

Sentenced youth boot camp

Youth Justice

Funding information paper 2012–13

QCPCI

Date: 27.8.2012

Exhibit number: 38

1.0 Snapshot of the funding initiative

Purpose of the Sentenced Youth Boot Camp program	<p>The purpose of the Sentenced Youth Boot Camp (SYBC) is to provide an intensive intervention to young people at direct risk of detention. The intervention will:</p> <ul style="list-style-type: none"> • instil discipline and respect in young people • address the causes of crime • provide a direct consequence for offending • increase the supervision of young people.
Target group	The SYBC program will involve young offenders aged 13–17 years at risk of being sentenced to a detention order.
Funding available under the Sentenced Youth Boot Camp Program Funding Initiative	<p>The SYBC is a two year trial initiative to commence operation in January 2013.</p> <p>As part of the submission process, service providers will articulate the proposed service and budget associated with the implementation of the SYBC program. The service provider will integrate its service delivery approach with Youth Justice Services and other agencies partnered or sub-contracted to implement program components. The service provider will be required to create cost-efficiencies where possible by partnering with agencies currently providing services in the community or negotiating with agencies to re-align existing community-based services.</p> <p>The Department of Justice and Attorney-General (DJAG) will form a working party to assist collaboration between the service provider and partnered agencies providing in-kind service delivery support in the implementation of the SYBC program.</p> <p>Applicants must be able to commence service delivery in January 2013.</p>
Location	Cairns local government area
Eligibility requirements	<p>Applicants (and sub-contracted service providers) must hold Approved Service Provider (ASP) status under the <i>Community Services Act 2007</i>.</p> <p>Applicants (and sub-contracted service providers) must be incorporated and hold public liability and other relevant insurance for all proposed activities.</p>
Closing date	19 September 2012

1. Background

The Queensland Government has made an election commitment as part of its *Safer Streets Crime Action Plan* to trial boot camps for young people.

Two types of boot camps will be trialled – an Early Intervention Youth Boot Camp (EIYBC) and a Sentenced Youth Boot Camp (SYBC). The EIYBC will target young people at risk of entering a criminal trajectory, while the SYBC will target young people facing a detention order. The government has allocated \$2 million to support the implementation of both boot camps.

The SYBC trial will be supported by amendments to the *Youth Justice Act 1992* which will expand sentencing options. The SYBC program will frame the delivery of the SYBC and a process and short-term impact evaluation will be undertaken to determine if program objectives are achieved.

This funding information paper seeks submissions from service providers with the skills and knowledge to deliver the SYBC program.

The submission process will involve service providers outlining how they will deliver the SYBC program. The service delivery approach will need to integrate with Youth Justice Services who has a statutory requirement to supervise and manage youth justice orders imposed on young people.

Service providers will be required to outline the costs associated with program delivery and identify how cost efficiencies will be created by working with existing services in their submission. Service providers may choose to partner with existing services, sub-contract services or negotiate to re-align existing services in order to create cost-efficiencies and deliver an effective program.

The service delivery model proposed by service providers in submissions will need to be consistent with the service delivery framework and program specifications outlined in this paper.

2. Purpose

The purpose of the Sentenced Youth Boot Camp (SYBC) is to provide an intensive intervention to young people at direct risk of detention. The intervention will:

- instil discipline and respect in young people
- address the causes of crime
- provide a direct consequence for offending
- increase the supervision of young people.

3. Program objectives

The objectives of the SYBC program are to:

- provide a consequence for young people's offending behaviour
- reduce rates of re-offending among young people
- develop discipline and respect among young people
- engage/re-engage young people in education, training and/or employment
- strengthen and maintain young people's family relationships
- positively engage young people with their communities
- strengthen young people's sense of cultural identity and connection to their cultural communities
- improve the stability, health and well-being of young people
- increase young people's access to positive recreational and leisure activities
- improve young people's personal and social skills and life skills
- improve young people's families' ability to supervise and support young people.

4. Program and service delivery model

The SYBC program is comprised of three phases and multiple program components. The service provider will be responsible for delivering all program phases and components. Program components may be delivered directly by the service provider, by sub-contracted services identified by the service provider or via partnerships developed by the service provider to access existing community-based services. The involvement of the young person's family is an integral part of the SYBC program.

Program phases

The SYBC program phases are:

- residential
- community supervision
- mentoring.

The residential and community supervision phases will be implemented during the length of the youth justice order. The mentoring phase will continue after the completion of the youth justice order on a voluntary basis. Young people will be involved in structured activities throughout their youth justice order.

The residential phase involves locating young people referred to the SYBC program to a boot camp residential facility for the first month of their youth justice order. The residential facility will be the location for the introduction and implementation of the various SYBC program components.

The community supervision phase will continue to implement program components introduced in the residential phase with the young person back in the community. Supplementary weekend camps will occur during the community supervision phase within the second and third month of the young person's youth justice order.

The mentoring phase will support the continuance of mentoring relationships established during the residential phase of the program.

Youth Justice Services will be responsible for the case management and order supervision of young people sentenced to a youth justice order and referred to the SYBC. The service provider will be required to collaborate with Youth Justice Services to ensure the SYBC program is delivered in accordance to case management plans. Case management plans will be developed and reviewed in response to the identified needs of the young person and court ordered requirements by Youth Justice Services in consultation with the SYBC service provider and the young person's family. Case management plans will form the basis of structured activities outlined in weekly activity schedules. See Appendix A for an example of a Residential Weekly Activity Schedule and Appendix B for an example of a Community Supervision Weekly Activity Schedule.

Program components

The program components of the SYBC program are:

- intensive physical activity/experiential learning
- intensive family support
- offence focussed programs
- education, training and employment
- health services
- community reparation
- mentoring.

The purpose and service delivery of the boot camp residential facility and SYBC program components are outlined in more detail below.

Residential facility

Young people will be located at a boot camp residential facility during the one month residential phase of the SYBC program. Young people will receive 24 hour, 7 day per week supervision and be subject to a curfew. Young people will participate in daily room inspections and are expected to perform domestic duties such as meal preparation, laundry and cleaning.

