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“STRIVING TO BREAK THE JUVENILE CRIME CYCLE”

The Hon C M Tebbutt MLC
Minister for Juvenile Justice
Minister Assisting the Premier on Youth
Minister Assisting the Minister for the Environment
Level 23, Governor Maquarie Tower
1 Farrer Place NSW 2000



*The Hon Carmel Tebbutt MLC
Minister for Juvenile Justice*

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 1998 to 30 June 1999.

Yours sincerely



KEN BUTTRUM
Director General
Department of Juvenile Justice

OUR VISION: Striving to Break the Juvenile Crime Cycle

STATEMENT OF PURPOSE

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

KEY OBJECTIVES

RELATING TO OUR CLIENTS

To improve the quality and developmental focus of client interventions in abuse free service environments.

RELATING TO OUR STAFF

To maximise the development and use of staff skills within a team environment focused on positive outcomes.

RELATING TO OUR ORGANISATION

To enhance our management of allocated resources within an organisation focused on learning and continuous improvement.

RELATING TO OUR COMMUNITIES

To enhance community safety and service delivery partnerships whilst promoting greater awareness of our services and responsibilities.

ORGANISATIONAL VALUES

These values were developed through the Ombudsman's Implementation Taskforce in consultation with groups of departmental staff. The professional behaviour expected from these values is detailed in the department's Corporate Plan.

Committed to young people

Committed to our staff

Achieving through team work

Acting with integrity

Valuing diversity

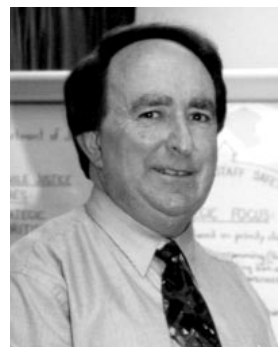
Encouraging achievement

FOREWORD BY THE DIRECTOR GENERAL

- ▶ Working with young people in the juvenile justice system is rarely easy.
- ▶ Our front line staff often struggle to meet dual roles of supervising adolescents on various court orders and ensuring their ongoing development.
- ▶ The ultimate aim of our work is to break the juvenile crime cycle and to assist in the successful community integration of our clients.
- ▶ But many of these young people, especially those in detention, have left home, dropped out of school and suffered traumatising experiences. Consequently, they are frequently confused, damaged, angry and alienated.
- ▶ A survey of young people in Reiby Juvenile Justice Centre early this year revealed that 87 percent had been officially notified as abused and some 63 percent had been notified on three or more occasions.
- ▶ An increasing number, currently estimated at 85 percent of all detainees, are coping with alcohol or drug usage problems. More young people are also being diagnosed as having mental health problems.
- ▶ To deal more effectively with this complex client group, the department has concentrated on strategies to enhance services to meet their special needs.
- ▶ Staff training remains a high priority and this year the first 30 staff graduated from our Certificate III in Juvenile Justice and almost 300 more are currently enrolled in this course.
- ▶ Juvenile justice centres have continued implementation of the recommendations in the Ombudsman's report on our detention centres, and we have introduced new comprehensive review processes to monitor compliance with National Standards for Juvenile Custodial Facilities recently established by the Australasian Juvenile Justice Administrators.
- ▶ Following a number of serious disturbances at Kariang Juvenile Justice Centre early in 1999, we are introducing reform strategies to improve programs, safety and security in that unit.
- ▶ New modern centres, built in accordance with national standards, are due to be opened at Dubbo, Grafton and Kariang in September - December 1999. These facilities will enable provision of improved education and training programs and family work, and will assist in accommodating more young people closer to their home towns.
- ▶ Legislation authorising Police warnings and cautions and youth justice conferencing has now been operating for a full year. Preliminary statistics from the Juvenile Court Index reveal a drop of almost 15 percent in the number of finalised Children's Court appearances in 1998-99, an indicator that these diversionary strategies appear successful.
- ▶ So that front line staff are effectively supported by efficient administrative systems, the department has implemented a new IT infrastructure incorporating state-of-the-art information management systems and office technology, all Y2K compliant.
- ▶ Although the past year has been difficult for the department, I am greatly encouraged by the many other achievements detailed in this report. They are the result of creative and dedicated work of staff; frontline, administrative support and management, who have worked cooperatively to enhance our client services.
- ▶ We have welcomed the recent appointment of Carmel Tebbutt, MLC, as the new Minister for Juvenile Justice. This is the first time in the history of the department that a Minister has been appointed solely for this portfolio.



KEN BUTTRUM
Director General



THE DEPARTMENT'S CLIENTS ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

BACKGROUND OF DEPARTMENTAL CLIENTS

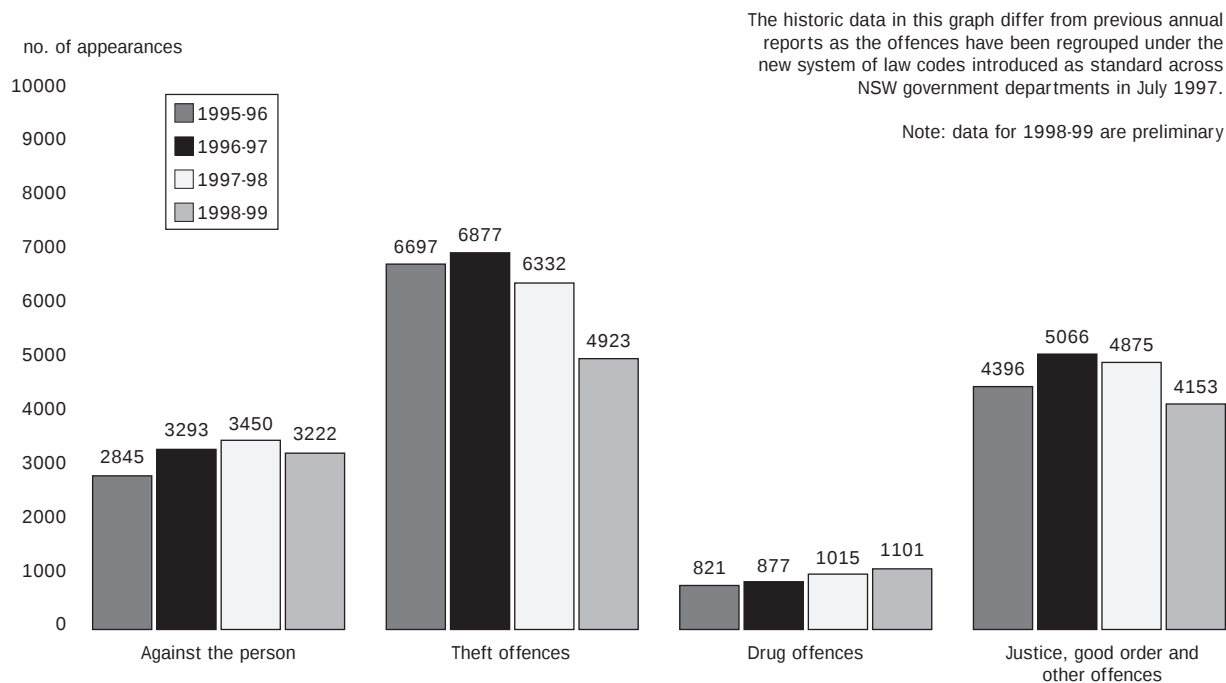
- ▶ The department supervises juvenile offenders between the age of 10 and 18, referred by the court or police. The majority of these are 16 to 17 year old males guilty of property and theft offences.
- ▶ Many young offenders have experienced significant relationship problems in their families leading to periods of homelessness.
- ▶ A large proportion has been affected by neglect, or physical, emotional or sexual abuse. This is particularly the case with young women who are departmental 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, feel powerless and socially isolated.
- ▶ Many become involved in the abuse of alcohol and other drugs and seek refuge in a delinquent peer group.
- ▶ A large number report having attempted suicide because they perceive no hope.



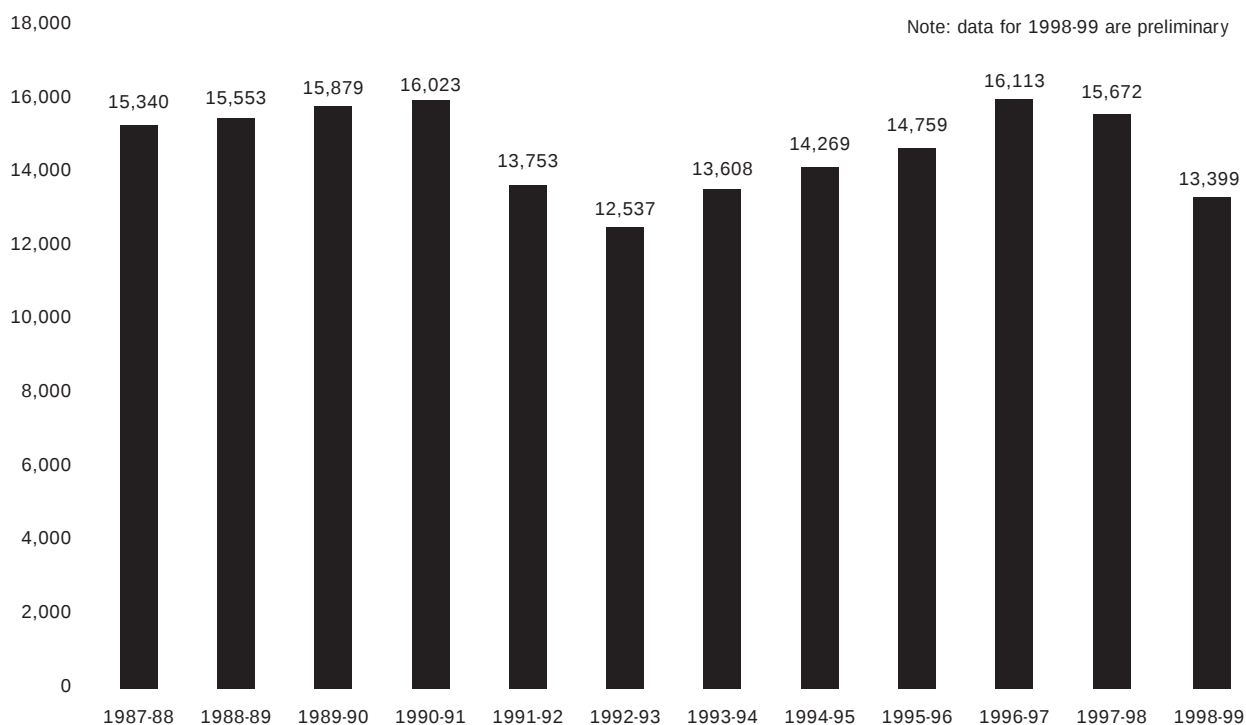
JUVENILE CRIME

TRENDS IN COURT APPEARANCES

Categories of Offences before the Children's Court
Number of finalised criminal appearances 1995-96 - 1998-99



Children's Court Finalised Appearances, Criminal Matters, 1987-88 - 1998-99



Source: Children's Court Information System

JUVENILE CRIME

TRENDS IN COURT APPEARANCES

- ▶ Preliminary data indicate a large drop in Children's Court appearances from 15,672 last year to 13,399 in 1998-99.
- ▶ In April, 1998 enhanced police cautioning procedures and youth justice conferencing were introduced through the *Young Offenders Act, 1997*. The early data indicate that the significant reduction in court appearances results from an increase in police cautions and police referrals to conferences. The effects of the *Young Offenders Act 1997* is currently being examined by the Bureau of Crime Statistics and Research and a more detailed analysis of appearance trends should be available by November, 1999.
- ▶ Given the significant changes brought about by the *Young Offenders Act, 1997*, comparison of crime levels (as measured by court appearances) is difficult. Therefore the time series graph of offence categories which appears on the previous page should be interpreted with care. For example, it is possible that the drop in the number of theft offences and increases in other categories is due to a greater likelihood of theft offences being diverted to caution or conferencing. A deeper understanding of these patterns will not be available until additional police data are analysed later in 1999.
- ▶ However some meaningful comparisons can be made of more serious offences as these are less likely to be diverted from court by the police.
- ▶ Appearances for Homicide and other serious person offences such as Manslaughter and Drive Causing Death, accounted for 0.09 percent of all appearances before the Children's Court in 1998-99. The 12 appearances in this category compare with 25 recorded in 1997-98.
- ▶ The number of appearances for Aggravated Sexual Assault increased by 9 percent, accounting for 0.9 percent of all appearances.
- ▶ Appearances for Aggravated Robbery increased by 8 percent, while appearances for Non-Aggravated Robbery increased by 29 percent. These offences accounted for 3.8 percent and 1 percent of all appearances, respectively.
- ▶ The number of appearances for Aggravated Assault increased by 24 percent.
- ▶ While not all the above offence types show significant increases, the overall pattern is concerning as it suggests that more children are appearing for serious person offences.
- ▶ The majority of appearances continue to relate to two categories of theft offences and justice, good order and other offences. Each category represents 37 percent and 31 percent of appearances, respectively.
- ▶ The number of appearances which fall under the category of drug offences continued to increase in 1998-99. Such appearances represented 8.2 percent of offences.

	1995-96	1996-97	1997-98	1998-99
Homicide and related offences	8	15	25	12
Aggravated assault (sexual)	90	98	111	121
Aggravated robbery	367	391	472	510
Non-aggravated robbery	91	105	107	138
Aggravated assault	93	110	93	115
TOTAL	649	719	808	896

Finalised appearances for serious person offences.

AN OVERVIEW OF THE ORGANISATION

SERVICES

The department provides services to young people refused bail pending their court appearances, and to those sentenced to community based orders or periods in custody. In addition, to court-mandated sentences for juveniles, the department, through the YJC Directorate also administers conferencing of young people referred from the NSW Police Service and Children's Courts.

THE DEPARTMENT'S COMMUNITY BASED SERVICES

Juvenile Justice Community Services

There are 37 juvenile justice community offices across the state.

These services:

- ▶ support young people with welfare problems seeking bail or remanded in custody.
- ▶ provide assessment reports to assist courts in determining sentences.
- ▶ provide court directed supervision of juvenile offenders placed on good behaviour bonds, probation or community service orders.
- ▶ provide counselling and developmental programs as an alternative to detention.

In addition, the department delivers specialist counselling services and programs in the metropolitan areas from three intensive programs units and at selected locations across the state.

THE DEPARTMENT'S SPECIALIST SERVICES

The department delivers specialist and psychological services through each of its juvenile justice centres as well as through three metropolitan intensive programs units (IPUs) at Stanmore, Blacktown and Liverpool, major rural juvenile justice community offices and through fee-for-service counsellors in smaller regional centres.

- ▶ The general IPU program provides community based services to address general offending behaviour through assessment, individual and group counselling.

- ▶ The Alcohol and Other Drugs Program 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 of violent offenders.
- ▶ The Sex Offender Program provides comprehensive individualised assessment for young offenders convicted of sex offences, and group and individual treatment for young people admitted to the program.
- ▶ The Forensic Program provides pre-sentence mental health assessments of young offenders referred by the court.
- ▶ Psychologists in each juvenile justice centre provide a range of psychological services to clients, including counselling and assessment.

THE DEPARTMENT'S CUSTODIAL SERVICES

There are nine juvenile justice centres currently operational, located throughout the state. New facilities will open in Grafton in September 1999 and in Dubbo in December 1999 and the existing Mount Penang Juvenile Justice Centre will be replaced by a new facility in October 1999. Minda Juvenile Justice Centre is scheduled to be closed.

These centres:

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

AN OVERVIEW OF THE ORGANISATION ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀



Detainees involved in a TAFE horticulture course at Keelong Juvenile Justice Centre in Unanderra.

CENTRAL SUPPORT OFFICE

The department's services to its clients are supported by staff in the Central Support Office, providing a range of infrastructure and support services in the following areas:

► **Strategic Initiatives**

This branch is responsible for providing ministerial and departmental executive advice and support on policy and operational issues. It develops, coordinates and facilitates implementation of service delivery policies, procedures and standards and provides some research and evaluation functions.

► **The Aboriginal Support Unit**

The Aboriginal Support Unit ensures the department's services, policies, procedures and programs are culturally appropriate. The unit also provides support to Aboriginal clients and staff.

► **Nursing Services**

The Coordinator 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.

► **Legal Services**

Legal services are provided by a Senior Solicitor. The Senior Solicitor also provides advice and training to executive and operational staff in all legal matters that affect the department's operations.

► **Professional Conduct**

The Manager of Professional Conduct promotes ethical staff conduct within the department, manages staff disciplinary investigations and provides advice to the Director General.

► **Juvenile Placement / Transport Services**

This service is responsible for the state-wide coordination of the movement of juvenile detainees between juvenile justice centres, and to and from court and other necessary appointments, such as visits to medical practitioners. The service also coordinates the placement and transfer of detainees into juvenile justice centres.

► **Collaborative Research Unit**

The Collaborative Research Unit (CRU) directs and monitors clinical research into juvenile offending, particularly offending of a sexual and violent nature.

CORPORATE SERVICES

► **Finance**

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

► **Procurement and Property Services**

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

► **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).

► **Human Resources**

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

► **Training and Equity**

The Training and Equity Unit develops and coordinates training for departmental staff. The unit is also responsible for the administration and planning of the department's equity of employment policies and activities.

AN OVERVIEW OF THE ORGANISATION

► Occupational Health and Safety

The OH&S Unit was newly created and recruitment action commenced. The Unit will be fully operational in 1999-2000.



The Minister being introduced to key Central Support Office staff by the Director General.

YOUTH JUSTICE CONFERENCING DIRECTORATE

- In August 1997, the department established its Youth Justice Conferencing Directorate. The Directorate has been responsible for the establishment, and since the proclamation of the *Young Offenders Act 1997* on 6 April 1998, the operation of youth justice conferences throughout New South Wales.
- 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 system by providing alternatives to the usual path of police contact, charge, court and detention.

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.

The Executive Committee met on the first Tuesday of each month throughout 1998-99.

