



Youth Justice Reform Governance Framework

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Background

Reforming Tasmania's Youth Justice System: A pathway for improving outcomes across the youth justice support continuum

The Tasmanian Government has committed to strengthening the supports and therapeutic interventions provided to young people to prevent engagement with the youth justice system. A key step towards achieving this goal is the development of a whole of government Blueprint for a multisystemic response to youth justice in Tasmania across the next 10 years.

The key objective of the Blueprint is to create an integrated, therapeutic, and contemporary service system using a public health approach across:

- prevention and early intervention
- diversion and targeted intervention
- services for repeat and high risk offenders.

The Blueprint will outline a strategic direction across the service continuum, from prevention and early intervention, through to services for repeat and high risk offenders that changes the pathways for young people at risk of, or who are engaging in offending behaviour.

The Blueprint includes continuation of the transition to a therapeutic model for custodial youth justice which will see the Ashley Youth Detention Centre close and be replaced with two smaller facilities located in the North and South of the State.

A therapeutic and integrated approach to youth justice in Tasmania will address the underlying drivers of offending by children and young people. The service response required crosses agency boundaries and resists solutions that are readily available from a single agency, thereby requiring a multi-disciplinary and systemic response. It will require ongoing collaboration and engagement across Government agencies, non-government service providers, businesses, community members, and young people and their families.

The document *Reforming Tasmania's Youth Justice System: A pathway for improving outcomes across the youth justice support continuum*, outlines the roadmap to transform the youth justice system.

Governance

The Youth Justice Reform Governance Framework (Governance Framework) is predicated on a collaborative and coordinated governance structure across five key agencies which will play key roles in the Youth Justice Reform Project:

- Department of Communities Tasmania (Communities Tasmania);
- Department of Health (DoH);
- Department of Education (DoE);
- Department of Justice (DoJ); and
- Department of Police, Fire, and Emergency Management (DPFEM).

The Governance Framework recognises a transformed youth justice system requires a whole-of-government, all of service system, and whole-of-community approach.

The Governance Framework includes the:

- Children, Young People and Families Safety and Wellbeing Cabinet Sub Committee;
- Youth Justice Reform Steering Committee;
- Youth Justice Blueprint Community Consultative Working Group; and
- Youth Justice Expert Advisory Panel.

The governance structure will support co-ordination and collaboration for the duration of the Youth Justice Reform Project.

Children, Young People and Families Safety and Wellbeing Cabinet Sub Committee

Purpose

The purpose of the Children, Young People and Families Safety and Wellbeing Cabinet Sub Committee is to oversee development and implementation of a coordinated, whole of government response to:

- family and sexual violence in Tasmania; and
- the safety and wellbeing of children, young people and families in Tasmania

Functions

For the purpose of the Youth Justice Reform project, the Cabinet Sub Committee:

- oversees the development and implementation of the Youth Justice Blueprint;
- oversees the development and implementation of two new custodial facilities in the North and South of the State and the decommissioning of the Ashley Youth Detention Centre;
- oversees the review of the *Youth Justice Act 1997*;
- ensures that there is clear accountability for delivery and successful implementation of identified projects; and

The Cabinet Sub Committee may deliver a range of outputs, including:

- providing progress reports to Cabinet;
- advising Ministers with lead responsibility for specified policy issues and instructions to the Steering Committee overseeing the project;
- referring information and advice to the Budget Committee, if/when appropriate; and
- making high level policy decisions that do not otherwise require the approval of full Cabinet.

Membership

The Cabinet confirmed the membership of the committee in Decision AFD 328.

The Committee consists of:

- Premier (Chair)
- Deputy Premier / Minister for Health / Minister for Mental Health and Wellbeing / Minister for Community Services and Development

- Minister for Children and Youth /Minister for Education
- Attorney-General / Minister for Justice / Minister for Corrections
- Minister for the Prevention of Family Violence / Minister for Police, Fire and Emergency Management
- Minister for Aboriginal Affairs
- Minister for Housing
- Minister for Women

Scope of the Committee

The Cabinet Sub Committee:

- will limit itself to matters referred by Cabinet;
- will not make decisions relating to budget outside the existing appropriation for the project;
- will not make decisions that require the approval of the full Cabinet, but may make recommendations to Cabinet with respect to such matters; and
- may provide direction and/or seek advice, as appropriate, from agencies and project committees to inform matters referred by Cabinet.

Attendance at Meetings

The Chair will be supported by a Committee ‘Senior Official’. Normally this would be the Secretary, Department of Communities Tasmania.

The Senior Official will ensure the Chair receives the required level of policy support. The Senior Official works closely with the Committee Secretary to arrange meetings, agendas, papers, minutes etc.

Each attending Minister may be accompanied by the relevant Head of Agency and/or Deputy Secretary (or their representative) and may also be accompanied by a Ministerial Adviser.

