cases were considered for leave.
- 79% (38/48) of cases for leave were supported by SYORP.
- 98% of SYORP's advice was accepted by the Director-General.
- 100% (17/17) of cases returned from approved leave without incident.
- 43% of the individual detainee cases dealt with for leave were on the charges of armed robbery, 20% on sexual assault and 16% being murder, manslaughter or poison intent to murder.

Following the approval of the revised SYORP Guidelines and Operational Procedures booklet in October 2001 visits were made to each Juvenile Justice Centres during November 2001 to January 2002 by the Chair and Executive Officer. These visits were made to discuss the operation of SYORP and matters of relevance to the Centres. Aspects raised during the meetings are to be considered in line with the implementation of COCQOG restructure

To ensure all SYORP clients were dealt with, the administration of SYORP maintained the established monitoring systems and reminder system for the centres so that sufficient warning was provided to enable the centre personnel to prepare the required reports.

The Panel members have sought to balance the expectations of the community and the needs of the young persons in accordance with the relevant legislation and departmental guidelines.

The Secretariat

SYORP's Secretariat is located at
Ground Floor, 64–76 Kippax Street,
SURRY HILLS NSW 2010
Telephone on (02) 9215 3333,
or fax (02) 9215 3330.

Financial Statements

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Department of Juvenile Justice

Statement by Department Head For the Year Ended 30 June 2002

Pursuant to Section 45F of the *Public Finance and Audit Act 1983*, I state that:

- (a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the *Public Finance and Audit Regulation 2000* and the Treasurer's Directions.
- (b) the statements exhibit a true and fair view of the financial position and transactions of the agency.
- (c) there are no circumstances that would render any particulars included in the financial statements to be misleading or inaccurate.



DAVID SHERLOCK
Director-General

Independent Audit Report



GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT DEPARTMENT OF JUVENILE JUSTICE

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the Department of Juvenile Justice for the year ended 30 June 2002. The Director-General is responsible for the financial report consisting of the statement of financial position, statement of financial performance and statement of cash flows and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Department's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the Department of Juvenile Justice complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Department as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, appearing to read 'S Kulagurdevic'.

S Kulagurdevic FCPA
Director of Audit

SYDNEY
17 October 2002

Statement of Financial Performance

For the Year Ended 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
Expenses				
Operating expenses				
Employee related	2(a)	80,011	87,391	73,855
Other operating expenses	2(b)	20,322	17,043	17,520
Maintenance		3,304	3,000	2,054
Depreciation	2(c)	8,606	5,243	6,029
Grants & subsidies	2(d)	5,744	4,687	3,413
Other expenses	2(e)	–	–	1,064
Total Expenses		117,987	117,364	103,935
Less:				
Retained Revenue				
Sale of goods and services	3(a)	51	135	66
Investment income	3(b)	356	85	284
Grants and contributions	3(c)	869	1,280	2,279
Other revenue	3(d)	474	14	522
Total Retained Revenue		1,750	1,514	3,151
Gain/(loss) on disposal of non-current assets	4	(1,970)	1	122
Net Cost of Services	18	118,207	115,849	100,662
Government Contributions				
Recurrent appropriation	5	102,859	104,321	89,506
Capital appropriation	5	5,451	5,827	1,488
Acceptance by the Crown Entity of employee entitlements and other liabilities	6	5,608	6,718	5,561
Total Government Contributions		113,918	116,866	96,555
SURPLUS (DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		(4,289)	1,017	(4,107)
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase/(decrease) in asset revaluation reserve	15	24,513	–	(1,319)
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		24,513	–	(1,319)
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS	15	20,224	1,017	(5,426)

The accompanying notes form part of these statements.

Statement of Financial Position

As at 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
ASSETS				
Current Assets				
Cash	8	3,137	6,401	5,778
Receivables	9	2,088	1,418	1,418
Other	10	495	120	120
Total Current Assets		5,720	7,939	7,316
Non-Current Assets				
Property, Plant and Equipment				
Land and Buildings	11	128,125	117,803	114,598
Plant and Equipment	11	2,115	6,531	3,120
Infrastructure Systems	11	12,992	–	6,032
Total Non-Current Assets		143,232	124,334	123,750
Total Assets		148,952	132,273	131,066
LIABILITIES				
Current Liabilities				
Payables	12	2,345	3,316	3,238
Employee entitlements and other provisions	13	3,804	7,710	3,249
Other	14	262	2,811	2,810
		6,411	13,837	9,297
Non Current Liabilities				
Employee entitlements and other provisions	13	4,898	–	4,350
Total Liabilities		11,309	13,837	13,647
Net Assets		137,643	118,436	117,419
EQUITY				
Accumulated funds	15	105,916	111,222	110,205
Reserves		31,727	7,214	7,214
Total Equity		137,643	118,436	117,419

The accompanying notes form part of these statements.

Statement of Cash Flows

For the Year Ended 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(76,602)	(83,685)	(71,394)
Grants and subsidies		(6,302)	(4,687)	(3,681)
Other		(28,835)	(19,993)	(20,812)
Total Payments		(111,739)	(108,365)	(95,887)
Receipts				
Sale of goods and services		51	135	66
Interest received		354	85	77
Other		5,254	1,294	5,951
Total Receipts		5,659	1,514	6,094
Cash Flows from Government				
Recurrent appropriation		100,071	104,321	92,316
Capital appropriation		5,451	5,827	1,488
Cash reimbursements from the Crown Entity		3,462	3,152	3,371
Cash transfers to the Consolidated Fund		–	–	(92)
Net Cash Flows from Government		108,984	113,300	97,083
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	2,904	6,449	7,290
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings and Plant and Equipment		551	1	413
Purchases of Land and Buildings, Plant and Equipment and Infrastructure		(6,096)	(5,827)	(2,620)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(5,545)	(5,826)	(2,207)
NET INCREASE/(DECREASE) IN CASH				
Opening cash and cash equivalents		5,778	5,778	695
CLOSING CASH AND CASH EQUIVALENTS	8	3,137	6,401	5,778

The accompanying notes form part of these statements.

Financial Statements

Summary of Compliance with Financial Directives

2002						2001			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund		Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
Original Budget									
Appropriation/Expenditure									
Appropriation Act	104,321	102,859	5,827	5,451		94,548	88,816	2,288	1,488
Additional Appropriations	–	–	–	–		–	–	–	–
	104,321	102,859	5,827	5,451		94,548	88,816	2,288	1,488
Other Appropriations/ Expenditure									
Treasurer's Advance	–	–	–	–		100	100	–	–
Transfers from another agency (s25 of the Appropriation Act)	–	–	–	–		1,390	590	–	–
	–	–	–	–		1,490	690	–	–
Total Appropriations/ Expenditure/Net Claim on Consolidated Fund	104,321	102,859	5,827	5,451		96,038	89,506	2,288	1,488
Amount drawn down against Appropriation		102,881		5,451			92,316		1,488
Liability to Consolidated Fund		(22)		–			(2,810)		–

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

The Liability to Consolidated Fund represents the difference between the "Amount Drawndown against Appropriation" and the "Total Expenditure/Net Claim on Consolidated Fund".

Notes to and Forming Part of the Financial Statements

For the year ended 30 June 2002

1 Summary of Significant Accounting Policies

(a) Reporting Entity

The Department of Juvenile Justice is a reporting entity with no other entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

As the agency operates under one program, the provision of a separate program statement is not considered necessary. The information relating to this program is shown in the agency's Statement of Financial Performance.

(b) Basis Of Accounting

The agency's financial statements are a general purpose financial report that has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for certain land and buildings that are recorded at valuation the financial statements are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Administered Activities

The agency administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the agency's own objectives.

Transactions and balances relating to the administered activities are not recognised as the agency's revenues, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Revenues", "Administered Expenses", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of the administered activities.

(d) Revenue Recognition

Revenue is recognised when the agency has control of the good or right to receive, it is probable that the economic benefits will flow to the agency and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

(i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the agency obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are now accounted for as liabilities rather than revenue. The liability is disclosed in Note 14 as part of "Current Liabilities – Other". Amounts owing are repaid and the liability extinguished in the next financial year.

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services i.e. user charges. User charges are

recognised as revenue when the agency obtains control of the assets that result from them.

(iii) Investment income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

(e) Employee Entitlements

(i) Wages and Salaries, Annual Leave, Sick Leave and On-Costs

Liabilities for wages and salaries, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, that are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The agency's liabilities for long service leave and superannuation are assumed by the Crown Entity. The agency accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of Employee Entitlements and other Liabilities".

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(f) Insurance

The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

(g) Accounting For The Goods And Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- The amount of GST incurred by the agency as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included.

(h) Acquisition Of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the agency. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(i) Plant And Equipment

Plant and equipment costing \$5,000 and above individually are capitalised. Assets, that form part of a network, are aggregated as a single asset and depreciated if their total value exceeds \$5,000.

