

CABINET COVER SHEET

1. **TITLE:** Youth Detention Centre (Replacement) / Secure Care Redevelopment
2. **MINISTER:** Hon Jay Weatherill MP
Minister for Families and Communities
3. **PURPOSE:** The Cabinet submission seeks approval to revise the approach to the redevelopment of secure care services in South Australia as follows:
- a) Service planning that focuses on defining the needs of young people who are on remand, detention and conditional release and translates these needs into services and facilities, underpinned by a thorough cost benefit analysis.
 - b) In order to do this, it will be necessary to separate the youth detention discussions and service planning, from the PPP requirement of "bundling" with a new women's prison.
 - c) Re-examine the need and cost benefit of replacing Cavan, in the context of delivering services across South Australia, with a capacity of 84 beds.
4. **IDENTIFY THE RELEVANT GOVERNMENT POLICY AND/OR STRATEGIC PLAN TARGET:** Links to the South Australia Strategic Plan :
Objective 2 Improving wellbeing
Objective 5 Building communities
Objective 6 Expanding opportunity
5. **RESOURCES REQUIRED FOR IMPLEMENTATION:** Revised cash flow but no increase in quantum of funding.
- COSTS:**
- | | |
|---------------------|--------------------------|
| This financial year | \$ 500,000 |
| Next financial year | \$3,100,000 |
| Subsequent years | Net 06/07 \$15,500,000 |
| | Net 07/08 \$15,600,000 |
| | Net post 08 \$14,300,000 |
- Treasury and Finance has approved the basis of the assessment of costs contained in this submission
- The forward estimates previously submitted to Cabinet were based on the Outline Business Caes

(OBC) Project Plan and these have been revised in accordance with the newly developed Project Plan resulting in reductions for the next financial year.

6. COMMUNITY AND ENVIRONMENTAL IMPACT:

During the planning stage there will be no impact, but as planning progresses this will be addressed.

7. RISKS:

The risks of the project not proceeding are as follows:

- Magill Training Centre is old, unsuitable for current use and requires extensive facilities maintenance with the physical state of the facility not justifying the ongoing expenditure given its structural inability to deliver effective services to young people
- There are significant safety issues for young people in relation to its design as it does not fit with current knowledge about best practice service delivery to young people. For example, not all residential units have bedrooms attached which does not allow young people to manage their own behaviour by removing themselves from the group of young people that they are living with resulting in the escalation of behaviour management issues. If a young person is physically out of control in one unit then he may have to be physically restrained and moved through three residential units to be taken to a safe time out area increasing the risk of harm to both young people and staff. This is particularly concerning when considering that Magill is the admission centre for all young people in South Australia and that in particular our younger population 10 - 14 years and all first time admissions who are arguably at the greatest risk are placed in a facility that poses significant design and OH&S issues that impact on the safety of young people.
- There are significant OH&S issues for staff raised by the design of Magill Training Centre.
- The replacement of Magill Training Centre has been planned for many years, prior to the commission of Cavan in 1993. Further delays in its replacement will cause significant industrial unrest with the PSA.

8. **CONSULTATION:** Verbal discussions about revising the project brief have been held with Department of Education and Children's Services and Department of Treasury and Finance. An initial workshop has been held with internal stakeholders to begin the work of identifying the needs of young people in secure care in SA.
9. **COMMUNICATION STRATEGY:** Once approval has been gained, the revised plan will be sent to all stakeholders and the communication, consultation and project development mechanisms will be implemented.
10. **URGENCY:** Normal 10-day rule.
11. **RECOMMENDATIONS:** It is recommended that Cabinet:
- 4.1 approves the revised parameters and approach for the development of the functional brief.
 - 4.2 notes that this will separate the Youth Detention Centre from the requirement to "bundle it up" with the new Women's Prison.
 - 4.3 supports the financial requirements for the development of the project as outlined in 3.8.1 of this document.

I declare that I have no actual or potential conflict of interest in relation to the proposals contained in this submission.