The residential facility will accommodate five young people at a time. However, young people will be referred to the SYBC program at different times so intake of young people to the facility and commencement on the program will occur at different times.

The service provider will be required to demonstrate they have access to an appropriate residential facility to enable the SYBC to commence operation in January 2013.

The service provider will deliver the boot camp residential facility and supporting activities. Youth Justice Services will be responsible for transporting young people to the residence.

See Appendix C for further specification of the boot camp residential facility.

Intensive physical activity/experiential learning

The purpose of the intensive physical activity/experiential learning component is to instil discipline in the young person, enhance their physical health and enable the identification of the causes of the young person's offending. It will involve the implementation of challenging physical activities and experiential learning in outdoor settings. The types of activities supporting this component include fitness training, rope/obstacle courses, overnight hikes and rock climbing. This component will form a key focus of the residential phase of the program and will also be delivered during the

community supervision phase. The intensive physical training component will be in part delivered through the community phase through the short camps component.

The service provider will be responsible for delivering this program component. See Appendix C for further specification of the intensive physical activity/experiential learning program component.

Intensive family support

The purpose of the intensive family support component is to strengthen the young person's family relationships and parent's capacity to supervise and support their child. The component involves the delivery of a multi-systemic family skilling program shown to be effective in the promotion of supervision, discipline, and respectful communication between young people and their families during the residential and community supervision phases of the program.

The service provider will be responsible for delivering this program component. See Appendix C for further specification of intensive family support program component.

Offence focussed programs

The purpose of this component is to identify and address behaviours linked to the young person's involvement in crime. This component will involve the delivery of two evidence-based cognitive behavioural programs, Aggression Replacement Training (ART) and Changing Habits and Reaching Targets (CHART). This component will be delivered during the residential and community supervision phases of the program depending on the assessed needs of the young person.

Offence focussed programs will be delivered in-kind by Youth Justice Services. The service provider will be required to work closely with Youth Justice Services to ensure the integration of these services in the SYBC program.

Education, training and employment

The purpose of this component is to increase the participation of the young person in education, training and/or employment. The component will involve activities to support work/education readiness, placement and support into flexible education, training and employment. This component will be delivered during the residential and community supervision phases of the program depending on the assessed needs of the young person.

Education, training and employment interventions will be delivered by existing government or non-government agencies. The service provider will be required to partner with these agencies to ensure the integration of these services in the SYBC program. The Department of Justice and Attorney-General will negotiate with the Department of Education, Training and Employment and other service providers to ensure education and training options are available.

Health services

The purpose of this component is to identify and address any health issues that may be contributing to offending behaviour. This may include attending to alcohol and drug use and mental health problems. The types of activities supporting this component include assessing substance use, assessing mental health and referral and supported access to relevant health agencies. This component will be delivered during the residential and community supervision phases of the program depending on the assessed needs of the young person.

The SYBC program will leverage off existing health agencies to deliver in-kind health services. The service provider will be required to partner with these agencies ensure that appropriate health assessments are undertaken and that health services are delivered to SYBC program participants.

Community reparation

The purpose of this component is for young people who have offended to undertake work that gives back to the community. Community reparation will provide young people with a direct consequence of their offending behaviour, facilitate their ability to establish work habits, develop positive attitudes by helping others and make social contacts potentially leading to future employment. The types of activities supporting this component may include maintaining public sites, sorting recycling items for charities and assisting in food preparation.

The SYBC service provider can implement their own reparation initiatives or leverage off existing community service projects managed by Youth Justice Services. The service provider will be required to work closely with Youth Justice Services to ensure the integration of this component in the SYBC program.

Mentoring

The purpose of mentoring is to provide guidance, encouragement and support to young people involved in the program through a structured and trusting relationship. The component involves connecting the young person to a mentor who can introduce the young person to new experiences and opportunities. Young people and mentors will be matched according to shared interests, culture/ethnicity, personality and temperament and geographical proximity. The needs and goals of the young person will also be taken into account.

Mentors will be volunteers from the community. The service provider will establish a volunteer network and coordinate mentors to deliver the mentoring component. See Appendix C for further specification of the mentoring program component.

5. Referral pathway

The government will introduce a new sentencing option by way of amendments to the *Youth Justice Act 1992* to support the trial of the SYBC. The aim of this sentencing option will be to divert young offenders from detention.

Further information on referral pathways will be provided after legislative amendments have been endorsed by Parliament.

6. Target group

The SYBC program will involve young offenders aged 13–17 years facing a detention order.

The delivery of the program will occur in the Cairns local government area.

Young people referred to the SYBC program will be those who have continued to offend at the same or increased intensity and severity and assessed as having a high risk of re-offending.

Some of the key issues that high risk young people present with include:

- poor parental monitoring and supervision and family conflict leading to homelessness
- association and identification with a peer group with anti-social attitudes
- a heavy dependency on illegal drugs and/or alcohol
- pro-criminal attitudes and beliefs
- medium to long-term disengagement from education, training and/or employment.

Aboriginal and Torres Strait Islander young people are significantly overrepresented in the criminal justice system within the geographic target area and will therefore make up a significant proportion of the target group. It is crucial that the SYBC program is delivered in a manner that meets the needs of these young people, their families and communities.

Although current offending patterns indicate that the majority of young people referred to the SYBC will be male, the specific developmental and safety requirements of young women referred to the SYBC will be met by the service provider.

The number of young people serviced will be 20 per year (40 young people across two years).

Young people not eligible for the program

There are some young people where the complexity or seriousness of their individual and family issues will contribute to risks associated with safety regarding their participation in the program.

Young people not eligible for the SYBC program include young people:

- not willing to participate in the program
- who have sexually offended
- with significant mental health issues
- exhibiting extreme violence
- demonstrating other extreme behaviour.

Alternative options for these young people will be considered during the pre-sentence stage.

