

Youth Justice Model of Care

Implementation Plan

December 2024

Youth Justice Reform Taskforce
Department of Premier and Cabinet



Youth Justice Model of Care Implementation Plan

The Youth Justice Reform Taskforce (the Taskforce) will work with all parts of the youth justice continuum to implement our Youth Justice Model of Care (Model of Care) and ensure service delivery reflects the principles and ways of working that underpin it.

The youth justice continuum comprises service providers and organisations providing services for children and young people in, or at risk of entering, the youth justice system.

We will know that our Model of Care has been successfully implemented when there are fewer children and young people, including Aboriginal children and young people, with unmet needs who are engaging in offending behaviour. In addition, more children and young people have their health, housing and material needs met and are engaged in prosocial pathways, including through prevention, early intervention and diversion services.

Our Model of Care will take time to fully implement, and this implementation will also be supported by a range of initiatives currently being undertaken concurrently by the Taskforce. These initiatives include:

- ✓ Development of a Youth Justice Diversionary Services Framework followed by implementation of a range of prevention, early intervention and diversion programs and options.
- ✓ Implementation of a range of intensive case management, assisted bail and transition from detention options, including safe housing.
- ✓ Development of a Tasmanian Aboriginal Youth Justice Strategy.
- ✓ Design and construction of a new Tasmanian Youth Justice Facility for children and young people sentenced to custody including the development of a practice framework and operating model.

Implementation of our Model of Care

The implementation of our Model of Care requires effort from more than one agency to meet the complex needs of children and young people within the youth justice system.

There is the requirement for commitment, collaboration and support within and across the broader youth justice service system, including government agencies, community and Aboriginal service providers, to achieve better outcomes.

The Youth Justice Reform Cross-Agency Steering Committee (which comprises key government agencies relevant to the youth justice service continuum) will be the steering committee for the implementation of our Model of Care and provide a forum for the coordination of activities across government agencies that will contribute toward better outcomes for children and young people.

Organisations are encouraged to commence implementation and the Taskforce will work with stakeholders to ensure cross-sectoral engagement in the development of resources to support this ongoing implementation.

This includes participation from members of the:

- Youth Justice Reform Community Engagement Group
- Youth Justice Reform Expert Panel
- Youth Justice Reform Aboriginal Reference Group.

An example of these resources will be the development of an assessment tool to guide organisations in planning for the practical implementation of our Model of Care within their organisation.

Operationalisation of our Model of Care

The development of a Practice Framework and Operating Model for community and custodial youth justice will give effect to the Model of Care for statutory youth justice services.

For those organisations that are funded by Government to deliver relevant services, implementation of our Model of Care will form part of the conditions of their Funding Agreement. Service providers will be required to demonstrate how the principles and ways of working within our Model of Care are applicable in their service model and report against agreed Key Performance Indicators (KPIs) as part of contract management.

Implementation actions

Actions are identified for each implementation stage for our Model of Care, including goals, strategies, timelines and success measures.

STAGE ONE

Establishment

STAGE TWO

Sector engagement/preparedness

STAGE THREE

Initial projects

STAGE FOUR

Ongoing work


The actions below outline a number of implementation strategies including:


- A communication and education campaign regarding our Model of Care as the key governing document for working with children and young people in, or at risk of entering, the youth justice system, expectations regarding implementation and ongoing monitoring.
- Ensuring governance arrangements for implementation reflect cross-sectoral engagement.
- Development and completion of the implementation assessment tool by organisations to support change management, including identification of change readiness, priority actions and barriers to implementation at an organisational level.
- The Taskforce working with the youth justice service sector to identify strategies to support cross-sector implementation. For example, delivery of sector wide staff training in core competencies to ensure consistency of core skills, knowledge and shared understanding.

Establishment




Strategies	Timeline	Lead	Success measure
Sector-wide communication of our Model of Care			
Communications and engagement campaign across the youth justice sector to socialise our Model of Care.	Dec 2024 – Jan 2025	Taskforce	The youth justice sector is aware of and promotes our Model of Care within their organisations.
Community education and expectation management			
Communications across Tasmanian communities to inform them of our Model of Care and the intended outcomes, including the value of a therapeutic youth justice system.	Dec 2024 – Mar 2025	Taskforce	The community is aware of our Model of Care and the intended outcomes, including the value of a therapeutic youth justice system.
Ensure that implementation progress is monitored and accountable			
Governance to include cross-sectoral engagement. Youth Justice Reform Expert Panel, Cross-Agency Steering Committee, Community Engagement Group and Aboriginal Reference Group to inform implementation activities.	Life of the project	Taskforce	The project has functional decision making and engaged advisory mechanisms to maintain project momentum.