Senior Officers from Department of Communities Tasmania (Communities Tasmania) will attend meetings of the Cabinet Sub Committee in the role of ‘Committee Secretary’ and/or as observer.

The Chair may invite other Ministers or policy experts to attend/present at meetings.

Secretariat and Administrative Support

The Youth Justice Reform Project team will manage the secretariat and administrative support to the Committee. The Committee Secretary will liaise closely with the Senior Official in performing this role.

Policy Support

Policy support will be provided through the Senior Official. Policy support will also be provided through:

- each Committee Member's Head of Agency and/or Deputy Secretary, or their representative, who will attend meetings of the Committee;
- each Committee Member's Ministerial Adviser, who may also attend meetings of the Committee;
- the Committee Secretary; and
- other bodies as appropriate.

Decisions of the Cabinet Sub Committee

Committee meeting minutes and decisions will be submitted to Cabinet for noting or decision in the form of a Cabinet Minute, as appropriate.

The minutes and decisions for each meeting will be prepared by the Committee Secretary and when cleared by the Committee Chair, circulated electronically (and 'Cabinet in Confidence') to members and key agency and ministerial officials supporting attending Ministers.

Progress reports and general decisions of the Committee will be drafted by the Committee Secretary and, via the Senior Official, forwarded to the Committee Chair for signature, before forwarding to the Cabinet.

Cabinet Sub Committee Minutes seeking approval of proposed project plans, issues papers, strategies and other significant documents are to be drafted by the lead agency and sponsored by the Chair. A copy is to be provided to the Committee Secretary.

Preparation of Cabinet Sub Committee Papers

Meeting agendas will be drafted by the Chair/ Senior Official in consultation with the Committee Secretary.

Committee papers and reports will be prepared by the Department responsible for the project under consideration.

Meeting agendas and draft papers will be collated and reviewed for quality assurance by the Committee Secretary and forwarded to the Senior Official for distribution to members and key agency and ministerial officials attending the meeting. It is expected that the Committee Secretary and Senior Official will liaise closely in the preparation of papers.

Pro-formas for meeting agendas and meeting papers will be developed.

Summary of Support Roles to the Cabinet Committee

Support Role	Description of Role
Senior Official Secretary, Communities Tasmania	The Senior Official is responsible for ensuring the Chair receives strong policy support from their agency. The Senior Official will assist the preparation for, and follow-up of, Cabinet Sub Committee meetings. The Senior Official will advise and liaise with the Chair in relation to the agenda, final draft meeting papers and meeting minutes and decisions.
Committee Secretary Executive Director, Youth Justice Reform Project	The Committee Secretary is responsible for liaising with the Senior Official to prepare agendas. The Committee Secretary will record minutes and decisions of each meeting of the Committee. The Committee Secretary will collate and review meeting papers for quality assurance and forward to the Senior Official for distribution.
Heads of Agencies	Each attending Head of Agency and/or their delegate is responsible for ensuring their attending Minister receives strong policy support from their agency. A Head of Agency may also be responsible for sponsoring a specific Committee project(s), and in this situation will be responsible, in consultation with the Senior Official, for preparing relevant Committee and Cabinet documentation in relation to that project.
Ministerial Advisers	Each attending Ministerial Adviser is responsible for ensuring his/her Minister receives sound political advice.

Youth Justice Reform Steering Committee

Purpose

The purpose of the Youth Justice Reform Steering Committee is to support and provide advice to the:

- Cabinet Sub Committee to oversee development and implementation of an integrated, therapeutic, and contemporary youth justice service system, using a public health approach; and
- Youth Justice Reform Project Team to undertake the development and implementation of an integrated, therapeutic, and contemporary youth justice service system, using a public health approach across:
 - prevention and early intervention
 - diversion and targeted intervention
 - services for repeat and high risk offenders.

Functions

The Youth Justice Reform Steering Committee:

- Assists the Cabinet Sub Committee to oversee the:
 - development of the Youth Justice Blueprint and implementation of initiatives under the Blueprint
 - development and implementation of two new custodial facilities in the North and South of the State and the decommissioning of the Ashley Youth Detention Centre; and
 - review of the Youth Justice Act 1997.
- Assists the Youth Justice Reform Project Team to:
 - develop the Youth Justice Blueprint and implement initiatives under the Blueprint
 - develop and implement two new custodial facilities in the North and South of the State and undertake the decommissioning of the Ashley Youth Detention Centre; and
 - review the Youth Justice Act 1997.
- Ensures reforms are progressed collaboratively, with a shared vision and purpose across Government and non-government stakeholders;
- Ensures there is clear accountability for delivery and successful implementation of identified projects; and

- Provides periodical progress reviews to the Cabinet Sub Committee of the implementation of any respective action plans and strategies to ensure activities remain evidence-based and meet the Government’s short, medium and long-term objectives.