7. Evaluation

A process and outcome evaluation will be undertaken to assess the outcomes of the trial. The funded service provider will be required to work with DJAG and the Department of the Premier and Cabinet (DPC) to support this work.

The funded service provider will contribute to the evaluation's research design and development of evaluation measurement tools. They will also implement evaluation measurement tools as required by the evaluation team.

8. Compliance with relevant legislation

The service provider will be bound by the relevant provisions of the *Youth Justice Act 1992* and *Child Protection Act 1999* where they apply. In addition, the service provider will be bound to the Information Privacy Principles contained in the *Information Privacy Act 2009*. Information can only be disclosed in accordance with the exceptions to confidentiality and privacy contained in this legislation. Where the particular information falls within the definition of confidential information for the purposes of the *Youth Justice Act 1992* and *Child Protection Act 1999*, those confidentiality provisions must be complied with.

9. Important information regarding funding

The organisation/s successful in obtaining funding will be required to:

- enter into a Service Agreement tailored for the SYBC program
- comply with the requirements and conditions within the Service Agreement
- comply with the *Community Services Act 2007*, and the prescribed requirements contained in the *Community Services Regulation 2008*
- participate in performance monitoring and evaluation processes.

Copies of the Service Agreement which comprises three parts: Service Agreement (Part A) Standard Terms of Funding, Service Agreement (Part B) Specific Terms of Funding for Justice and Attorney-General Services, and Service Agreement (Part C) Specifications for Justice and Attorney-General Services are available from the following government web site at:

<http://www.communities.qld.gov.au/gateway/funding-and-grants/community-services-service-agreements/service-agreements-from-july-1-2010> or from the contact officers listed in Section 15: Lodging Submissions.

Key information to consider when planning budget

Funds will be provided across a two year period and provided on a quarterly basis after previous quarter performance and financial acquittal.

A one-off establishment component will be available for service establishment purposes.

Budgets should articulate annual costing showing a full year effect budget proposal for each year of the trial.

Budgets should identify the following:

- establishment costs that cannot be absorbed by the service provider (including purchase of desks, computers, laptops, staffing costs, etc.)
- staffing costs (including position award type and level, number of staff, explanation of staffing models/rotational rosters)
- organisational costs (including auspice costs, etc)
- administration costs (including public liability and other insurance, stationary, etc)
- property and energy costs (including electrical, utilities, property maintenance and insurance)
- motor vehicle costs (including leasing costs, registration, insurance, fuel, repair and service)
- travel and training costs
- young person-related costs (including brokerage).

Ineligible costs include:

- costs other than those listed above
- capital costs (including purchase of property, land, etc.).

10. Selection of submissions

Submissions will be assessed in accordance with eligibility and selection criteria, the service provider's ability to meet funded output targets, and in consideration of local needs and existing service provision.

Organisations may be asked to submit further details or provide clarification during the selection process and/or present their submission directly to the selection panel. Recommendations for funding under the *Community Services Act 2007* are forwarded to the Attorney-General and Minister for Justice for consideration.

Applicants are reminded to check regularly for updates about the SYBC Funding Initiative on DJAG's website at <http://www.justice.qld.gov.au/>.

11. Eligibility criteria

The *Community Services Act 2007* (the Act) governs the provision of Youth Justice grants funding. It establishes an Approved Service Provider (ASP) system designed to ensure that service providers are financially and organisationally viable and have the capacity, within resources, to successfully provide services consistent with the objects and guiding principles of the Act.

To apply for funds under the SYBC program applicants (and sub-contracted service providers) must:

- a) hold Approved Service Provider (ASP) status OR
- b) have already applied for ASP status OR
- c) submit a concurrent application.

To submit a concurrent application you must submit your application for ASP status and your submission for assistance to the DJAG at the same time. When the applications are received, DJAG will endeavour to complete ASP assessments as a priority so that any concurrent funding submissions can be considered.

Where there is an urgent need, or it is not practicable for a service provider to become an ASP prior to assistance being approved, the service provider must take action to become an ASP as soon as reasonably practicable and within six months of receiving assistance. Assistance will cease six (6) months after it is first given if the service does not become an Approved Service Provider.

Further information on becoming an Approved Service Provider, including application forms, is available from the Department of Communities, Child Safety and Disability Services website at: <http://www.communities.qld.gov.au/gateway/funding-and-grants/approved-service-providers>.

State run entities such as schools and hospitals are not eligible to receive assistance under the Act. However, under the *Education Act 2006* Parents and Citizens Associations are able to apply for assistance.

All organisations making submissions must also:

- have no outstanding financial accountability, service delivery or performance issues for funding previously provided by DJAG or the Department of Communities, Child Safety and Disability Services.
- hold public liability and other relevant insurance (or provide plans to obtain insurance)
- provide evidence that the organisation has the capacity to deliver and sustain the service required.

Service providers making submissions may be contacted by DJAG to request a copy of their most recent Audited Financial Statement. If organisations are currently receiving assistance from DJAG or the Department of Communities, Child Safety and Disability Services, submitted financial and performance reports and consideration of outstanding reports may be taken into account when assessing submissions.

12. Selection criteria

The successful service provider will deliver the entire SYBC program (including the boot camp residential facility) in collaboration with Youth Justice Services. Submissions must address all selection criteria and provide evidence to support each claim by the service provider and/or subcontracted service provider. Applications may not be considered if submissions fail to address all criteria. Selection criteria will be assessed based on a 1–2 weighting scale, one holding the highest weighting.

Selection Criterion 1 (Weighting: 1)

Service provider and/or sub-contracted service provider/s ability to deliver the boot camp residential facility to young people with high needs

Supporting evidence should demonstrate how the provider and/or sub-contracted providers will:

- deliver the boot camp residential facility and associated activities with an understanding of the needs/issues faced by young people in the youth justice system
- deliver boot camp residential facility and associated activities with cultural competence (particularly in relation to Aboriginal and Torres Strait Islanders)
- deliver the boot camp residential facility and associated activities in a manner that encourages family participation
- cost and staff the implementation of the boot camp residential facility and associated activities
- identify and mitigate the risks associated with the delivery of the boot camp residential facility and associated activities to ensure a safe environment for young people, their family members and staff
- meet funded output targets (see section 13).

