This policy sets the strategic direction and context for engaging and supporting young people to fulfil their potential on behalf of JJNSW.

**Executive Summary:**

Juvenile Justice (JJNSW) funds a range of services to provide supports to young people in relation to areas of risk and need.

The policy takes into account contemporary funding processes, accountability and participation in key treatment programs and interventions.

It forms part of a comprehensive framework designed to provide policy direction and administrative guidance to employees and funded service providers regarding best practice and the relationship between JJNSW and funded services.
1 **Scope**

The policy applies to all JJNSW employees who engage funded services to support case management, cultural support, rehabilitation and community reintegration.

The document aims to:

- provide direction and administrative guidance
- demonstrate the relationship between best practice and funded service delivery
- clarify roles and responsibilities between JJNSW and funded service providers
- provide a basis to inform consistent service delivery within the referral, review and exit process

This policy forms part of a strategic framework that aims to provide a consistent referral management process that is responsive to individual needs and risks.

2 **Background**

JJNSW currently funds non-government services to deliver programs that support case management and interventions that empower young people to fulfil their potential without reoffending.

These services complement JJNSW core business by assisting to address risks and needs determined by the JJNSW Case Plan.

Referrals to JJNSW funded services are place limited, hence priority is given to young people who:

- have been assessed as high, medium-high or medium level of risk as identified by the YLS/CMI-AA
- who are transitioning from custody to the community or exiting supervision
- other young people subject to to limited JJNSW involvement (eg. youth justice conferencing, bail, remand, assessment reports) can be be referred to a JJ funded service for consideration on a case by case basis.

Referral of young people subject to limited JJNSW involvement (eg. youth justice conferencing, bail, remand, assessment reports) should first consider availability of non-funded community-based services and approval by Area Manager before referral.

3 **Purpose**

The purpose of this policy is to:

- provide a consistent framework to engage and manage funded services
- support the identified needs of the young person as per their case plan
- support consideration of referrals to culturally appropriate programs and interventions.

4 **Objectives**

The key objectives of this policy are to:
5 JJNSW Funded Services

To ensure accountability, JJNSW funds the following range of services to provide supports to young people in relation to areas of risk and need:

<table>
<thead>
<tr>
<th>Service</th>
<th>Output</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Joint Support Program (JSP)</td>
<td>Casework Support</td>
<td>12 Weeks</td>
</tr>
<tr>
<td></td>
<td>Employment Support</td>
<td>Up to 6 Months</td>
</tr>
<tr>
<td></td>
<td>Relationship Intervention</td>
<td>Up to 12 Weeks</td>
</tr>
<tr>
<td></td>
<td>Short-term Crisis Accommodation</td>
<td>28 Days</td>
</tr>
<tr>
<td></td>
<td>Long-term Accommodation Support</td>
<td>Up to 12 Months</td>
</tr>
<tr>
<td></td>
<td>Mentoring</td>
<td>6 to 12 Months</td>
</tr>
<tr>
<td>5.2 Rural Rehabilitation Program</td>
<td>AOD Intervention and Support</td>
<td>12 Weeks &amp; 12 Weeks Aftercare</td>
</tr>
<tr>
<td>6.1 Young Offenders Veterans Mentoring Program</td>
<td>Mentoring Support</td>
<td>12 Months</td>
</tr>
<tr>
<td>(Demonstration Project)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2 Aboriginal Reintegration and Transition Program</td>
<td>Aboriginal Community Reintegration Support</td>
<td>16 Weeks</td>
</tr>
</tbody>
</table>

**Figure 1: JJNSW Funded Services**

5.1 Joint Support Program (JSP)

The Joint Support Program (JSP) provides a broad range of services and programs. The type of service provided varies across NSW according to complex and unique needs of young people identified by JJNSW.

Services include:
• casework support and mentoring
• crisis and long-term accommodation support
• job readiness, employment placement and support
• relationship intervention.