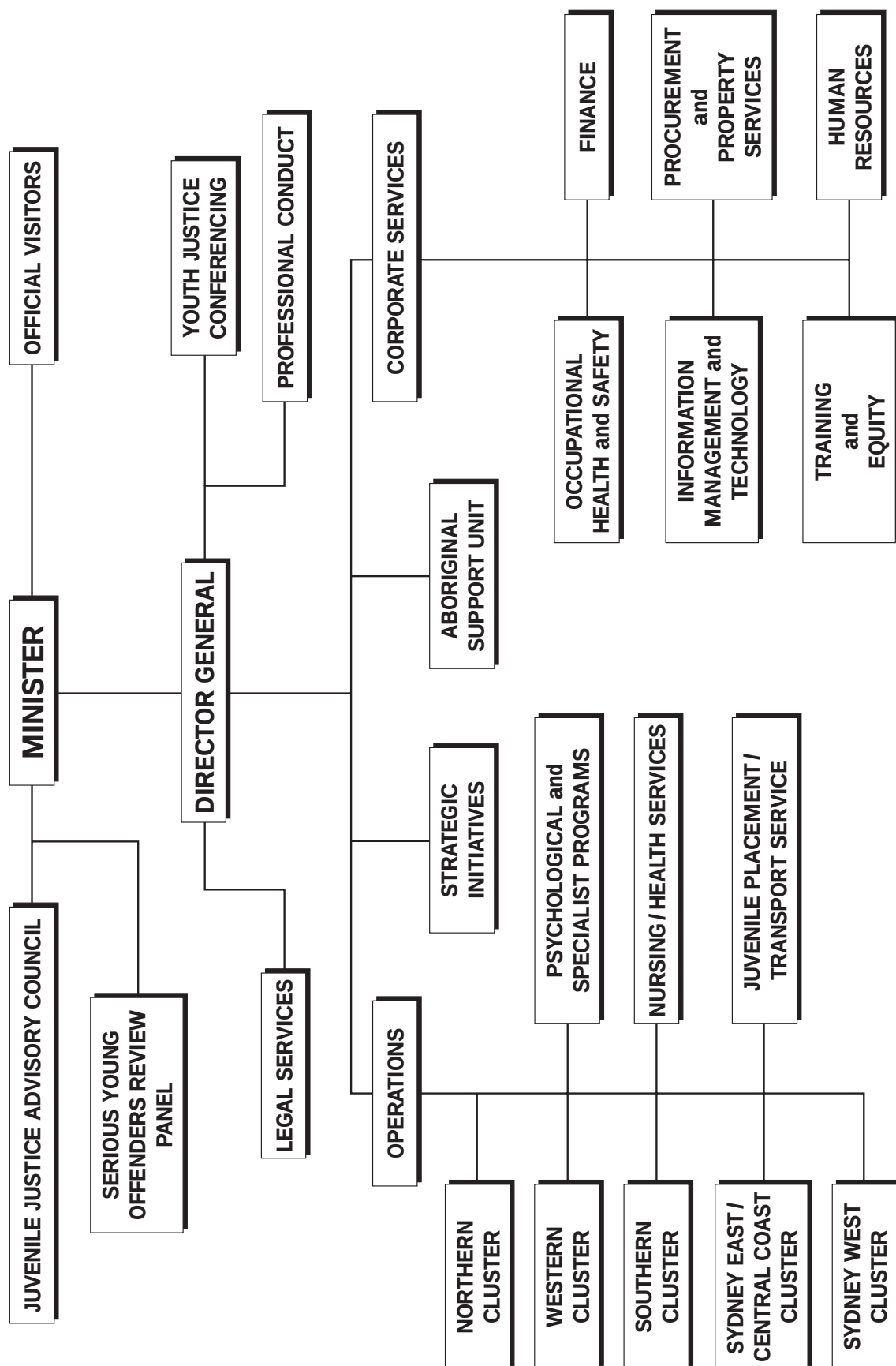
The Executive Committee consists of:

- Director General (Chair)
- Director, Operations
- Director, Corporate Services
- Five Cluster Directors
- Director, Psychological and Specialist Programs
- Director, Youth Justice Conferencing
- Manager, Strategic Initiatives Branch
- Coordinator, Aboriginal Support Unit
- Staff Representative (Community)
- Staff Representative (Custody)
- Executive Officer to the Committee (Coordinator, Operations and Executive Support)



A meeting of the department's Executive Committee.

DEPARTMENT OF JUVENILE JUSTICE - ORGANISATIONAL STRUCTURE



LOCATION OF OUR SERVICES



OBJECTIVE ONE RELATING TO OUR CLIENTS

“*To improve the quality and developmental focus of client interventions in abuse free service environments*”

COMMUNITY BASED SERVICES

MAJOR INITIATIVES IN 1998-99

- ▶ Implementation of Recommendation 67 of the Wood Royal Commission into Paedophilia regarding the expansion of alternative accommodation for homeless, at risk, juvenile offenders in regional and rural areas.
- ▶ Consolidation, promotion and review of Youth Justice Conferencing across NSW in partnership with other government departments, including the implementation of specific strategies to increase the involvement of Aboriginal and NESB communities in planning and service delivery.
- ▶ Implementation of new Intensive Program Unit programming model.



The Minister at the launch of the new IPU program being addressed by Professor Bryanne Barnett.

- ▶ A total of 481 Conference Convenors have been trained by the department to organise and facilitate youth justice conferences on a needs basis.
 - ▶ A total of 106 Juvenile Justice Officers (24 of whom were Aboriginal) and 23 Juvenile Justice Counsellors provided community based supervision and counselling for departmental clients.
 - ▶ 19 fee-for-service counsellors were employed to provide counselling to departmental clients in rural areas.
 - ▶ 22 fee-for-service counsellors provided specialist services in areas of NSW not normally serviced by permanent departmental staff.
 - ▶ 61 sessional supervisors were employed on a needs basis to supervise community service orders.
 - ▶ Three Alcohol and Other Drug Counsellors located at Liverpool, Stanmore and Blacktown provided individual and group counselling for young offenders with drug and alcohol issues.
 - ▶ Seven counsellors, located at Blacktown, Liverpool, Stanmore, Broadmeadow, Wagga Wagga, Wollongong and Mt Penang Juvenile Justice Centre, provided individual and group counselling for young people convicted of serious violent offending.
 - ▶ Eight specialist counsellors provided assessment and treatment for young people convicted of sexual offences.
 - ▶ Five forensic psychologists, located at Blacktown, Liverpool, Stanmore, Wagga Wagga and Broadmeadow, provided specialist assistance for young offenders with mental health problems.
- ▶ Consultation and development of strategies to reduce the number of Wards involved in the juvenile justice system.
 - ▶ Development of improved access to specialist programs for Aboriginal clients.

SOME SERVICE INPUTS 1998-1999

- ▶ A total of 16 Conference Administrators, four of whom are Aboriginal, were employed under the *Young Offenders Act 1997*, to manage youth justice conferences.

OBJECTIVE ONE

RELATING TO OUR CLIENTS

- ▶ 16 new Aboriginal mentors were recruited across NSW to provide extra assistance and support to Aboriginal clients of the department.
- ▶ Six new mentors from non-English speaking backgrounds were recruited in metropolitan Sydney to provide additional support for departmental clients from various ethnic backgrounds.
- ▶ 17 new generalist mentors were recruited to assist departmental clients.
- ▶ 551 new clients received counselling through the Intensive Programs Units (IPU's) in Blacktown, Stanmore and Liverpool.
- ▶ 72 clients were referred to the Violent Offender Program for specialist counselling and intervention.
- ▶ 101 clients received Alcohol and Other Drug counselling through the IPU specialist program.
- ▶ Psychologists in the Forensic (Mental Health) Program completed among other duties, 121 psychological assessments for young people appearing before the courts.

SOME SERVICE OUTPUTS 1998-1999

- ▶ 856 young offenders were referred by Police to participate in youth justice conferences.
- ▶ 753 young offenders were referred by the courts to participate in conferences.
- ▶ 1,609 young offenders agreed to participate in conferences.
- ▶ Convenors spent 12,347 hours in preparation and conduct of conferences.
- ▶ Community based staff assisted in 3,165 cases where young people were remanded in police or juvenile justice custody.
- ▶ 5,937 background reports were ordered by the courts and prepared by staff to assist in the sentencing of young offenders.
- ▶ 976 community service orders were supervised by staff.
- ▶ 841 Recognisance Orders were supervised by Juvenile Justice Officers and Counsellors.
- ▶ 1,313 Probation Orders were supervised by Juvenile Justice Officers and Counsellors.
- ▶ 152 Parole Orders were supervised by Juvenile Justice Officers and Counsellors.
- ▶ 775 clients were assisted by sessional supervisors to complete work towards their community service orders.
- ▶ Some 93 clients were referred to the Sex Offender Program for specialist counselling and intervention.
- ▶ Some 98 clients received counselling through intensive counselling schemes in regional and rural areas.
- ▶ 134 Aboriginal clients throughout the state were supported and assisted by Aboriginal mentors.
- ▶ 28 young offenders from non-English speaking backgrounds were supported and assisted by mentors from appropriate cultural backgrounds.
- ▶ 154 other young offenders were supported and assisted by mentors.
- ▶ 372 clients were referred to post release support programs provided by community agencies.

SOME SERVICE OUTCOMES 1998-1999

- ▶ In the period 12 June 1998 to 30 June 1999, 1,155 young people participated in 928 youth justice conferences.
- ▶ Approximately 735 outcome plans, developed through youth justice conferences, were completed by 30 June 1999. Young people are given six months from the date of the youth justice conference to complete their agreed outcome plans.

OBJECTIVE ONE

RELATING TO OUR CLIENTS

- ▶ A survey of finalised community based orders indicated that:
 - 86 percent of community service orders were successfully completed.
 - 82 percent of probation orders were successfully completed.
 - 91 percent of recognisance orders were successfully completed.
 - 330 clients successfully completed counselling through the IPU program.

PLANS FOR 1999-2000

- ▶ Revision of the operations manual for community services.
- ▶ Review of the department's community casework procedures.
- ▶ Implementation of the recommendations of the NSW Drug Summit 1999.
- ▶ Expansion of the Alcohol and Other Drug program in rural areas.
- ▶ Implementation and monitoring of the accommodation support program funded from the Wood Royal Commission Recommendation 67.
- ▶ Review recommendations of the evaluation of the Mentor Scheme and implement new guidelines and procedures for the scheme.

CUSTODIAL SERVICES

MAJOR INITIATIVES IN 1998-99

- ▶ Establishment of a Serious Young Offenders Review Panel to review classification and leave for young people convicted of violent offences.
- ▶ Implementation of the recommendations of the Ombudsman's report on juvenile justice centres.
- ▶ Implementation and standardisation of operational policy and procedures in all centres
- ▶ Implementation of newly designed incentive schemes in all juvenile justice centres

- ▶ Consolidation of a consistent case management system focused on meeting the individual needs of departmental clients.
- ▶ Recruitment and training of staff for the new centres at Grafton and Dubbo.
- ▶ Introduction of new detainee induction and parent information handbooks in all centres, translated into relevant community languages.
- ▶ Establishment of a comprehensive complaints handling system.

SOME SERVICE INPUTS 1998-1999



Young people involved in a bricklaying course at Riverina Juvenile Justice Centre.

- ▶ There are four juvenile justice centres (Reiby, Cobham, Minda, and Yasmar) in metropolitan Sydney, two on the Central Coast (Mount Penang and Kariong), one at Newcastle (Worimi), one at Wollongong (Keelong) and one at Wagga Wagga (Riverina), which can accommodate up to 550 young people ordered into custody.
- ▶ 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.

OBJECTIVE ONE

RELATING TO OUR CLIENTS

- ▶ The nine juvenile justice centres are staffed by 605 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 (previously schools) in each of the juvenile justice centres.
- ▶ Five full-time chaplains are engaged by the department through subsidies to the Civil Chaplains Advisory Committee, to provide religious and spiritual support to young people in detention.
- ▶ There are two part-time Aboriginal chaplains who make regular visits to centres.
- ▶ Religious support and counsel is also provided to young people in custody from non-Christian faiths (e.g. Islam and Buddhism).
- ▶ Consultant psychiatrists are paid on a fee-for-service basis to provide professional assessment and treatment of young people with deep-seated psychological and emotional problems.
- ▶ Nine 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 employed registered nurses in each juvenile justice centre to provide health care services to detainees. Local medical practitioners regularly visited each centre for the medical assessment and treatment of clients.
- ▶ 10 Alcohol and Other Drug counsellors were employed in the centres to provide services for clients.
- ▶ 13 psychologists were employed in juvenile justice centres to provide relevant individual and group work programs for detainees.
- ▶ A specialist sex offender counsellor provided counselling and group work for detainees at Mount Penang and Kariong Juvenile Justice Centres.

SOME SERVICE OUTPUTS 1998-1999

- ▶ The average number of young people in custody on any day in 1998-99 was 388, down from 394 in 1997-98.
- ▶ On average, 24 young women were detained on a daily basis in NSW juvenile justice centres representing some 6 percent of the juvenile detention population.
- ▶ On average, 110 Aboriginal young people were held in custody on any day in 1998-99. This number represents some 28 percent of those in juvenile detention.
- ▶ On average, there were 234 young people serving custodial orders and 154 young people remanded in custody awaiting court appearances representing 60 percent and 40 percent respectively of the overall numbers in custody.
- ▶ The average number of juvenile detainees attending a training and education unit on a given school day was 302. The total number enrolled over the year in centre training and education units was 2,667.
- ▶ In 1998-99, some 16 young people studied for the Higher School Certificate.



The Official Visitors attend a meeting at Yasmar Juvenile Justice Centre in Haberfield.

OBJECTIVE ONE RELATING TO OUR CLIENTS

- ▶ Some 598 young people in custody participated in TAFE courses in 1998-99, up from 250 in the previous year.
- ▶ 1,248 clients were involved in job skills training provided in the centres.
- ▶ 66 detainees participated in the Duke of Edinburgh Award Scheme.
- ▶ 3,819 detainees received health assessments by the department's nursing staff.
- ▶ 657 detainees received a dental assessment and treatment while in custody.
- ▶ 3,394 detainees received medical consultation from the visiting general practitioners while in custody.
- ▶ 96 percent of newly admitted young people received a health assessment by nursing staff within 48 hours of admission.
- ▶ 1,234 detainees were immunised against hepatitis B, measles, mumps and rubella (MMR II), polio, diphtheria and tetanus (ADT).
- ▶ 2,090 hours were spent by nursing staff providing health education to detainees in custody.
- ▶ 344 detainees in Yasmar, 55 in Reiby and 148 in Keelong Juvenile Justice Centres received a comprehensive sexual health screening assessment and treatment from registered nurses at the centres' clinics.
- ▶ 792 detainees were provided with a medicated detoxification regime to assist with withdrawal symptoms from opiate dependence.
- ▶ 39 detainees received Duke of Edinburgh Awards.
- ▶ 381 families/carers were provided with accommodation to allow and encourage them to visit relatives in custody.



Nurses treat a detainee in a juvenile justice centre.

SOME SERVICE OUTCOMES 1998-1999

- ▶ Four young people completed the Higher School Certificate in 1998-99 while in juvenile justice custody.
- ▶ 322 young people gained certificates after completing various TAFE courses in 1998-99.

PLANS FOR 1999-2000

- ▶ Recruitment and induction of new Official Visitors for the period 1999 - 2001 for existing and new centres.
- ▶ Development of a new Disability Action Plan 2000-2002, which will include projects to meet the needs of young people with cognitive impairments.
- ▶ Revision of the department's search policy to reduce contraband within detention centres, whilst respecting the privacy and dignity of young people.
- ▶ Introduction of a new nutrition policy in all juvenile justice centres.
- ▶ Review of the department's custodial casework procedures.

OBJECTIVE ONE

RELATING TO OUR CLIENTS

CLIENT FEEDBACK:

A CRITICAL ASPECT OF SERVICE IMPROVEMENT

- ▶ Client feedback is critical for the improvement of our services. Feedback is encouraged from clients, their families, advocates and community groups. Various avenues exist for clients to provide feedback regarding the department's services.
- ▶ In each juvenile justice centre there is a resident committee providing feedback to the manager and initiating suggestions for the improvement of client services and the custodial environment.
- ▶ As part of the two day Quality Review process introduced in 1999, the department's senior management conducts a focus group with detainees from each juvenile justice centre to obtain their perspective on the provision of custodial services. These focus groups occur twice a year. Matters requiring attention are incorporated into the centre's Action Plan.
- ▶ The department has developed and put into operation, a policy and procedures for the resolution of client complaints. The policy seeks to facilitate resolution of client complaints and address systematic barriers to effective service delivery.
- ▶ Client induction booklets for each centre, which have been 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".

- ▶ A number of centres have also produced induction videos to be shown soon after admission. These videos outline complaint and feedback procedures as well as the rights and responsibilities of clients.
- ▶ The Official Visitors prepare six monthly reports to the Minister following their liaison with young people in custody, and the department is bound 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 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.



Ray Bird, the Senior Official Visitor speaking with a detainee.

FEEDBACK RECEIVED FROM DETAINEE FOCUS GROUPS HELD AT CENTRE QUALITY REVIEWS

At one centre, young people reported that they felt safe, secure and cared about in the environment and that there was a real commitment of the staff to the welfare of young people.

At another centre, detainees expressed appreciation for receiving consistent support from staff based upon mutual respect.

Quotes from detainees at Quality Reviews

"Respect them and they'll respect you".

"It's not the buildings that count it's the relationships".

OBJECTIVE TWO RELATING TO OUR STAFF ◀ ◀ ◀ ◀ ◀ ◀ ◀

“*To maximise the development and use of staff skills
within a team environment focused on positive outcomes*”

MAJOR INITIATIVES IN 1998-99

- ▶ Completion of a survey of all staff to gauge views about a range of work practices in the organisation, including recruitment, access to training, supervision and grievance handling.
- ▶ Revision of the department's policies and procedures on equal employment opportunity, harassment prevention and grievance handling.
- ▶ Enhancement of recruitment strategies to increase the proportion of women in management positions, especially in custodial services.
- ▶ Enhancement of cultural awareness training for all departmental staff.
- ▶ Introduction of a departmental newsletter.



A departmental vocational instructor teaching a young person welding skills.

AN OVERVIEW OF STAFFING

- ▶ As at 30 June 1999, there were 931 staff in established departmental positions.
- ▶ This figure does not include casual 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 1999, there were 1,113 effective full time equivalent staff employed in the department, including front line casual staff, mentors and community service sessional supervisors.

- ▶ A total of 80 staff resigned in the year, 18 were transferred, 2 accepted redundancy, 4 retired and 6 medically retired.
- ▶ There are 85 support staff working in the department's Central Support Office in Sydney.
- ▶ There are 36 staff in Intensive Programs Units including administrators, counsellors, psychologists and Juvenile Justice Officers.
- ▶ There are 36 staff in Youth Justice Conferencing consisting of Director, Operations Coordinator, Operations Assistant, Administrators and Clerical Officers.
- ▶ 90 Casual Senior Youth Workers were recruited.
- ▶ During the year, 98 appointments/promotions were made to permanent positions within the department. Eighty of these appointments were from external applicants.
- ▶ 49 percent of staff appointed to permanent positions were women.

AN OVERVIEW OF STAFF TRAINING AND EQUITY

- ▶ The department is recognised by the NSW Vocational Education and Training Accreditation Board (VETAB) as a Registered Training Organisation until 2002 and is required to meet externally auditable standards.
- ▶ In 1998-99, the department developed additional modules as part of the Certificate III in Juvenile Justice.
- ▶ Applications for Recognition of Prior Learning (RPL) were assessed and granted to 273 staff.
- ▶ In June 1999, the Minister presided over the first graduation ceremony for Certificate III graduands. A total of 30 staff graduated. For many of these staff, the Certificate III is their first formal tertiary qualification.
- ▶ In accordance with the recommendations of the Wood Royal Commission, 497 staff received training in child protection.

OBJECTIVE TWO

RELATING TO OUR STAFF

- ▶ The department also conducted training in new and established departmental policies such as the Code of Conduct, Language Services Policy and Client Complaints Policy.
- ▶ Four staff were granted scholarships to the Public Sector Management Course. Two staff were granted scholarships to the Aboriginal Management Development Program.
- ▶ The department negotiated a block credit transfer from its competency-based training to Charles Sturt University's Bachelor of Social Science (Social Welfare - Juvenile Justice). Staff who have completed departmental training can now gain advanced standing for bachelor level studies.
- ▶ As well as the training otherwise provided by the department, the competency-based training developed for Convenors by the Directorate has further developed the skills available to the department in communication, mediation and liaison.
- ▶ The proportion of women in leadership positions in both community and custodial services has increased significantly over the five-year period between 1994 and 1999. The proportion of women in community based leadership positions has increased from 31 percent to 52 percent, while the proportion of women in custodial leadership positions has increased from 16 percent to 39 percent.
- ▶ The department's Equity Committee conducted an extensive survey to obtain feedback on work practices and the organisational climate. Priority areas identified by the survey have been incorporated into the department's new Equity Action Plan which will be launched in 1999-2000.
- ▶ The department has developed a new Harassment Free Workplace Policy and Grievance Procedures. These documents will be introduced with training in early 1999-2000.
- ▶ Two Spokeswomen's conferences were held in 1998-99. These conferences focused on the development of a strategic plan for the Spokeswomen's program. In addition, guest speakers conducted sessions on Aboriginal

reconciliation, legal issues for women, women and difference, and the role of the Department for Women in the development of public policy.