Selection Criterion 2 (Weighting: 2)

Service provider and/or sub-contracted service provider/s ability to deliver SYBC program components to young people with high needs and their families

Supporting evidence should demonstrate how the provider and/or sub-contracted providers will:

- deliver the physical activities/experiential learning (including weekend camps), mentoring and intensive family program components to vulnerable young
- deliver the physical activities/experiential learning (including weekend camps), mentoring and intensive family program with cultural competence
- deliver all SYBC program components in a manner that encourages family participation
- create cost efficiencies by partnering with existing services or negotiating the re-alignment of existing services
- cost and staff the implementation of the SYBC program components (excluding services provided in-kind by existing organisations)
- ensure the integration of all SYBC program phases and components
- identify and mitigate the risks associated with the delivery of the SYBC program (particularly physical activities/experiential learning) to ensure the safety of young people, their families and staff.

Selection Criterion 3 (Weighting: 2)

Service provider and/or sub-contracted service provider/s demonstrated ability to work with other services to coordinate, plan and address young persons' needs

Supporting evidence should demonstrate:

- examples of coordinated initiatives/projects undertaken with other service providers and indication of how the outcomes from those activities have benefited clients
- existing relationships with other agencies including Youth Justice Services, Child Safety, education, health services and non-government providers and indication of how those relationships have benefited clients
- experience in providing effective services to vulnerable young people in a statutory environment
- experience in providing successful services to Aboriginal and Torres Strait Islander young people, their families and communities
- understanding of, and experience in, developing and implementing evaluation measures
- evidence of consultation and partnership with other service providers regarding the proposed delivery of the SYBC program
- experience in the use of referral processes and mechanisms to ensure effective case management coordination and client confidentiality.

13. Output funding and reporting

Submissions must include evidence that the organisation can meet funded output target levels. Funded outputs have been developed with reference to Department of Communities Funded Outputs Catalogue (see: <http://www.communities.qld.gov.au/gateway/funding-and-grants/output-funding-and-reporting>). Table 2 shows activities to be undertaken to support funded outputs. Appendix E describes funded output counting rules. Separate costings will be required for each funded output.

Table 1: Funded outputs

Funded output	Output description	Output measure	Quantity to be delivered per annum	Number of participants
A05.4.01 Temporary supported accommodation	Providing support to people in designated temporary accommodation. This is immediate and short-term housing, not long-term housing (includes delivery of associated boot camp residential activities).	Places	1825 ¹ places (maximum accommodation nights)	20 per year (maximum of 5 at any one time)
AO1.2.02 Needs assessment and management of case/service plans	Activities of assessment of service needs, development and monitoring of service plans, ongoing case management and coordination of voluntary, individualised service packages, and professional support in access and using general community services (includes delivery of intensive physical activities/experiential learning, intensive family support and mentoring)	Hours ²	Support provided to 20 young people for residential phase (1 month), community supervision phase (between 2 and 5 months) and mentoring phase (between 6 and 9 months) Approximately 3728–4332 hours	20 per year
A01.3.99 Community living support activities not elsewhere classified	Providing temporary camp accommodation (includes delivery of overnight/supplementary camps and associated activities)	Places	130 ³ (maximum accommodation nights)	20 per year

¹ Calculated by multiplying 5 young people x 365 days

² See Department of Communities Funded Outputs Catalogue for further information on the calculation of hours.

³ Calculated by multiplying 26 (number of overnight/supplementary camps x 5 young people)

Table 2: Activities a service will undertake to deliver the funded output/s

Outputs	Activities
A05.4.01 Temporary supported accommodation	Temporary supported accommodation
A01.2.02 Needs assessment and management of case/service plans	Needs assessment and management of case/service plans
	Social and personal development
	Family therapy and mediation
A01.3.99 Community living support activities not elsewhere classified	Providing temporary camp accommodation includes delivery of overnight/supplementary camps and associated activities

The service provider will also be required to collect and provide data to DJAG for the purposes of performance monitoring. Performance measures and counting rules will be negotiated with the successful service provider. The types of measures and counting rules that may be used to monitor service provider performance are outlined in Appendix E.

14. Timeframes

20 August 2012	Availability of funding announced
19 September 2012	Funding submissions close
4 October 2012	Applicants notified
January 2013	Service commencement

15. Lodging submissions

Closing date: All submissions must be lodged by **5pm, Wednesday 19 September 2012.**

Late submissions will not be accepted.

Address of submissions:

Mr Darren Hegarty
Director
Youth Justice Policy, Performance, Programs and Practice
Department of Justice and Attorney-General
PO Box 806
Brisbane Q 4001

Documentation: All submissions must be made by completing a Funding Submission Form and submitting it according to the instructions in the Funding Submission Form. The Funding Submission Form is available with other related documentation on the DJAG web site at <http://www.justice.qld.gov.au/>.

The contact officers for this Funding Information Paper are:

- Matthew Statham
Principal Program Officer, Youth Justice
Department of Justice and Attorney-General
Matthew.Statham@communities.qld.gov.au
07 3008 5862
- Leigh Krenske
Principal Criminologist, Youth Justice
Department of Justice and Attorney-General
Leigh.Krenske@communities.qld.gov.au
07 3227 6293

Contact officers do not provide advice on individual submissions.