(j) Revaluation Of Physical Non-Current Assets

Buildings, plant and equipment and infrastructure systems (excluding land) are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the

existing asset. Land is valued on an existing use basis, subject to any restrictions or enhancements since acquisition.

Land and buildings are revalued every 5 years. The last such revaluation was completed on 30 June 2002, by the Australian Valuation Office and the State Valuation Office. However, land and buildings acquired during the year are recorded at cost.

In accordance with Treasury policy, the agency has applied the AASB1041 "Revaluation of Non-Current Assets" transitional provisions for the public sector and has elected to continue to apply the existing revaluation basis, while Treasury's policy on fair value is finalised. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

Otherwise, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

The recoverable amount test has not been applied as the agency is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

(k) Depreciation Of Non-Current Physical Assets

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the agency. Land is not a depreciable asset.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.

Depreciation of the agency's assets for accounting purposes is provided for as follows:

- Buildings (including furniture and fittings) and Infrastructure

Buildings and infrastructure are depreciated over 50 years. Furniture and fittings in leasehold premises are amortised over the unexpired period of the lease or the useful life of the asset, whichever is the shorter.

- Plant and Equipment

Computer equipment and software that forms part of a network is aggregated as a single asset and depreciated over 3 years. Major plant is depreciated over 10 years. All other plant and equipment is depreciated over 5 years.

(l) Maintenance And Repairs

The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(m) Leased Assets

A distinction is made between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

The agency has not entered into any finance leases.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

(n) Receivables

Receivables are recognised and carried at the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(o) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost or "first in first out" method.

(p) Trust Funds

The agency receives monies in a trustee capacity as set out in note 21. As the agency performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the agency's own objectives, these funds are not recognised in the financial statements.

(q) Other Assets

Other assets including prepayments are recognised on a cost basis.

(r) Payables

These amounts represent liabilities for goods or services provided to the agency and other amounts as deemed necessary.

(s) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and/or s26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

2002	2001
\$'000	\$'000

2 Expenses**(a) Employee related expenses comprise the following specific items:**

Salaries and wages (including recreation leave)	60,529	55,069
Workers compensation insurance	9,585	9,069
Payroll tax and fringe benefits tax	4,088	3,865
Superannuation	4,626	4,717
Long service leave	749	551
Redundancy payments	434	584
	<u>80,011</u>	<u>73,855</u>

(b) Other operating expenses

General administration	5,791	4,365
Juvenile expenses	3,988	3,650
Computer network costs	2,368	1,919
Operating lease rental expense – minimum lease payments	1,960	1,698
Motor vehicles	1,933	2,178
Cleaning and utilities	1,461	1,508
Travel	984	699
Acquisition of minor plant	930	645
Insurance	618	639
Auditor's remuneration – audit or review of the financial reports	135	130
Consultancy	118	60
Bad and doubtful debts	36	29
	<u>20,322</u>	<u>17,520</u>

(c) Depreciation

Buildings	6,428	3,351
Plant and equipment	2,007	2,678
Infrastructure	171	–
	<u>8,606</u>	<u>6,029</u>

(d) Grants and subsidies

General grants and contributions	4,780	2,472
Religious attendance on juveniles	286	211
Aboriginal programs	678	730
	<u>5,744</u>	<u>3,413</u>

	2002 \$'000	2001 \$'000
2 Expenses (cont.)		
(e) Other expenses		
Decrement on revaluation of land	–	302
Decrement on revaluation of buildings	–	702
Decrement on revaluation of plant and equipment	–	60
	<u>–</u>	<u>1,064</u>

3 Revenues

(a) Sales of goods and services

Sale of goods	1	–
Rendering of services	50	66
	<u>51</u>	<u>66</u>

(b) Investment income

Interest	292	230
Rental Income	64	54
	<u>356</u>	<u>284</u>

(c) Grants and contributions

NSW Health Department		
– National Illicit Drug Strategy	364	1,200
NSW Attorney General's Department –		
Videoconferencing Project	266	697
NSW Dept. of Education and Training – Children in Residential Care	149	143
Other	90	239
	<u>869</u>	<u>2,279</u>

(d) Other revenue

Family allowance recovery	317	190
Other	157	332
	<u>474</u>	<u>522</u>

4 Gain/(Loss) on Disposal of Non-current Assets

Gain/(loss) on disposal of land and buildings

Proceeds from sale	551	411
Written down value of assets sold	2,436	286
Net gain/(loss) on disposal of land and buildings	<u>(1,885)</u>	<u>125</u>

Gain/(loss) on disposal of plant and equipment

Proceeds from sale	–	2
Written down value of assets sold	85	5
Net gain/(loss) on disposal of plant and equipment	<u>(85)</u>	<u>(3)</u>
Gain/(Loss) on disposal of non-current assets	<u>(1,970)</u>	<u>122</u>

5 Appropriations

Recurrent appropriations

Total recurrent drawdowns from Treasury (per Summary of Compliance)	102,881	92,316
Less: Liability to Consolidated Fund (per Summary of Compliance)	(22)	(2,810)
	<u>102,859</u>	<u>89,506</u>

Comprising:

Recurrent appropriations (per Statement of Financial Performance)	102,859	89,506
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Capital appropriations

Total capital drawdowns from Treasury (per Summary of Compliance)	5,451	1,488
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Comprising:

Capital appropriations (per Statement of Financial Performance)	5,451	1,488
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6 Acceptance by the Crown Entity of Employee Entitlements and Other Liabilities

The following liabilities and/or expenses have been assumed by the Crown Entity:

	2002 \$'000	2001 \$'000
Superannuation	4,626	4,717
Long service leave	749	551
Payroll tax	233	293
	<u>5,608</u>	<u>5,561</u>

7 Programs/Activities of the Department

The Department of Juvenile Justice operates under a single program (54.1.1).

The objective and description of that program are as follows:

Program objective

To seek to break the juvenile crime cycle.

Program description

Ensuring provision of quality community and custodial services to maximise the capacity and opportunity of juvenile offenders to choose positive alternatives to offending behaviour.

8 Current Assets – Cash

	2002 \$'000	2001 \$'000
Cash at bank and on hand	<u>3,137</u>	<u>5,778</u>

For the purposes of the Statement of Cash Flows, cash includes cash on hand and cash at bank.

Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows:

Cash (per Statement of Financial Position)	<u>3,137</u>	<u>5,778</u>
Closing cash and cash equivalents (per Statement of Cash Flows)	<u>3,137</u>	<u>5,778</u>

9 Current Assets – Receivables

Receivables	2,118	1,457
Less: Provision for doubtful debts	(30)	(39)
	<u>2,088</u>	<u>1,418</u>

Bad debts of \$36,370 were written off during the year (2001 – \$103).

10 Current Assets – Other

Prepayments	<u>495</u>	<u>120</u>
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11 Non-Current Assets – Property, Plant and Equipment

Land and Buildings

At Cost	7,019	53,589
At Valuation	<u>167,502</u>	<u>102,999</u>
	<u>174,521</u>	<u>156,588</u>

Accumulated Depreciation at Cost	(2,579)	(4,426)
Accumulated Depreciation at Valuation	<u>(43,817)</u>	<u>(37,564)</u>
	<u>(46,396)</u>	<u>(41,990)</u>
	<u>128,125</u>	<u>114,598</u>

Plant and Equipment

At Cost	9,566	10,096
Accumulated Depreciation at Cost	(7,451)	(6,976)
	<u>2,115</u>	<u>3,120</u>

Infrastructure Systems

At Valuation	18,770	8,768
Accumulated Depreciation at Valuation	<u>(5,778)</u>	<u>(2,736)</u>
	<u>12,992</u>	<u>6,032</u>

Total Property, Plant and Equipment At Net Book Value

	<u>143,232</u>	<u>123,750</u>
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11 Non-Current Assets – Property, Plant and Equipment (cont.)

Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
2002				
Carrying amount at start of year	116,255	7,495	–	123,750
Reclassification adjustment	(1,657)	(4,375)	6,032	–
Adjusted carrying amount at start of year	114,598	3,120	6,032	123,750
Additions	4,981	1,087	28	6,096
Disposals	(2,436)	(85)	–	(2,521)
Depreciation expense	(6,428)	(2,007)	(171)	(8,606)
Revaluation of assets	17,410	–	7,103	24,513
Carrying amount at end of year	128,125	2,115	12,992	143,232

2001

Carrying amount at start of year	126,669	9,522	–	136,191
Additions	1,559	805	–	2,364
Disposals	(286)	(5)	–	(291)
Depreciation expense	(3,351)	(2,678)	–	(6,029)
Revaluation of assets	(2,323)	(60)	–	(2,383)
Transfer to Festival Development Corporation	(6,013)	(89)	–	(6,102)
Carrying amount at end of year	116,255	7,495	–	123,750

On 30 June 2002, all of the agency's land and buildings other than those acquired during the year were revalued by independent valuers. The valuations were performed either by the Australian Valuation Office or the State Valuation Office.