JJNSW and service providers work together to provide joint service delivery to support young people. This will be achieved through the adoption of a case management approach that:

• reflects principles of best practice
• facilitates the engagement of young people and their families in the process
• clarifies roles and responsibilities of all parties
• consistently reviews the effectiveness of the interventions planned for the young person
• manages the assessment, planning, interventions and review of the case plan.

The Joint Support Program seeks to emphasise outcomes, flexibility and a continuum of service delivery between JJNSW and funded organisations through strong collaboration and case management processes, client-focused strategies and regular monitoring and review meetings to ensure outcomes are achieved.

5.2 Rural Residential Adolescent Alcohol and Other Drug (AOD) Rehabilitation Program

The Rural Residential Adolescent AOD Rehabilitation Program operates in Dubbo and Coffs Harbour. The program offers an intensive AOD intervention program in a residential setting aimed at assisting young people to address their alcohol and other drug use connected with offending behaviour.

The program provides a stable and secure environment where young people are assisted to address anti-social and risk taking behaviours whilst strengthening interpersonal skills, targeting:

• young people 13 to 18 years old who have a history of significant alcohol and other drug use that contributes to their offending behaviour
• young people who have a dual diagnosis, as well as young people on medically supervised detoxification medications.

6 Demonstration Projects

JJNSW is committed to continuous improvement by funding a number of demonstration projects. These projects aim to assess if these services are effective in empowering young people to reach their potential without offending.

6.1 Veterans Young Offender Mentoring Program

A mentoring demonstration project has commenced in Western Sydney and the Mid North Coast in partnership with JJNSW, SHINE for Kids and veterans’ organisations. These organisations are working to deliver mentoring services by recruiting and training members of the veterans’ community as mentors.

The project will deliver mentoring services to 40 young people for up to 12 months and will be assessed as to how the partnership contributes to the delivery of the mentoring program,
as well as assess the efficacy of recruiting mentors who are past or current members of the Australian Defence Forces.

6.2 Aboriginal and Torres Strait Islander Reintegration and Transition Program

In line with JJNSW Aboriginal engagement initiatives, the Aboriginal and Torres Strait Islander Reintegration and Transition Program project supports Aboriginal young people in custody to successfully re-integrate into the community upon their release and end of JJNSW supervision orders. The demonstration project will operate in the Shoalhaven and Far South Coast areas to work intensively with Aboriginal and Torres Strait Islander young people.

The South Coast Medical Service Aboriginal Corporation will partner with JJNSW to provide joint service delivery and support to young people for up to 16 weeks in a manner which:

- reflects principles of best practice for offender interventions
- facilitates the engagement of Aboriginal young people and their families in the process
- clarifies roles and responsibilities of all parties
- consistently reviews the effectiveness of the interventions planned for the young person
- manages the assessment, planning, cultural considerations in relation to the case plan.

7 Target Outcomes

To ensure effective practice outcomes and accountability of Funded Services, JJNSW sets specific target outcomes to align with the JJNSW Case Plan to achieve the following outcomes:

- reduce risk of reoffending
- address criminogenic needs
- facilitate safe and stable accommodation
- build skills to reduce substance misuse
- engage the young person in education, training, and/or employment
- engage the young person in positive community activities
- facilitate connection with family members, care-givers, positive peers and adults, and positively engaged in community activities.

The JJNSW Caseworker must establish Target Outcomes that acknowledge SMART principles (Specific, Measurable, Agreed-upon, Realistic, Timely). Recording progress and achievement of Target Outcomes must be reflected in CIMS.

8 The Referral, Review and Exit Process

The Referral, Review and Exit process aligns with the JJNSW Case Management Policy and ensures consistent and accountable referral management that accurately reflects measurable outcomes.