Hon Jay Weatherill MP
MINISTER FOR FAMILIES AND COMMUNITIES

415 / 2004

TO: THE PREMIER FOR CABINET

RE: YOUTH DETENTION CENTRE (REPLACEMENT) / SECURE CARE REDEVELOPMENT

1. PROPOSAL

- 1.1 To seek Cabinet approval for a revised approach to the replacement of Magill Training Centre by developing a functional brief that addresses all youth detention needs in South Australia.

2. BACKGROUND

- 2.1 In September 2003, Cabinet granted approval to proceed with the preparation of a functional brief for the replacement of Magill with a facility that integrated both Magill and Cavan's bed capacity of 84 into a single Greenfields site.

2.2 Also approved were:

- 2.2.1 The "bundling" of the project with a new Women's Prison of 120 beds for construction and procurement purposes.
- 2.2.2 Investigation of a suitable parcel of land for these facilities either co-located or located separately.
- 2.2.3 Investigation of a potential Public Private Partnership ("PPP") procurement approach.

3. DISCUSSION

3.1 Purpose

The Cabinet submission seeks approval to revise the approach to the redevelopment of secure care services in South Australia as follows:

- 3.1.1 Service planning that focuses on defining the needs of young people who are on remand, detention and conditional release and translates these needs into services and facilities, underpinned by a thorough cost benefit analysis.
- 3.1.2 In order to do this, it will be necessary to separate the youth detention discussions and service planning, from the PPP requirement of "bundling" with a new women's prison.
- 3.1.3 Re-examine the need and cost benefit of replacing Cavan, in the context of delivering services across South Australia, with a capacity of 84 beds.
- 3.2 The recommendations made to Cabinet in September 2003 were based on the considerations, analysis and recommendations of the Outline Business Case

approach and a PPP procurement option. The OBC argued that the bundling of a new Women's Prison with a new Youth Detention Centre would provide the most feasible option within the scope of their brief.

- 3.3 Since the Cabinet approval, there has been a re-examination of the processes, scope and driving factors that underpinned the Cabinet recommendations made in September 2003. In separating service delivery needs from funding models and imperatives, it is now considered that the OBC alone does not fully recognise or address the needs of young people, their families and the community when young people are on remand, in detention or on conditional release.
- 3.4 In removing the restrictions and limitations of the OBC, the Project Plan that has been developed provides the opportunity to develop and modernise a secure care system that will be based on the needs of young people, their families and our community within the context of historical experience, knowledge, good practice, research, legislative requirements and expected outcomes.
- 3.5 A revised Project Plan has been developed which will enable the Department for Families and Communities to lead the development of a Project Brief for the Redevelopment of Secure Care Services in South Australia. This will ensure that the Project Brief and recommendations will be based on a thorough:
 - a) analysis of the research into the needs of juvenile justice clients;
 - b) assessment of the demographics of youths in detention, verification as to its required capacity and analysis of potential options;
 - c) review of relevant service delivery models in interstate jurisdictions;
 - d) consideration of relevant connections to the significant Juvenile Justice developments and reviews such as the Juvenile Justice Select Committee Review, the Inter-Ministerial Youth Justice Advisory Committee, Social Inclusion Unit initiatives and plans (ie School Retention, Drugs and Homelessness);
 - e) detailed exploration of the cost benefits analysis of a range of service options.
- 3.6 The time frame for this work is May to October 2004. It is therefore likely that this will not fit within the time frame of the Department for Correctional Services who have developed a service model for the New Women's Prison and who would be constrained by our differing timeframes and needs.
- 3.7 To reflect this service driven approach, Families and Communities will be referring to the project as the "Secure Care Redevelopment Project". The expanded scoping approach will result in secure care services/ facilities that are more effective and reflective of assessed current and future needs in South Australia.

3.8 Economic, financial and budgetary implications

3.8.1 The forward estimates previously submitted to Cabinet were based on the OBC Project Plan and these have been revised in accordance with the newly developed Project Plan resulting in reductions for the next financial year.