12 Current Liabilities – Payables

	2002 \$'000	2001 \$'000
Creditors	1,574	2,510
Other	771	728
	<u>2,345</u>	<u>3,238</u>

13 Current/Non-Current Liabilities – Employee Entitlements and Other Provisions

Current

Recreation leave	785	734
Accrued salaries and wages	2,471	2,023
Long service leave oncosts	367	365
Other	181	127
	<u>3,804</u>	<u>3,249</u>

Non-Current

Recreation leave	<u>4,898</u>	<u>4,350</u>
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14 Current Liabilities – Other

Funding Liability	<u>262</u>	<u>2,810</u>
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15 Changes in Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000
Balance at the beginning of the financial year	110,205	119,919	7,214	9,027	117,419	128,946
Changes in equity – transactions with owners as owners						
Decrease in net assets as a result of transfer to the Festival Development Corporation	–	(6,101)	–	–	–	(6,101)
Total	–	(6,101)	–	–	–	(6,101)
Changes in equity – other than transactions with owners as owners						
Surplus/ (deficit) for the year	(4,289)	(4,107)	–	–	(4,289)	(4,107)
Increment on revaluation of Land, Buildings and Infrastructure	–	–	24,513	–	24,513	–
Decrement on revaluation of Land	–	–	–	(1,319)	–	(1,319)
Increase in accumulated funds – transfer from asset revaluation reserve on transfer of land and buildings	–	494	–	(494)	–	–
Total	(4,289)	(3,613)	24,513	(1,813)	20,224	(5,426)
Balance at the end of the financial year	105,916	110,205	31,727	7,214	137,643	117,419

Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the "Revaluation of Physical Non-Current Assets" as discussed in Note 1.

2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000
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16 Commitments for Expenditure

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of plant and equipment contracted for at balance date and not provided for:

Not later than one year
(including GST)

3,396	604
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(b) Operating Lease Commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year	2,461	1,503
Later than one year and not later than five years	2,126	1,808
Later than five years	68	314
Total (including GST)	4,655	3,625

These commitments are not recognised in the financial statements as liabilities. They comprise rental leases on offices, and leases on motor vehicles.

The total commitments for the current year include input tax credits of \$695,543 which represents the GST that is expected to be recoverable from the Australian Taxation Office.

17 Budget Review

Net cost of services

Actual net cost of services was higher than budget by \$2.4m. This was primarily due to loss on disposal of assets (\$2.0m).

Assets and liabilities

Current assets were lower than budget by \$2.2m. This was mainly due to the 2001 Consolidated Fund Liability being repaid in 2002. (\$2.8m).

Non-Current assets were higher than budget by \$18.9m. This was due to a revaluation of land and buildings at 30 June 2002.

Total liabilities were lower than budget by \$2.5m, due to the repayment of the 2001 Consolidated Fund liability (\$2.8m).

Cash flows

The actual Net Cash Flows from Operating Activities were lower than budget by \$3.5m. This mainly comprised the repayment of 2001 Consolidated Fund Liability (\$2.8m) and underexpenditure on capital projects (\$0.4m).

18 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2002 \$'000	2001 \$'000
Net cash flows from operating activities	2,904	7,290
Cash Flows from Government – Recurrent Appropriation	(102,859)	(89,506)
Cash Flows from Government – Capital Appropriation	(5,451)	(1,488)
Acceptance by the Crown Entity of employee entitlements and other liabilities	(5,608)	(5,561)
Depreciation	(8,606)	(6,029)
Net Gain/(Loss) on sale of land & buildings, plant and equipment	(1,970)	122
Decrement on revaluation of assets	–	(1,064)
(Increase)/Decrease in accounts payable	894	(1,705)
(Increase)/Decrease in employee entitlements	(1,103)	(567)
(Increase)/Decrease in other current liabilities	2,548	(2,718)

	2002 \$'000	2001 \$'000
Increase/(Decrease) in receivables	669	445
Increase/(Decrease) in inventories	375	(1)
Increase/(Decrease) in other current assets	–	120
Net cost of services	(118,207)	(100,662)

19 Trust Funds

Juvenile private cash held:

Balance at the beginning of the financial year	24	24
Add: Receipts	49	56
Less: Payments	(49)	(56)
Balance at the end of the reporting period	24	24

20 Financial Instruments

Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate adjusted for a management fee to Treasury.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value.

Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No such interest was awarded during the year.

END OF AUDITED FINANCIAL STATEMENTS

Appendices

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Appendix 1

Status of Implementation of Recommendations of the Royal Commission into Aboriginal Deaths in Custody

In previous annual reports this appendix has summarised the annual status report that the Department of Juvenile Justice submits to the Attorney General's Department in relation to the implementation of the recommendations of the Royal Commission into Aboriginal Deaths in Custody.

The Department of Juvenile Justice has not been required to report on the recommendations, due to a review of the reporting requirements from government agencies conducted by the Attorney General's Department. Accordingly, no report is included in this appendix.

However, the department has maintained a reporting mechanism in conjunction with the department's "Standards for Juvenile Custodial Facilities" Quality Review process for juvenile justice centres.

The department remains committed to the implementation of the recommendations and there has not been a client death within a juvenile justice centre since the establishment of the department in 1991.

Appendix 2

Disability Action Plan Status Report for 2001–2002

The Strategic Policy and Planning Branch continues to progress and implement the department's Disability Action Plan 2000–2003. This plan is responsive to the needs of both staff and clients who identify as having a disability and is in line with current research.

Priority Area for Action 1 – Physical Access

Goals and targets

To provide and adapt buildings and facilities, or services, to ensure that people with a disability do not experience discrimination as either users of

departmental services, as service providers or as staff, and have their particular needs for services acknowledged and met.

Outcomes and achievements

- Juvenile Justice centres are assessed as to their compliance to regulations relating to disability access through the process of cyclic maintenance.
- Particularly this financial year, we have commenced the auditing of juvenile justice offices to ensure that they provide equal access.
- A Telephone Typewriter is located at Central Support Office (ph: 02 9289 3379) and enables the department to communicate directly with clients, family members, significant others, staff or prospective employees who are hearing impaired.
- The TTY number has been publicised internally and externally. Staff have been directed to include the number on all fax sheets and correspondence from CSO. The existence and use of the National Relay Service has also been publicised across the department.

Priority Area for Action 2 – Promoting Positive Community Attitudes

Goals and targets

To promote positive attitudes towards people with a disability within the community of juvenile justice.

Outcomes and achievements

- All staff who convene selection panels, and most staff who sit on them, have completed a staff selection techniques course that emphasises positive attitudes to people with a disability.
- New direct care staff receive induction training that raises their awareness of the importance of diversity and equity when dealing with clients who have a disability.

- Existing direct care staff have had the opportunity to upgrade their qualifications by completing the Certificate III in Juvenile Justice, which includes training in valuing and respecting people with a disability. A large proportion of existing staff have taken this opportunity.

Priority Area for Action 3 – Training of Staff

Goals and targets

To ensure that departmental staff are adequately trained to provide effective and non-discriminatory services and employment options for people with a disability.

Outcomes and achievements

In the financial year 2001–2002:

- 23 staff participated in the department's two-day Selection Techniques training course which includes components on accommodating the needs of job applicants with a disability.
- Induction training, which includes topics on disability awareness, was provided to 135 Senior Youth Workers and Juvenile Justice Officers.
- The course "Young People in Society I" was provided to 156 staff and "Young people in Society II" was provided to 128 staff. Both these courses cover information about young people with an intellectual disability.
- Some Central Support Office staff were trained in the use of the Telephone Typewriter.

Priority Area for Action 4 – Information About Services

Goals and targets

To provide an effective means of communicating about the department's services and activities for young people with a disability.

To enable young people with a disability to communicate effectively as clients of the

department through use of accessible communications practice, media and technologies.

Outcomes and achievements

- A number of communication systems have been implemented to explain services to departmental clients, including use of plain English, simple large font size, illustrations, audio cassettes, video, posters, community languages and symbol form.
- All new publications and communication mediums are developed in accessible formats including for people with an intellectual disability.

Priority Area for Action 5 – Employment in the Public Sector.

Goals and targets

To develop policies and practices that meet the department's responsibilities as an EEO employer, comply with the requirements of the Anti-Discrimination Act (NSW) 1977, and actively encourage employment, career opportunities and career progression for people with a disability.