Appendix A – Example of weekly activities schedule (residential phase)

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
07:00-08:00	Prep for the day (incl breakfast)	Prep for the day (incl breakfast)	Prep for the day (incl breakfast)	Prep for the day (incl breakfast)	Return from overnight walk (includes preparing breakfast, packing up camp and walking back to base)	Prep for the day (incl breakfast)	Prep for the day (incl breakfast)
08:00-08:15	Room inspection	Room inspection	Room inspection	Room inspection		Room inspection	Room inspection
08:15-08:30	Morning meeting	Morning meeting	Morning meeting	Morning meeting		Morning meeting	Morning meeting
	(discuss schedule)	(discuss schedule)	(discuss schedule)	(discuss schedule)		(discuss schedule)	(discuss schedule)
8:30-09:30	Physical Activity (eg. running, calisthenics)	Cultural activity (eg. creation of paintings, songs)	Family Support Session/ Activity (eg. engage family in discussions)	Substance misuse/ mental health session (eg. assessment of intervention needs)		Cultural activity (eg. nature walk learning traditional names of plants)	Physical Activity (eg. running, calisthenics)
09:30-12:00	Education/ Training/ (eg. flexi-school or vocational education)	Education/ Training (eg. flexi-school or vocational education)	Education/ Training (eg. flexi-school or vocational education)	Education/ Training (eg. flexi-school or vocational education)		Sporting fixtures (eg. football, baseball)	Mentoring session (eg. talk to build relationship)
12:00-13:00	Making and having Lunch	Making and having Lunch	Making and having Lunch	Making and having Lunch	Making and having Lunch	Making and having Lunch	Family lunch
13:00-15:00	YJ Case worker session (eg. discuss case management plan)	Physical activity (e.g. circuit training)	Physical activity (eg. rock climbing)	Overnight walk (includes dinner prep, setting up camp)	YJ Case worker session (eg. implementation of ART or CHART* programs)	Cultural activity (eg. creation of paintings, songs)	Family Support Session/ Activity (eg. BBQ, team building games)
15:00-	Physical				Physical activity	Physical activity	Un-structured visit

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
17:00	Activity (eg. rope/obstacles course, canoeing)				(eg. rope/obstacles course, canoeing)	(eg. rope/obstacles course, canoeing)	with family
17:00-18:00	Dinner prep/Chores	Dinner prep/chores	Dinner prep/chores		Dinner prep/chores	Dinner prep/chores	Dinner prep/chores
18:00-19:00	Dinner	Dinner	Dinner		Dinner	Dinner	Dinner
19:00-21:00	Free time in residence (eg. rest, reading)	Free time in residence (eg. rest, reading)	Free time in residence (eg. rest, reading)		Free time in residence (eg. rest, reading)	Free time in residence (eg. rest, reading)	Free time in residence (eg. rest, reading)
21:00-07:00	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)

*Art is the Aggression Replacement Training program; CHART is the Changing Habits and Reaching Targets program. These programs will be delivered by Youth Justice Services staff at the residential facility.

Appendix B – Example of weekly activities schedule (community supervision phase)

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00-14:00	Education/ Training/ (eg. flexi-school or vocational education)	Education/ Training/ (eg. flexi-school or vocational education)	Education/ Training/ (eg. flexi-school or vocational education)	Education/ Training/ (eg. flexi-school or vocational education)	Education/ Training/ (eg. flexi-school or vocational education)	Community Service (eg. graffiti removal, picking up rubbish)	Adventure-based activity (e.g. kayaking)
14:00-15:00	Sports/Physical exercise (eg. fixtures training, swimming)	Cultural activity (eg. talk with community elders)	Sports/Physical exercise (eg. fixtures training, swimming)	Arts/ music program	Sports/Physical exercise (eg. fixtures training, swimming)	Mentoring or sporting fixtures (eg. fishing, participating in soccer game)	
15:30-16:30	YJ Case worker session (eg. discuss program progress and review needs)	Free time (eg. rest, reading, homework)	Substance misuse session/ health intervention	Free time (eg. rest, reading, homework)	YJ Caseworker session (eg. develop case management plan)	Domestic duties (eg. cleaning, laundry and cooking)	Family Support Session (eg. working on family rules with therapist)
16:30-18:00	Community service (eg. graffiti removal, picking up rubbish)	Offence-focussed programs (eg. completing modules of the ART or CHART program)	Family Support Session (eg. developing conflict resolution skills with family therapist)	Offence-focussed programs (eg. completing modules of the ART or CHART* program)	Free time (eg. rest, reading, homework)	Free time (eg. rest, reading, homework)	Free time (eg. rest, reading, homework)
18:00-19:00	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
19:00-	Mentoring	Family Support	Free time	Sports/Physical	Cultural activity	Free time	Free time

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
21:00	session/Free time (eg. talking, rest, reading, homework)	Session (eg. problem solving skills with family therapist)	(eg. rest, reading, homework)	exercise (eg. fixtures training, swimming)	(eg. traditional stories)	(eg. rest, reading, homework)	(eg. rest, reading, homework)
21:00- 07:00	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)	Sleep (Curfew)

*Art is the Aggression Replacement Training program; CHART is the Changing Habits and Reaching Targets program. These programs will be delivered by Youth Justice Services.

Appendix C

Sentenced youth boot camp program specifications

1. Purpose

The implementation of the Sentenced Youth Boot Camp (SYBC) program will require the delivery of the youth boot camp residential facility and multiple program components.

This document outlines specifications the SYBC program components to be delivered directly by the service provider. These are:

- boot camp residential facility
- intensive physical activities/experiential learning
- intensive family support
- mentoring.

2. Evidence informing the development of the SYBC program

Research has found that young people involved in criminal activity tend to be characterised by a relatively high prevalence of the following factors⁴:

- poor parental supervision and discipline
- family conflict
- history of criminal behaviour among family members
- parental attitudes that condone anti-social and criminal behaviour
- low family income
- poor family housing
- low scholastic achievement
- aggressive behaviour (including bullying)
- lack of attendance at school
- child maltreatment
- hyperactivity and impulsivity
- low intelligence and cognitive impairment
- alienation and lack of social commitment
- attitudes condoning offending and drug misuse
- early involvement in crime and drug misuse
- friendships with peers involved in crime and drug misuse.

⁴ Youth Justice Board 2005, *Risk and protective factors*, Youth Justice Board for England and Wales

These risk factors are apparent across all cultural groups; however their prevalence among Aboriginal and Torres Strait Islander youth is higher than non-Aboriginal and Torres Strait Islander youth.