Revised estimated cash flows:

	2004-05	2005-06	2006-07	2007-08	Post 30/6/08	Total
	\$m	\$m	\$m	\$m	\$m	\$m
Expenditure (Investing)	-500	-2,600	-8,612	-23,552	-13,736	-49,000
Funding Sources (Asset Sales)					28,000	28,000
Net State Funding	-500	-3,100	-15,500	-15,600	14,300	-21,000

3.8.2 Impact on the community and the environment

The service plan will be developed in consultation with community service providers. Site investigations will not begin until there is a clear vision of the size and type of proposed facility. Endorsement of the model will be sought before that begins.

Development of the functional brief and site investigations will include issues in relation to environmental impact. These however, cannot be actioned until a service model has been agreed to and endorsed.

3.8.3 Risk Management Strategy

The new Project Plan and Governance Structure has addressed the considerable discontent and resistance of internal stakeholders to the previous governance processes and model developed through the Outline Business Case process.

The risks of the project not proceeding are as follows:

3.8.3.1 Magill Training Centre is old, unsuitable for current use and requires extensive facilities maintenance with the physical state of the facility not justifying the ongoing expenditure given its structural inability to deliver effective services to young people

3.8.3.2 There are significant safety issues for young people in relation to its design as it does not fit with current knowledge about best practice service delivery to young people. For example, not all residential units have bedrooms attached which does not allow young people to manage their own behaviour by removing

themselves from the group of young people that they are living with resulting in the escalation of behaviour management issues. If a young person is physically out of control in one unit then he may have to be physically restrained and moved through three residential units to be taken to a safe time out area increasing the risk of harm to both young people and staff. This is particularly concerning when considering that Magill is the admission centre for all young people in South Australia and that in particular our younger population 10 - 14 years and all first time admissions who are arguably at the greatest risk are placed in a facility that poses significant design and OH&S issues that impact on the safety of young people.

3.8.3.3 There are significant OH&S issues for staff raised by the design of Magill Training Centre.

3.8.3.4 The replacement of Magill Training Centre has been planned for many years, prior to the commission of Cavan in 1993. Further delays in its replacement will cause significant industrial unrest with the PSA.

3.8.4 Consultation

Verbal discussions about revising the project brief have been held with Department of Education and Children's Services and Department of Treasury and Finance. An initial workshop has been held with internal stakeholders to begin the work of identifying the needs of young people in secure care in South Australia.

3.8.5 Implementation Plan

The Project Brief clearly outlines the significant phases to be completed before implementation, and the Project delivery phase is envisaged as occurring in 2008.

3.8.6 Communication Strategy

Once approval has been gained, the revised plan will be sent to all stakeholders and the communication, consultation and project development mechanisms will be implemented.

4. **RECOMMENDATIONS:**

It is recommended that Cabinet:

- 4.1 approves the revised parameters and approach for the development of the functional brief.
- 4.2 notes that this will separate the Youth Detention Centre from the requirement to "bundle it up" with the new Women's Prison.
- 4.3 supports the financial requirements for the development of the project as outlined in 3.8.1 of this document.

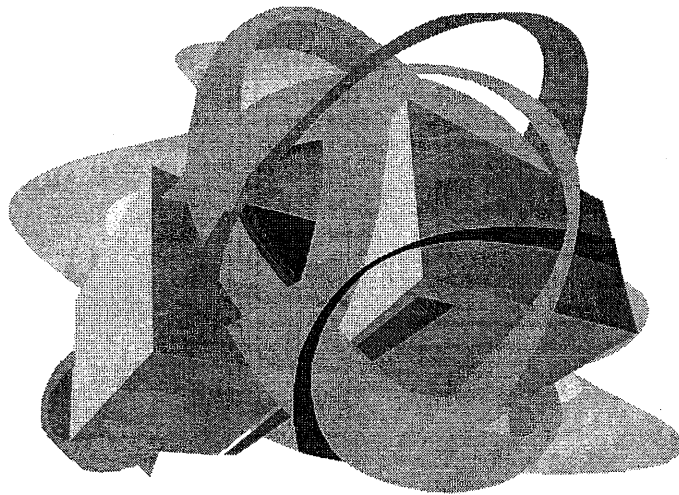


Hon Jay Weatherill MP
MINISTER FOR FAMILIES AND COMMUNITIES

4/5/2004

Family and Youth Services

Secure Care Redevelopment



Draft Project Plan
8th March 2004

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Introduction

This document provides a framework for the redevelopment of Secure Juvenile Justice Facilities in South Australia.