Sector engagement/preparedness



Strategies	Timeline	Lead	Success measure
 Continue to grow relationships, partner with the youth justice sector to work together to implement our Model of Care and support the sector to deliver the intent of our Model of Care			
Development and distribution of implementation self-assessment tool <i>noting the sector will be engaged in the design and development of the self-assessment tool.</i>	Dec 2024 – Jan 2025	Taskforce	Sector partners are supported to assess their current activities in terms of our Model of Care and supported to make changes as appropriate.
Development and distribution of implementation support tools e.g. case studies.	Jan – Feb 2025	Taskforce	Tools support sector partner agencies to implement our Model of Care.
Development of a sector education and training calendar to provide ongoing support for implementation and shared understanding.	May 2025	Taskforce in collaboration with relevant agencies (i.e. DPFEM, DECYP, Community Engagement Group members)	Children and young people at risk/offending are effectively supported by knowledgeable and confident sector staff.
Optimise resourcing and funding arrangements to effectively support the delivery of services for children, young people and families.	Life of the project/ continuous	Taskforce in collaboration with DECYP	Service providers are adequately resourced to implement our Model of Care for children and young people at risk.

Strategies	Timeline	Lead	Success measure
 Ongoing work with statutory youth justice services to support alignment to our Model of Care			
Ongoing work to engage the Magistrates Court to build awareness and understanding of our Model of Care and the changes that will be occurring across the youth justice system.	Life of the project	Taskforce and DECYP	Staff in Magistrates Courts, including Magistrates understand the vision, principles and ways of working of our Model of Care.

Initial projects

Strategies	Timeline	Lead	Success measure
 Continue to build on our Model of Care across the continuum through the development of specific early intervention/ diversion services			
Development of a Youth Justice Diversionary Services Framework which provides guidance for the procurement of services consistent with our Model of Care.	Dec 2025	Taskforce	Services procured across the continuum are consistent with our Model of Care and provide an integrated and consistent service response for young people.
Procurement documentation and contracts reflect our Model of Care principles and expectations.	Ongoing	Taskforce in collaboration with procuring agencies	
 Ensure that government delivered services are consistent with our Model of Care			
Development and implementation of a Services for Youth Justice Practice Framework and Operating Model for community and custodial youth justice (new model) that reflects our Model of Care.	Feb 2025	Taskforce in collaboration with DECYP	Government services are delivered in a way that aligns with best practice approaches and deliver the best possible outcomes for young people in the youth justice system.
 Services for Aboriginal children and young people are co-designed with the Aboriginal community and encourage community-led responses to youth justice matters			
In partnership with Aboriginal service providers, Departments and service organisations initiate cultural change activities to support culturally safe and Aboriginal-led services.	Jan 2025 – July 2026	Taskforce	Aboriginal children and young people receive culturally appropriate responses supported by Aboriginal organisations at the earliest possible opportunity.