Outcomes and achievements

- Each job advertisement detailing the selection criteria of a position is centrally reviewed by the department to ensure that it is non-discriminatory and inclusive.
- The department publicly encourages people with a disability to apply for suitable departmental positions.
- All job advertisements are distributed to select peak disability groups and employment services.
- Workplace adjustments were provided at the local level to staff with a disability, when requested.
- The range of adjustments provided by the department included flexible work options, part-time work, work from home, special office fit outs, and provision of specialist equipment.
- The Equity Committee has developed an Equity Action Plan 1998–99 to 2000–01, and is currently developing the Equity Action Plan 2002–2004.
- The plan will include strategies to improve the representation of staff with a disability at all

levels of the organisation by reviewing essential requirements of the job, ensuring recruitment policies and practices are non-discriminatory, purchasing TTYs, and consulting with peak disability groups.

Priority Area for Action 6 – Complaints Procedures

Goals and targets

To ensure that clients, staff and significant others have non-discriminatory access to the department's complaints and grievance procedures.

Outcomes and achievements

- Complaints brochures have been produced in plain English.
- No complaints relating to services for people with a disability were received in the financial year 2001–2002.

Priority Area for Action 7 – Additional Areas for Action

Goals and targets

To identify clients of the department who have an intellectual disability to improve service provision to these young people.

Outcomes and achievements

- The department has established a Disability Working Party chaired by the Director, Psychological and Specialist Services and supported by the Strategic Policy and Planning Branch. This working party has departmental representation from across the state.
- The working party has made significant progress in ensuring that young people with an intellectual disability are identified and provided with appropriate services.
- Specifically the Forensic Program within the department has been allocated as the point of consultation.
- This approach will allow a general risk assessment of all young people and highlight those who may need further assessment to determine their level of intellectual function. This further assessment will be conducted by a psychologist employed by the department.

Priority Area for Action 8 – Joint Planning Initiatives under the Leadership of Coordinating Agency

Goals and targets

To improve coordination among government agencies in meeting the needs of young people with disability.

Outcomes and achievements

- A staff member from the department's Strategic Policy and Planning Branch, in conjunction with the Collaborative Research Unit, continues to participate in the Criminal Law Review Division of the Attorney General's Department. Specifically, the department has been involved in the review of police interviews of people with an intellectual disability and also in the review of section 32 of the Mental Health (Criminal Proceedings) Act 1990.
- The Framework Report into young people with an intellectual disability who are in contact with the criminal justice system, or who are at risk of contact, has been endorsed by the Minister and is considered when developing and monitoring policy and procedure for young people with an intellectual disability in contact with the juvenile justice system.
- The Disability Working Party has established a stakeholders group with representatives from relevant government and non-government organisations. This group is working towards greater coordination between organisations to ensure that young people with intellectual disabilities in contact with the justice system receive the services that they need.

Appendix 3

Ethnic Affairs Priorities Statement

Staffing

During 2001–2002, an Advisory Committee of departmental staff was formed to consider

strategies that will enhance services to departmental clients (and their families) from culturally diverse backgrounds. The Committee aims to develop the skills and confidence of staff to work more effectively with these young people.

The Committee provides advice on the needs of young people from culturally diverse backgrounds and assists in the development of staff resources and programs aimed at supporting these young people.

Communication

During 2001–2002 a total of \$23,087.70 was used from the Youth Justice Initiatives Fund for translation and interpreters expenses.

A self-paced learning package was provided to key workers in juvenile justice centres on the department's Language Services Policy and the procedures for the use of interpreters.

Programs and Services in Juvenile Justice Centres

During 2001–2002, centres facilitated visits and the delivery of programs in juvenile justice centres by ethnic community organisations.

Centres facilitated cultural and support visits by community and ethnic organisations to Pacific Islander, South East Asian and Arabic speaking young people in detention.

Chaplains work closely with members of diverse faiths in the community, to ensure that detainees' religious needs are met. In all centres, detainees of non-Christian faiths are given opportunities to access religious guidance from a leader of their faith.

Community Based Programs and Services

The department has a Mentor Program that assists young offenders by providing guidance, support and advocacy to encourage positive

growth, facilitate community reintegration and to reduce re-offending. The department employs members from culturally and linguistically diverse communities to support young offenders from these communities as part of the Mentor Program.

Funded Services

In 2001–2002 the Department of Juvenile Justice funded community agencies to operate a range of services in the areas of post release support, supported accommodation, bail hostels and pre-employment skills training. The department now requires services funded under the Community Funding Program to plan for the cultural and linguistic diversity of clients referred by the department.

During 2001–2002, the department funded community agencies to provide culturally specific services for clients from a range of culturally and linguistically diverse backgrounds. These services include:

- Barnardos Australia receives funding to administer the Post Release Options Program. Established in 1996, the program has evolved to assist all young offenders with a particular focus on those from South East Asian, Arabic, and Pacific Islander backgrounds. The program provides culturally appropriate pre and post release intervention to these young people, their families and communities.
- The Juvenile Offender Support Program, administered by Anglicare, provides support services to young offenders, particularly those of South East Asian background, their families and communities. The program is based in Cabramatta and covers the south western Sydney area. The department has funded the program since March 1996.
- The Pacific Islander Resource Service (PIRS) administered by the Penrith Streetwork Project, works directly with Pacific Islander clients on community orders and provides cultural and intervention advice to departmental staff working with these young people. The program services Pacific Islander clients in the western Sydney area.

Ethnic Affairs Priority Plans for 2002–2003

The Department of Juvenile Justice will continue to develop and improve on its programs and

services to clients from culturally and linguistically diverse backgrounds.

The department will enhance its training in cultural awareness for staff and managers. The department will also review all training modules to ensure that they are culturally appropriate.

It will consider strategies to enhance the cultural resources and information to assist staff working with cultural difference.

The organisation will seek to enhance partnerships with community cultural and religious organisations, particularly for clients in juvenile justice centres.

The department will seek to improve communication with clients from cultural and linguistic groups over-represented in the juvenile justice system.

Appendix 4

NSW Government Action Plan for Women

The NSW Government Action Plan for Women outlines the Government's commitments, priorities and initiatives for women. Government agencies annually provide details about their activities and commitments for women to the Department for Women as part of the update of the Action Plan.

In 2001–2002 the Department of Juvenile Justice continued to review and progress its initiatives and commitment to women clients and staff.

Government Philosophy in Relation to Women and the Whole of Government Approach to Addressing Women's Issues and Concerns

Australian Government policies on women are influenced by our commitments under the Convention on Elimination of All Forms of Discrimination Against Women, and reinforced in the Platform for Action adopted at the Fourth United Nations World Conference on Women in Beijing in 1995.

The principles of equity, access, rights and participation underpin the NSW Government's philosophy in relation to women. In particular, the Government focuses on initiatives and services for

women with the least access to social and economic resources.

Government Policy Orientations in Relation to Women's Interests in the Specific Areas in which the Department Operates

The department addresses the concerns and needs of women employees through the implementation of the Equity Action Plan. We employ the principles of equity, access, rights and participation to provide the foundation for policy development, ensuring that:

- women clients receive a full range of appropriate services,
- women are given a fair opportunity to gain employment in the department, and
- female staff members are able to fully participate in the workforce.

Specific Departmental Initiatives

Girls' And Young Women's Action Plan

The department, with the significant contribution of the Department for Women, has developed a Girls' and Young Women's Action Plan.

The Girls' and Young Women's Action Plan 2001–2004 identifies the specific issues faced by young women in the juvenile justice system, provides an analysis of their needs, and outlines strategies to address them. As such, the Action Plan will enable the department to work more effectively with and for young women.

The Action Plan consists of eight Key Result Areas, comprising:

- Organisational Capacity
- Accommodation and Environment
- Programming
- Mothers and Children
- Staff

- Data
- Government Interagency Collaboration and Partnerships
- Community Links

In the financial year 2002–2003 this plan will continue to be implemented by the department with strong collaboration and support from the community.

The Building of a Purpose-Built Facility For Young Women

In 2000–2001, the department announced that a purpose built facility will be constructed to accommodate girls and young women. This centre will be located at Lidcombe to allow access to city services.

Importantly, the department and the Minister have endorsed the provision of a mothers' and babies' accommodation unit in the new centre. This will give young mothers an opportunity to care for their children while in custody and therefore allow them to address their offending behaviour without being separated from their children.

Initiatives for Female Staff

The department provides targeted Equity Scholarships for female staff to boost career development and retention of females. In 2001–2002, 46 scholarships were granted to women. The department also convenes female staff focus groups as part of its Quality Review process with juvenile justice centres.

The department provides career development workshops for female staff and has consulted with female staff regarding their training and career development needs. It also has an active Spokeswomen's program. All newly elected Spokeswomen attend training by the Central Coordinating Committee of Spokeswomen.

The department conducts a Fair Go Survey with staff to analyse the fairness of its work practices. The survey includes questions on recruitment, supervision, training, career development, grievance handling and harassment. Preliminary analysis of this data does not indicate significant variances for female staff.