The purpose of the project is to:

- ❖ outline the requirements and guiding principles for the provision of secure juvenile justice services
- ❖ develop a service plan that clearly identifies the needs of young people in secure care including the need to make the transition back in to the community
- ❖ develop a functional brief for a built solution that addresses the requirements of the service plan
- ❖ develop a project brief for a built solution that addresses the requirements of the service plan and functional brief
- ❖ contract and implement the physical redevelopment of the required facility/ facilities
- ❖ develop an operational plan for the management and transition requirements for the new facility/facilities

Objective

The key objectives of the redevelopment are to :

- ❖ Ensure safe, secure provision of remand and detention services to young people in South Australia between 10 – 18 years of age
- ❖ Ensure that the range of secure care services meets the criminogenic, developmental and cultural needs of detained young people
- ❖ Ensure that the services provided in secure care maximise the ability of young people to reintegrate successfully into the community, minimising where appropriate the time spent in secure care
- ❖ Ensure that built solutions meet national and international standards associated with provision of secure care services
- ❖ Enhance innovation and the capacity for social justice reform
- ❖ Implement a structure that appropriately supports the operations and legal obligations
- ❖ Create an environment that facilitates a culture and ethos that is outcome and performance focussed

Background

Currently in South Australia the population of young people in secure care is spread across the Cavan and Magill Training Centres as follows:

Centre	Beds	Population Groups
Cavan (CTC)	36	<ul style="list-style-type: none"> • Young men 15 years and over on longer term remand and detention (three 12 bed units)
Magill (MTC)	48 - 60	<ul style="list-style-type: none"> • All young women (one 12 bed unit) • Young men 10 – 14 years on remand and detention (one 12 bed unit) • Young men 15 year and over on remand (two 12 bed units)

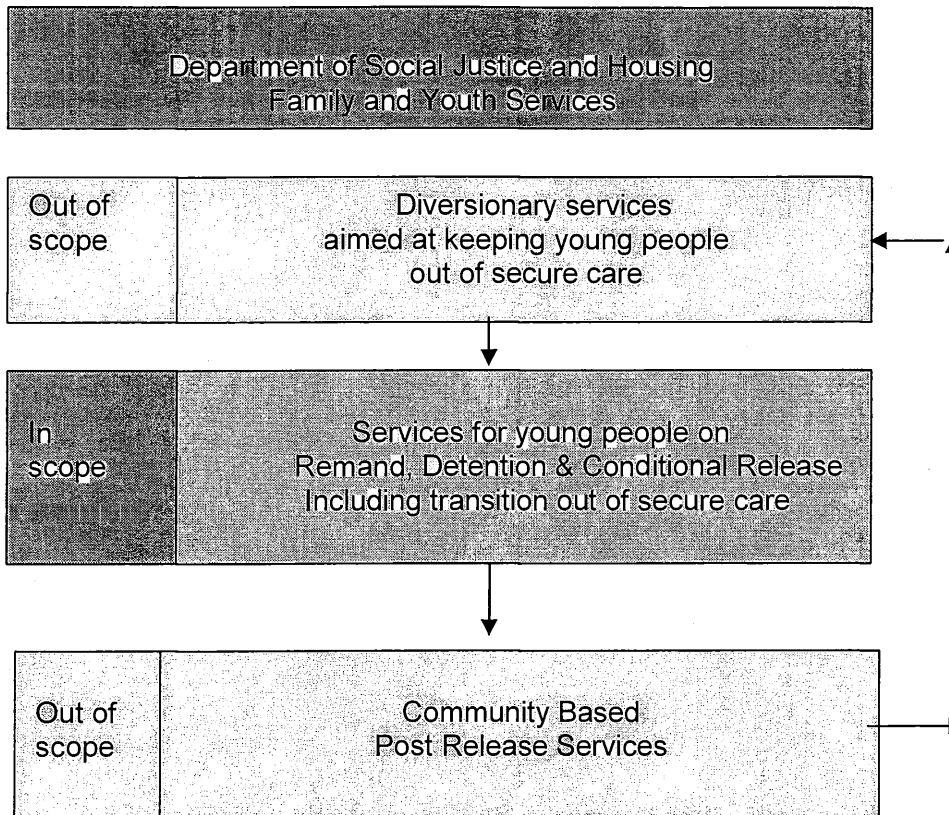
The accommodation at Magill is outdated and requires replacement. The physical facilities at Magill fail to meet current standards of juvenile secure care nationally and internationally. The replacement of Magill has been a FAYS priority for many years with a number of unsuccessful attempts to obtain capital funding for its replacement.