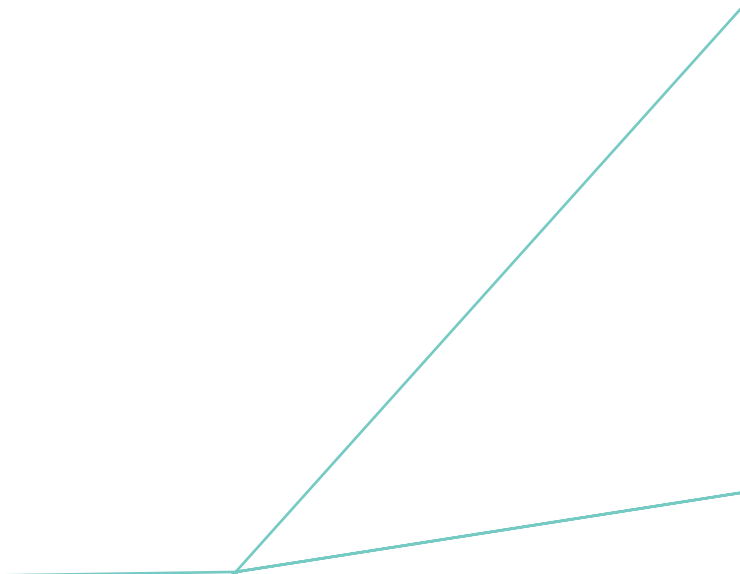
Ongoing work

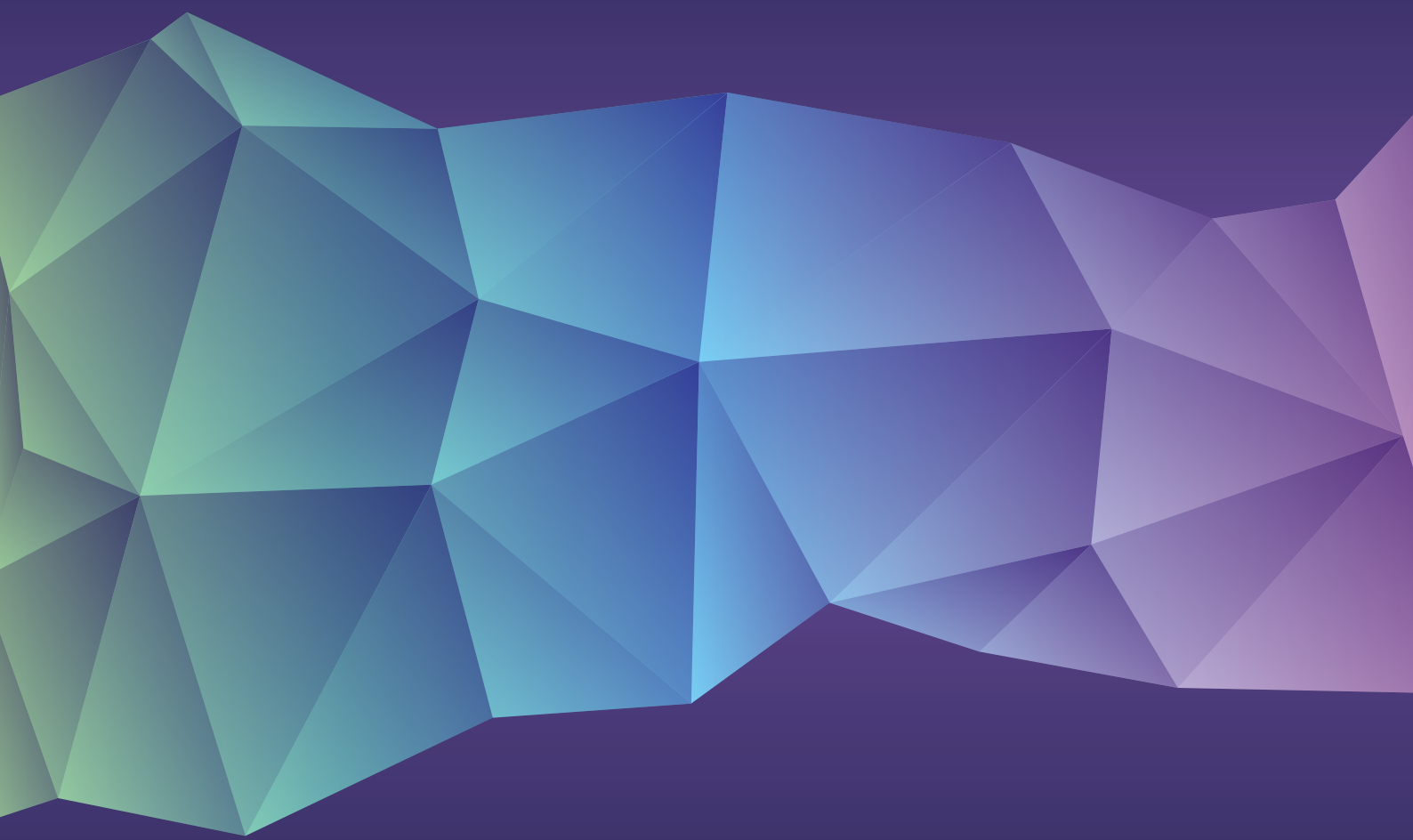
Strategies	Timeline	Lead	Success measure
 Ensuring the future youth justice system is aligned to our Model of Care			
Identifying and engaging in Tasmanian and Australian government processes, such as legislative reform and budget processes.	Life of the project	DECYP	The youth justice system in Tasmania is aligned with our Model of Care.
 Youth justice sector capacity building			
Conduct periodic service gap analyses as part of policy and project work under our Model of Care.	Life of the project	DECYP	The youth justice sector is supported and new initiatives address gaps, add and build capacity and avoid duplication.

Monitoring the implementation of our Model of Care

Monitoring, reporting and evaluation of the implementation of our Model of Care in the youth justice service system will be guided by the development of a Youth Justice Outcomes Framework (the Outcomes Framework).

The Youth Justice Reform Cross-Agency Steering Committee will monitor and report against deliverables in the Outcomes Framework and report to the Tasmanian Government Secretaries Board, and Cabinet.





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