- ▶ All newly elected Spokeswomen and Women's Contact Officers attended training conducted by the Central Coordinating Committee of Spokeswomen.

OCCUPATIONAL HEALTH AND SAFETY

- ▶ The department's executive endorsed the recommendations from the Strategic Review of Occupational Health & Safety undertaken by Niki Ellis and Associates.
- ▶ Implementation of the recommendations has commenced with the establishment of an Occupational Health & Safety and Risk Management Unit, which will comprise a Manager, Occupational Health and Safety and two systems coordinators.
- ▶ The unit will be responsible for:
 - Developing, reviewing, enhancing and monitoring appropriate organisational strategies, policies and procedures relating to occupational health & safety, workers compensation and risk management practices within the organisation.
 - Developing and maintaining an occupational health and safety strategic plan.
 - Developing, promoting and implementing accident prevention strategies to reduce the department's workers compensation costs.
 - Conducting accident prevention programs and training courses.
 - The aim is for the introduction of a Risk Management strategy and an Occupational Health & Safety Management system, which will contribute towards a continuous improvement in occupational health & safety performance.

Worker's Compensation

- ▶ The number of worker's compensation claims increased from 270 in 1997-98 to 347 in 1998-99.
- ▶ The largest cause of claims remains "hit by objects" and "fall, trip and slip"

OBJECTIVE TWO RELATING TO OUR STAFF ◀ ◀ ◀ ◀ ◀ ◀ ◀

- ▶ The average cost of claims decreased from \$7626 in 1997-98 to \$5496 in 1998-99.
- ▶ The total direct cost reduced from \$2.059m in 1997-98 to \$1.907m in 1998-99.
- ▶ A number of strategies will be introduced by the Occupational Health and Safety and Risk Management Unit to address the costs of workers compensation. Addressing the issues raised in the Corporate Services Reform paper "Taking Safety Seriously".
- ▶ Cultural diversity issues are addressed in the new juvenile justice officer induction package and most modules of the Certificate III in Juvenile Justice.
- ▶ In 1998-99 the department developed a Language Services Policy and trained relevant staff in the implementation of this policy. Training focused on the identification of English language difficulties, the appropriate use of interpreters and translation of departmental material.

Worker's compensation claims			
Year	Number of claims	Total cost	Average cost
1995-1996	216	\$1.119M	\$5181
1996-1997	268	\$1.454M	\$5424
1997-1998	270	\$2.059M	\$7626
1998-1999	347	\$1.907M	\$5496

ABORIGINAL EMPLOYMENT STRATEGY



The Director General with Aboriginal staff at the department's Sorry Day.

- ▶ In 1998-99 the department's Aboriginal Staff Advisory Committee and the Manager, Training and Equity met with the Senior Policy Officer, Aboriginal Employment from the Premier's Department to commence the development of an Aboriginal Employment and Development Strategy. The purpose of this strategy is to enhance training and employment opportunities for Aboriginal staff.
- ▶ Approximately 6.8 percent of the department's staff are Aboriginal which is higher than the public sector target of 2 percent.

ENHANCEMENT OF CULTURAL AWARENESS

- ▶ The department integrates cultural awareness into every aspect of its core business, rather than dealing with it as a "stand alone" topic.

PLANS FOR 1999-2000

- ▶ Introduction of a pilot attitude-testing program for senior youth worker job applicants.
- ▶ Evaluation of the recruitment process for Senior Youth Workers, Assistant Team Leaders and Team Leaders as a result of introducing new essential qualifications. (Certificate III in Juvenile Justice or equivalent or working towards the Certificate III or equivalent and a first aid certificate).
- ▶ Implementation of the IMS (integrated management system for payroll, personnel, recruitment, time and attendance, purchasing and finance) to provide managers with an efficient and comprehensive reporting tool for decision making.
- ▶ Implementation of an online probity checking system under the auspices of the Premier's Department.
- ▶ Development of a new Occupational Health and Safety Unit with a focus on the development of strategies, procedures and support structures to improve workplace safety and reduce the cost of worker's compensation.
- ▶ Development of an Aboriginal Employment and Development Strategy.
- ▶ Implementation of the department's Equity Action Plan.
- ▶ Implementation of the Harassment Free Workplace Policy and Grievance Procedures.

OBJECTIVE THREE

RELATING TO OUR ORGANISATION

“*To enhance our management of allocated resources within an organisation focused on learning and continuous improvement*”

MAJOR INITIATIVES IN 1998-99

- ▶ Commencement of Quality Reviews in juvenile justice centres to ensure continuous improvement in the quality of services offered in centres across NSW.
- ▶ Implementation of the department's information technology and telecommunications strategic plan including the development and introduction of an improved client information system.
- ▶ Enhancement of corporate services structures and strategies including the introduction of a new integrated management system.
- ▶ Commencement of review of the department's legislation, and international instruments dealing with young offenders.
- ▶ Completion of a comprehensive report on the department's implementation of the recommendations of the Ombudsman's December 1996 "Inquiry Into Juvenile Detention Centres".

JUVENILE JUSTICE CENTRE REFORMS

Ombudsman's recommendations

- ▶ In June 1999 the department completed a comprehensive report on its implementation of the recommendations of the Ombudsman's December 1996 "Inquiry Into Juvenile Detention Centres".
- ▶ The report demonstrates that most recommendations have been implemented fully or substantially. The department expects most of the remainder to be implemented in the near future. A small number of recommendations cannot be implemented because they do not reflect current government policy or are resource-intensive.

Inaugural Conference of Managers of Juvenile Detention Centres in Australia and New Zealand



National detention centre managers at their first ever conference to discuss national standards and accreditation. The conference was hosted by the NSW Department of Juvenile Justice at Sydney University.

- ▶ This conference was held at the University of Sydney on 3-5 March 1999 and was attended by 23 detention centre managers from around the country.
- ▶ The conference provided the occasion for the launch of the new Australasian standards for detention centres, which are currently being used to improve the quality of custodial services in this and other States and Territories. The standards form the basis of an accreditation scheme currently being developed by the Australasian Juvenile Justice Administrators.
- ▶ The development of a web site for Australasian detention centres and other juvenile justice services (www.juvenile-justice.net) evidences the closer working relationships formed at the inaugural conference.
- ▶ The next regional meeting of managers of custodial services is scheduled for October 2000 in Melbourne.

- The department has developed an internal quality assurance mechanism, the Quality Reviews, to support further reforms in juvenile justice centres.

- ▶ There was one appeal to GREAT, and the department's decision was upheld.
- ▶ There were no other appeals for reinstatement.

- ▶ A total of 583 staff have been trained in the department's Code of Conduct. The Certificate III module "Values Attitudes and Ethics" (which incorporates the Code of Conduct training) is included in the new induction models for both community based and custodial staff.

Allegations and complaints against staff members

- ## INFORMATION MANAGEMENT AND TECHNOLOGY

Mincom Integrated Management System (MIMS)

- ▶ In August 1998 the department signed a contract to implement the Mincom Integrated Management System.
- ▶ The system provides support for the complete range of corporate services, including human resources, payroll, training, finance, procurement and asset management.
- ▶ A joint DJJ/Mincom project team implemented the system from 1 July 1999. The new system is Y2K compliant, unlike the finance system that MIMS replaced.

The Client Information System

- ▶ The department's client information system (CIS) is currently being redeveloped so that it will operate on a more efficient and effective platform.
- ▶ It is expected that the new CIS will be in operation by November 1999.
- ▶ The new system will significantly reduce recurrent costs and provide greater control by the department in relation to client data and reporting.
- ▶ The new CIS will ensure Y2K compliance and create an opportunity for a number of improvements to the functionality of the system with a much more user-friendly interface.

OBJECTIVE THREE

RELATING TO OUR ORGANISATION

- ▶ Greater control over the system will also allow the department to update out of date codes, such as offence codes, and provide much greater power to extract useful reports.
- ▶ The transitional system should adequately meet the department's client information needs in the short term.

Children's Court Information System

- ▶ During 1998-99 further enhancements were made to the Children's Court Information System.
- ▶ The changes will allow detailed comparisons of offences using the new, more comprehensive system of law codes introduced as standard across NSW government departments in July 1997.
- ▶ These enhancements will also permit extraction of criminal history variables that will allow monitoring of targets and measuring the effectiveness of programs.
- ▶ Quality and timeliness of data entry has greatly improved the management of information available to the department and to other bodies such as NSW Police Service and the Children's Court.

Information Management and Technology Infrastructure Rollout

- ▶ In April 1999, the contract for the Infrastructure Rollout equipment and services was issued to the Starcom Group Pty Ltd.
- ▶ Equipment and planning processes have been put in place to establish a network of computers across all Juvenile Justice sites.
- ▶ The network and new equipment delivered with training provides current and relevant hardware and easy to use desktop software.
- ▶ The department's communication will be significantly improved through the introduction of e-mail.

- ▶ The new system is expected to be in place by late October 1999.
- ▶ The total approved expenditure for the project to date is \$3.102 million.



Terry Gould, manager of the Mount Penang Juvenile Justice Centre, showing the Minister electronic equipment installed at the new centre.

Year 2000 Compliance Project

- ▶ The department's year 2000 project was established in accordance with the guidelines issued by the Office of Information Technology within the Premier's Department in July 1998.
- ▶ The department has prioritised and assessed the impact of the transition to the year 2000 on the department and its clients, developed a rectification strategy for the identified risks, obtained certification of compliance status and developed contingency and disaster recovery plans.
- ▶ The year 2000 project has focussed on information technology and the impact the transition would have in juvenile justice centres. Work in this area means that the department is confident it can maintain its day to day business operations. The high level cost estimate for this work is \$550,000.

OBJECTIVE THREE RELATING TO OUR ORGANISATION ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

CAPITAL WORKS PROGRAM



"THE OLD AND THE NEW"



TOP: Antiquated dormitory style accommodation in the Mount Penang Juvenile Justice Centre established in 1911.
BOTTOM: The newly constructed replacement for Mount Penang to be officially open in October 1999.

- ▶ The department was allocated \$33.9 million in 1998-99 to continue its extensive capital works program related to the construction of the new detention centres.
- ▶ Construction of new 30 bed juvenile justice centres at Grafton and Dubbo continued in 1998-99 and is scheduled for completion in the second half of 1999.
- ▶ Construction of a replacement for the antiquated Mount Penang Juvenile Justice Centre is substantially complete and the centre is scheduled for opening in October 1999.
- ▶ Planning for major cyclic maintenance at Kariong and Yasmar Juvenile Justice Centres commenced during the year and both projects are expected to be completed in 1999-2000.
- ▶ On 22 March 1999 Kariong staff went on strike from 5.00pm until 5.00pm on 23 March 1999, a period covering three shifts (afternoon, night and morning).
- ▶ Industrial issues associated with the disturbances at Kariong Juvenile Justice Centre have now been finalised in proceedings before the NSW Industrial Relations Commission.
- ▶ The department and the two associations however, are continuing to pursue industrial relations and occupational health and safety initiatives to enhance arrangements for the well being of clients and staff.
- ▶ The department and the NSW Nurses Association now have a joint consultative committee that meets bi-monthly. The committee has proven to be beneficial for expediting employee relations issues with a number of significant matters being finalised or progressed.
- ▶ The department and the Association also negotiated a new award on 19 April 1999 ratified by the NSW Industrial Relations Commission. The Crown Employees (Nurses, Department of Juvenile Justice) Award was made by consent of the parties and encapsulates all conditions, allowances and rates of pay specific to the department. It is a considerable achievement as this is the first award to have such clear parameters for the department's nursing staff.
- ▶ The department and PSA joint consultative committee is in its third year of operation and now also incorporates representatives of direct care staff employed by the department in juvenile justice centres.
- ▶ A new award, near completion, to cover direct care staff employed in the department's juvenile justice centres is being progressed with the PSA.

RISK MANAGEMENT

INDUSTRIAL RELATIONS

- ▶ During the past year, the department has maintained positive and constructive relationships with the Public Service Association (PSA) and the NSW Nurses Association.
- ▶ The department's Audit Committee has continued to meet bi-monthly to monitor and address strategic audit and internal control issues. This committee chaired by the Director General comprises representatives from the Audit Office and the Internal Audit Bureau (contracted internal auditors).

OBJECTIVE THREE

RELATING TO OUR ORGANISATION

- ▶ The functions of this committee include 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 statements, and assessing the performance of the department's financial management.
- ▶ The department's Fraud Control Committee met regularly and has recommended a number of strategies to reduce the department's risk exposure.
- ▶ The department's Fraud Prevention Committee oversees the development and implementation of the department's fraud control strategy.

RESEARCH AND DEVELOPMENT COLLABORATIVE RESEARCH UNIT

The Detection and Management of Illicit Drugs in Detention (DAMOID) Report

- ▶ This report was written in response to wide spread concerns within the department about the drug use behaviours of young offenders in detention.
- ▶ The report strategies addressing these problems are now being implemented in the juvenile justice centres, each of which has a DAMOID Implementation Committee.

Risk Assessment Instrument Trial

- ▶ In order to assist the department's re-orientation towards early systemic intervention the department has undertaken a collaborative partnership with the Charles Sturt University, in cooperation with Professor Hoge (Canadian Corrections) to establish a risk assessment instrument for young offenders in NSW.
- ▶ Such an instrument will assist staff to identify at an early stage those young offenders most seriously at risk of becoming recidivist and who therefore need more intensive work. Not only will such identification assist staff in working with young offenders, but it will also provide a cost-effective way of using the department's resources.

Quality Assurance

- ▶ The Collaborative Research Unit has assisted in making significant gains in the improvement of the Violent Offender Program, Sex Offender

Program, and Alcohol and Other Drug Programs through the development or revision of the Program Manuals.

- ▶ The Unit has also overseen a comprehensive evaluation of the Robinson Program for behaviourally disordered detainees at Reiby Juvenile Justice Centre in Campbelltown.

Clinical Performance Programs

- ▶ Clinical Performance Programs have been developed along six discrete dimensions pertinent to psychological and counselling work. A performance review will take place each twelve months with psychologists and other counsellors, which are to be followed up during regularly scheduled supervision sessions.

NURSING AND HEALTH SERVICES

- ▶ In 1998 a retrospective study was conducted on 2330 juvenile health assessments completed by Registered Nurses at Cobham Juvenile Justice Centre between January 1994 and October 1998.
- ▶ Of the 2330 juveniles assessed 349 were found to be experiencing symptoms of opiate withdrawal requiring medication. Approximately 33 percent of clients at Cobham Juvenile Justice Centre are withdrawing from opiates and require a medicated detoxification regime.

PLANS FOR 1999-2000

- ▶ Opening of two new detention centres and complete replacement of another.
- ▶ Completion of the department's corporate services restructure.
- ▶ Completion and consolidation of the Integrated Management System.
- ▶ Completion of phased implementation of the department's new Information Technology and Telecommunications infrastructure.
- ▶ Certification of the department's systems as Y2K compliant.
- ▶ Replacement of the Client Information System (CIS).

OBJECTIVE FOUR RELATING TO OUR COMMUNITIES ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

“**To enhance service delivery partnerships and community relationships whilst promoting greater awareness of our services and responsibilities**”

MAINTENANCE OF SERVICE DELIVERY PARTNERSHIPS WITH COMMUNITY ORGANISATIONS



Staff and detainees at Mount Penang responded to a local newspaper report by rebuilding the motor of a car belonging to a Gosford family who had gone through some troubled times.

Strongly believing that successful community reintegration of clients is crucial in breaking the juvenile crime cycle, the department has maintained strong partnerships with various community support agencies providing a range of services to young people.

Funding was provided to:

- ▶ Barnardos and Anglicare for post release support to clients from Arabic speaking, South East Asian and Pacific Islander backgrounds from Inner West and South Western Sydney.
- ▶ Penrith Streetwork Project for a staff member to work with clients from Pacific Islander backgrounds.
- ▶ Five organisations in rural NSW for post release support programs in Coffs Harbour-Kempsey (Wongala Pathways Project), Wollongong-Shellharbour (Access Community Training), Newcastle-Central Coast (Hunter Mission), Wagga-Riverina (Bungarimbil-Anglicare), Orange-Dubbo (Orange Community Training and Education Centre).
- ▶ Two adolescent alcohol and other drug services (PALM-Ted Noffs Foundation and Dunsmore House-Health Department) to employ family workers to support troubled youth with alcohol and other drug problems.
- ▶ South Sydney Youth Services for a court support and post release program for clients from the South Sydney area.
- ▶ Triple Care Farm (Mission Australia) for a staff member to work with departmental clients diverted from custody to this accommodation and training facility at Robertson.
- ▶ South West Youth Links, Campbelltown (Mission Australia) to provide post release support to young people released to the Macarthur area.
- ▶ Eddy's Annex (Christian Brothers) at Wollongong for an additional teacher to work with departmental clients excluded from mainstream schools in the area.
- ▶ The Joint Tenancy Assistance Program for clients from central Sydney. This program involves the Departments of Housing and Juvenile Justice, Centacare Catholic Community Services and South West Inner Sydney Housing Cooperative.
- ▶ Marist Community Services in Western Sydney for an accommodation support service for clients from the area with intensive support requirements.
- ▶ Wollongong City Mission for their Youth Transitional Accommodation Project to support homeless departmental clients in the Illawarra area.
- ▶ The Legal Aid Commission to continue the Juvenile Justice Visiting Legal Service to clients in all juvenile justice centres.

OBJECTIVE FOUR

RELATING TO OUR COMMUNITIES

WOOD ROYAL COMMISSION

- ▶ As a result of the Wood Royal Commission, funds were allocated to the department to establish an additional accommodation/support program for juvenile offenders in regional areas. Wood Royal Commission accommodation funding was awarded to Albury Wodonga Youth Emergency Services, Central Coast Community Homeless Youth Committee Inc. and Centacare Newcastle.

PROVISION OF SPECIALIST DIVERSIONARY SERVICES FOR ABORIGINAL YOUNG PEOPLE

In order to redress the over-representation of Aboriginal youth in custody, the department, in consultation with local community members, has developed and maintained a number of diversionary programs throughout the state.

- ▶ The department has continued to employ Aboriginal Mentors throughout NSW through its mentor scheme. An Aboriginal mentor is a significant person from the juvenile's network, or the wider community, responsible for offering the juvenile extra support and guidance whilst they are under the supervision of the department.
- ▶ Funding has continued to provide bail accommodation to Aboriginal young people in both Western Sydney (Ja-Biah) and Moree (Nardoola).
- ▶ Continued funding has been provided for the Purfleet Youth Centre, near Taree, a one-stop shop for young Aboriginal people, facilitating their access to local support services.
- ▶ The department employed nine Aboriginal Program Support Officers across the state. These staff liaise and consult with Aboriginal communities, support the department's local and regional programs for Aboriginal clients, advise on programs run by Aboriginal organisations and when necessary provide training.
- ▶ Ngarratya Community Facility in Emerton is used to bring Department of Juvenile Justice staff together with local community groups and representatives, to respond to the needs of

Aboriginal juvenile offenders. Counselling, group work and cultural groups form the basis of the Ngarratya programs. Community groups utilise the facility for meetings, recreational and educational activities.