Cavan Training Centre (CTC) was completed and occupied on 1993 with a planned secure bed capacity of 36. Although it was designed to accommodate younger males and females, Cavan's population comprises sentenced and long-term remand males above 15 years of age. With the exception of a lack of some facilities it is currently considered to be in reasonable operational order. However it is reaching the age where significant work may be required. Work is currently being done on the electrical systems at Cavan at a cost of more than \$1million. Additional works required at Cavan include the construction of a new central kitchen, visitor's area and storage area, the refurbishment of the air-conditioning system and static security systems as well as security in the workshop areas. It is estimated that these works will be required within the next ten years at a cost of \$5.9m (expressed in July 2003 terms).

From an asset management perspective the Cavan site has approximately another 10 years of operational life span left before it will be considered due for replacement.

Scope

This section provides an understanding of the “in scope” and “out of scope” aspects associated with the redevelopment of secure care services as depicted below:



In scope

- ❖ Development of a service plan for young people in secure care in South Australia
- ❖ Development of a functional brief for built solutions to meet the service plan
- ❖ Development of a Project Brief for a built solution that meets the service plan and Functional Brief
- ❖ contract and implement the physical redevelopment of the required facility/ facilities
- ❖ develop an operational plan for the building, management and transition requirements for the new facility/facilities

Out of scope

- ❖ Redevelopment of diversionary programs aimed at keeping young people from entering secure care
- ❖ Redevelopment of community based post release services

Note : Factors out of scope for the Secure Care Redevelopment Project will be addressed through Youth Justice Project being undertaken in conjunction with the Select Committee Process

Guiding Principles

Vision and Goals

The Redevelopment of Secure Care Services must align with the vision and goals for Social Justice and Housing as follows:

Supports the needs of young people	The redevelopment of secure care must create environments that support the developmental, rehabilitative and security needs of the different groups of young people being detained. The built solution must support usage consistent with principle inherent in following legislative and policy context.
Flexibility	The Redevelopment of Secure Care Services must create a built solution with a 25 year life span that has the capacity and flexibility to adapt to changing client and community needs and demands
Sustainability	The physical structures of the redevelopment must be sustainable in order to support the provision of required services and have the design capacity for expansion if required
Common Purpose	Ensure that different areas of operation within the Secure Care Redevelopment continue to build upon areas of common ground and purpose to support program goals, adopting a collaborative management philosophy that will nurture and optimise strong relationships between operational areas involved in the redevelopment
Roles and Responsibilities	All areas of the Redevelopment must establish a clear vision of their respective roles and responsibilities
Effective Corporate Support	The Redevelopment Project must have access to corporate services and systems that are responsive to internal customer needs
Alignment to Stakeholder Requirements	The requirements of key stakeholders (both internal and external) must be considered during the redevelopment process