The department has appointed and trained 16 female Grievance Contact Officers across the department.

Increased numbers of women have been employed in managerial positions within the department. Among senior custodial managers, 47% are females (including Centre Managers, Assistant Regional Directors and Regional Directors).

During the year 2001–02, the department made 107 appointments to permanent positions, of which 48% were women.

In 1999 a total of 113 women were employed between the Administrative and Clerical Grade 6 to Grade 9. In 2001 that figure had risen to 160.

Appendix 5

Statistics Regarding Financial Matters

Leave Entitlements

As at 30 June 2002, \$5.683 million was provided for employee recreation leave entitlements. Long service leave entitlements accepted by the Crown Transactions Entity at 30 June 2002 were \$6.112 million.

Consultants

For the financial year ended 30 June 2002, consultants were engaged to work in eight projects in the area of Organisational Review. The total paid to consultants was \$118,030 and no single engagement was for more than \$30,000.

Funds Granted to Non Government Organisations for the Year Ended 30 June 2002

- Grants of more than \$5,000 were made to the following non-government organisations:

Access Community Training Inc \$69,133

Albury-Wodonga Youth Emergency Services	\$164,480
Anglicare NSW	\$66,349
Anglicare South West	\$61,680
Anglicare Wagga	\$6,000
Barnados Australia	\$164,480
Bega Valley Shire Council	\$25,700
Campbell House School	\$9,500
Canley Vale Tutorial Centre	\$9,500
Care and Community Concern Inc	\$65,000
Centacare	\$233,356
Centacare Forbes	\$9,600
Centacare Newcastle	\$10,000
Central Coast Community Homeless Youth Committee	\$92,520
Choice Personnel Services Pty Ltd	\$154,200
Christian Brothers	\$48,090
Coffs Harbour PCYC	\$32,400
Community Connections North Coast	\$16,662
Community Programs Inc	\$60,000
Djigay Centre	\$101,400
Djigay Student Association	\$14,482
Eddy's Annexe	\$30,000
Fairfield Community Resource Centre	\$46,260
Gamilaraay Bagandi Aboriginal Corporation	\$20,000
Hunter Star Foundation	\$97,660
Ja-biah Aboriginal Corporation	\$308,400
JPET	\$10,000
Kedesh Rehabilitation Services	\$22,500
Maitland Youth Enterprise	\$8,000
Marist Brothers	\$110,000
Marist Community Services	\$78,375
Mission Australia	\$299,066
Moree PCYC	\$51,400
North Coast Institute of TAFE	\$35,980
Penrith Streetwork Project	\$61,604
Purfleet Community Youth Centre	\$128,500
St Joseph's Community Centre	\$10,000
Scientific Management Association	\$56,260
South Sydney Youth Services	\$71,960
South West Multicultural and Community Centre	\$47,590

Southern Youth and Family Services . . .	\$82,240
Sydney City Mission	\$15,000
The Ted Noffs Foundation Inc	\$1,501,891
Triple Care Farm	\$50,886
Waverley Action For Youth	\$51,080
Western College of Adult Education . . .	\$56,260
Work Wise Wyong/Gosford	\$6,000

Appendix 6

Major Assets

Acmena Juvenile Justice Centre
Lots 1 & 57 Swallow Road, South Grafton 2460

Blacktown Intensive Programs Unit
211 Stephen Street, Blacktown 2148

Broken Hill Juvenile Justice Centre
146 Chloride Street, Broken Hill 2880

Cobham Juvenile Justice Centre
Water Street, St Marys 2760

Frank Baxter Juvenile Justice Centre
Pacific Highway, Kariong 2250

Kariong Juvenile Justice Centre
Pacific Highway, Kariong 2250

Keelong Juvenile Justice Centre
Staff Road, Unanderra 2526

Liverpool Intensive Programs Unit
7 Speed Street, Liverpool 2170

Minda Juvenile Justice Centre
1 Joseph Street, Lidcombe 2141
(Closed November 1999)
(Demolition commenced June 2002)

Orana Juvenile Justice Centre
Mitchell Highway (Narromine Road)
Dubbo 2830

Reiby Juvenile Justice Centre
Briar Road, Airds 2560

Riverina Juvenile Justice Centre
Fernleigh Road, Mt Austin 2650

Stanmore Intensive Programs Unit
22 Middleton Street, Petersham 2049

Windorah Park
14L Furneys Road, Dubbo 2830

Worimi Juvenile Justice Centre
21 Lambton Road, Broadmeadow 2292
(Closed June 2000)

Yasmar Juvenile Justice Centre
195 Parramatta Road, Haberfield 2045

Appendix 7

Land Disposal

No departmental land was disposed of during the financial year.

Appendix 8

Overseas Visits

No overseas visits were made by staff representing the department in 2001–2002.

Appendix 9

Market Testing and Contracting Out

The department currently contracts out a number of areas, including aspects of information technology, fleet management, internal audit, capital works project management, medical and dental services to detainees, clerical support in country areas and office cleaning.

Appendix 10

Code of Conduct and Guarantee of Service

Code of Conduct

The department's Code of Conduct establishes an ethical framework to which all staff are expected to

adhere in undertaking their work responsibilities. The department commenced revising its Code of Conduct in 2001–2002. A staff survey identified the strengths and weaknesses of the 1997 Code of Conduct, and conduct issues identified by Legal and Professional Conduct staff have also been helpful in redrafting the document. It is expected that the revised Code of Conduct will be issued in late 2002.

The department's Internal Reporting Policy 1997 establishes an internal procedure for the reporting of corrupt conduct, maladministration and serious and substantial waste in the department, and outlines the procedures that are to be followed so that staff are afforded the protection of the Protected Disclosures Act 1994 (NSW) when reporting corrupt conduct.

All staff as part of their induction must complete self paced policy learning kits on the Code of Conduct and Internal Reporting Policy. In addition, these policies are covered in Values, Attitudes and Ethics, one of the modules of the department's Certificate III in Juvenile Justice. This module is compulsory for direct care custodial staff and other staff are strongly encouraged to attend this training.

Guarantee of Service

The department has had a longstanding commitment to the provision of custodial services that comply with the Australasian Standards for Juvenile Custodial Facilities. It uses the Standards as the primary framework for the performance measurement of its juvenile justice centres.

The 46 Australasian Standards for Juvenile Custodial Facilities were developed with reference to the United Nations' Rules for the Protection of Juvenile Deprived of their Liberty (1990) and the United Nations' Standard for Minimum Rules for the Administration of Juvenile Justice. They relate to a wide variety of areas including Basic Entitlements, Rights of Expression, Entry, Personal and Social Development, Family and Community, Health, Behaviour Management, Security and Safety, Built Environment, Human Resources and Quality Leadership.

The department's commitment to the Standards began with its leading role in their development in 1998–1999. This commitment has continued through the use of the Standards as the basis for

quality assurance and continuous improvement activities, and through the inclusion of specific references to the Standards in the Children (Detention Centres) Regulation 2000.

Appendix 11 Publications, New and Current

General Publications

Annual Report 2000–2001

Departmental Newsletter,
December 2001, May 2002

COCQOG Implementation Bulletin July 2001,
October 2001, November 2001, March 2002

Information on Youth Justice Conferencing
Brochure

Graffiti Solutions Brochure

Policy for the Management of Difficult Behaviour

Client Protection Policy

Aboriginal Over-representation Strategic Plan

Brochure, About the Department of Juvenile
Justice

Brochure, Aboriginal Youth Officer recruitment

Brochure, DNA Testing, What does it mean for
young people?

Juvenile Justice Centre Parents Booklets

Information for Parents

Information for Parents (Vietnamese)

Information for Parents (Arabic)

Juvenile Justice Centre Induction Booklets

What goes on in Kariong?

What goes on in Yasmar?

What goes on in Cobham?

What goes on in Reiby?

What goes on in Keelong?

What goes on in Riverina?

What goes on in Acmena?

What goes on in Baxter?

Complaints Brochures

Making Complaints about a Youth Justice Conference

Making Complaints about a Youth Justice Conference (Vietnamese)

Making Complaints about a Youth Justice Conference (Lebanese)

Making Complaints about a Juvenile Justice Centre

Making Complaints about a Juvenile Justice Centre (Vietnamese)

Making Complaints about a Juvenile Justice Centre (Arabic)

Making Complaints about Juvenile Justice Community Services and Intensive Programs Units

Making Complaints about Juvenile Justice Community Services and Intensive Programs Units (Vietnamese)

Making Complaints about Juvenile Justice Community Services and Intensive Programs Units (Arabic)

Information and Evaluation Series

An Evaluation of Parole Orders and Court Specified

Parole Supervision

Juveniles in Detention: A Model for Diversion

Special Needs Groups: Young women, Aboriginal and Indo-Chinese Detainees

Juveniles in Detention: Issues of Overrepresentation

Collaborative Research Unit Pamphlets

Robinson Program for Boys

Forensic Program

Violent Offender Program

Collaborative Research Unit

Sex Offender Program

Alcohol and Other Drugs Program

Appendix 12

Cost of Producing Annual Report

1,200 copies were printed at \$20.30 per copy (including GST).