PROVISION OF SPECIALIST SERVICES FOR YOUNG PEOPLE OF NON-ENGLISH SPEAKING BACKGROUND

The department continues to provide clients from non-English speaking backgrounds with a range of culturally and linguistically appropriate post release services through service delivery partnerships with community agencies including:

- ▶ Barnardos Australia, which receives funding to administer the Barnardos Post Release Options Program. Established in April 1996, the program assists young offenders from South East Asian, Arabic and Pacific Islander backgrounds by providing culturally appropriate pre and post-release intervention to these young people, their families and communities. The program covers Bankstown, Canterbury, Marrickville, Hurstville, Leichhardt, Ashfield and Burwood areas.
- ▶ The Indo-Chinese Juvenile Offender Support Program, administered by Anglicare Migrant Services. Based in Cabramatta, this program provides culturally appropriate support services to young offenders of South East Asian background, their families and communities. The department has funded the program since March 1996. The program covers South Western Sydney.
- ▶ The Pacific Islander Resource Service (PIRS) administered by the Penrith Streetwork Project. The PIRS works directly with Pacific Islander clients on community orders and provides special advice to departmental staff working with these young people.
- ▶ The department's Mentor Program, which employs members of NESB communities to support NESB young offenders. These mentors provide guidance, support and advocacy to clients to encourage positive growth, facilitate community reintegration and to reduce reoffending.

OBJECTIVE FOUR RELATING TO OUR COMMUNITIES ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀



Young people at Minda Juvenile Justice Centre participate in multicultural day activities.

COMMUNITY SERVICE ORDER PROJECTS



Mount Penang detainees regularly assist the local community through involvement in the Riding for the Disabled scheme.

The department supervised a total of 976 community service orders in 1998-1999. The majority of young people on these orders completed their community service work through projects overseen by sessional supervisors.

Some examples of these projects include:

► In the Sydney East area:

• *Lewisham Public School*

Clients assisted with ground maintenance and landscaping projects in the grounds of Lewisham Public School three times per week. Specific projects included construction of a playground area, frog pond and irrigation system as well as the planting of 300 native trees/shrubs and grasses.

• *Sydney Park Project*

Clients assisted in the maintenance and improvement of multipurpose amenities block, the construction of a steel door to the storage cottage, painting of amenities blocks, construction and maintenance of four practice cricket wickets and the planting of over two thousand trees.

• *Enmore Children's Centre*

The scheme involved general maintenance and improvement of an outdoor area, upgrading of soft fall area, construction of seating and planter boxes, planting of native trees, repairing children's toys and furniture, and construction of an irrigation system.

► In the Sydney West area:

- Tasks completed by clients included lawnmowing and brushcutting, general ground maintenance and rubbish removal at 15 community agencies, gardening and tree planting, and the removal of wild olive trees in Sydney West Park in collaboration with the National Parks and Wild Life Service.

► In Northern NSW:

- Community service order projects included general outdoor maintenance in the national parks in Port Stephens and Glenrock National Park; in Grafton, the beautification and maintenance of Halfway Creek Community Hall and Fire Brigade.

► In Western NSW:

- Projects included maintenance at the Broken Hill Youth Accommodation Service homes, Broken Hill YMCA, Broken Hill skateboard ramp, and a BMX track.
- Young people were engaged in cementing, painting, lining interior walls, landscaping and assisting with the painting of Namatjira Learning Centre.
- In Wagga Wagga one young person completed 250 hours CSO at the Wagga Wagga Library and having completed his hours successfully, achieved employment at the library.

OBJECTIVE FOUR

RELATING TO OUR COMMUNITIES

► In Southern NSW:

- Young people worked with local volunteers in Campbelltown to build a pergola at the South West Multi Cultural and Community Centre. In Minto two young people obtained apprenticeships in bricklaying and carpentry as a result of this work.
- Other areas of involvement include maintenance and assisting in construction of playground equipment at the Campbelltown Family Child Care Centre, and maintenance work at the Campbelltown Police and Citizens Youth Club.
- On the South Coast, young people participated in bush regeneration and maintenance for the National Parks and Wildlife Service, and performed general maintenance and gardening duties at a local pony club, Council parks and ovals and the local swimming pool as part of their community service orders.

YOUTH JUSTICE CONFERENCING

- The *Young Offenders Act, 1997* became law in New South Wales on 6 April 1998. The Act set out a legislative scheme for police warnings and cautions and youth justice conferences.

- The scheme has been developed through the cooperative efforts of a range of government and community stakeholders. However, the Directorate was established within the Department of Juvenile Justice as the most appropriate body to take responsibility for the implementation of the conferencing option within the scheme.
- Conference administrators are responsible for the recruitment and training of convenors, who are drawn from the community in which the conferences are held. Conference convenors are statutory office holders appointed by the Director General for a period of 12 months. There are currently 16 conference administrators, 16 clerical officers, and over 481 convenors.
- It is a widely acknowledged principle of youth justice that wherever possible and appropriate young people should be diverted from the more formal processes of the justice system. Youth Justice Conferencing is a developed model for that form of diversion. It recognises that a balanced model that minimises the labelling of young offenders as criminal, supports the (re)integration of the young person into family and community, responds to offending behaviour directly and efficiently and emphasises the acceptance of responsibility by the young person is an important step in breaking the cycle of juvenile offending.



Young people at work at Wiradjuri Park completing their community service orders.

FEEDBACK FROM PARTICIPANTS OF A NUMBER OF CONFERENCES

VICTIM

"I was very impressed with the procedure, seeing the effect it had on the culprit. It was nerve-racking for me but I think it was a good lesson for this young person. It was a big relief for me to be able to ask him "WHY?" His mere attendance was a form of compensation that is probably more effective than a fine or even detention. I feel that good will come as a result for all involved."

VICTIM

"What was most fair was that the resolution suited everyone involved (bearing in mind the youth of the young people involved) and accepting the fact that there are seldom, if ever, any perfect solutions to problems of this nature."

OFFENDER

"I was relieved because I didn't have to go to court but I was a bit frightened about what the victim might say to me. My mum and dad said that it was better this way because I could learn that if I do something that I know is wrong to someone; that they suffer because of what I did. The victim was fair, but I wouldn't like to go through it again."

OFFENDER

"What I thought was fair was that the victim was upset about what I did and got the chance to tell me so. My crime had a bigger effect on the victim than what I had thought."

PARENT OF OFFENDER

"The point made clear to my child by all parties was that so many people in the community are affected by crime. Following this meeting, two major things have happened for the better. Firstly, my child is addressing his drug problem and secondly, we are talking as a family for the first time for quite a while."

PARENT OF OFFENDER

"The seriousness of my son's offence was clearly made aware to him by the photos produced of the injuries occasioned by the victim. The fact that some of the victim's support people also had the chance to express the effect the offence had on them also helped him understand that he is responsible for his actions. They asked questions that made him dig deep within himself and I am proud to say he answered them honestly without making excuses and is aware that such behaviour is never acceptable."

JUVENILE JUSTICE

ADVISORY COUNCIL OF NSW



*Professor Marie Bashir, AO
Chairperson, Juvenile Justice Advisory Council*

- ▶ 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 Minister for Juvenile Justice will appoint new Council membership.
- ▶ To March 1999 the Council consisted of twelve members, with a range of expertise relevant to juvenile justice issues and policy, representing both the non-government sector and State Government agencies. Council was chaired by Professor Marie Bashir, AO, a child and adolescent psychiatrist who has wide ranging interests in juvenile justice matters.
- ▶ Council met on eight occasions during the period July 1998 to March 1999.
- ▶ Commander Ike Ellis, Georges River Region, New South Wales Police Service. Extensive experience in developing policing services for young people and the NSW Police Service sponsor for youth issues;
- ▶ Mr Richard Funston, Senior Solicitor, Legal Aid Commission. Member of the Juvenile Crime Prevention Advisory Committee, Criminal Law Committee, Youth Justice Coalition, National Children's and Youth Legal and Advocacy Network, representative to the board of the National Children's and Youth Law Centre and advocate for young people;
- ▶ Mr George Green, Assistant Director-General, Department of School Education;
- ▶ Mr Wayne Koivu, General Manager, Community Services, Wesley Mission. Extensive experience in the management of non-government youth programs;
- ▶ Ms Janet Loughman, Principal Solicitor, Children's Legal Service, Marrickville Legal Centre. Extensive experience in the area of children and young people's law and policy; practical legal experience in Children's Court, active member of the Youth Justice Coalition;
- ▶ Ms Shireen Malamoo. Former ATSIC Commissioner. Extensive experience in Aboriginal affairs and the management of non-Government services for Aboriginal people. Member of the Offenders Review Board and Official Visitor to Juvenile Justice Centres;
- ▶ Mr Wesley Noffs, Executive Manager, The Ted Noffs Foundation. Experience in the provision of drug treatment and education services for young people, including juvenile offenders;

The Council members

- ▶ Professor Marie Bashir AO-Chair of the Council. Eminent Child and Adolescent Psychiatrist with extensive experience with Aboriginal and Indo-Chinese communities;
- ▶ Judge Bob Bellear, District Court. Extensive experience in Aboriginal Affairs and establishing services for Aboriginal people;
- ▶ Ms Loren Polzot, Policy and Training Officer, Youth Action and Policy Association (Inc). Involvement in the Youth and Law Project, a range of juvenile justice, crime prevention projects, presentations at Crime Prevention Conferences, member of the Youth Justice Coalition and advocate for young people;
- ▶ Mr Stephen Scarlett, Magistrate, NSW Children's Court;

- ▶ Ms Cath Tawagi, Children's Solicitor and Coordinator of Burnside Adolescent Legal Service. Spokesperson on youth advocacy issues.
- ▶ Meetings are also attended by Mr Ken Buttrum (Director General of the Department of Juvenile Justice) in an ex-officio capacity.
- ▶ Mr Phil Clarke is the Council's Executive Officer and Ms Jo Abela is the Council's Executive Assistant.

Provision of Reports / Advice to the Minister

During the period July 1998 to the end of March 1999, the Advisory Council provided advice to the Minister on the following matters:

- ▶ The *Children (Parental Responsibility) Act and Regulations 1997*
- ▶ The increase in police powers
- ▶ The Crimes Legislation Amendment (Police and Public Safety) Bill 1998
- ▶ The *Young Offenders Act 1997* and Youth Justice Conferencing
- ▶ The establishment of the Serious Young Offenders Review Panel
- ▶ Review of *Children (Community Service Orders) Act 1987*, Regulations and the *Children (Detention Centres) Act 1987* and Regulations and Guiding Principles for Juvenile Justice
- ▶ Paper on community service order hours for the removal of graffiti
- ▶ Elevation of status of Senior Children's Magistrate position
- ▶ Paper on a proposed Strategic Plan for the future Council including the achievements of the Council, possible structure and priorities requiring consideration

Provision of Reports / Advice to the Department of Juvenile Justice

During the year, the council provided advice to the department on the following matters:

- ▶ The policy on Juvenile Justice Community Practices
- ▶ The manual on the Operational Procedures for Juvenile Justice Centres
- ▶ The establishment of the Serious Young Offenders Review Panel
- ▶ The review of the *Children (Community Service Orders) Act 1987* and Regulations, the *Children (Detention Centres) Act 1987* and Regulations and the Guiding Principles for Juvenile Justice
- ▶ The Policy and Procedures for the Resolution of Client Complaints
- ▶ The Policy on Personal Searches of Detainees
- ▶ The Official Visitor Scheme Manual
- ▶ The legal representation for clients in juvenile justice centres
- ▶ Aboriginal young persons in juvenile justice centres
- ▶ Liaison with the Department of Juvenile Justice on the standard of court reports from juvenile justice community services
- ▶ Ongoing liaison with the Minister's office and the Department of Juvenile Justice on the reports completed by the Council on review of the *Children (Detention Centres) Act 1987* and Regulations, the Guiding Principles for Juvenile Justice completed by the Council to satisfy areas of the Ombudsman's Report on Juvenile Justice Centres and Legal Representation for clients in Juvenile Justice Centres

JUVENILE JUSTICE

ADVISORY COUNCIL OF NSW

Additional Advice

The Advisory Council also provided advice to, and liaison with the Attorney General's Department, Ombudsman's Office, NSW Police Service, Law Reform Commission, Legal Aid Commission, Judicial Commission of NSW, Department of Community Services and community groups on a range of matters which impact on the juvenile justice system including:

- ▶ The *Crimes Legislation Amendment (Police and Public Safety) Bill 1998*
- ▶ The *Children (Parental Responsibility) Act 1994 and Regulations 1997*
- ▶ A report on Sentencing Disparity and the Ethnicity of Juvenile Offenders
- ▶ Liaison on the Visiting Juvenile Justice Legal Services Scheme
- ▶ Liaison on the review of the *Children (Detention Centres) Act 1987* and Regulations, the *Children (Community Service Orders) Act 1987* and Regulations and the Guiding Principles for Juvenile Justice as per the Ombudsman's Report on Juvenile Justice Centres
- ▶ The Lidcombe Children's Court Assistance Scheme
- ▶ Consideration of alcohol and other drug program Narconon, the availability of detoxification units and matters relating to Drug Courts
- ▶ Completion of surveys for National Campaign against Violence and Crime
- ▶ Ongoing liaison with Attorney General's Department regarding the provision of the Visiting Legal Service to Juvenile Justice Centres
- ▶ Ongoing liaison on the Council's Legal Representation for Detainees in Juvenile Justice Centres report
- ▶ Ongoing involvement on the report on the "Wards Drift into Department of Juvenile Justice"
- ▶ Ongoing monitoring of the provision of the Campbelltown Court facilities for juveniles
- ▶ Advice to Minister contained in the Council's reports "Complaint Handling System in Juvenile Justice Centres of NSW" and "Complaint Handling System for Clients under Court Ordered Supervision"

THE SECRETARIAT

The Juvenile Justice Advisory Council's secretariat is located at

Ground Floor, 64 - 76 Kippax Street,
SURRY HILLS NSW 2010

Telephone (02) 9215 3333,
or fax (02) 9215 3330.

SERIOUS YOUNG OFFENDERS REVIEW PANEL ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

- ▶ In 1998 the Minister directed that an independent body be established to provide advice on the reclassification and granting of leave to serious violent offenders and those determined as A classification detainees.
- ▶ The Serious Young Offenders Review Panel (SYORP) commenced operation in December 1998.
- ▶ The SYORP is to operate as a pilot for a period of eighteen months and then be evaluated.

Functions and Composition

- ▶ The Panel is an independent body established to provide advice to the Director General of the Department of Juvenile Justice on:
 - reclassification of A classified detainees;
 - granting of day and overnight leave to serious violent offenders detained in a juvenile justice centre and charged with, or found guilty of serious indictable offences dealt with by the higher courts.
- ▶ The Panel consists of the Senior Children's Magistrate, a psychiatrist, a representative of victims, a representative of the Aboriginal community and a School Principal with extensive experience as an educational consultant. The members are appointed by the Minister. A delegate for the Director Operations, Department of Juvenile Justice, is an ex-officio member.
- ▶ Panel meetings are held monthly.

Panel Outputs

- ▶ As at 30 June 1999, from the established Performance Indicators:
 - a total of 59 cases have been considered by the Panel;
 - 39 percent of the detainees cases presented for reclassification have been reclassified;
 - 64 percent of applications for day or overnight leave have been supported by the Panel;
 - None of the detainees approved for leave have been involved in any incidents whilst away from juvenile justice centres.

THE SECRETARIAT

SYORP's secretariat is located at

Ground Floor, 64 - 76 Kippax Street,
SURRY HILLS NSW 2010

Telephone (02) 9215 3333,
or fax (02) 9215 3330.

DEPARTMENT OF JUVENILE JUSTICE STATEMENT BY DEPARTMENT HEAD FOR THE YEAR ENDED 30 JUNE 1999

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 Agencies, the applicable clauses of the Public Finance and Audit (General) Regulation 1995 and the Treasurer's Directions.
- (b) the statements exhibit a true and fair view of the financial position and transactions of the department.
- (c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



KEN BUTTRUM
Director General

FINANCIAL STATEMENTS



BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

DEPARTMENT OF JUVENILE JUSTICE

To Members of the New South Wales Parliament and the Director- General

Scope

I have audited the accounts of the Department of Juvenile Justice for the year ended 30 June 1999. The Director-General is responsible for the financial report consisting of the accompanying statement of financial position, operating statement, statement of cash flows, 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 and Director-General based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983*. My responsibility does not extend here 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.

In addition, other legislative and policy requirements, which could have an impact on the Department of Juvenile Justice's financial report, have been reviewed on a cyclical basis. For this year, the requirements examined comprised compliance with:

- core business activities being in accordance with "*approved program descriptions*" for Department of Juvenile Justice
- the time limits set in the *Annual Reports (Departments) Act 1985* for the presentation of the Department's annual report to Parliament
- the Department of Juvenile Justice's policies and procedures in respect of trust accounts operations
- the Department of Juvenile Justice's policies and procedures in respect of grants made to entities external to the NSW public sector.

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 *Public Finance and Audit Act 1983*, Accounting Standards and other mandatory professional reporting requirements so as to present a view which is consistent with my understanding of the Department of Juvenile Justice'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 1999 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, appearing to read "J. KHEIR".