Continuous Improvement

Embrace the redevelopment as an opportunity to adopt a philosophy of continuous improvement

Process

The redevelopment must ensure a fair and equitable process is adopted through:

Procedural Fairness

The redevelopment process must be transparent and ensure fairness, consistency and evidence based service delivery outcomes

Professional Behaviour

In accordance with the Government's Code of Conduct Guidelines, ensure staff and stakeholders demonstrate standards of behaviour that reflect integrity, respect and professionalism throughout the redevelopment process

Consistent with Relevant Acts

The redevelopment process will be consistent with the Act, guidelines and international agreements cited in this paper

Resource Allocation

Resources can only be allocated in line with agreed budget and Treasury allocations for the redevelopment project

Standardisation Rationalisation & Consolidation

Where appropriate the redevelopment must seek out opportunities to standardise rationalise and consolidate infrastructure in line with Government Policy

Ongoing service Delivery

All areas of secure care must continue to provide existing services throughout the redevelopment process

Accountability

Conduct an open and accountable process throughout the transition where issues and concerns are appropriately dealt with

Timeliness

Ensure that the redevelopment works are undertaken within agreed timelines

Legislative and Policy Context

Legislation

The SA Young Offenders Act 1993 states that; The object of this Act is to secure for youths who offend against the criminal law the care, correction and guidance necessary for their development into responsible and useful members of the community and the proper realisation of their potential.

The Family and Community Services Act 1972 outlines the establishment of facilities and programs for children, including training centres (36).

The Bail Act 1985 regulates the granting of bail.

The Youth Court Act 1993 has the civil and criminal jurisdiction conferred by the Young Offenders Act 1993.

The Occupational Health Safety and Welfare Act 1986 aims to ensure a workplace environment that minimises the risk of injury and illness in the workplace.

The Equal Opportunity Act 1984 gives rights and responsibilities to employees, employers and clients to ensure fair treatment and to eliminate discrimination and harassment.

Under the Education Act 1972 the age of compulsory education changed from 15 to 16 years from 1 January 2003. This legislative change is central to the government's education reform agenda for social inclusion and the improvement of school attendance and retention rates.

Policy guidelines and standards

There are state, national and international policy guidelines and standards that impact on the incarceration of young people, these include:

The Iga Warta Principles 1999 were developed as a set of principles for working with Aboriginal communities and endorsed by DHS Executive as part of the DHS commitment to reconciliation. These principles outline that for the planning and delivery of services we must:

- ❖ Consider the expressed needs of Aboriginal people
- ❖ Develop sustainable outcomes for Aboriginal people
- ❖ Have a proactive / preventative approach
- ❖ Address equity and social justice principles
- ❖ Address the environmental determinants of health
- ❖ Have solutions that have an Aboriginal Community and Family approach
- ❖ Respect Aboriginal identity, time and space
- ❖ Have coordination across sectors and equity across regions
- ❖ Recognise the diversity within Aboriginal populations¹

The Royal Commission into Aboriginal Deaths in Custody Recommendations 1991 outline the standards for the health welfare, safety and treatment of Aboriginal people in custody, with specific recommendations for young Aboriginal people:

- ❖ Breaking the Cycle: Aboriginal Youth, Recommendations 234 – 245
- ❖ Young Aboriginal People and the Juvenile Justice System, Recommendation 62

The Royal Commission into Aboriginal Deaths in Custody Recommendations emphasise the importance of maintaining and enhancing contact with family and community for young Aboriginal people.

The Australasian Juvenile Justice Administrators (AJJA) Standards for Juvenile Detention Centres 1999 were adopted nationally by the AJJA in 1998.

International agreements

Additionally Australia is signatory to a number of International Agreements that mean the government is obligated to conform to certain principles which have been acknowledged by a majority of members of the United Nations, including:

The United Nations Convention on the Rights of the Child 1989 Article 24 states: States parties recognise the right of the child to the enjoyment of the highest attainable standard of health and to facilitate for the treatment of illness and rehabilitation of health.