Roles and responsibilities are clearly explained in the JJ NSW Funded Services Referral, Review and Exit Procedure to provide clear direction to apply consistent referral management between all funded services.
8.1 Referral

Referrals to funded services should be assessed based on criminogenic needs and risks. Responsivity factors such as age, gender, culture and disability should also be applied to assess the most suitable referral and yield the greatest outcomes.

- Referrals should: be objective and responsive to the identified criminogenic needs of the young person
- consider and cater for vital responsivity factors and tailor services appropriately
- be monitored regularly by JJNSW in line with supervision standards and assessed level of risk
- consider supports that promote engagement for the duration of the program
- obtain young person consent prior to commencing discussions with a funded service
- align SMART target outcomes with the YLS/CMI-AA, JJNSW case plan and endorsed interventions
- involve the young person and reach mutual agreement for all target outcomes established
- utilise intake meetings to set out expectations, and review and exit dates
- mitigate barriers the young person may experience in completing a program.

Although all young people receiving service from JJNSW may be considered for referral to a funded service, priority must be given to supervised young people that are assessed as high, medium-high or medium on the YLS/CMI-AA.

Referral of young people subject to other levels of involvement (eg. youth justice conferencing, bail, remand, assessment reports) should be assessed with consideration to service capacity and priorities and approved by the Area Manager.

8.2 Review

Regular review and ongoing monitoring is required to track progress towards target outcomes and address any barriers to achieving these outcomes. Reviews are ideally conducted during the case plan review process, and/or in response to significant changes in circumstances.

Reviews:

- ensure target outcomes aligned with the JJNSW case plan
- monitor the engagement levels of the young person
- monitor the achievement of outcomes and the service being delivered
- identify any barriers to achieving target outcomes
- identify if further support or other responsivity considerations are required

Reviews must be documented and recorded in CIMS to ensure consistency and accountability. Reviewing and monitoring progress on a regular basis also monitors that the most appropriate measures are in place to support the young person to achieve their goals.

If any issues or barriers arise as part of the review, a review meeting should be convened to resolve any of these issues collaboratively with the young person, funded service, family members and other stakeholders.

It remains the responsibility of JJNSW to monitor and review funded service referrals that supersede the length of a supervised order. Many JJNSW funded services engage with young people beyond supervision cessation, hence referrals must continue to be monitored and updated in CIMS. The JJ NSW Funded Services Referral, Review and Exit Procedure provides further information regarding roles and responsibilities.
8.3 Exit

The purpose of the exit phase is to review a young person’s progress, achievements and the requirement of further support for the young person. The following tasks must be completed during the exit phase:

- a meeting arranged involving the young person, JJNSW Caseworker and funded service
- completion of all administrative tasks finalised by the JJNSW Caseworker and the funded service
- ensure CIMS records of service are complete for quality assurance, accountability, reporting and auditing purposes.

9 Contract Management and Monitoring

JJNSW is responsible for monitoring the performance and outcomes of JJ funded services. The purpose of performance monitoring is to provide evidence that funded services comply with the Funding Deed of Agreement and achieve the intended results/outcomes and service levels as described.

To ensure effectiveness, funded services are measured against:

- key performance indicators listed in the service specifications
- individual target outcomes agreed on with each young person
- service provision capacity.

Figure 2 outlines the JJ Funded Services Contract Management structure

The Funded Services Unit, Office of the Executive Director oversees at a statewide level:

- the development and review of funded services policy and procedures in consultation with JJ staff
- the financial management of JJ funded services and ensures compliance with agency funding schedules
- funded services procurement and contract management processes.

The Funded Services Advisory Committee provides advice and guidance to the Office of the Executive regarding the implementation and ongoing management of JJ funded services. Key membership includes Regional Directors (or their representatives); Regional Executive Officers; Director Operations; Manager, Aboriginal Strategic Coordination Unit; Manager, Bail Assistance Line; and Manager, Research and Information.