Appendix 13

Freedom of Information

FOI Requests		Personal		Other		Total	
		00/01	01/02	00/01	01/02	00/01	01/02
A1	New (including transferred in)	11	5	3	16	14	21
A2	Brought forward	0	1	0	0	0	1
A3	Total to be processed	11	6	3	16	14	22
A4	Completed	9	6	3	15	12	21
A5	Transferred out	0	0	0	0	0	0
A6	Withdrawn	0	0	0	0	0	0
A7	Total processed	9	6	3	15	12	21
A8	Unfinished (carried forward)	2	0	0	1	2	1

Result of FOI Request	Personal		Other	
	00/01	01/02	00/01	01/02
B1 Granted in full	3	2	0	5
B2 Granted in part	2	3	2	2
B3 Refused	4	0	1	9
B4 Deferred	0	0	0	0
B5 Completed	9	5	3	16

Formal consultations	Issued		Total	
	00/01	01/02	00/01	01/02
D1 Number of requests requiring formal consultations	3	4	3	4

Basis of disallowing or restricting access	Personal		Other	
	00/01	01/02	00/01	01/02
G1 Section 19 (applic. Incomplete, wrongly directed)	0	0	0	0
G2 Section 22 (deposit not paid)	0	0	0	5
G3 Section 25(1)(a1) (diversion of resources)	0	1	0	2
G4 Section 25(1)(a) (exempt)	3	3	2	4
G5 Section 25(1) (b), (c), (d) (otherwise available)	0	0	0	0
G6 Section 28(1)(b) (documents not held)	3	0	1	2
G7 Section 24(2) – deemed refused, over 21 days	0	0	0	0
G8 Section 31(4) (released to Medical Practitioner)	0	0	0	0
G9 TOTALS	6	4	3	13

	Assessed costs		FOI Fees Received	
	00/01	01/02	00/01	01/02
H1 All completed requests	\$225	\$590	\$225	\$590

Type of Discount Allowed	Personal		Other	
	00/01	01/02	00/01	01/02
I1 Public interest	0	0	0	0
I2 Financial hardship – pensioner/child	9	2	0	2
I3 Financial hardship – Non profit organisation	0	0	0	3
I4 Totals	9	2	0	5
I5 Significant correction of personal records	0	0	0	0

Elapsed time		Personal		Other	
		00/01	01/02	00/01	01/02
J1	0 – 21 days	6	2	0	6
J2	22 – 35 days	0	3	2	0
J3	Over 35 days	3	1	1	9
J4	Totals	9	6	3	15

Processing Hours		Personal		Other	
		00/01	01/02	00/01	01/02
K1	0 – 10 hours	9	5	3	16
K2	11 – 20 hours	0	0	0	0
K3	21 – 40 hours	0	0	0	0
K4	Over 40 hours	0	0	0	0
K5	Totals	9	5	3	16

Additional Information

No Ministerial Certificates were issued in either 2000–2001 or 2001–2002.

No requests were received from applicants in either 2000–2001 or 2001–2002 to amend personal records.

No requests were received from applicants in either 2000–2001 or 2001–2002 to notate personal records.

No determination of application received in 2000–2001 was requested to be reviewed by the applicant.

One determination of application received in 2001–2002 was requested to be reviewed by the applicant.

Impact on the organisation: Nil.

Freedom of Information Statement of Affairs

Under the Freedom of Information Act 1989, each NSW Government department or agency is required to publish an annual Statement of Affairs.

The statement describes the structure and function of the agency and lists the categories of documents held by the agency. It also sets out how to obtain documents eligible for public scrutiny under legislation. The following information satisfies the legislative requirements of the Act.

The Structure and Functions of the Organisation

The department serves the community by providing quality services to young people who have committed criminal offences, to maximise their capacity and opportunity to choose positive alternatives to offending behaviour.

These young people include those who are referred and accepted for youth justice conferencing, those who are placed in a juvenile detention centre pending appearance at court and those sentenced by a court to community based supervision or to a period of custody in a juvenile detention centre.

Departmental services are grouped into Northern Region, South-West Region and Metropolitan Region and are managed by Regional Directors.

More detailed information about the types of services provided by the department can be found elsewhere in this annual report.

The Relationship Between the Department's Functions and the Wider Community

The Department of Juvenile Justice deals with young offenders, the majority being 16 to 17 year old males charged with, or found guilty of, property and theft offences.

The services provided by the Department of Juvenile Justice aim to divert young offenders from criminal and anti-social behaviour, a positive outcome for communities.

The department has the responsibility of protecting the community from young people the court considers to be a danger to society and whose behaviour warrants a custodial order. For less serious offenders, community based programs operate to ensure that family and community links with young people who have offended are maintained and strengthened.

A number of community organisations are funded by the department to provide supplementary services to young offenders, including crisis accommodation programs and post-release services.

Public Participation in Policy Formulation and the Functions of the Department

The Department of Juvenile Justice places strong emphasis on community consultation in developing its policies and programs. The department consults with relevant community groups and other stakeholders in the planning of new community-based and centre-based services.

The Juvenile Justice Advisory Council has a responsibility to promote public awareness and facilitate constructive discussion on juvenile justice matters. Membership of the council includes representatives of peak youth organisations and relevant government agencies.

The Types of Documents Held by the Department

The Department of Juvenile Justice holds the following records:

Client Files

Three types of hard copy files are maintained on clients.

- Detainee Files (D Files)

These files record all matters relating to clients who are serving sentences in juvenile justice centres or who have been placed in a juvenile justice centre pending an appearance at court.

- Community Files (C Files)

These files contain records of the department's community supervision of juvenile offenders referred by the courts.

- Medical and Health Files (Allied Health Files)

The department maintains files relating to a juvenile offender's medical and health record whilst in detention.

Current client records are located in the offices responsible for the supervision of the client. Records for clients are retained by the department until the individual reaches 18 years of age. After this, records are sent to the Government Records Repository.

- Administrative Files

These files contain all records related to the day-to-day administration of the department including financial and accounting records, property records, agendas and minutes of meetings, correspondence, etc.

- Policy and Procedural Documents

The department maintains policy and procedure documents, including operational manuals for both community and custodial services.

- Computerised Records

The department maintains a computerised client information system, personnel records, purchasing and financial management systems.

- Court and Police Caution Records

The department maintains computerised records of juveniles' court matters that have been finalised. This information is used on a daily basis

by the courts and law enforcement agencies and is also retained for statistical analysis and planning purposes.

- Public Relations and Information Documents

The Media and Public Relations Section has a selection of information pamphlets and brochures publicising the department's services. A detailed list of publications is located elsewhere in this annual report.

Document Inspection and Access Arrangements

The Freedom of Information Act 1989 aims to extend, as far as possible, the rights of the public to obtain access to information held by the Government, and to ensure that all records held by the Government concerning the personal affairs of members of the public are not incomplete, incorrect, out of date or misleading.

The following information is provided to assist the public in making an application for access to documents held by the department.

It is the department's policy to allow current clients who request access to their personal information to see their own file in the presence of a member of staff without the need for formal application under the Freedom of Information Act 1989 or the Privacy and Personal Information Protection Act 1998. Documents from applicants' relevant files are made available on formal application. FOI application forms are available on the department's internet site, www.djj.nsw.gov.au.

Prior to any information being given, the applicant must be able to establish their right to such information.

Applications for access to the department's documents under the Freedom of Information Act must:

- be in writing.
- specify that the request is made under the Freedom of Information Act 1989.

- be accompanied by a \$30 application fee or reduced rate fee, as required.

This application should be forwarded to:

The Freedom of Information Officer
Department of Juvenile Justice
PO Box K399
HAYMARKET NSW 1240

Inquiries should be directed in the first instance to the Freedom of Information Officer by telephone (02) 9289 3333, or by facsimile (02) 9289 3414.

On determination of requests, arrangements can be made to gain access to documents and obtain copies at the Central Support Office of the department Level 5, 24 Campbell Street, Haymarket. Inspection times are generally between 9am and 5pm, Monday to Friday.

If errors in personal information are found, arrangements can be made for the department to make any necessary amendments.

Appendix 14

Privacy and personal information protection

1. Action taken by the agency in complying with the requirements of the Privacy and Personal Information Protection Act 1998 (the "PIIP Act").

A Privacy Code of Practice ("Code") may be made for the purpose of protecting the privacy of individuals (s 29(1) of the PIIP Act). A Code operates to modify any one or more of the information protection principles stated in the PIIP Act.