Membership

- Independent Chair – A Chair, independent from Government, will be sought for the Steering Committee
- Secretary and/or Deputy Secretary – Department Communities Tasmania
- Secretary and/or Deputy Secretary – Department of Education
- Secretary and/or Deputy Secretary – Department of Health
- Secretary and/or Deputy Secretary – Department of Justice
- Secretary and/or Deputy Secretary – Department of Police, Fire and Emergency Management

The Cabinet Sub Committee Secretary will also attend meetings of the Steering Committee.

Members may nominate proxies and/or invite observers to support discussion on agenda items.

Steering Committee Meeting Protocols

Secretariat

Secretariat and administrative support for the Steering Committee will be provided by Communities Tasmania through the Youth Justice Reform Project Team.

Agenda Items

The Steering Committee agenda, with attached meeting papers, will be distributed at least four working days prior to the next scheduled meeting.

The Chair has the right to refuse to list an item on the formal agenda, but members may raise an item under ‘Other Business’ if necessary and as time permits.

Minutes & Meeting Papers

Decisions of the meeting will be recorded by the Secretariat and provided to all Steering Committee members no later than seven working days following each meeting.

By agreement of the Committee, out-of-session decisions will be deemed acceptable.

Frequency of Meetings

The Steering Committee will meet quarterly. Meetings will be scheduled in sequence with Cabinet Sub Committee meetings.

Microsoft Teams and/or teleconference can be used as required for meetings and out-of-session decisions. Where complex and urgent issues arise, additional face to face or videoconferencing meetings may be scheduled.

Alternates to Meetings

Persons formally acting in a position that has membership of the Steering Committee are considered members of the Committee for the acting period.

Quorum and Decision-Making Requirements

Four Steering Committee members representing four departments are required for the meeting to be recognised as an authorised meeting for recommendations and/or decisions to be valid.

Reporting

The Steering Committee will report to the Children, Young People and Families Safety and Wellbeing Cabinet Sub Committee.

Review of Terms of Reference

The Terms of Reference of the Steering Committee can be reviewed at any time and must be reviewed at least biennially.

Youth Justice Expert Advisory Panel

Purpose

The Youth Justice Expert Advisory Panel provides advice to the Youth Justice Reform Steering Committee on the transition to a therapeutic model for youth justice and the development of two custodial facilities in Tasmania.

Panel members are from various settings including government, non-government and other organisations.

Each Panel member has extensive experience working with families, children and young people. Collectively, the Panel has expertise in key areas relating to youth justice services, child and adolescent development, psychological research, child rights, education, trauma and abuse.

Panel members are eligible for reimbursement of any reasonable out of pocket expenses they may incur whilst undertaking their role as a panel member.

The Expert Advisory Panel is a multi-disciplinary, fixed-term advisory body, which reports the through the Youth Justice Reform Project to the Steering Committee.

Functions

The Youth Justice Expert Advisory Panel will:

1. Provide expert advice to the Steering Committee and the Youth Justice Reform Project about the transition to a therapeutic model for youth justice and the development of two custodial facilities in Tasmania.
2. Consider issues raised by the Steering Committee and Cabinet Committee.
3. Provide advice on the implementation of the youth justice reform and resolve issues or service gaps.
4. Provide advice on the development of strategies to evaluate actions outlined in the Implementation Plan, to ensure they will meet the stakeholder needs.
5. Support the sharing of information between the Tasmanian Government and community sector organisations.
6. Ensure the connection with Aboriginal communities and cultural connection is embedded.
7. Identify and forge connections between the custodial youth justice reform and the broader youth justice reform/Blueprint, to enable a coordinated approach to support Tasmanian children and young people in contact with the Youth Justice system with highly complex needs, across Government and the community.
8. Ensure that youth justice reform contributes to a whole-of-system, integrated and holistic approach to building the wellbeing of all Tasmanian children and young people.

Membership

The Chair of the Youth Justice Expert Advisory Panel is the Executive Director, Youth Justice Reform Project.

The Expert Panel comprises senior officers from the following organisations:

- Department of Communities Tasmania – Director, Youth and Family Violence Services
- Department of Communities Tasmania – Senior Officer, Housing Tasmania
- Department of Communities Tasmania – Senior Officer, Office of Aboriginal Affairs
- Department of Justice – Senior Officer, Corrective Services
- Department of Police, Fire and Emergency Management – Senior Officer, Early Intervention Youth Action Unit
- Department of Health – Correctional Primary Health Service
- Department of Health – Statewide Specialty Clinical Director, Child and Adolescent Mental Health Service
- Department of Education – Senior Officer

Non-government and other organisation membership to be determined.