J KHEIR BEc FCPA
DIRECTOR OF AUDIT

(duly authorised by the Auditor-General of New South Wales
under section 45F(1A) of the Act)

SYDNEY
20 August 1999
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FINANCIAL STATEMENTS

DEPARTMENT OF JUVENILE JUSTICE

Operating Statement for the Year Ended 30 June 1999

	Notes	Actual 1999 \$'000	Budget 1999 \$'000	Actual 1998 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	66,230	65,107	61,140
Other operating expenses	2(b)	13,308	12,000	12,534
Maintenance	2(c)	1,501	3,131	3,470
Depreciation	2(d)	3,485	3,528	4,017
Grants and subsidies	2(e)	2,689	3,150	2,356
Other expenses	2(f)	4,158	5,152	3,925
Total Expenses		<u>91,371</u>	<u>92,068</u>	<u>87,442</u>
Less:				
Retained Revenue				
Sale of goods and services	3(a)	514	410	507
Investment income	3(b)	29	-	-
Grants and contributions	3(c)	201	-	227
Other revenue	3(d)	450	504	285
Total Retained Revenue		<u>1,194</u>	<u>914</u>	<u>1,019</u>
Gain/ (loss) on sale of non-current assets	4	(14)	-	(36)
NET COST OF SERVICES	20	<u>90,191</u>	<u>91,154</u>	<u>86,459</u>
Government Contributions				
Recurrent appropriation		82,638	78,795	75,107
Capital appropriation		33,919	26,100	15,156
Acceptance by the Crown Entity of employee entitlements and other liabilities	5	5,587	9,708	5,015
Total Government Contributions		<u>122,144</u>	<u>114,603</u>	<u>95,278</u>
SURPLUS FOR THE YEAR		<u>31,953</u>	<u>23,449</u>	<u>8,819</u>

The accompanying notes form part of these statements

Statement of Financial Position as at 30 June 1999

The accompanying notes form part of these statements

FINANCIAL STATEMENTS

DEPARTMENT OF JUVENILE JUSTICE

Statement of Cash Flows for the year ended 30 June 1999

	Notes	Actual 1999 \$'000	Budget 1999 \$'000	Actual 1998 \$'000
CASH FLOW FROM OPERATING ACTIVITIES				
Payments				
Employee related		(61,961)	(61,394)	(57,174)
Grants and subsidies		(2,689)	(3,150)	(2,356)
Other		(24,755)	(19,290)	(15,769)
Total Payments		<u>(89,405)</u>	<u>(83,834)</u>	<u>(75,299)</u>
Receipts				
Sale of goods and services		514	(90)	507
Interest Received		12	-	-
Other		407	504	512
Total Receipts		<u>933</u>	<u>414</u>	<u>1,019</u>
Cash Flows from Government				
Recurrent appropriation		82,638	78,795	75,107
Capital appropriation		33,919	26,100	15,156
Cash Reimbursement from the Crown Entity		2,791	6,400	1,983
Net Cash Flows From Government		<u>119,348</u>	<u>111,295</u>	<u>92,246</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	<u>30,876</u>	<u>27,875</u>	<u>17,966</u>
CASH FLOW FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings, Plant and Equipment		63	-	2
Purchases of Land and Buildings, Plant and Equipment		<u>(33,186)</u>	<u>(26,100)</u>	<u>(16,055)</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES		<u>(33,123)</u>	<u>(26,100)</u>	<u>(16,053)</u>
NET INCREASE / (DECREASE) IN CASH				
Opening Cash and Cash Equivalents		<u>1,646</u>	<u>(1,739)</u>	<u>(267)</u>
CLOSING CASH AND CASH EQUIVALENTS	19	<u>(601)</u>	<u>36</u>	<u>1,646</u>

The accompanying notes form part of these statements

DEPARTMENT OF JUVENILE JUSTICE Summary of Compliance with Financial Directives

	1999				1998			
	RECURRENT APPROPRIATION \$000	EXPENDITURE \$000	CAPITAL APPROPRIATION \$000	EXPENDITURE \$000	RECURRENT APPROPRIATION \$000	EXPENDITURE \$000	CAPITAL APPROPRIATION \$000	EXPENDITURE \$000
ORIGINAL BUDGET APPROPRIATION / EXPENDITURE								
Appropriation Act	78,795	78,795	26,100	26,100	70,322	70,322	23,005	15,156
BUDGET VARIATION								
ACTS (ADDITIONAL APPROPRIATIONS)	70	-	4,231	4,231				
	78,865	78,795	30,331	30,331	70,322	70,322	23,005	15,156
OTHER								
APPROPRIATIONS / EXPENDITURE								
Treasurer's Advance	743	743	-	-	4,785	4,785	-	-
Section 22 PF&A Act - expenditure for certain works and services	3,100	3,100	-	-	-	-	-	-
Section 28 Appropriation Act - transfers from another agency	-	-	10,200	3,588	-	-	-	-
Total Appropriations / Expenditure	82,708	82,638	40,531	33,919	75,107	75,107	23,005	15,156
Drawdowns from Treasury								
Total Unspent Appropriations		82,638		33,919		75,107		15,156
		-		-		-		-

Unspent capital appropriations in 1998 were carried forward to 1999 and 1999 appropriations to 2000.

FINANCIAL STATEMENTS

Notes to and forming part of the financial statements For the year ended 30 June 1999

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Department of Juvenile Justice, as a reporting entity, comprises all the entities under its control.

(b) Basis of Accounting

The department's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with applicable Australian Accounting Standards and other mandatory professional reporting requirements, 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.

Statements of Accounting Concepts are used as guidance in the absence of applicable Accounting Standards, Urgent Issues Group Consensus Views and legislative requirements.

Except for certain land and buildings and plant and equipment, which 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. The accounting policies adopted are consistent with those of the previous year.

(c) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are recognised as revenues when the department obtains control over the assets

comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

With effect from the financial year ended 30 June 1999, appropriations are received on a departmental basis. Prior to 1998-99, departments received appropriations on a program basis. This change has resulted in a change in the Summary of Compliance with Financial Directives as program information is no longer required in the Summary of Compliance.

(d) 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, which 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 department's liabilities for long service leave and superannuation are assumed by the Crown Entity. The department 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".

FINANCIAL STATEMENTS

Notes to and forming part of the financial statements

For the year ended 30 June 1999

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 (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (State Superannuation Fund and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(e) Insurance

The department'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.

(f) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the department. 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.

(g) Plant and Equipment

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

(h) Revaluation of Physical Non-Current Assets

Buildings and improvements, plant and equipment (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.

On 30 April 1997 all of the department's land and buildings were revalued by Terry Stevens, AVLE (Val. and Econ.) for the Australian Valuation Office. The department plans to revalue each of its properties over a five year period.

Where assets are revalued upward or downward as a result of a revaluation of a class of non-current physical assets, the department restates separately the gross amount and the related accumulated depreciation of that class of assets.

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

(i) 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 department. Land is not a depreciable asset.

The useful lives of the department's assets for accounting purposes are considered to be:

- *Buildings and Improvements*

Buildings are depreciated over 50 years.

FINANCIAL STATEMENTS

Notes to and forming part of the financial statements

For the year ended 30 June 1999

- *Plant and Equipment*

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

- *Leasehold Improvements*

Improvements to leasehold premises are depreciated over the unexpired period of the lease or the useful life of the improvement, whichever is the shorter.

(j) Inventories

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

(k) Trust Funds

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

(l) Investment Income

Interest income is credited by NSW Treasury on a biannual basis in respect of credit cash balances maintained by the department. Interest revenues are recognised as they accrue.

(m) Sale of Goods and Services and Disposal of Other Assets

User charges levied by the department for sale of goods and rendering of services and disposal of other assets are recognised as revenue when the department obtains control of the assets that result from them and the amount of revenue can be measured reliably.

(n) Financial Instruments

Financial instruments give rise to positions that are a financial asset of the department and a financial liability (or equity instrument) of the other party. These include Cash at Bank, Receivables and Accounts Payable. Classes of instruments are recorded at cost and are carried at net fair value.

(i) Cash

Cash comprises cash on hand and bank balances within the NSW 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 NSW Treasury. The average interest rate and the year end interest rate were 3.86% and 3.79% respectively.

(ii) 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.

(iii) 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 statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payments. No such interest was applied during the year.

FINANCIAL STATEMENTS ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

Notes to and forming part of the financial statements For the year ended 30 June 1999

There were no trade creditors as at 30 June 1999, as all outstanding payments were made to facilitate conversion to a new accounting system from 1 July 1999.

(o) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all of 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 department has not entered into any finance leases.

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

(p) Year 2000 Date Change

The year 2000 issue is the result of shortcomings in many electronic data processing systems and other electronic equipment that may adversely affect the department's operations on the date change from 1999 to 2000.

The department implemented a program to address the potential computer system failures attributable to the date change from 1999 to 2000. The program includes risk analysis and remedial action, including internal testing and contingency planning. There is no indication to suggest that the program will not be achieved.

Because of the unprecedented nature of the Year 2000 issue, its effects and the success of remedial action will not be fully determinable until the Year 2000 and thereafter.

2. EXPENSES

	1999 \$'000	1998 \$'000
(a) Employee related expenses comprise the following specific items:		
Salaries and wages (including Recreation leave)	51,674	46,993
Workers compensation insurance	5,138	4,524
Superannuation entitlements	3,615	3,356
Long service leave	1,724	1,429
Payroll tax and fringe benefits tax	4,024	4,110
Redundancy payments	55	728
Total employee related expenses	<u>66,230</u>	<u>61,140</u>
(b) Other operating expenses		
General administration	4,129	4,344
Computer network costs	2,418	2,219
Rental expense relating to operating leases	2,071	1,818
Motor vehicles	1,996	1,797
Cleaning and utilities	1,216	1,072
Travel	594	479
Acquisition of minor plant	435	336
Insurance	245	190
Auditor's remuneration	123	156
Consultancy	76	113
Bad debts	5	10
Total other operating expenses	<u>13,308</u>	<u>12,534</u>

FINANCIAL STATEMENTS

Notes to and forming part of the financial statements

For the year ended 30 June 1999

	1999 \$'000	1998 \$'000
(c) Maintenance expenses		
Repairs and routine maintenance	1,501	3,470
(d) Depreciation		
Depreciation		
Buildings	2,407	2,784
Plant and equipment	1,078	1,233
Total depreciation	3,485	4,017
(e) Grants and subsidies		
Youth Justice Initiatives	1,313	1,085
Religious attendance on juveniles	233	189
Aboriginal programs	813	992
Other	330	90
Total grants and subsidies	2,689	2,356
(f) Other expenses		
Juvenile food, clothing and activities	4,158	3,925

3. RETAINED REVENUES

(a) Sale of goods and services		
Farm produce	13	244
Vocational income	40	16
Other	461	247
Total sale of goods and services	514	507
(b) Investment income		
Interest	29	-

	1999 \$'000	1998 \$'000
(c) Grants and contributions		
Donations and Industry Contributions	1	19
Grants from other agencies:		
NSW Department of Education and Training	200	208
Total grants and contributions	201	227

Grants received from the Department of Education and Training are for the Commonwealth Government's Children in Residential Care program. They are paid on a calendar year basis in two instalments. During the 1999 financial year, amounts of \$95,550 and \$104,800 were received for the 1998 second instalment and 1999 first instalment respectively.

A report is provided to the NSW Department of Education and Training at the end of each calendar year, and any unspent monies are refunded.

	1999 \$'000	1998 \$'000
(d) Other revenue		
Family allowance recovery	281	191
Other	169	94
Total other revenue	450	285

4. GAIN/(LOSS) ON SALE OF NON-CURRENT ASSETS

Gain/(Loss) on disposal of land and buildings, plant and equipment:

Proceeds from sale	63	2
Written down value of assets sold	77	38
Net gain/(loss) on disposal of land and buildings, plant and equipment	(14)	(36)

FINANCIAL STATEMENTS ◀ ◀ ◀ ◀ ◀ ◀ ◀ ◀

Notes to and forming part of the financial statements For the year ended 30 June 1999

5. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE ENTITLEMENTS AND OTHER LIABILITIES

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

	1999 \$'000	1998 \$'000
Superannuation	3,614	3,356
Payroll tax	248	230
Long service leave	1,725	1,429
Total	<u>5,587</u>	<u>5,015</u>

6. PROGRAMS/ACTIVITIES OF THE DEPARTMENT

The Department of Juvenile Justice operates under a single program (31.1.1).

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.

PROGRAM STATEMENT

The department operates under one program. The provision of a separate program statement is therefore not considered necessary. The information relating to this program is shown in the department's operating statement.

7. CURRENT ASSETS - RECEIVABLES

	1999 \$'000	1998 \$'000
NSW Treasury	-	55
Other receivables	497	106
	<u>497</u>	<u>161</u>

Appropriate action is currently being taken to ensure full recovery of all debts.

Net bad debts totalling \$5,004 were written off during the year (1998 - \$9,923).

It is considered that no provision for doubtful debts is necessary.

8. CURRENT ASSETS - INVENTORIES

	1999 \$'000	1998 \$'000
Stores at cost	171	185
Fuel at cost	7	20
	<u>178</u>	<u>205</u>

9. CURRENT ASSETS - OTHER

Prepayments	187	236
	<u>187</u>	<u>236</u>

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For the year ended 30 June 1999

10. NON CURRENT ASSETS - LAND AND BUILDINGS, PLANT EQUIPMENT

	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Leasehold Improvements \$'000	Work in Progress \$'000	Total \$'000
Balance 1 July 1998						
At Valuation	28,845	102,604	0	0	0	131,449
At Cost	155	2,088	9,695	1,667	15,772	29,377
TOTAL	29,000	104,692	9,695	1,667	15,772	160,826
Capital Expenditure	0	3,805	632	519	28,236	33,192
Reclassification						
Valuation	0	0	0	0	0	0
At Cost	0	-7	7	0	0	0
Sub Total	0	-7	7	0	0	0
Disposals						
Valuation	25	85	0	0	0	110
At Cost	0	0	460	50	0	510
Sub Total	25	85	460	50	0	620
Capital Cost						
At Valuation	28,820	102,519	0	0	0	131,339
At Cost	155	5,886	9,874	2,136	44,008	62,059
TOTAL	28,975	108,405	9,874	2,136	44,008	193,398
Depreciation						
Balance 1 July 1998						
Valuation	0	49,636	0	0	0	49,636
At Cost	0	13	5,357	1,420	0	6,790
Total	0	49,649	5,357	1,420	0	56,426
Depreciation to date 1998/99						
Valuation	0	2,250	0	0	0	2,250
At Cost	0	16	1,079	140	0	1,235
Total	0	2,266	1,079	140	0	3,485
Disposals						
Valuation	0	85	0	0	0	85
At Cost	0	0	408	50	0	458
Total	0	85	408	50	0	543
Total Depreciation						
Valuation	0	51,801	0	0	0	51,801
At Cost	0	29	6,028	1,510	0	7,567
Total	0	51,830	6,028	1,510	0	59,368
Carrying Amount at 30 June 1999						
Valuation	28,820	50,718	0	0	0	79,538
At Cost	155	5,857	3,846	626	44,008	54,492
Total	28,975	56,575	3,846	626	44,008	134,030

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Notes to and forming part of the financial statements For the year ended 30 June 1999

11. CURRENT LIABILITIES - ACCOUNTS PAYABLE

	1999 \$'000	1998 \$'000
Creditors	0	5,592
Other	770	944
	<u>770</u>	<u>6,536</u>

12. CURRENT LIABILITIES - BORROWINGS

Bank overdraft	<u>646</u>	-
Repayment of borrowings Not later than one year	<u>646</u>	-

13. CURRENT LIABILITIES - EMPLOYEE ENTITLEMENTS

	1999 \$'000	1998 \$'000
Recreation leave	4,302	3,196
Long Service Leave oncosts	380	315
Accrued salaries and wages	1,326	1,041
	<u>6,008</u>	<u>4,552</u>

14. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation		Total Equity	
	1999	1998	1999	1998	1999	1998
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	86,533	77,714	9,027	9,027	95,560	86,741
Surplus/(deficit) for the year	31,953	8,819	-	-	31,953	8,819
Balance at the end of the financial year	118,486	86,533	9,027	9,027	127,513	95,560

15. COMMITMENTS FOR EXPENDITURE

	1999 \$'000	1998 \$'000
(a) Capital Commitments		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	2,747	28,430
Later than one year and not later than two years	-	4,849
	<u>2,747</u>	<u>33,279</u>

FINANCIAL STATEMENTS

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(b) Other Expenditure Commitments	1999	1998
	\$'000	\$'000

Aggregate other expenditure contracted for at balance date and not provided for:

Not later than one year	-	329
	<u>-</u>	<u>329</u>

(c) Operating Lease Commitments

Commitments in relation to non-cancellable operating leases are payable as follows:

Not later than one year	1,758	1,307
Later than one year and not later than two year	835	815
Later than two years and not later than five years	591	603
	<u>3,184</u>	<u>2,725</u>

These operating lease commitments are not recognised in the financial statements as liabilities.

16. UNCLAIMED MONIES

All amounts unclaimed are forwarded to the Treasury for credit of Special Deposits Unclaimed Monies Account and are available for refund from the account. No unclaimed amounts have been held in the accounts of the department in excess of two years.

17. CONTINGENT LIABILITIES

The department is currently dealing with minor compensation claims. It is unlikely that any significant liability will arise.

18. BUDGET REVIEW

Net Cost of Services

The operating statement shows that Net Cost of Services was \$1.0 m under budget. This

comprises employee related expenses (over \$1.1 million), other operating expenses (over \$1.3 million), offset by savings in maintenance (\$1.6 million), grants and subsidies (\$0.5 million) and other expenses (\$1.0 million). Retained revenue was \$0.3 million more than expected.

Assets and Liabilities

Other current assets vary significantly from the 1999 budget, as the department's prepayments were expected to increase from last year, which did not occur.

Non-current asset balances are higher than projected because projects progressed ahead of schedule.

Accounts payable has a large decrease to budget because as part of the conversion process for the department's new administrative systems, the total balance of trade creditors was paid out as at 30 June 1999. This has resulted in a bank overdraft of \$0.6 million.

Employee entitlements increased during the year due to the addition of provision for leave loading and salary rate increases.

Cash Flow from Operating Activities

Net Cash Flow from Operating Activities is \$3.0 million more than budget, mainly because of the decrease in creditors as at 30 June 1999. This is reflected most significantly in the Other Payments item, where the decrease in accounts payable resulted in this item being \$5.5 million over budget.

This is offset by capital appropriation receipts which were \$7.8 million more than the original budget. As Treasury reimburses capital as it is expended and capital projects were ahead of schedule, Treasury approved a transfer forward from future years of this additional amount.

Cash Flow from Investing Activities

This is due to projects progressing ahead of schedule, as described above.

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Notes to and forming part of the financial statements For the year ended 30 June 1999

19. CASH AND CASH EQUIVALENTS

For the purposes of the Statement of Cash Flows, cash includes cash and bank overdraft. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	1999 \$'000	1998 \$'000
Cash on hand	32	38
Cash at bank - operating account	(646)	1,608
Cash at bank - remitting account	13	-
Closing cash and cash equivalents (per Cash Flow Statement)	<u>(601)</u>	<u>1,646</u>

(Increase)/Decrease in employee entitlements	(1,455)	297
Increase/(Decrease) in receivables	286	(1,150)
Increase/(Decrease) in inventories	(27)	(177)
Deferred expenditure reclassification	-	(340)
Net Gain/(Loss) on sale of land & buildings, plant & equipment	(14)	(36)
Net cost of services	<u>(90,191)</u>	<u>(86,459)</u>

20. RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	1999 \$'000	1998 \$'000
Net cash flows from operating activities	30,876	17,966
Recurrent appropriation	(82,638)	(75,107)
Capital appropriation	(33,919)	(15,156)
Acceptance by the Crown Entity of employee entitlements and other liabilities	(5,587)	(5,015)
Assets acquired	6	-
Depreciation and amortisation	(3,485)	(4,017)
(Increase)/Decrease in accounts payable	5,766	(3,724)

21. TRUST FUNDS

Juvenile private cash held:

Balance as at 1 July	7	6
Receipts	79	44
Payments	(70)	(43)
Balance as at 30 June	<u>16</u>	<u>7</u>

22. FINANCIAL INSTRUMENTS

Cash	(601)	1,646
Receivables	497	161
Accounts Payable	770	6,536

END OF AUDITED FINANCIAL STATEMENTS

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Appendix 1

STATUS OF IMPLEMENTATION OF RECOMMENDATIONS OF THE ROYAL COMMISSION INTO ABORIGINAL DEATHS IN CUSTODY

- ▶ As required, the Department of Juvenile Justice submitted a status report on the implementation of the Royal Commission into Aboriginal Deaths in Custody recommendations to the Attorney General's Department for the 1998 calendar year.
- ▶ A NSW Government Report on responses by various departments to the Royal Commission recommendations is due to be released, covering progress made in the period from January - December 1998.
- ▶ Since the establishment of the Department of Juvenile Justice in 1991, no young person has died in a juvenile justice centre.
- ▶ In this report, the department details further action taken between June and December 1998 to implement the Royal Commission's recommendations.

Recommendation Number

Action

95. Programs to reduce the rate of motor vehicle offences

Due to the lack of funds the department was unable to implement the "Handbrake" program.