After a great deal of research and consultation, the Legal Unit identified that a Code of Practice for the Department of Juvenile Justice was needed. For example, sections 9, 10, 13, 14, 15, 17, 18(1)(a), 18(1)(b) and 19(1) of the PIIP Act

were identified as needing to be modified in order to address safety and/or welfare issues that the department faces.

The Privacy Code of Practice was developed and submitted in May 2001 to Privacy NSW for their consideration and comment prior to submitting it to the NSW Attorney General for approval, drafting by Parliamentary Council and gazetting. In June 2002, the Director-General wrote to the NSW Privacy Commissioner enquiring about progress with the department's draft Privacy Code of Practice. The Commissioner acknowledged that the draft Code had been delayed at Privacy NSW due to their increased workload.

The PPIP Act requires all agencies to draft a Privacy Management Plan (section 33). Following an informal audit of privacy protection practices, the Department of Juvenile Justice drafted a Privacy Management Plan. However, it is not possible to issue this plan until the Privacy Code of Practice is finalised. An interim document, the Department of Juvenile Justice Privacy Policy has been prepared and made available in July 2002.

2. Statistical details of any review conducted on or behalf of the agency under Part 5 of the PPIP Act.

Part 5 of the PPIP Act applies to conduct in contravention of the PPIP Act. Persons aggrieved by the conduct of a public sector agency in relation to the provisions of the PPIP Act may request an internal review under the PPIP Act.

No requests for review under the PPIP Act have been received, and no internal reviews were conducted in 2000–2001.

Appendix 15

Significant Interdepartmental, Interagency and Internal Committees

Membership of Interdepartmental Committees

David Sherlock, Director-General

- Chief Executive Officers Group on Child Protection
- Criminal Justice System Standing Committee of Chief Executive Officers

- Juvenile Justice Advisory Council (Ex-officio)
- Australasian Juvenile Justice Administrators
- Human Services CEO Group
- Youth Justice Advisory Committee
- CEO's Group on Aboriginal Affairs
- Small Agency CEO Forum

Peter Muir, Director Operations

- Educational Advisory Committee (with Department of Education and Training)
- Senior Officer's Group – Repeat Offenders Strategy

Stephanie Cross, Director Management Services

- Human Services Agencies Shared Services Project Committee

Sharryn Ryan, Manager Legal and Professional Conduct

- Heads of Government Legal Departments' Committee
- Court Users' Group, Bidura Children's Court
- Children's Court Advisory Committee

Susan Israel, Solicitor (Legislation)

- Senior Officers' Group on Child Protection
- Law Society Children's Legal Issues Committee
- The Attorney General's Part 10A Crimes Act Working Party
- The Attorney General's Bail Act Working Party

Elaine Phillips, Policy Officer (Legal)

- Senior Officers' Group on Child Protection
- Freedom of Information and Privacy Officers Network
- Committee on the International Freedom of Information and Privacy Conference

Pam King, Manager Strategic Policy and Planning

- Senior Officers Group, Criminal Justice System CEOs
- Partnership Against Homelessness
- Grant Administration Operations Group
- Community Solutions and Crime Prevention Working Group

- Youth Interagency Task Force
- NSW Youth Policy Working Party

Steven Dooley, Project Officer, Planning

- Juvenile Justice Data Working Group

Suellen Lembke, Regional Director Northern

- Central Coast NSW Premier's Department Regional Coordination Management Group

Tim Matthews, Regional Director Metropolitan

- Western Sydney NSW Premier's Department Regional Co-ordination Management Group
- South West Sydney NSW Premier's Department Regional Co-ordination Management Group
- Senior Officers Group Human Services, West Sydney
- Senior Officers Group Human Services, Inner West Sydney

Clare McNamara, Assistant Director Metropolitan

- NSW State Reconciliation Committee

Kevin Harris, Manager, Juvenile Placements/Transport Unit

- Standing Interagency Committee on Court Security
- Serious Young Offender Review Panel
- Interdepartmental Committee Justice Agencies Video Conferencing
- Interdepartmental Committee on the Crimes (Forensic Procedures) Act 2000 (Introduction of DNA Testing)
- Victims of Crime Bureau Families and Friends of Missing Persons Unit-Inter-Agency Forum

Michael McCosker, Manager Procurement & Property Services

- Joint Capital Works Coordination Committee (with the Department of Corrective Services,

Attorney General's Department, the Department of Community Services and NSW Police

- Department of Public Works and Services/Department of Juvenile Justice Capital Works Steering Committee

Significant Interdepartmental/Interagency Committees Convened by the Department of Juvenile Justice

Education Advisory Committee

- This committee consists of senior representatives from the Department of Education and Training, TAFE and Department of Juvenile Justice.
- The primary aim of the committee is to discuss education and training issues for the department's clients.

Collaborative Research Unit Steering Committee

- This committee was established in April 1997 to develop a research agenda for the Collaborative Research Unit. The committee comprises representatives from most major tertiary teaching and research organisations in NSW.

Collaborative Research Unit Research Applications Sub-Committee

- This committee was established in June 1997 to review clinical research applications related to the specialist programs area, and recommend these for final approval by the Director-General.

Public Service Association/Department of Juvenile Justice Joint Consultative Committee and Nurses Association/Department of Juvenile Justice Joint Consultative Committee

- These committees have been established in accordance with industrial protocols as a forum for employee representatives and senior management of the department to raise and address a range of employment related and workplace issues.

Department of Juvenile Justice/Public Service Association/Nurses Association Joint Occupational Health and Safety Committee

- This committee has been established as a forum for employee representatives and senior management of the department to raise, review and address occupational health and safety issues. The committee also conducts regular site inspections.

Significant Internal Committees

Department of Juvenile Justice Executive Committee.

The Role of the Executive Committee is to:

- Establish and review the organisation's goals and priorities.
- Clarify organisational roles and responsibilities.
- Allocate the equitable distribution of the department's financial and personnel resources.
- Ensure the quality of departmental services and promote their continuous improvements.
- Develop, implement and review departmental policies, services and programs.
- Monitor and implement the department's corporate plan.

Operations Management Group

- The Operations Management Group is a regular meeting of regional directors and other senior managers to address issues relating to the statewide operation of the department.

Department of Juvenile Justice Audit Committee

The functions of this committee are:

- overseeing the internal audit function within the department.
- reviewing the adequacy and quality of financial controls and reporting in the department.
- reviewing the audit function and plan.
- reviewing the department's financial statement, and
- assessing the performance of the department's financial management.

Department of Juvenile Justice Aboriginal Staff Advisory Committee

The functions of this committee are:

- providing advice on the needs of Aboriginal children in residential services.
- providing Aboriginal Staff with an effective voice in policy and program development.
- providing advice on the department's methods of consultation with Aboriginal communities.
- assisting to monitor the department's implementation of recommendations from the Royal Commission into Aboriginal Deaths in Custody.
- initiating consideration of any issues of concern to either Aboriginal staff or Aboriginal communities.
- advising the department on the training and support needs of Aboriginal staff.
- advising on Aboriginal Cultural awareness training for the department's staff.

COCQOG Steering Committee

- This committee has been established to oversee the department's implementation of the recommendations of the Council on the Cost and Quality of Government's review into juvenile justice centre structures and services.

Fraud Control Committee

- The purpose of this committee is to oversee the development and implementation of the department's fraud control strategy.

Assessment Review Taskforce

- This group is reviewing and developing client assessment procedures and instruments to be used with DJJ clients.

Disability Working Party

- The working party coordinates the implementation of the Disability Action Plan and works to ensure that young people with an intellectual disability are provided with the most appropriate services.

Fire Safety Committee

- This committee ensures that the department's property and assets portfolio meets fire safety requirements in accordance with governing legislation and OH&S requirements.

Programming Committee

- This committee oversees and develops the department's approach to the overall coordination, implementation, monitoring and evaluation of programs in the department.

Client Information Systems User Group

- The user group was created to be a steering committee over-sighting all changes and enhancements to core business client-related computer systems.

Management Information Management System (MIMS) User Group

- The user group created to be a steering committee over-sighting all changes and enhancements to corporate support computer systems.

Drug Summit Implementation Working Party

- This committee was established to oversee the implementation of a number of major initiatives, which were given to the department as a result of the NSW Drug Summit. These initiatives included involvement in the establishment and operation of the NSW Youth Drug Court, the expansion of the department's Alcohol and Other Drug counselling program, and the construction of detoxification facilities at Yasmar and Cobham Juvenile Justice Centres.

Fair Go (Equity) Committee

The committee has been established to:

- promote fair practices in the organisation.
- identify equity priorities through consulting with all staff (These priorities form the Equity Action Plan).

- advise and support management to implement the Equity Action Plan, and
- monitor the department's progress in implementing the Equity Action Plan.

Committees Ceased during 2001–2002

The department's Managing Difficult Behaviour Committee was ceased as it had completed its role to develop a policy on managing difficult behaviours of clients in detention.