Expert Advisory Panel Meeting Protocols

Secretariat

Secretariat and administrative support for the Expert Advisory Panel will be provided by Communities Tasmania through the Youth Justice Reform Project Team.

Agenda Items

The Expert Advisory Panel agenda, with attached meeting papers, will be distributed at least four working days prior to the next scheduled meeting.

Minutes & Meeting Papers

Actions arising from the meetings will be recorded by the secretariat and circulated to all members of the Youth Justice Expert Advisory Panel. Where discrepancies occur, changes can be made.

By agreement of the Advisory Group, out-of-session decisions will be deemed acceptable.

Frequency of Meetings

The Youth Justice Expert Advisory Panel will meet up to four times each year, with dates to be determined by the Chair.

Where sub-projects are in significant stages of development, it may be appropriate for the Youth Justice Expert Advisory Panel to meet more often by agreement or for work to be progressed out-of-session.

Meetings

Microsoft Teams and/or teleconference can be held as required for meetings and out-of-session decisions.

Proxies to Meetings

Members of the Youth Justice Expert Advisory Panel may nominate a proxy to attend and represent them in the event that they are unable to attend a meeting.

Where possible, members should forward the name of their proxy to the Youth Justice Reform Secretariat prior to the meeting.

Persons formally acting in a position that has membership of the Steering Committee are considered members of the Committee for the acting period.

Quorum and Decision-Making Requirements

Four Youth Justice Expert Advisory Panel members representing four departments/organisations are required for the meeting to be recognised as an authorised meeting for recommendations and/or decisions to be valid.

Reporting

The Youth Justice Expert Advisory Panel will report to the Youth Justice Reform Project Team.

Review of Terms of Reference

The Terms of Reference for the Group can be reviewed at any time and must be reviewed at least biennially.

Youth Justice Blueprint Community Consultative Working Group

Purpose

The Youth Justice Blueprint Community Consultative Working Group provides advice on the implementation of the Blueprint.

The Youth Justice Blueprint will outline a vision for a contemporary, integrated therapeutic youth justice system. It will provide an overarching strategic direction for youth justice in Tasmania with a focus on prevention, early intervention, diversion and rehabilitation for those young people involved with either community or custodial youth justice.

Functions

The Youth Justice Blueprint Community Consultative Working Group will:

1. Provide expert advice to inform Tasmanian Government responses to youth justice issues as part of the Youth Justice Blueprint and Youth Justice Reform .
2. Provide input to the Youth Justice Reform Project Team on the development of the Youth Justice Blueprint about research, programs, services and initiatives that strengthen the supports and therapeutic interventions provided to young people to prevent engagement with the youth justice system.
3. Support the delivery and implementation of the Blueprint and Youth Justice services in Tasmania.
4. Provide input into the development of implementation plans for initiatives under the Blueprint and Youth Justice Reform.
5. Participate in the implementation of sub-projects and activities under the Blueprint as required.
6. Support the sharing of information between the Tasmanian Government and the community sector organisations about the Blueprint and Youth Justice Reform.
7. Assist the Tasmanian Government in monitoring the implementation of the Blueprint and Youth Justice Reform in the community.
8. Provide feedback as part of evaluations of Tasmania's implementation of the Blueprint and Youth Justice Reform.

Membership

The Youth Justice Blueprint Community Consultative Working Group comprises a number of key youth at risk/youth justice community service organisations and stakeholders, as well as stakeholders representing key cohorts of children and young people including: Aboriginal

and Torres Strait Islanders; disability; culturally and linguistically diverse (CALD); rural and remote; lesbian, gay, bisexual, transgender and intersex (LGBTI).

Members are appointed as representatives of their organisation, not as individuals.

Members are appointed by the Minister for Children and Youth.

Membership will be reviewed in line with the life of Youth Justice Reform Project.

New members may be invited at any time under direction of the Minister for Children and Youth

Membership is on a voluntary basis.

The Executive Director, Youth Justice Reform Project is the Chair of the Youth Justice Blueprint Community Consultative Working Group.

Community Reference Group Meeting Protocols

Secretariat

The Youth Justice Reform Project will provide secretariat support to the Working Group.

The Youth Justice Reform Project Secretariat may seek out-of-session advice as required from the Youth Justice Blueprint Community Consultative Working Group as a whole, or from individual members, on individual actions and initiatives.

Proxies

Members may nominate a proxy to attend and represent them in the event that they are unable to attend a meeting.

Where possible, members should forward the name of their proxy to the Youth Justice Reform Project Secretariat prior to the meeting.

Frequency of Meetings

The Youth Justice Blueprint Community Consultative Working Group will meet up to three times each year, with dates to be determined by the Chair.

Review of Terms of Reference

The Terms of Reference of the Working Group can be reviewed at any time and must be reviewed at least biennially.