The funded services mailbox is available to field enquiries and feedback from staff and external stakeholders. Ongoing issues regarding performance or conduct of funded services
should be referred to the relevant Area Manager and the Regional Director in the first instance for resolution. If required, the matter may be drawn to the attention of the Funded Services Unit.

Performance measurement involves the regular collection and reporting of information about the efficiency, effectiveness and quality of services. Analysis of this data should allow JJNSW to gauge the comparative success of a program in meeting its objectives. Evaluating and monitoring the performance of a program and/or funded service measures key performance indicators that:

- all service providers are required to meet
- are specific to the service type and the service activities that a service provider is delivering
- are defined and negotiated regionally to measure a service provider’s response to local needs.

JJNSW requires all funded services to participate in any other evaluation or reviews of the programs under which projects are funded and that JJNSW may decide to undertake.

The collection of performance measures is the responsibility of both JJNSW and service providers. The JJNSW Funding Agreement is the tool that outlines the agreed performance measures for each funded organisation and the services they are delivering.

JJNSW Funded Services Guidelines have been developed which detail requirements for the management of the funded services. The Guidelines detail reporting requirements, roles and responsibilities and a performance management framework. The Guidelines can be found here.

10 Complaints

JJNSW respects the rights of young people and stakeholders to make a complaint if they are not satisfied with the nature or manner in which its services are delivered. JJNSW is committed to handling complaints in a fair and open way and in accordance with the JJNSW, ‘Complaints Policy and Procedure’.

The recipient of any complaint is responsible for facilitating appropriate support for the young person including advising the young person regarding the process. If necessary, this includes assisting the young person to document their complaint and to have a matter heard and resolved.

Complaints or allegations regarding services funded or contracted by JJNSW are to be forwarded to the Regional Director for information or resolution.

The JJNSW Complaints Policy can be found here.
11 References

Legislation

- Bail Act 2013
- Children (Criminal Proceedings) Regulation 2011
- Children (Community Service) Act 1987
- Children (Criminal Proceedings) Act 1987
- Children and Young Person’s (Care and Protection) Act 1998
- Privacy and Personal Information Protection Act (1998)
- Young Offenders Act 1997

Related Documents

- JJNSW Case Management Policy
- JJNSW Practice Framework
- JJNSW Funded Services Guidelines
- CIMS Screenshots with instructions
- JSP Service Provider Review/ Exit Report explanatory notes
- JSP Service Provider Review/ Exit Report
- Funding Deed of Agreements
- Residential Rural Rehabilitation Review Exit Aftercare Report
- Roles and Responsibilities JJNSW staff
- Example Target Outcomes
12 Document information

<table>
<thead>
<tr>
<th>Title:</th>
<th>JJNSW Funded Services Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Centre:</td>
<td>Office of the Executive Director (Funded Services)</td>
</tr>
<tr>
<td>Author:</td>
<td>Senior Project Officer – Funded Services Unit</td>
</tr>
<tr>
<td>Approver:</td>
<td>Director, Office of the Executive Director</td>
</tr>
<tr>
<td>Date of Effect:</td>
<td>7 July 2017</td>
</tr>
<tr>
<td>Next Review Date:</td>
<td>7 July 2019</td>
</tr>
<tr>
<td>File Reference:</td>
<td>16/05644</td>
</tr>
<tr>
<td>Key Words:</td>
<td>Policy, Funded Services, Procurement, Contract, Review,</td>
</tr>
<tr>
<td></td>
<td>Monitoring</td>
</tr>
</tbody>
</table>

13 Document history

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Reason for Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>00/00/2015</td>
<td>New Policy</td>
</tr>
<tr>
<td>02</td>
<td>06/04/2017</td>
<td>2015-2017 Policy review: Changes in response to applying Funded Services Framework and consistent referral management process</td>
</tr>
<tr>
<td>03</td>
<td>27/07/2017</td>
<td>Final- Amended in response to feedback at consultations</td>
</tr>
</tbody>
</table>