Appendix 16

Access and Addresses

Minister

Office of the Minister for Community Services
Minister for Ageing
Minister for Disability Services
Minister for Juvenile Justice
Minister Assisting the Premier on Youth
Level 25
9 Castlereagh Street
SYDNEY NSW 2000
Phone (02) 9228 5360 Fax (02) 9228 5366

Central Support Office

(Relocating in January 2003)
Levels 5,8,10, Roden Cutler House
24 Campbell Street
Haymarket 2000
PO Box K399, Haymarket 1240
Phone (02) 9289 3333 Fax (02) 9289 3399
TTY (02) 9289 3379

Placements/Transport Service
Level 8, Roden Cutler House
24 Campbell Street
Haymarket 2000
PO Box K399, Haymarket 1240
Phone (02) 9289 3446 Fax (02) 9289 3406

Regional Offices

Metropolitan Regional Office

C/-Cobham Juvenile Justice Centre
Water Street
St Marys 2760

Phone (02) 9833 6592 Fax (02) 9673 3233

Northern Regional Office

Level 3, 40 Mann Street
Gosford 2250

Phone (02) 4325 4477 Fax (02) 4325 4701

South-West Regional Office

Block H, Level 2, State Government Offices
84 Crown Street
Wollongong 2500

PO Box 328, Wollongong East 2520

Phone (02) 4254 6855 Fax (02) 4254 6800

Juvenile Justice Centres

Acmena

Lot 57 Swallow Road
South Grafton 2460

PO Box 542 Grafton 2460

Phone (02) 6643 0000 Fax (07) 6643 0019

Broken Hill

146 Chloride Street,
Broken Hill 2880

PO Box 625

Phone (08) 8087 1439 Fax (08) 8088 2386

Cobham

Cnr Great Western Highway and
Water Street, St Marys 2760

Phone (02) 9623 8088 Fax (02) 9673 4917

Frank Baxter

Pacific Highway
Kariong 2250

PMG West Gosford 2250

Phone (02) 43 403 800 Fax (02) 43 403 862

Kariong

Pacific Highway
Kariong 2250

Phone (02) 4340 2600 Fax (02) 4340 2595

Keelong

Staff Road
Unanderra 2526

Phone (02) 4271 5044 Fax (02) 4271 5697

Orana

Westview Street
Dubbo 2830

PO Box 1047

Phone (02) 6881 0800 Fax (02) 6881 0810

Reiby

20 Briar Road
Airds 2560

Phone (02) 4629 3800 Fax (02) 4629 3856

Riverina

Cnr Fernleigh and Glenfield Roads
Wagga Wagga 2650

PO Box 255, Mt Austin

Phone (02) 6931 2811 Fax (02) 6931 3903

Yasmar

185 Parramatta Road
Haberfield 2045

Phone (02) 9797 3000 Fax (02) 9797 3022

Juvenile Justice Community Services Offices

Albury

State Government Offices
512 Dean Street

Albury 2640

Phone (02) 6041 5133 Fax (02) 6041 5161

Armidale

Shop 1, 105 Beardy Street
Armidale 2350

PO Box 915

Phone (02) 6771 2820 Fax (02) 6771 2883

Batemans Bay

Suite 11, St Georges Mall
3 Orient Street

Batemans Bay 2536

PO Box 610

Phone (02) 4472 6521 Fax (02) 4472 7155

Bathurst

Shop 8/112 Keppel Street
Bathurst 2795

PO Box 1514

Phone (02) 6332 3690 Fax (02) 6332 3692

Bega

Suite 4, 106 Auckland Street
Bega NSW 2550

PO Box 833

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Blacktown

115 Main Street
Blacktown 2148

PO Box 746

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Bourke

31A Oxley Street
Bourke 2840
PO Box 607
Phone (02) 6872 3094 Fax (02) 6872 2519

Bowral

Suite 5, AMP Building
409 Bong Bong Street
Bowral 2576
PO Box 448
Phone (02) 4862 2211 Fax (02) 4862 2212

Broadmeadow

8–10 Heddon Road
Broadmeadow 2292
PO Box 77
Phone (02) 4962 3755 Fax (02) 4962 3757

Broken Hill

146 Chloride Street
Broken Hill 2880
PO Box 625
Phone (08) 8087 1439 Fax (08) 8088 2386

Campbelltown

5 Chamberlain Street
Campbelltown 2560
PO Box 1281
Phone (02) 4625 4050 Fax (02) 4625 4506

Coffs Harbour

Suite 6, AMP Centre
Cnr Gordon and Vernon Street
Coffs Harbour 2450
PO Box 1993
Phone (02) 6651 4783 Fax (02) 6651 4784

Deniliquin

50 Hardinge Street
Deniliquin 2710
PO Box 738
Phone (03) 5881 5251 Fax (03) 5881 4791

Dubbo

37/39 Carrington Avenue
Dubbo 2830
PO Box 865
Phone (02) 6881 0730 Fax (02) 6882 5429

Fairfield

Suite 2, 46 Ware Street
Fairfield 2165
PO Box 697, Fairfield 1860
Phone (02) 9724 1690 Fax (02) 9724 6264

Glen Innes

Cnr Meade and East Avenue
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PO Box 142
Phone (02) 6732 4489 Fax (02) 6732 4490

Gosford

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Gosford 2250
PO Box 1927
Phone (02) 4323 4994 Fax (02) 4323 4441

Goulburn

Suite 20, Huntley Arcade
153 Auburn Street
Goulburn 2580
PO Box 1202
Phone (02) 4822 1232 Fax (02) 4822 1939

Grafton

26 Villiers Street
Grafton 2460
Phone (02) 6643 2172 Fax (02) 6642 5477

Griffith

State Government Offices
104–111 Banna Avenue
Griffith 2680
PO Box 1422
Phone (02) 6964 2379 Fax (02) 6964 1744

Kempsey

Cnr Forth & Regent Street
Kempsey 2440
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Phone (02) 6563 1388 Fax (02) 6563 1371

Lismore

4/124 Woodlark Street
Lismore 2480
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Moree

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Moree 2400
PO Box 158
Phone (02) 6752 3415 Fax (02) 6752 3417

Muswellbrook

145 Bridge Street
Muswellbrook 2333
Phone (02) 6541 1191 Fax (02) 6543 1551

Nowra

63 Worrigee Street
Nowra 2541
PO Box 781
Phone (02) 4423 0556 Fax (02) 4423 0546

Orange

265 Lords Place
Orange 2800
PO Box 971
Phone (02) 6361 1282 Fax (02) 6361 1329

Parkes

267 Clarinda Street
Parkes 2870
PO Box 109
Phone (02) 6862 5770 Fax (02) 6862 2535

Queanbeyan

Great Southern Energy Building
Level 4, 34 Lowe Street
Queanbeyan 2620
PO Box 710
Phone (06) 6299 2868 Fax (02) 6299 6781

Sydney

64–76 Kippax Street
Surry Hills 2010
Phone (02) 9215 3399 Fax (02) 9215 3300

Tamworth

6 Byrnes Avenue
Tamworth 2340
PO Box 984
Phone (02) 6766 9433 or (02) 6766 9437
Phone (02) 6766 9454

Taree

Suite 18, 102–112 Victoria Street
Taree 2430
PO Box 989
Phone (02) 6551 2555 Fax (02) 6551 2612

Tweed Heads

Suite 1, Hutton House
40 Francis Street
Tweed Heads 2485
PO Box 707
Phone (07) 5599 1298 Fax (07) 5599 1789

Wagga Wagga

73-75 Johnston Street
Wagga Wagga 2650
PO Box 5396
Phone (02) 6921 4500 Fax (02) 6921 8543

Walgett

31 Fox Street
Walgett 2832
PO Box 412
Phone (02) 6828 2010 Fax (02) 6828 2109

Wollongong

Block H, Level 2, State Government Offices
84 Crown Street
Wollongong 2500
PO Box 328, Wollongong East 2520
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Intensive Programs Units

Blacktown IPU

211 Stephen Street
Blacktown 2148
Phone (02) 9831 2588 Fax (02) 9831 2470

Stanmore IPU

22 Middleton Street
Petersham 2049
Phone (02) 9560 4755 Fax (02) 9550 0867

Joint Assessment Review Team

7 Speed Street
Liverpool NSW 2170
Phone (02) 9821 1644 Fax (02) 9821 3470

Youth Justice Conferencing

**Youth Justice Conferencing Directorate
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Dubbo

37/39 Carrington Avenue
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Fairfield

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Fairfield 2165
PO Box 697, Fairfield 1860
Phone (02) 9724 1077 Fax (02) 9724 1211

Gosford

Level 3, 293–295 Mann Street
Gosford 2250
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Kempsey

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Newcastle

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St Marys 2760
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