104. Consultation with local Aboriginal communities re penalties

The Young Offenders Act 1997 provides for the involvement of Aboriginal support people in the cautioning and conferencing process.

115. Monitoring of recidivism to evaluate effectiveness of sentencing options

All information is gathered from the Children's Court. The department relies on court staff to provide this information. New technology is required, and the issue is currently being discussed.

138. Documentation of detainee medical requests and checks

A review of the old policy for prevention, detection, intervention and management of suicide and self harm behaviour in juvenile justice centres has been undertaken and will be implemented in 1999.

139. Alarm and intercom systems to be installed

New systems have been installed in all centres.

144. Shared accommodation in juvenile justice centres

Shared accommodation is available in all existing and new centres.

145. Operation of cell visitor schemes

An Official Visitors Scheme operates allowing ministerially appointed persons to enter and inspect juvenile justice centres and confer privately with detainees.

146. Encouragement of family visits to detainees

A parents' handbook has been developed and includes information on help with travel and accommodation expenses.

151. Specialist and psychiatric and dental services for detainees

All staff within these fields have been trained in cultural awareness.

APPENDICES

Appendix 1

152. Health services for Aboriginal detainees	Where available, Aboriginal medical and dental services are used at centres and as requested by Aboriginal detainees.
153. Ongoing review of medical service providers	Health research has been conducted to identify changing needs within centres, i.e. health education, alcohol and other drug issues, sexual health etc.
154. Medical staff and services to have cultural training and employ Aboriginal staff	All direct service staff have undertaken cultural awareness training. Aboriginal Medical and Dental Services are continuing to work closely with nurses to increase their awareness of cultural issues.
160. Custodial officers to receive training in resuscitation techniques	All nursing staff received resuscitation training every year and other direct care staff are currently receiving first aid training.
166. Exchange of information between Police and Corrective Services and Juvenile Justice	This recommendation has been fully implemented. There have been no updates, reviews or significant changes in 1998.
168. Placement of detainees close to families	The new juvenile justice centres at Grafton and Dubbo will enable detainees to be placed closer to their families.
169. Funding of family visits to the detainee, if family is not closely located	A parents' handbook has been developed and includes information on help with travel and accommodation expenses. Revised procedures allow for longer, more flexible visiting arrangements and increased telephone contact.
170. Reduced supervision during family visits.	All centres have now completed the upgrading and provision of facilities for family visiting areas, which now permit visits with a minimum of supervision.
176. Complaint officers, procedures in detention centres	Official Visitors Scheme is established in each centre. Complaints management policies and procedures have now been introduced.
181. Segregation of Aboriginal detainees to be avoided	Legislation and departmental policies regulate the use of segregation by the department. There have been no changes to the regulation and departmental policies for segregation.
183. Establishment of Aboriginal support groups in centres	All centres have established links with Aboriginal and Torres Strait Islander communities to attend centres. Many centres have Aboriginal groups or individuals attending regularly. In some centres it has been difficult to organise regular attendance from communities and organisations.
184. Access to education, training and work	All centres provide culturally specific courses and programs for Aboriginal and Torres Strait Islanders in the Learning Centres.

Appendix 2

DISABILITY STRATEGIC PLAN

KEY RESULT AREA 1: ACCESS TO MAINSTREAM SERVICE

STRATEGY 1

“Ensure the development of access for people with a disability to generic services and facilities provided or funded by public authorities.”

OUTCOMES:

- ▶ Access for people with a disability in accordance with Australian Standard 1428: Part 1 will be available for the three new juvenile justice centres at Mt Penang (Frank Baxter), Grafton (Acmena) and Dubbo (Orana).
- ▶ This includes accessible rooms, toilets, ramps, wide corridors and designated parking for people with a disability.
- ▶ Cobham Juvenile Justice Centre (JJC) is also accessible to young people and their families/carers with a disability.
- ▶ All new fit-outs of buildings are undertaken in accordance with AS 1428: Part 1.
- ▶ Fairfield Juvenile Justice Community Services (JJCS) is now accessible to people with a disability.
- ▶ Kempsey JJCS will be made accessible in 1999-2000.
- ▶ The department purchased a Telephone Typewriter (TTY). The TTY is currently 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 deaf.
- ▶ The TTY number has been publicised internally and externally. Staff have been directed to include the number on all fax cover sheets and correspondence from CSO. The existence and use of the National Relay Service has also been publicised across the department.

KEY RESULT AREA 2-PUBLIC SECTOR EMPLOYMENT

STRATEGY 2

“Maintain a work force that is responsive to the needs of the clients of the department.”

OUTCOMES:

Employment

- ▶ Each job advertisement detailing the required essential and desirable characteristics 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 departmental positions.
- ▶ All job advertisements are distributed to select peak disability groups and supported employment services
- ▶ The department's two-day Selection Techniques Training course includes components on accommodating the needs of job applicants with a disability.
- ▶ As at the 30 June 1999, 47 staff members out of 986 permanent staff have indicated they have a disability (4.7 percent). Of these, 20 staff have indicated they require adjustments to their workplace.
- ▶ People with a disability are proportionately spread across occupation groups and salaries.
- ▶ In 1997-98, 4.2 percent of staff members had a disability.
- ▶ The department's Equity Committee conducted a fair practices at work survey with staff. Approximately 50 percent of staff completed the survey. Of the sample of 497 completed surveys, 7.1 percent of respondents stated they had a disability.

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- ▶ Respondents to the Fair Go survey included officers in temporary and casual positions.
- ▶ Twenty-one respondents with a disability require workplace adjustments. This figure represents 4.2 percent of total respondents.
- ▶ Sixteen respondents with a disability requiring a workplace adjustment have asked that the adjustment be provided.
- ▶ Of these, nine respondents have been provided with the adjustment.
- ▶ Those provided with an adjustment were satisfied with the department's actions.
- ▶ The range of adjustments provided by the department include flexible work options and adjustments, including part time work, work from home, office fit outs (including accessible toilets, ramps etc) and provision of specialist equipment.
- ▶ Apart from the survey, the department received a very complimentary letter from one staff member with a disability, commending the department for its actions, for "upholding the 'equal opportunity' philosophy and the positive values they hold towards 'wheelies'/people with a disability".
- ▶ The Equity Committee has developed an Equity Action Plan 1998-99 - 2000-2001, which the department endorsed.
- ▶ This plan includes strategies to improve the representation of staff with a disability at all levels of the organisation such as reviewing essential requirements for all positions to ensure they reflect the inherent requirements of the job, ensuring recruitment policies and practices are non-discriminatory, purchasing telephone typewriters, and consulting with peak disability groups.
- ▶ A new Director of Employment Equity, Mr Ken Buttrum, Director General was appointed. The role of this position is to be an advocate for

equity and ensure that it remains an integral part of the department's planning and focus.

Staff Development

- ▶ The department provided accredited training for Senior Youth Workers as part of a departmental wide Competency Based Training Program.
- ▶ The following areas have been included within different modules of the program: what disabilities are, attitudes towards people with disability, the needs and experiences of young people with disability, how to communicate with people with disability, and how to assist in the case management of young people with disability.
- ▶ The department's Corporate Plan now includes a specific commitment to provide further disability awareness training for staff to enable them to meet the needs of young people with disability.

KEY RESULT AREA: SPECIAL SERVICES

Strategy 3

"Ensure that high quality disability specific support services are available for young people with disability, their families and carers."

OUTCOMES

Youth Justice Conferencing

- ▶ Information for young people, carers and victims who participate in a youth justice conference is available on audiotape.
- ▶ People with communication and/or cognitive disability are able to access a support person during a youth justice conference.

General Services

- ▶ The Languages Services Policy and Resources Kit were published; which enables persons who are deaf to access an accredited interpreter and provides for information to be provided in accessible formats.

- ▶ Staff have been trained in how to use accredited interpreters, transcription services and how to provide information in alternative formats, such as audio tape, large print, computer disk and Braille, as well as in plain language.
- ▶ A generic version of the Residents Handbook has been transcribed onto audiotape.
- ▶ Juvenile justice centres play this tape to assist young people with literacy difficulties to understand their rights and responsibilities within the centre.
- ▶ Some centres have also developed induction videos that assist young people to understand their rights and responsibilities.
- ▶ The department has modified the Client Information System to record data on people with a disability, and introduced questions on intellectual ability on admission forms and resident risk questionnaires.
- ▶ All residents undergo a holistic health assessment within 48 hours of admission to custody.
- ▶ The centre psychologist appraises all young people on control orders.
- ▶ All young people are individually case managed based upon their identified needs.
- ▶ In collaboration with the Department of Education and Training, transitional educational courses are provided to meet the needs of young people with significant educational deficits.
- ▶ Under the Policy & Procedures for the Resolution of Client Complaints Policy, clients can have a support person to assist them in making a complaint.
- ▶ The department's pilot of the Hayes Ability Screening Index (HASI) has been completed.
- ▶ The HASI is a screening instrument for intellectual disability.

- ▶ Departmental staff at Mt Penang JJC, Reiby JJC and Campbelltown JJCS data administered 99 screens on young people.
- ▶ The pilot will be evaluated in 1999-2000 to examine whether improvements can be made to the department's assessment procedures for people with an intellectual disability.

Appendix 3

ETHNIC AFFAIRS PRIORITIES STATEMENT

SECTION 1: LANGUAGE & INFORMATION SERVICES

Initiatives:

- ▶ Provide departmental Category 1 trainers with training on the use of a language services training package.
- ▶ Deliver training on the Language Services Policy to direct care staff including: Juvenile Justice Officers, Juvenile Justice Counsellors, psychological and specialist program staff, Youth Justice Conference Convenors, and juvenile justice centre admissions, casework and nursing staff.
- ▶ Allocate \$28,000 from the Youth Justice Initiatives Fund for use by departmental staff on interpreters and translation expenses.
- ▶ Translate complaints brochures, detainee booklets and juvenile justice centre parents' information booklets into appropriate community languages.
- ▶ Improve the operation of the Community Language Allowance Scheme (CLAS) within the department.

Outcomes:

- ▶ The department has developed a training package for staff on the use of interpreter, translation and transcription services. The package includes trainer and participant manuals. Twenty-one category 1 trainers from across the state received one day training on how to use the package to train other staff.

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- ▶ During 1998-99, category 1 trainers delivered training on the use of interpreter, translation and transcription services to 71 staff from the department's custodial and community services. It is expected that this training will continue in 1999-2000.
- ▶ The department has continued to monitor expenditure on interpreter, translation and transcription services. During 1998-99 a total of \$13,000 was used from the Youth Justice Initiatives Fund line item 179 on interpreters and translation expenses. This represents an increase in expenditure of 35 percent compared with 1997-98.
- ▶ In addition to the above expenditure, the department has spent approximately \$25,000 on the translation and production of information brochures/booklets on the complaints process and on the services provided within juvenile justice centres. This information is now available in English, Vietnamese and Arabic.
- ▶ The department has also translated (in Arabic and Vietnamese) a standard notification of admissions letter for use by staff to inform parents of their child's admission into a juvenile justice centre.
- ▶ The department's EAPS Implementation Report for 1997-98 noted that it was a concern that only five staff were on the Community Language Allowance Scheme. It was also noted that the languages spoken by these staff did not correspond to the main community language groups represented in the client population, e.g. Arabic, South East Asian and Pacific Islander.
- ▶ Results from the Fair Go survey in relation to the languages spoken by staff indicate that the department employs very few speakers of Arabic and Vietnamese. This would suggest that a significant barrier to the effective operation of CLAS is the limited numbers of staff who are skilled in the relevant languages. Strategies to address this issue are discussed in the section below on human resources and employment.

SECTION 2: STAFF TRAINING

Initiatives:

- ▶ Provide cultural diversity training to staff in middle management and ongoing delivery of cultural diversity training to direct care staff as part of competency based training.

Outcomes:

- ▶ Material on working and communicating with young people from culturally diverse backgrounds has been incorporated into three modules of the Certificate III in Juvenile Justice course for senior youth workers. Twenty-one centre staff have completed the Young People in Society 1 module and 110 have completed the Communication 1 module. Information on the number of staff who have completed the Values and Ethics module is not yet available. Delivery of these modules will continue in 1999-2000.
- ▶ In addition to competency based training, Minda Juvenile Justice Centre has provided training to its staff on Pacific Islander cultures.
- ▶ Although there has been some delay in delivering cultural diversity training to coordinators of Casework, Operations, and Programs and Staff Development, this remains a priority for the department in 1999-2000.

SECTION 3: HUMAN RESOURCES AND EEO

Initiative:

- ▶ Promote and maintain the functioning of the department's Equity Committee.

Outcome:

- ▶ The department's Equity Committee has finalised an Equity Action Plan. The plan identifies the following key action areas: strategies to reduce the incidence of harassment in the workplace; increasing staff awareness and confidence in the department's grievance handling procedures; the redevelopment of the EEO policy; increasing the representation of EEO target groups at all levels of the

department; a review of targeted employment practices; the promotion of targeted development opportunities for EEO groups; and increasing the proportion of staff with disabilities.

- ▶ The Equity Action Plan priorities are based on the results of the department's Fair Go survey conducted in October 1998. In relation to staff from culturally diverse backgrounds, the survey of 497 (50 percent) staff members found that:
 - Fifteen percent of the respondents were from non-English speaking backgrounds.
 - Fifteen percent of the respondents spoke a language other than English fluently.
 - The most common languages spoken (other than English) were Greek (14), Italian (8), Arabic (5), Samoan (5) and Vietnamese (4).
 - There are relatively few Vietnamese and Arabic speakers despite the fact that Vietnamese and Arabic speaking young people are significantly over-represented in custody and on community based orders.
- ▶ It is well established that selection processes based solely on written applications and panel interviews can disadvantage applicants from non-English speaking and ethnic backgrounds. In order to overcome this barrier to the recruitment of conference convenors from culturally diverse backgrounds, Fairfield, Blacktown and St Marys youth justice conferencing areas have piloted an alternative process for assessing applicants. The process involves a brief written expression of interest by applicants, participation in an information session, participation in a mock conference, and participation in a verbal presentation on the concept of conferencing and on the relevant legislation.
- ▶ The feedback from applicants and administrators involved with this process has been very positive. The process was perceived as being more effective as a method of assessment, fairer and less threatening than the written application/interview approach.

SECTION 4: PROGRAMS AND SERVICES IN JUVENILE JUSTICE CENTRES (JJC's)

Initiatives:

- ▶ Develop and issue a policy and associated guidelines on the provision of religious services to detainees of diverse faiths.
- ▶ Facilitate visits and the delivery of programs in JJC's by ethnic and community organisations.

Outcomes:

- ▶ During 1998-99 centres continued to facilitate cultural and support visits by community and ethnic organisations to Pacific Islander, South East Asian and Arabic speaking young people in detention.
- ▶ In all centres, detainees of non-Christian faiths are given the opportunity to access religious guidance from a leader of their faith. Minda JJC provides an ongoing Buddhist group, which is available to all detainees. Other centres have facilitated visits by Buddhist, Islamic and Hindu teachers/leaders.
- ▶ Centres also cater for the dietary needs of detainees with religious prescribed diets. For instance, detainees participating in Ramadan have special meal times to allow them to observe fasting hours.
- ▶ To assist chaplains and centre staff in meeting the needs of young people from diverse faiths, the department has issued information on dates of religious significance, contact details for religious organisations, and material on the beliefs and practices associated with a range of religions.
- ▶ The department's EAPS Implementation Report for 1997-98 noted that the department did not have in place a policy and associated guidelines on the provision of religious services. This issue has now been resolved through the inclusion of a section on the rights of detainees to religious services in the detainee and parent information booklets, and through the inclusion of specific standards on religious and cultural services as part of the accreditation program for JJC's.

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- ▶ The quality of detention centre services is now defined through national standards, and will eventually be regulated through national accreditation. Standards 2.1 and 2.2 ("linguistic and cultural diversity" and "religious expression") must be met before a centre can gain accreditation in the category of Rights of Expression.
- ▶ The introduction of the standards will have a positive impact on the quality not only of religious services but also cultural and language services within juvenile justice centres.

SECTION 5: COMMUNITY BASED PROGRAMS & SERVICES

Initiatives:

- ▶ Provide/fund community based programs that are targeted to clients from specific cultural backgrounds.
- ▶ Work collaboratively with the Ethnic Affairs Commission to ensure that the operation of Youth Justice Conferencing is sensitive to the needs of participants from cultural diverse backgrounds.
- ▶ Consult broadly with ethnic communities in the development and implementation of relevant departmental policies.

Outcomes:

- ▶ During 1998-99, the department provided clients from non-English speaking backgrounds with a range of culturally and linguistically appropriate post release services. These include:
 - The Barnardos Post Release Options Program. The program assists young offenders from Indo-Chinese, Arabic and Pacific Island backgrounds by providing culturally appropriate pre and post release intervention to these young people, their families and communities. The program covers the Local Government Areas of Bankstown, Canterbury, Marrickville, Hurstville, Leichhardt, Ashfield and Burwood.

- The Indo-Chinese Juvenile Offender Support Program is administered under the auspices of Care Force Migrant Services. Based in Cabramatta, this program provides culturally appropriate support services to Indo-Chinese young offenders, their families and communities. The program covers the area of South Western Sydney.
- The Pacific Island Resource Service (PIRS). The PIRS is administered by the Penrith Streetwork Project and works directly with Pacific Islander clients on community based orders and provides advice to departmental staff on the development of interventions for youth from that background.

- ▶ The department continues to employ members of NESB communities to act as mentors to NESB young offenders as part of the Mentor Program. Mentors provide guidance, support and advocacy to clients on remand and/or community based supervision to encourage positive growth, facilitate community reintegration and to reduce offending.
- ▶ During 1998-99, the department and the Ethnic Affairs Commission commenced discussions to develop the parameters for a joint project focusing on the operation of Youth Justice Conferencing. It was proposed that the project might involve the development of guide lines for the recruitment, training and allocation of conference convenors, and more generally, guidelines on how to ensure that the conferencing process is appropriate and effective for participants from culturally diverse backgrounds. Pursuant to further discussion between the two organisations, the initiative may be reactivated in 1999-2000.
- ▶ Planning has begun for a series of consultation sessions in the department's five clusters during 1999-2000. The consultation process involving internal and external stakeholders, will enable the department to reassess its current ethnic affairs priorities and to obtain input on how it can better meet the needs of clients from culturally diverse backgrounds.

Appendix 4

STAFFING STATISTICS

Representation of EEO Target Groups within Levels

SALARY SCALE	30 June 1997			30 June 1998			30 June 1999		
	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	7	0	6	5	3	22	18	8
Salaries from clerical officer Grade 1, 21 year old rate to below minimum clerk Grade 1 rate or equivalent	410	163	32	430	175	23	408	152	27
Grade 1-2 or equivalent	77	34	11	66	37	7	68	25	8
Grade 3-5 or equivalent	172	88	21	148	83	18	164	92	29
Grade 6-9 or equivalent	154	59	4	218	103	15	234	100	18
Grade 10-12 or equivalent	33	12	5	38	13	5	32	13	4
Above Grade 12 or equivalent	3	0	1	3	0	1	3	0	1
TOTAL STAFF IN ESTABLISHED POSITIONS *	857	363	74	909	416	72	931	400	95

* Figures do not include casual staff, mentors, sessional supervisors or conference convenors - as at 30 June 1999 the effective full time (EFT) staff number was 1,113, which included casual staff. Casual staff are employed to cover emergency situations that occur from time to time at centres, absences due to staff leave and special funded programs including Youth Justice Conferencing

** Disclosure of this information is voluntary

Representation and recruitment of Aboriginal/Torres Strait Islander (ATSI) employees, and employees with a disability (EWD)

	30 June 1997			30 June 1998			30 June 1999		
	Total Staff	ATSI	EWD **	Total Staff	ATSI	EWD **	Total Staff	ATSI	EWD **
Total staff in established positions *	857	68	40	909	61	40***	931	63	47
Recruited in the year	131	22	n/a	148	12	0	98	7	0

* Figures do not include casual staff

** Disclosure of this information is voluntary

*** Figures obtained from the Fair Go Survey

APPENDICES

Appendix 5

STATISTICS REGARDING FINANCIAL MATTERS

Leave entitlements

As at 30 June 1999 an amount of \$4.302 million was provided for employee entitlements to recreation leave. The value of long service leave entitlements as at 30 June 1999 and as accepted by the Crown Transactions Entity is \$5.551 million.