Programs that are effective in addressing these factors have been found to have a number of features in common, including:

- program intensity corresponding to the offender's risk of re-offending
- close links with the young person's home and community, and delivered as close in proximity to the young person's home and community as is possible
- a focus on established determinants of offending behaviour (that is, criminogenic needs)
- a family-focus (that is, caregivers are involved).

3. Objectives of selected SYBC program components

Residential facility

The key objectives of this component are to:

- provide a direct consequence for the young person's offending behaviour
- allow for increased supervision of the young person and the delivery of a structured day
- provide a stable and safe environment for the young person to engage in program activities
- provide a central location for program service provider to introduce and implement program activities
- develop the young person's independent living skills.

Intensive physical activities/experiential learning

The key objectives of this component are to:

- instil discipline and improve health and well-being of young person
- identify young person's individual and family issues
- develop the young person's personal skills (such as problem solving, decision making and communication)
- promote the self-efficacy and self-esteem of the young person.

Intensive family support

The key objectives of this component are to:

- develop a close working relationship with the family to enable detailed assessment of family dynamics and strengths-based, goal-oriented case planning to be undertaken
- teach the family and young person sustainable skills in positive communication and problem solving techniques
- enhance parent's supervision and discipline techniques
- support the young person to make positive changes to their behaviour.

Mentoring

The key objectives of this component are to:

- develop a trusting relationship between mentor and young person
- create opportunities to support the development of life-skills and recreational experiences of young person
- encourage engagement/re-engagement of young person with youth support services and education, training and/or employment
- provide guidance to assist young person to make pro-social choices/reduce problematic behaviours
- provide guidance to assist the young person connect with their family and community.

4. SYBC program outcomes

The outcomes of the SYBC program are:

- young people are provided with a consequence for their offending behaviour
- reduced rates of re-appearance and re-offending for young people
- young people have increased levels of discipline and respect
- young people are engaged/re-engaged in education, training and/or employment
- family relationships are strengthened and maintained
- young people are positively engaged with communities
- young people have a strengthened sense of cultural identity and connection to their cultural communities
- young people have improved stability, health and well-being
- young people have increased access to positive recreational and leisure activities
- young people develop improved personal, social and life skills
- families of young people have improved knowledge and skills to supervise and support young people.

5. Program activities

This section provides information on the types of activities to be delivered to support program objectives.

Residential facility

The boot camp residential facility will be the location for the introduction and implementation of the various program components via a structured day.

Young people referred to the SYBC will be located at the boot camp residential facility where they will reside 24 hours/7 days a week for the duration of the residential phase (one month). The boot camp residential facility will accommodate five young people at a time. Young people will be referred to the SYBC at different times depending on their date of sentencing.

A number of activities will be implemented during the residential phase of the program. These activities include:

- intake assessments
- induction of young people to residential facility

- enforcement of curfews
- daily room inspections
- plan and coordinate structured days
- connect and support young people with community service projects
- connect and support young people with intensive physical/experiential learning activities
- connect and support young people with mentoring
- connect and support young people with offence focussed programs
- connect and support young people with intensive family support activities
- connect and support young people with education or vocational training
- connect and support young people with health services
- guide young people's contribution to domestic duties (such as preparation of meals, cleaning and laundry)
- create a culture of dignity and respect to support the development of a stable and safe environment
- behaviour management
- maintain accurate records and complete evaluation tools to assist in the evaluation of the program.

Intensive physical activities/experiential learning

The intensive physical activities/experiential program component will involve challenging physical training to instil discipline and improve the health and well-being of young people. Adventure-based activities will be implemented in outdoor settings to enable young people to identify the causes of offending behaviour through experiential learning. Experiential learning activities will emphasise personal reflection and the development of strategies to address problems in the future. The safe levels of stress created by adventure-based activities will be used to positively produce functional change.

A number of activities will support the intensive physical activities/experiential learning program component. These activities include:

- engage young people in daily fitness training activities (such as calisthenics and sport)
- plan and implement adventure-based activities (such as ropes courses, rock climbing, physical games, overnight hikes and canoeing)
- plan and implement weekend camps
- plan and implement structured experiential learning activities
- create a culture of dignity and respect to support a stable and safe learning environment
- maintain accurate records and complete evaluation tools to assist in the evaluation of the SYBC program.

These activities will be a key focus of the residential phase of the SYBC program and occur on a daily basis. Intensive physical activities/experiential learning activities will also be delivered during the community supervision phase and includes the delivery of supplementary weekend camps.

Intensive family support

The intensive family support program component will provide a program that enhances family functioning. Evidence demonstrates that family skilling programs based on multi-systemic therapy (MST) principles are most effective. These programs are structured, time limited, goal oriented and result in significant reductions in offending behaviour, increases in youth compliance and improved

family relations⁵. Therefore, the intensive family support component will involve the implementation of a MST-based family skilling program shown to result in positive outcomes to be determined by the service provider⁶.

A number of activities will support the intensive family support program component. These activities include:

- development and implementation of strengths-based family events (such as Sunday afternoon BBQs) for the purpose developing rapport, observing family interactions and formulating initial assessments of the strengths and needs of the families
- pro-active engagement of family member participation in the intensive family support program and SYBC program more generally
- development and implementation of family assessments that identify behaviour sequences and family interaction patterns
- development and implementation of family support plans
- provision of information regarding program orientation, assessment outcomes and issues of confidentiality to program participants
- implementation of a therapeutic relationship with a focus on strengths and risk factors within the family and other systems, development of first-line solutions to behaviour sequences, identification of supports and referral to resources in the community
- provision of strategies that build on family strengths for parent-child relationships, discipline and routine, family cohesion, supervision and monitoring of young person and peer influence
- ongoing monitoring of family engagement and motivation
- development and implementation of coping plans, relapse prevention and case closure
- maintaining accurate records and the completion of evaluation tools to assist in the evaluation of the SYBC program.