The United Nations Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines) 1990 emphasises the importance of providing opportunities for young people at social risk, including educational and preventative programs. There are a number of rules relating to medical checks, preventative and remedial medical care (27 and 49 – 55)

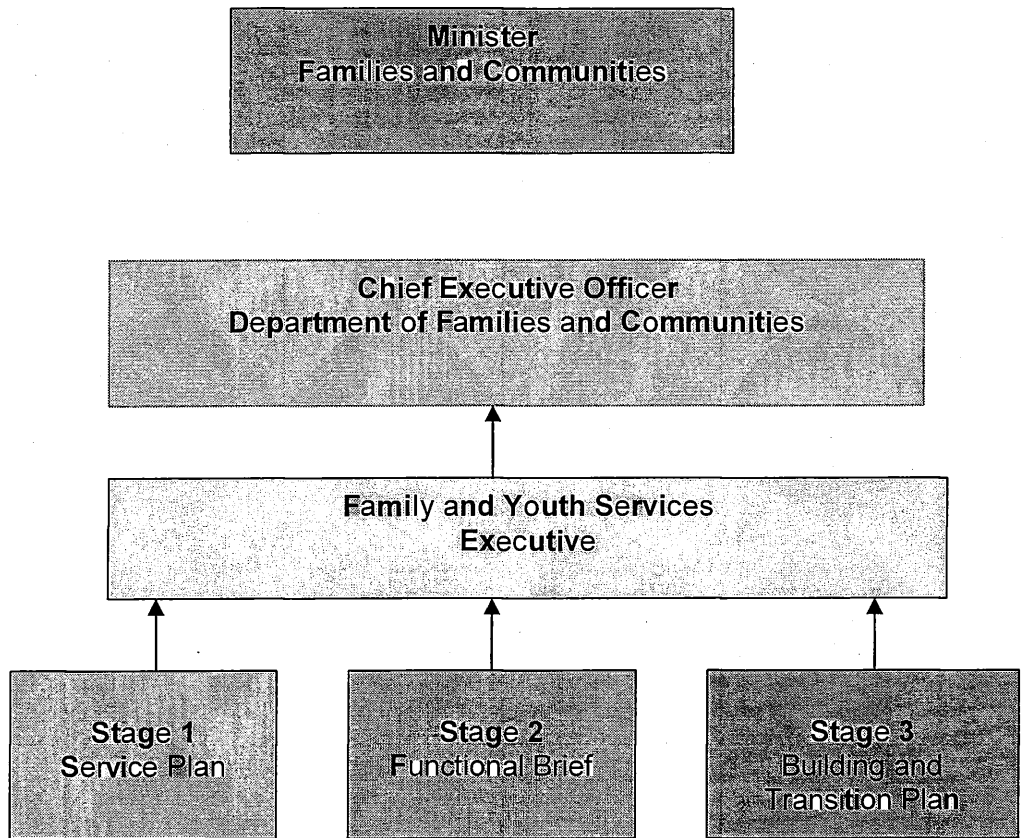
The United Nations Rules for the Protection of Juveniles Deprived of their Liberty (1990) has a number of rules applicable to secure care, including the design of detention facilities (1, 12, 13, 32)

The United Nations Minimum Rules for the Administration of Juvenile Justice – The Beijing Rules (1985) outline the standards for the training and treatment of juveniles placed in institutions and include the need for the provision of care, protection, education and vocational skills, and psychological and medical care (26.1, 26.2, 1.1, 13.5). The Rules also state the young female offenders placed in an institution deserve special attention as to their personal needs and problems (26.4).