Consultants

For the year ended 30 June 1999, consultants were involved in six projects. The total cost of consultants was \$75,563, and no consultant received more than \$30,000.

Funds Granted to Non Government Organisations for the year ended 30 June 1999

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

	\$
JPET	10,300
ACTS YOUTH PROGRAMS	7,500
PULKURRA ABORIGINAL CORPORATION	10,000
OCTEC HEALTH & SAFETY SERVICES.....	45,000
BUNGARIMBIL ADOLESCENT & FAMILY CARE.....	15,000
MISSION AUST (YOUTH LINKS)	52,644
WOLLONGONG CITY MISSION.....	71,919
CANLEY VALE TUTORIAL CENTRE	9,500
MUNDARRA (ABORIGINAL YOUTH SERVICES)	299,689
PENRITH STREETWORK PROJECT	63,976
DUNSMORE HOUSE	76,000
ST VINCENTS ADOL CARE (MARIST COMMUNITY SERVICES)	76,240
ANGLICAN HOME MISSION (ANGLICARE)	39,755
WONGALA YOUTH PROGRAM	57,556
NARDOOLA FARM.....	350,000
PURFLEET COMMUNITY YOUTH CENTRE ..	118,512
DJIGAY STUDENT INC	15,000
NORTHCOAST INSTITUTE OF TAFE.....	30,000
RURAL & TOWN YOUTH SERVICES	5,000
BARNARDOS	120,000
CHAPLAINCY SERVICES	232,691

Major Capital Works in Progress

The department is finalising construction of new juvenile justice centres at Dubbo (estimated total cost \$10.8 million), Grafton (estimated total cost \$11.0 million) and Frank Baxter (replacing the current Mt Penang centre), estimated total cost \$23.3 million.

Land Disposal

The department disposed of land valued at \$25,000 at Moree during the year.

Payment Performance

Creditors were fully paid, as at 30 June 1999 as part of the transfer to the department's new administrative system, so no amounts were outstanding.

Risk Management

- ▶ The department participates in the NSW Treasury Managed Fund, which is the State 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 workers compensation. The department has strategies in place to address this area.

Appendix 6

MAJOR ASSETS

- ▶ Acmena Juvenile Justice Centre
(under construction)
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

- ▶ 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
- ▶ Mt Penang Juvenile Justice Centre
Pacific Highway, Kariong 2250
- ▶ Frank Baxter Juvenile Justice Centre
(under construction)
Pacific Highway, Kariong 2250
- ▶ Phillip Cottage
Pacific Highway, Kariong 2250
- ▶ Orana Juvenile Justice Centre
(under construction)
Mitchell Highway (Narromine Road) Dubbo 2830
- ▶ McCabe Cottage
Pacific Highway, Kariong 2250
- ▶ 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
- ▶ Worimi Juvenile Justice Centre
21 Lambton Road, Broadmeadow 2292
- ▶ Yasmar Juvenile Justice Centre
195 Parramatta Road, Haberfield 2045

Appendix 7

OVERSEAS VISITS

- ▶ In October 1998, Jenny Bargaen, Director Youth Justice Conferencing was invited to give a keynote address and present a paper on the topic of Creative Conferencing at the Youth Justice In Focus Conference held in Wellington New Zealand.
- ▶ The New Zealand model of conferencing was established under the *Children, Young Persons and Their Families Act 1989* and has been operating in New Zealand for nine years. In comparison, the NSW model established under the *Young Offenders Act 1997* was only introduced in April 1998. Therefore, the Department of Juvenile Justice also sponsored a Conference Administrator to attend as an opportunity to review the implementation and operation of an established scheme.
- ▶ The focus of the conferences sponsored by the New Zealand Law Foundation, Department for Courts, Department of Social Welfare and the New Zealand Police was to bring together the contributions of delegates from around the world to develop effective and equitable youth justice policies. Countries represented at the conference included Australia, Belgium, Cook Islands, England, Fiji, New Zealand, Northern Ireland, Norway, Singapore and the USA.
- ▶ The Australian delegation included representatives from the Law Society of NSW and National Children's and Youth Law Centre, Department of Human Services (VIC), the University of Western Australia, Magistrate's Chambers, Darwin, the Sydney Regional Aboriginal Legal Service, Melbourne Children's Court, Queensland Police Service, Anglicare Victoria, Children's Court of Queensland, Magistrate's Court of Tasmania, Legal Aid Commission, New South Wales, NSW Attorney General's Department, NSW Ministry for Police, Western Australian Juvenile Custodial Services, Aboriginal Legal Services, Quakers Hill East Public School, the NSW Youth Justice Advisory Committee and the Department of Juvenile Justice.

Appendix 8

MARKET TESTING AND CONTRACTING OUT

During the year the department undertook significant market testing in the areas of information technology and the employee assistance program. The department currently contracts-out a number of areas including information technology, fleet management, internal audit, capital works project management, medical and dental services to detainees, clerical support in country areas and office cleaning.

The establishment of a centralised Procurement Unit will lead to improved market testing in a wider range of areas in 1999-2000.

Appendix 9

COST OF PRODUCING ANNUAL REPORT

Approximately \$6.80 per report

Appendix 10

SIGNIFICANT INTERDEPARTMENTAL, INTERAGENCY AND INTERNAL COMMITTEES

COMMITTEES

Membership of Interdepartmental Committees

Ken Buttrum, Director General

- ▶ Chief Executive Officers Group on Child Protection
- ▶ Criminal Justice System Standing Committee of Chief Executive Officers
- ▶ Juvenile Justice Advisory Council
- ▶ NSW Reconciliation Advisory Committee
- ▶ Australasian Juvenile Justice Administrators
- ▶ Human Services CEO Group
- ▶ Youth Justice Advisory Committee

Rudolf Salzmänn, Director of Operations

- ▶ Education Advisory Committee
- ▶ Senior Officers' Reference Group for the Council on Crime Prevention

Robert Hermann, Director of Corporate Services

- ▶ NSW Treasury Managed Fund Advisory Board
- ▶ NSW Community Services and Health Industry Training Advisory Board
- ▶ Minister for Education, Training and Youth Affairs, Ministerial Intervention Support Advisory Committee.

Sharryn Ryan, Senior Solicitor

- ▶ Senior Officers' Group on Child Protection
- ▶ Heads of Government Legal Departments Committee
- ▶ Court User's Group, Bidura Children's Court

Pam King, Manager Strategic Initiatives Branch

- ▶ Human Services Senior Officers' Group

Carl Loughman, Cluster Director, Sydney East/Central Coast

- ▶ Central Coast Regional Coordinators Management Group
- ▶ Waterloo Neighbourhood Improvement Social Support Steering Group
- ▶ Kings Cross Integrated Human Services Reference Group
- ▶ Central Coast Suicide Safety Network Reference Board

Suellen Lembke, Cluster Director, Sydney West

- ▶ Chief Executives Interagency Group
- ▶ Cabramatta Project Reference Group
- ▶ Drug Action Reference Group
- ▶ Interdepartmental Committee on Vulnerable Adolescents
- ▶ Sydney West Senior Officers' Group
- ▶ Sydney West Regional Coordinators' Management Group

Garry Page, Cluster Director, Western

- ▶ Charles Sturt University Advisory Committee
- ▶ Premier's Department Regional Coordinators Management Group (Dubbo and Wagga Wagga).
- ▶ Riverina Murray and Orana Far West Area Child Protection Committees.

Nick Paris, Cluster Director, Southern

- ▶ Regional Coordination Management Group, Northern NSW

Peter Muir, Cluster Director, Southern

- ▶ Joint DJJ-DoCS Managers' Meetings in the Illawarra, South West Sydney and the Southern Highlands
- ▶ CEO Interagency in the Illawarra, South West Sydney and the Southern Highlands
- ▶ Regional Human Services CEO Forum in the Illawarra and South West Sydney
- ▶ Myimbarr Project, a joint DJJ-DoCS-Health project to provide coordinated services and referral to other agencies to Aboriginal people in the Illawarra

Jenny Barga, Director, Youth Justice Conferencing

- ▶ Legal Aid Commission, Children's Legal Service Sub Committee
- ▶ Ex-Officio member of the Youth Justice Advisory Committee (YJAC)
- ▶ Juvenile Crime Prevention Advisory Committee

Tim Keogh, Director, Psychological and Specialist Programs

- ▶ Senior Officers Meetings
- ▶ Intersectoral Taskforce on Recidivism of Drug Offenders
- ▶ Strategic Initiatives Group with Department of Health looking at Youth with Serious Mental Health Problems
- ▶ IDC with Department of Corrective Services and Health in Corrections on Staff Guidelines for the Transfer of Information
- ▶ Consultations on NSW Department of Health NSW Suicide Prevention Strategy - a Whole of Government Approach
- ▶ Advisory Committee for Health Funded Projects for Adolescents who have Sexually Assaulted Children
- ▶ Australian New Zealand Committee for the Treatment of Sexual Abusers
- ▶ Research Project Team for the Intellectual Disability Rights Service and the Council for Intellectual Disability
- ▶ Newstreet Advisory Committee

Una Champion, Acting Coordinator, Nursing/Health Services

- ▶ Central Coast Area Health Service Aboriginal Health Committee
- ▶ AECG Interdepartmental Committee on Otitis Media and Resultant Conductive Hearing Loss

- ▶ Allied Health File Transfer of Information Committee
- ▶ NSW Health Peak Nursing Forum
- ▶ Young Health Policy Committee
- ▶ Central Sydney Area Health Service and Department of Juvenile Justice Project on Sexual Health Needs of Juveniles in Detention

Suzanne McIlwraith, Coordinator, Aboriginal Programs

- ▶ Aboriginal Justice Advisory Council Senior Officers Group
- ▶ Aboriginal Senior Officers Network Group (State government agencies)
- ▶ Stolen Generations Senior Officer Group
- ▶ NSW State Reconciliation Committee representing Department of Juvenile Justice

Kevin Harris, Manager, Juvenile Placements/Transport Unit

- ▶ Standing Interagency Committee on Court Security
- ▶ Serious Young Offender Review Panel

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.

Interdepartmental Committee on Juvenile Justice

- ▶ This committee provides a coordinated response to the government's juvenile justice objectives, fosters inter-agency cooperation, shares information and resources, clarifies areas of responsibility and prevents duplication of services.
- ▶ The committee identifies policy priorities and service deficits for young people within, or at risk of entering, the juvenile justice system.

APPENDICES

Appendix 10

Ombudsman's Report Implementation Taskforce

- ▶ The taskforce, chaired by Carmel Niland, was established in January 1997 to advise the Minister and the department on agency values, ethics, practices and cultural change issues.

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 Minimum Data Sub-Committee

- ▶ This committee was established in June 1997 to recommend/establish a minimum data set for health/mental health.

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.

Interdepartmental Working Party Reviewing the Provision of Legal Services to Detainees

- ▶ This committee was established in April 1997 to examine the need for the provision of legal services to detainees and to make recommendations on improvements to current services. The committee has obtained data on current services and alternate models.

INTERNAL COMMITTEES

Department of Juvenile Justice Executive Committee

- ▶ This committee, which comprises the Director General, Director of Operations, Director of Corporate Services, five Cluster Directors, Director of Psychological and Specialist Programs, Director Youth Justice Conferencing, Coordinator of Aboriginal Programs, and a

staff representative from juvenile justice centres and community services, first met in June 1996. The committee meets on the first Tuesday of each month.

- ▶ The functions of this committee are:
 - Developing, implementing and monitoring the Corporate Plan.
 - Initiating, developing and determining policies.
 - Allocating the equitable distribution of financial and personnel resources.
 - Establishing program priorities.
 - Reviewing the efficiency and effectiveness of operations.
 - Clarifying organisational roles and responsibilities.

Department of Juvenile Justice Quality Committee

- ▶ The functions of the committee are:
 - Advising on departmental infrastructure to ensure an environment focused on quality service and service improvement.
 - Advising on strategies to ensure continuous organisational improvement.
 - Assisting in the development of appropriate program performance measures.
 - Initiating and supporting important quality improvement projects throughout the department.
 - Developing strategies to ensure best practices are established and implemented across the department.
 - Ensuring the maintenance of quality improvement processes to facilitate staff input and feedback relating to service quality issues.

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 statements.
 - 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.

Fraud Prevention Committee

- ▶ The purpose of this committee is to oversee the development and implementation of the department's fraud control strategy.

Casework Ethics Committee

- ▶ This committee provides advice on ethical matters regarding the department's case management system.

Appendix 11

PUBLICATIONS, NEW AND CURRENT

- ▶ 1991-92 Annual Report
- ▶ 1992-93 Annual Report
- ▶ 1993-94 Annual Report
- ▶ 1994-95 Annual Report
- ▶ 1995-96 Annual Report
- ▶ 1996-97 Annual Report
- ▶ 1997-98 Annual Report
- ▶ The Newsletter, vol.1, no.1, March 1999
- ▶ Department of Juvenile Justice Bulletins-periodical
- ▶ How Can I Make a Complaint?
- ▶ Family Information Kit (Information for families pamphlets)

- ▶ New Focus for Young Women in Custody
- ▶ Travelling Accommodation and Support
- ▶ Annual Children's Court Statistics - Criminal Matters.
- ▶ Information and Evaluation Series -
 - No 1 - An Evaluation of Parole Orders and Court Specified Parole Supervision
 - No 2 - Juveniles in Detention: A Model for Diversion
 - No 3 - Special Needs Groups: Young women, Aboriginal and Indo-Chinese Detainees
 - No 4 - Juveniles in Detention: Issues of Over-representation
- ▶ Green Paper: New Directions for Juvenile Justice in NSW
- ▶ Recidivism of Juvenile Offenders in NSW
- ▶ Forensic Program
- ▶ Violent Offender Program Pamphlet 1997
- ▶ Collaborative Research Unit
- ▶ Sex Offender Program
- ▶ Alcohol and Other Drugs Program
- ▶ Alcohol and Other Drugs Family Worker Project
- ▶ Juvenile Justice Services in the Northern Cluster
- ▶ Juvenile Justice Services in the Western Cluster
- ▶ Juvenile Justice Services in Broken Hill
- ▶ Juvenile Services in Wagga Wagga
- ▶ Juvenile Justice Services in Albury
- ▶ Juvenile Justice Services in Griffith
- ▶ Joint Tenancy Assistance Program
- ▶ Busted! (A Streetwise Comic) 1997
- ▶ Doing Time! (A Streetwise Comic) 1997
- ▶ Peli on Probation (A Streetwise Comic) 1997
- ▶ What goes on in Mount Penang? 1998
- ▶ What goes on in Kariang? 1998
- ▶ What goes on in Yasmar? 1998
- ▶ What goes on in Cobham? 1998
- ▶ What goes on in Worimi? 1998
- ▶ What goes on in Minda? 1998
- ▶ What goes on in Reiby? 1998
- ▶ What goes on in Keelong? 1998
- ▶ What goes on in Riverina? 1998
- ▶ Making Complaints about a Youth Justice Conference (produced in English, Arabic and Vietnamese) 1999
- ▶ Making Complaints about a Juvenile Justice Centre (produced in English, Arabic and Vietnamese) 1999
- ▶ Making Complaints about Juvenile Justice Community Services and Intensive Programs Units (produced in English, Arabic and Vietnamese) 1999
- ▶ Information for Parents (produced in English, Arabic and Vietnamese) 1999

APPENDICES

Appendix 12

FREEDOM OF INFORMATION REQUESTS

FOI Requests	Personal		Other		Total	
	97-98	98-99	97-98	98-99	97-98	98-99
A1 New (including transferred in)	4	5	1	3	5	8
A2 Brought forward	1	0	1	0	2	0
A3 Total to be processed	5	5	2	3	7	8
A4 Completed	3	0	2	3	5	3
A5 Transferred out	0	3	1	0	1	3
A6 Withdrawn	0	0	1	0	1	0
A7 Total processed	3	3	4	3	7	6
A8 Unfinished (carried forward)	0	2	0	0	0	2

Result of FOI Request	Personal		Other	
	97-98	98-99	97-98	98-99
B1 Granted in full	3	0	1	1
B2 Granted in part	0	0	1	0
B3 Refused	0	0	0	2
B4 Deferred	0	0	0	0
B5 Completed	3	0	2	3

Formal Consultations	Issued		Total	
	97-98	98-99	97-98	98-99
D1 Number of requests requiring formal consultations	0	2	0	2

Basis of Disallowing or Restricting Access	Personal		Other	
	97-98	98-99	97-98	98-99
G1 Section 19 {applic. incomplete, wrongly directed}	0	0	0	0
G2 Section 22 {deposit not paid}	0	0	0	0
G3 Section 25 (1)(a1) {diversion of resources}	0	0	0	0
G4 Section 25 (1)(a) {exempt}	0	0	1	2
G5 Section 25 (1)(b), (c), (d) {otherwise available}	0	0	0	0
G6 Section 28 (1)(b) {documents not held}	0	0	0	0
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	1	0	1	2

Appendix 12

	Assessed Costs		FOI Fees Received	
	97-98	98-99	97-98	98-99
H1 All completed requests	\$105	\$120	\$105	\$120

Elapsed Time	Personal		Other	
	97-98	98-99	97-98	98-99
J1 0-21 days	3	0	1	1
J2 22-35 days	0	0	0	0
J3 Over 35 days	0	0	1	2
J4 Totals	3	0	2	3

Processing Hours	Personal		Other	
	97-98	98-99	97-98	98-99
K1 0-10 hrs	2	0	2	2
K2 11-20 hrs	1	0	0	1
K3 21-40 hrs	0	0	0	0
K4 Over 40 hrs	0	0	0	0
K5 Totals	3	0	2	3

Additional Information:

- ▶ No Ministerial Certificates were issued in either 1997-98 or 1998-99.
- ▶ No requests were received from applicants in either 1997-98 or 1998-99 to amend personal records.
- ▶ No requests were received from applicants in either 1997-98 or 1998-99 to notate personal records.
- ▶ One application received in 1997-98 was granted a discount of fees on the basis of financial hardship (pensioner/child). No applications in 1998-99 were granted a discount of fees.
- ▶ No determinations of applications received in 1997-98 and 1998-99 were requested to be reviewed by the applicants.

Impact on the organisation

- ▶ There has been no marked increase in the number of applications received by the department over the last three years. The number of applications received by the department appears to be constant at seven to eight applications annually.