These activities will be implemented in response to the assessed needs of young people and their families. Sessions will occur once a week during the residential phase and decrease in frequency as the young person moves through the SYBC program. Follow-up phone appointments will occur after the young person completes the SYBC program.

Mentoring

The mentoring program component will be supported by the implementation of a volunteer service delivery model. Mentors will be community members that have been appropriately screened and trained. Mentors will be coordinated and supervised by the service provider.

Fishing, going to the park/beach, eating at fast food outlets, attending sporting events, shopping, picnics and the production of artworks are all mentoring activities reported by Australian mentoring programs. Mentoring programs also often emphasise the importance of involving young people in cost-neutral activities to demonstrate that it is possible to engage in activities without financial costs.

⁵ Lipsey, Howell, Kelly, Chapman, Caver, 2010, *Improving the Effectiveness of Juvenile Justice Programs: A New Perspective on Evidence-Based Practice*, Centre for Juvenile Justice Reform, Washington DC ;Curtis, Crellin, Heiblum & Ronan, 2009, *Dissemination and Effectiveness of Multisystemic Treatment in New Zealand: A Benchmarking Study*, Journal of Family Psychology, vol 23, No. 2, 119-129.

⁶ The *Treatment for Children and Youth at Risk of Long-Term Antisocial Outcomes in Hard to Reach Families* project has been shown to improve family skilling using a MST approach.

A number of activities will support the mentoring program component. These activities include:

- regular mentor contact with young person
- occasional mentor contact with young person's family
- participation in recreational or leisure activities with young person (such as fishing, attending sporting events and picnics)
- participation in cultural activities with young person (such as creation of artworks, performances and festivals)
- encouragement and support young person's involvement in school, training or employment
- participate in activities that support life skills (such as cooking and shopping)
- talking with young person about issues of concern (such as drug use, peer influence, family conflict and involvement in criminal behaviour)
- communicating the merits of and supporting the young person's participation in criminogenic programs (such as drug and alcohol treatment)
- encouraging family members to attend events involving young person
- maintaining accurate records and completing evaluation tools to assist in the evaluation of the SYBC program.

Mentor activities will be structured, planned and expand young people's experiences and opportunities. They will also align with case management plans and reflect the interests and developmental needs of young people.

Research has demonstrated that mentoring programs achieve good outcomes if they involve regular contact. The ideal frequency is once per week for a total 12 hours a month. The best outcomes are achieved if mentoring relationships last longer than 12 months and negative outcomes are associated with mentoring relationships shorter than three months in length.

6. Staffing

This section identified the minimum staff required to support the delivery of the program components.

Residential facility

The boot camp residential facility will be staffed by a minimum of one person during the day and two people during the night on a rotational roster.

Intensive physical activities/experiential learning

Intensive physical activities will require a minimum of one staff member per five young people during the day and two staff members per five young people during the night (including supplementary boot camps and overnight hikes). Different persons may be responsible for delivery the intensive physical activities and experiential learning activities.

Intensive family support

The intensive family support program will involve one-on-one delivery to young persons and their family members.

Mentoring

The mentoring will involve developing a one-on-one relationship with the young person. However, mentors may mentor more than one young person.

7. Cultural competence

The diverse cultural background of program participants means that the delivery of services in a culturally competent manner is critical. In particular, the over-representation of Aboriginal and Torres Strait Islander peoples in the youth justice system means that a significant proportion of program participants will be Aboriginal and Torres Strait Islander.

Cultural competence can be manifested by the provision of cultural awareness training, involvement of family members, employment of culturally diverse staff and the involvement of local community members in the development and delivery of the program.

8. Informed consent

All program participants (including young people and family members) will be informed about the SYBC program, expected behaviours and complaint processes. Appropriate consent processes will also be implemented for all relevant activities including information sharing between key stakeholders. Consent is particularly relevant to the implementation of the intensive physical activities/experiential program component.

9. Family involvement

Family members will be encouraged to participate in all SYBC program components. This includes facilitating ways for family members to have contact with young people during their residential placement and the pro-active involvement of family members in intensive physical activities/experiential learning, intensive family support and mentoring components.

Family members will also be involved in relevant consent processes and contribute to the development of case management plans.

10. Facilities

The service provider will provide the necessary infrastructure to support the implementation of all program components being directly delivered by the service provider. This includes locating, leasing and maintaining the boot camp residential facility.

The boot camp residential facility will be a house able to accommodate five young people and staff in separate rooms. It will have adequate bathroom, kitchen and laundry facilities and a common room. A room to facilitate performing administrative duties and holding private meetings is also required.

The residence will ideally be in close proximity to the facility/area where the physical activities and experiential learning activities take place. Modifications to the property may be required to account

for safety issues in working with the high needs of the target group. The Department of Justice and Attorney-General can provide further guidance regarding these modifications.

11. Training and supervision

All staff and volunteer mentors involved in the implementation of the SYBC program will be appropriately trained and supervised.

Staff and volunteer mentors will be provided with information about the SYBC program before their engagement with program activities. This training will ensure that persons delivering the SYBC program are aware of their roles and responsibilities and provide them with the skills to enable them to safely implement program activities. Additional training may be required to build the necessary skills to support the effective delivery of particular program components (such as the intensive family support program).

Ongoing supervision of SYBC staff and mentors is an integral aspect of program delivery. Supervision will ensure the needs of young people are being met, provide advice to staff where required, facilitate self-care for staff, reduce the likelihood of staff attrition, assist with the professional development of staff and promote program integrity and allegiance.

12. Recruitment

SYBC staff will have demonstrated experience working with children and adolescents and their families, preferably in an out-of-home care environment, with qualifications relevant to their roles and responsibilities. Knowledge and understanding of trauma and abuse, child and adolescent mental health, disability, alcohol and other drug-related issues will be essential. Providers of intensive physical activities/experiential program will be required to have appropriate experience and accreditation with suitable currency of skills for intended activities.

The recruitment process (including that of volunteer mentors) will involve at least one personal interview, a criminal record check, a reference check and an application form⁷. The criminal history check will be used to determine if the applicant has been convicted of sexual offences, offences against children, violent offences or serious offences within the last five years. Applicants with such offences will not be eligible to be involved with the SYBC program.

All persons working directly with young people (including mentors) will have/successfully apply for a Blue Card and be aged 18 years or over.

13. Case management and program integration

The SYBC program involves a suite of interconnected program components requiring an integrated service delivery model.

Program integration will be facilitated by the creation of a case management plan for each young person participating in the SYBC program by Youth Justice Services. The service provider will work with Youth Justice Services to develop and implement the case management plan.

⁷ National Crime Prevention (2003) *Early intervention: Youth mentoring programs – An overview of mentoring programs for young people at risk of reoffending*, National Crime Prevention: Canberra.

Program integration will also be facilitated by the creation of a working party/reference group consisting of representatives from key stakeholder groups to establish and ensure the ongoing implementation of the SYBC program.

A comprehensive *Guidelines for Service Delivery* manual will be developed in consultation with the service provider and other program stakeholders. This document will outline roles and responsibilities, information sharing protocols, referral processes and conflict resolution processes.

14. Governance

Program staff and volunteer mentors will be the responsibility of, and accountable to, the service provider. The service provider will be accountable to the Department of Justice and Attorney-General.

The service provider will ensure that the SYBC program is embedded within an appropriate governance framework underpinned by a risk management system. This governance framework will support the delivery of the SYBC program as intended in a transparent and accountable manner. Risk management systems will identify program risks and outline risk mitigation strategies.

Governance protocols will include the development of relevant policies and procedures to guide the implementation of the SYBC. These policies and procedures will be developed in accordance with relevant regulations, legislation, standards, codes of conduct and best-practice literature.

15. Evaluation

A process and short-term impact evaluation will be undertaken to measure the success of the SYBC program and inform future expansion. A range of output and outcome measures will be decided by the evaluation team. The types of outcome measures that may be put in place by the evaluation team include:

- profile of program participants
- pre- and post- truancy rate
- pre- and post- employment rate
- pre- and post- recidivism rate
- young people's and young people's family members' perception of family functioning
- young people's and young people's family members' perception of young person's health and well-being (including measures of drug use and mental health)
- young people's and young people's family members' perception of young person's self-esteem
- young person's and young person's family members' perception of young person's personal and inter-personal skills
- young person's perceptions of feeling safe and supported during program
- young people's self-perceptions of consequential awareness.

The service provider will develop systems in consultation with the evaluation team to ensure information for the evaluation is collected and recorded accurately.

Appendix D – Funded output counting rules

Table 1: Funded outputs counting rules

Output	Counting definition	Examples
Temporary supported accommodation	Count each night a young person resides in the SYBC residential placement (including nights accommodated on camps and supplementary weekend camps)	<p>A young person sleeps overnight in the SYBC residential. Count one place.</p> <p>A young person sleeps in a camp site overnight which is delivered by the residential service provider or an organisation sub-contracted by them. Count one place.</p>
Needs assessment and management of case/service plans	Count each hour with client or family or tasks undertaken on behalf of client and family ⁸	<p>A young person is provided with one hour of case management support. Count as one hour of support provided.</p> <p>Whilst the young person is in the residential, a family support worker provides one hour of family engagement activity to a young person and his parents. Count as one hour of support provided.</p> <p>A family support worker provides one hour of support to a young person and his parents in the community supervision phase of the program. Count as one hour of support provided.</p>
	Count the number of individual clients supported	A young person is accepted into the SYBC program and is case managed for five months. Count as one.
Community living support activities not elsewhere classified	Count each night a young person is accommodated on camps	A young person sleeps in a camp site overnight which is delivered by the service provider. Count one place.

⁸ See Department of Communities Funded Output Catalogue for more information on measuring hours with clients and families.

Appendix E – Performance measures and counting rules

Table 1: Performance measures and counting rules

Activity	Performance measure	Counting rule	Examples
Social and personal development	Number of times young peoples access mentors during the period	Count number of times young people have participated in mentoring activities during the period.	Young person attends mentoring session during period.
Family mediation and therapy	Number of hours families access family support during the period	Count number of hours young person and their family participate in family support activities during the period.	Young person and their family attend intensive family support session as per activity schedule.
Recreation/leisure	Number of intensive physical activity hours delivered during the period	Count the number of physical activity hours provided to young people during the period.	The service provider provides intensive physical activities to young people.
Recreation/leisure	Number of experiential learning activities delivered during the period	Count the number of times young people participate in experiential learning activities during the period.	Young people participate in activity in wilderness with structured learning outcomes.
Recreation/leisure	Number of camps delivered during the period (including supplementary weekend camps)	Count of overnight camps held during period.	The service provider takes young people on an overnight camp.
Recreation/leisure	Number of young people accessing camps during the period (including supplementary weekend camps)	Count of young people who have participated in overnight camps during the period.	Young person attends and participates in an overnight camp.
Needs assessment and management of case/service plans	Number of young people with weekly activity schedules developed during period	Count of weekly activity schedules developed during period.	The service provider develops weekly activity schedule in accordance with case management plan and consultation with key

Activity	Performance measure	Counting rule	Examples
			stakeholders.
Needs assessment and management of case/service plans	Number of young people that transition from the residential during period	Count young people that have exited the residential after completing the residential phase.	Young person is assisted to exit from the residential back to their home.
Needs assessment and management of case/service plans	Number of young people identifying as Aboriginal and/or Torres Strait Islander	Count each young person who identifies as Aboriginal and/or Torres Strait islander.	<p>A young person identifies as being Aboriginal. Count as one.</p> <p>A young person identifies as being both Aboriginal and Torres Strait islander. Count as one.</p>
Needs assessment and management of case/service plans	Number of young people identifying as being from Culturally and Linguistically Diverse backgrounds	Count each young person who identifies as being from a culturally and linguistically diverse background.	A young person identifies as being from a culturally and linguistically diverse background. Count as one.