APPENDICES

Appendix 13

CODE OF CONDUCT AND GUARANTEE OF SERVICE

CODE OF CONDUCT

- ▶ The department issued a revised Code of Conduct in January 1998. The Code establishes an ethical framework to which staff are expected to adhere in undertaking their work responsibilities. The Code applies to all staff.
- ▶ In November 1997 the department released an Internal Reporting Policy. This policy established an internal procedure for the reporting of corrupt conduct, maladministration and serious and substantial waste in the department and to afford staff the protection of the *Protected Disclosures Act 1994* (NSW).
- ▶ The initial round of training in both the Code of Conduct and the Internal Reporting Policy has been completed. Further training in these policies will occur on an ongoing basis for new staff, and as part of the Certificate III in Juvenile Justice.

Appendix 14

MAJOR DISCIPLINARY ENQUIRES AND ACTIONS UNDERTAKEN

- ▶ In November 1998 the Director General instigated a special investigation into the Kariong Juvenile Justice Centre following serious allegations which were made by a number of female staff. The department engaged the services of two consultants to undertake the investigation.
- ▶ The report on the inquiry made a number of recommendations which led to an action plan being implemented to address work practices and a negative work culture at the centre.
- ▶ As a result of the report an independent investigator was also engaged to undertake preliminary inquiries in relation to a number of staff members. There are ongoing disciplinary proceedings stemming from this investigation.

Appendix 15

1998-99 ACTION PLANS

Plans	Action Completed
Planning and development of new juvenile justice centres in Grafton, Dubbo and Kariong (Mt Penang)	Construction on schedule and substantially complete
Construction of new accommodation (30 beds) at Cobham Juvenile Justice Centre, St Marys	Completed. Two new pods opened
Preparation of Australasian Standards for Juvenile Custodial Facilities in conjunction with other States	Standards prepared and implemented

Appendix 15

Implementation of Quality Reviews in juvenile justice centres in preparation for external accreditation	First round of reviews commenced
Implementation of Information Technology Strategic Plan including the development of an improved client information system	Substantially completed
Introduction of new corporate services integrated management system and enhancement of corporate services structures	Substantially complete. Introduction expected at the beginning of 1999-2000
Finalise report on the department's implementation of the 239 recommendations of the Ombudsman's December 1996 "Inquiry Into Juvenile Detention Centres"	Report completed and submitted to the NSW Ombudsman
Review the department's legislation, to accord with international instruments dealing with young offenders	Legal Officer appointed. Review commenced
Review and finalisation of Operations Procedures Manual for all juvenile justice centres	Completed and implemented
Establishment of a Serious Young Offender Review Panel to review classification and leave for young people convicted of violent offences	Completed. Panel established
Implementation of policies to improve services to clients including Language Services Policy, Policy and Procedures for Resolution of Client Complaints and Policy on the Management of Suicide and Self Harm	Completed. Policies implemented and training commenced

Appendix 16

LEGAL CHANGES AND MAJOR JUDICIAL DECISIONS

- ▶ An amendment to the regulations of the *Children (Detention Centres) Act 1987* is anticipated early in the next financial year. The new regulation will strengthen the conditions under which serious violent young offenders are allowed to go on escorted absences from juvenile justice centres.
- ▶ The legislative review project initiated in February 1999 is progressing well. Certain initial minor changes have been identified already and are expected to be completed before the end of 1999. The question now facing the department is whether further legislative review should involve only the *Children (Detention Centres) Act 1987*, or whether the review should include other legislation that regulates the management of children and the legal system. The Minister is currently considering various proposals to further progress the matter.

APPENDICES

Appendix 17

DEPARTMENTAL EXECUTIVE

DEPARTMENTAL EXECUTIVE COMMITTEE PROFILE

KEN BUTTRUM, Director General

- ▶ Commenced his career as a teacher with the NSW Education Department.
- ▶ Has been involved in the introduction of innovative human services in both the government and community sectors.
- ▶ Has some 26 years management experience in the public sector.
- ▶ Is chairperson of the Australasian Juvenile Justice Administrators.

RUDOLF SALZMANN, Director Operations

- ▶ Has more than 25 years management experience with an emphasis on change management in both community and custodial services.
- ▶ Is experienced in program delivery and contemporary juvenile justice issues in community services and juvenile justice centres.

ROBERT HERMANN, Director Corporate Services

- ▶ Is experienced in the management of a wide range of public sector corporate services.
- ▶ Has demonstrated commitment to continuous improvement in a human service delivery environment.

SUELLEN LEMBKE, Cluster Director, Sydney West.

- ▶ Has extensive senior management experience in juvenile justice custodial and community environments in Australia and overseas.
- ▶ Is committed to implementing improved staff training and development practices to enhance client service delivery.
- ▶ Has achieved significant enhancements in service interventions for Pacific Islander and Aboriginal clients.

CARL LOUGHMAN, Cluster Director, Sydney East/Central Coast

- ▶ Has worked closely with funded groups to improve client services.
- ▶ Is committed to the provision of specialist services to non-English speaking clients.
- ▶ Extensive senior management experience with Community Services and Juvenile Justice sectors.

PETER MUIR, Cluster Director, Southern.

- ▶ Has over 20 years experience in service delivery, program and management positions in the juvenile justice field.
- ▶ Has extensive experience in the provision of human services in metropolitan, regional and rural settings.

GARRY PAGE, Cluster Director, Western

- ▶ Has worked closely with community partners to enhance service delivery.
- ▶ Has more than 20 years senior management experience in the human services area.
- ▶ Is committed to social equity and justice for clients.

NICK PARIS, Cluster Director, Northern.

- ▶ Holds degrees in Arts and Social Work and has extensive experience working in the social welfare field in NSW and the ACT.
- ▶ Has significant experience working with Aboriginal communities to establish innovative programs to reduce the over representation of Aboriginal young people in custody.
- ▶ Has been instrumental in the development of the new Acmena Juvenile Justice Centre at Grafton.

- ▶ Has over nine years with the Department of Juvenile Justice in front line services.
- ▶ Is a member of the Equity Committee and was involved in the Review of Case Management.
- ▶ Is a committed advocate for both staff and clients.
- ▶ Has commitment to the provision of quality equitable service for juvenile justice clients.

- ▶ Was a licensed builder prior to joining the department.
- ▶ Has eight years experience as a Senior Youth Worker as well as acting in management positions at Worimi Juvenile Justice centre.
- ▶ Is currently completing the Bachelor of Social Science (Social Welfare - Juvenile Justice) at Charles Sturt University.

- ▶ Is on leave from her position as a senior lecturer in Law at the University of NSW. In this capacity she was a founding and active member of the Youth Justice Coalition of NSW.
- ▶ Was the first chair of the Juvenile Crime Prevention Advisory Committee. This committee was established to provide accurate and timely advice on juvenile crime and crime prevention issues to the Attorney General through the Attorney General's Crime Prevention Division.
- ▶ Is committed to working cooperatively across government and with the community sector.

- ▶ Has extensive experience working with Aboriginal youth and communities.
- ▶ Is committed to reducing the incarceration rate of Aboriginal and Torres Strait Islander young people.
- ▶ Also committed to increasing Aboriginal and Torres Strait Islander staffing levels and ensuring appropriate programs and services for staff and clients within the Department of Juvenile Justice.

APPENDICES

Appendix 18

ACCESS AND ADDRESSES

Juvenile Justice hours of service:

Community service offices

9.00am to 5.00pm, Monday to Friday

Juvenile justice centre offices

9.00am to 5.00pm, Monday to Friday

with appointments made outside these hours
on a needs basis

Central Support Office

8.30am to 5.00pm, Monday to Friday

Central Support Office

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

McCabe Cottage

Pacific Highway, Kariong 2250

Phone (02) 4340 2305

Fax (02) 4340 2529

Placements/Transport Service

Level 5, Roden Cutler House

24 Campbell Street, Haymarket 2000

(PO Box K399, Haymarket 1240)

Phone (02) 9289 3301 Fax (02) 9289 3355

SYDNEY EAST AND CENTRAL COAST

Cluster Office

64 Kippax Street, Surry Hills 2010

Phone (02) 9215 3355 Fax (02) 9215 3350

JUVENILE JUSTICE COMMUNITY SERVICES

OFFICE LOCATIONS

Chatswood

Level 2, Suite 4, 69 Archer Street

Chatswood 2067

Phone (02) 9904 8170 Fax (02) 9904 8169

Gosford

Level 3, 293 -295 Mann Street

Gosford 2250

Phone (02) 4323 4994 Fax (02) 4323 4441

Sydney

64-76 Kippax Street, Surry Hills 2010

Phone (02) 9215 3399 Fax (02) 9215 3300

Stanmore

22 Middleton Street

Stanmore 2048

Phone (02) 9560 4755 Fax (02) 9550 0867

JUVENILE JUSTICE CENTRES

Kariong

Pacific Highway, Kariong 2250

Phone (02) 4340 2600 Fax (02) 4340 2595

Mt Penang

Pacific Highway, Kariong 2250

Phone (02) 4340 1002 Fax 4340 1677

Yasmar

185 Parramatta Road, Haberfield 2045

Phone (02) 9797 3000 Fax (02) 9797 3033

SYDNEY WEST

Cluster Office

C/- Cobham Juvenile Justice Centre

Water Street, St Marys 2760

Phone (02) 9833 6592 Fax (02) 9673 3233

JUVENILE JUSTICE COMMUNITY SERVICES

OFFICE LOCATIONS

Fairfield

Suite 2, 46 Ware Street, Fairfield 2165

Phone (02) 9724 1690 Fax (02) 9724 6264

Blacktown IPU

211 Stephen Street, Blacktown 2148

Phone (02) 9831 2588 Fax (02) 9831 2470

Blacktown

115 Main Street, Blacktown 2148

Phone (02) 9831 8088 Fax (02) 9831 4665

JUVENILE JUSTICE CENTRES

Cobham

Cnr Great Western Highway and

Water Street, St Marys 2760

Phone (02) 9623 8088 Fax (02) 9673 4917

Minda

1 Joseph Street, Lidcombe 2141

Phone (02) 9646 0777 Fax (02) 9749 2598

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NORTHERN

Cluster Office

4/124 Woodlark Street
Lismore 2480 (PO Box 97)
Phone (02) 6622 2281 Fax (02) 6622 0146

JUVENILE JUSTICE COMMUNITY SERVICES OFFICE LOCATIONS

Armidale

1/105 Beardy Street
Armidale 2350 (PO Box 915)
Phone (02) 6771 2820 Fax (02) 6771 2883

Broadmeadow

22 Lambton Road
Broadmeadow 2292 (PO Box 77)
Phone (02) 4962 3755 Fax (02) 4962 3757

Coffs Harbour

Suite 6, AMP Centre, cnr Gordon and Vernon
Street, Coffs Harbour 2450 (PO Box 1993)
Phone (02) 6641 4783 Fax (02) 6651 4784

Glen Innes

Cnr Meade and East Avenue
Glen Innes 2370 (PO Box 142)
Phone (02) 6732 4489 Fax (02) 6732 4490

Grafton

26 Villiers Street, Grafton 2460
Phone (02) 6643 2172 Fax (02) 6642 5477

Kempsey

Old Fire Station
Cnr Forth and Regent Streets
Kempsey 2440
Phone (02) 6563 1388 Fax (02) 6563 1371

Lismore

4/124 Woodlark Street
Lismore 2480 (PO Box 87)
Phone (02) 6622 2527 Fax (02) 6622 0146

Moree

46 Auburn Street
Moree 2400 (PO Box 158)
Phone (02) 6752 3415 Fax (02) 6752 3417

Muswellbrook

145 Bridge Street, Muswellbrook 2333
Phone (02) 6752 3415 Fax (02) 6752 3417

Tamworth

6 Byrnes Avenue
Tamworth 2340 (PO Box 984)
Phone (02) 6541 1191 Phone (02) 65431551

Taree

Suite 18, 102-112 Victoria Street
Taree 2430
Phone (02) 6551 2555 Fax (02) 6551 2612

Tweed Heads

1st Floor, Telecom House
40 Francis Street
Tweed Heads 2485 (PO Box 707)
Phone (07) 5599 1298 Fax (07) 5599 1789

JUVENILE JUSTICE CENTRES

Acmena

Lot 57 Swallow Road
South Grafton 2460 (PO Box 542 Grafton 2460)
Phone (02) 6643 0000 Fax (07) 6643 0019

Worimi

21 Lambton Road
Broadmeadow 2292 (PO Box 103)
Phone (02) 4969 3255 Fax (02) 4961 2419

WESTERN

Cluster Office

37/39 Carrington Avenue
Dubbo 2830 (PO Box 865)
Phone (02) 6881 0700 Fax (02) 6882 6561

JUVENILE JUSTICE COMMUNITY SERVICES OFFICE LOCATIONS

Albury

State Government Offices
512 Dean Street,
Albury 2640
Phone (02) 6041 5133 Fax (02) 6041 5161

Bathurst

Shop 8/112 Keppel Street
Bathurst 2795 (PO Box 1514)
Phone (02) 6332 3690 Fax (02) 6332 3692

Bourke

45 Mitchell Street
Bourke 2840 (PO Box 607)
Phone (02) 6872 3094 Fax (02) 6872 2519

APPENDICES

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Broken Hill

146 Chloride Street
Broken Hill 2880 (PO Box 625)
Phone (08) 8087 1439 Fax (08) 8088 2386

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

Griffith

State Government Offices
104-111 Banna Avenue
Griffith 2680 (PO Box 1422)
Phone (02) 6964 2379 Fax (02) 6964 1744

Orange

265 Lords Place
Orange 2800 (PO Box 971)
Phone (02) 6361 1251 Fax (02) 6361 1329

Parkes

267 Clarinda Street
Parkes 2870 (PO Box 109)
Phone (02) 6862 5770 Fax (02) 6862 2535

Wagga Wagga

1/45 Fitzmaurice 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

JUVENILE JUSTICE CENTRES

Orana (under construction)

Westview Road, Dubbo 2830 (PO Box 1047)

Riverina

Cnr Fernleigh and Glenfield Roads
Wagga Wagga 2650 (PO Box 255, Mt Austin)
Phone (02) 6931 2811 Fax (02) 6931 3903

Broken Hill

146 Chloride Street,
Broken Hill 2880 (PO Box 625)
Phone (08) 8087 1439 Fax (08) 8088 2386

SOUTHERN

Cluster Office

State Government Offices
84 Crown Street
Wollongong 2500 (PO Box 328,
Wollongong East 2520)
Phone (02) 4226 8393 Fax (02) 4226 8397

JUVENILE JUSTICE COMMUNITY SERVICES OFFICE LOCATIONS

Batemans Bay

Suite 11, St Georges Mall, 3 Orient Street
Batemans Bay 2536 (PO Box 610)
Phone (02) 4472 6521 Fax (02) 4472 7155

Bega

Suite 2, Bloomfield Chambers, 127 Carp Street
Bega 2550 (PO Box 833)
Phone (02) 6492 3228 Fax (02) 6492 3275

Bowral

Suite 6, AMP Building, 409 Bong Bong Street
Bowral 2576 (PO Box 448)
Phone (02) 4862 2211 Fax (02) 4862 2212

Campbelltown

Level 1, 3 Chamberlain Street
Campbelltown 2560 (PO Box 1281)
Phone (02) 4625 4050 Fax (02) 4625 4506

Goulburn

Goulburn Court House
Montague Street, Goulburn 2580
Phone (02) 4822 1232 Fax (02) 4822 1939

Nowra

63 Worrigea Street
Nowra 2541 (PO Box 781)
Phone (02) 4423 0556 Fax (02) 4423 0546

Queanbeyan

The Robert Lowe Building
Suite 1, 30 Lowe Street
Queanbeyan 2620 (PO Box 710)
Phone (06) 6299 2868 Fax (02) 6299 6781

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Wollongong

State Government Offices, 84 Crown Street
Wollongong 2500 (PO Box 328,
Wollongong East 2520)
Phone (02) 4226 8438 Fax (02) 4226 8420

Liverpool Intensive Programs Unit

7 Speed Street, Liverpool 2170
Phone (02) 9821 1644 Fax (02) 9821 3470

JUVENILE JUSTICE CENTRES

Reiby

20 Briar Road, Airs 2560
Phone (02) 4629 3800 Fax (02) 4629 3856

Keelong

Staff Road, Unanderra 2526
Phone (02) 4271 5044 Fax (02) 4271 5697

YOUTH JUSTICE CONFERENCING DIRECTORATE

Central Support Office

Level 5, Roden Cutler House
24 Campbell Street, Haymarket 2000
(PO Box K399, Haymarket 1240)
Phone (02) 9289 3319 Fax (02) 9289 3351

CONFERENCING ADMINISTRATORS

SYDNEY EAST/CENTRAL COAST

Chatswood

Suite 4, Level 2, 69 Archer Street
Chatswood 2067
Phone (02) 9904 8170 Fax (02) 9904 8169

Gosford

Suite 3, 293 - 295 Mann Street
Gosford 2250 (PO Box 1927)
Phone (02) 4323 5303 Fax (02) 4323 4441

Sydney

64-76 Kippax Street, Surry Hills 2010
Phone (02) 9215 3380 Fax (02) 9215 3300

NORTHERN

Armidale

Shop 1, 105 Beardy Street
Armidale 2350 (PO Box 915)
Phone (02) 6772 0311 Fax (02) 6771 2883

Coffs Harbour

Suite 5 AMP Centre
Cnr Gordon and Vernon Streets
Coffs Harbour 2450 (PO Box 1993)
Phone (02) 6651 9857 Fax (02) 6651 4784

Kempsey

Cnr Forth & Regent Street
Kempsey 2440 (PO Box 396)
Phone (02) 6562 2027 Fax (02) 6563 1371

Lismore

4/124 Woodlark Street
Lismore 2480 (PO Box 97)
Phone (02) 6622 7724 Fax (02) 6622 0146

Newcastle

22 Lambton Street
Broadmeadow 2292 (PO Box 207)
Phone (02) 4927 6345 Fax (02) 4940 0643

SOUTHERN

Campbelltown

Level 1, 3 Chamberlain Street
Campbelltown 2560 (PO Box 1281)
Phone (02) 4625 3180 Fax (02) 4625 4506

Queanbeyan

Suite 1, The Robert Lowe Building
30 Lowe Street
Queanbeyan 2620 (PO Box 710)
Phone (02) 6284 2130 Fax (02) 6299 6781

Wollongong

Level 2, "H" Block, State Government Offices
84 Crown Street, Wollongong 2500
(PO Box 328, Wollongong East 2520)
Phone (02) 4226 8396 Fax (02) 4226 8397
Phone (02) 9833 6532 Fax (02) 9673 4917

Appendix 18

WESTERN

Dubbo

37/39 Carrington Avenue
Dubbo 2830 (PO Box 865)
Phone (02) 6881 0738 Fax (02) 6882 5429

Orange

265 Lords Place,
Orange 2800 (PO Box 971)
Phone (02) 6361 1078 (c/a) Fax (02) 6361 1329

Wagga

1/45 Fitzmaurice Street
Wagga Wagga 2650 (PO Box 5396)
Phone (02) 6921 4500 Fax (02) 6921 8543

SYDNEY WEST

Blacktown

115 Main Street
Blacktown 2148 (PO Box 746)
Phone (02) 9831 8088 Fax (02) 9831 4665

Fairfield

Suite 2, 46 Ware Street
Fairfield 2165 (PO Box 697)
Phone (02) 9724 1690 Fax (02) 9724 6264

St Marys

C/- Cobham JJC
Water Street,
St Marys 2760 (PO Box 539)
Phone (02) 9833 6532 Fax (02) 9673 4917

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