Governance

The Governance of the Redevelopment of Secure Care has three distinct stages as follows:

Overall Project Governance

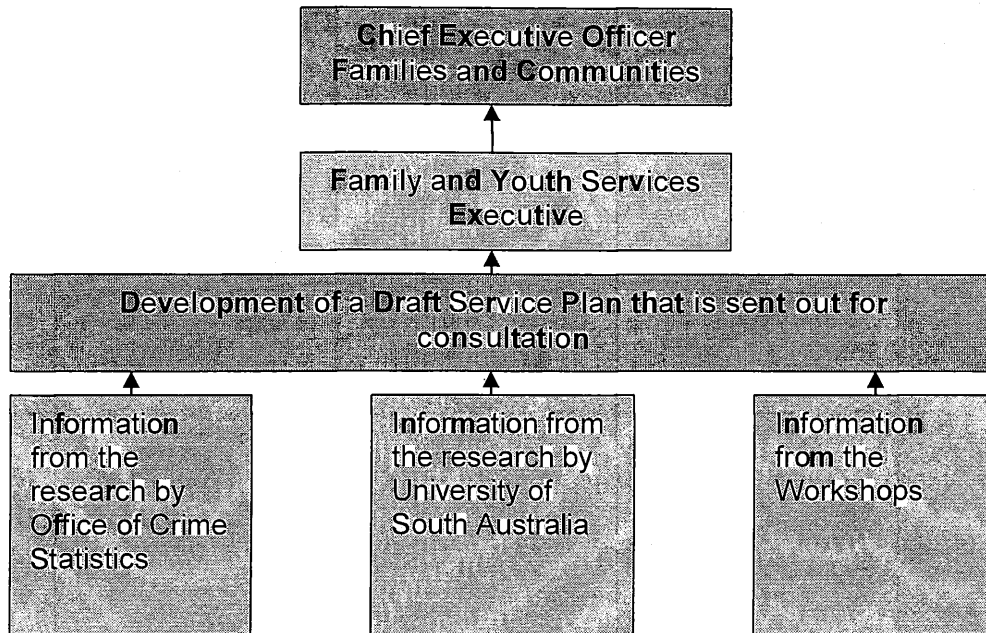


Stage 1 – Service Plan

The development of the service plan is based on the needs of young people in secure care. It will describe the broad groupings of young people in secure care and for each identified group of young people it should describe their specific needs based on the length of time they are incarcerated or on conditional release. The service plan does not address site, size or design aspects of the redevelopment project.

The service plan is written up by the Principal Project Coordinator (Service Planning) from the information gained through the two research projects and the workshops. It is then sent out for consultation and submitted to FAYS Executive and the Chief Executive for endorsement.

Stage 1 Governance



Research

Two modes of research are proposed at this stage of the project as follows:

Statistical profile of young people in secure care

The project will work in partnership with the Office of Crime Statistics to provide a profile of the young people in secure care over the last 3 – 5 years with attention paid to the different groups of young people in secure care, the number of them on remand and the risk assessments attached to Police Bail as well as those young people re-remanded in secure care for placement issues. Information will also be collated about age, gender, cultural and regional profiles.

This will allow for some analysis and projection of numbers for the next 25 years. This information will be used to consider the service needs and subsequent planning options for the different client groups in secure care.

Client needs and impact of design

Andrew Day and Kevin Howells of the University of SA, School of Psychology have been engaged to undertake a national and international literature search with the aim of presenting their findings in written format at a workshop in early April 2004 so that the service plan is developed from a researched foundation. Their research brief is as follows:

- ❖ Literature review of the needs of different groups of juvenile justice clients, based on age, gender, ethnicity and legal status
- ❖ Review of service delivery models and design issues that may be relevant to the development of secure care services *(please note the information on design issues will not be presented or addressed until stage 2 of the project)*

It is proposed to have an initial workshop that defines the groupings of young people in secure care and their differing security needs then ranking the risks of mixing groups within a secure care setting. The workshop will be inclusive of staff from secure care locations, interagency stakeholders and the PSA.

Further workshops will be planned to examine the needs of the specific groups of young people in secure care. Information from the workshops will then be developed into a service plan and presented to FAYS Executive and Chief Executive Officer for endorsement.

Timeline for Stage 1

It is planned that the first workshop to be held in early April 2004 with submission of the Service Plan to FAYS Executive by the end of May 2004

Roles and Responsibilities

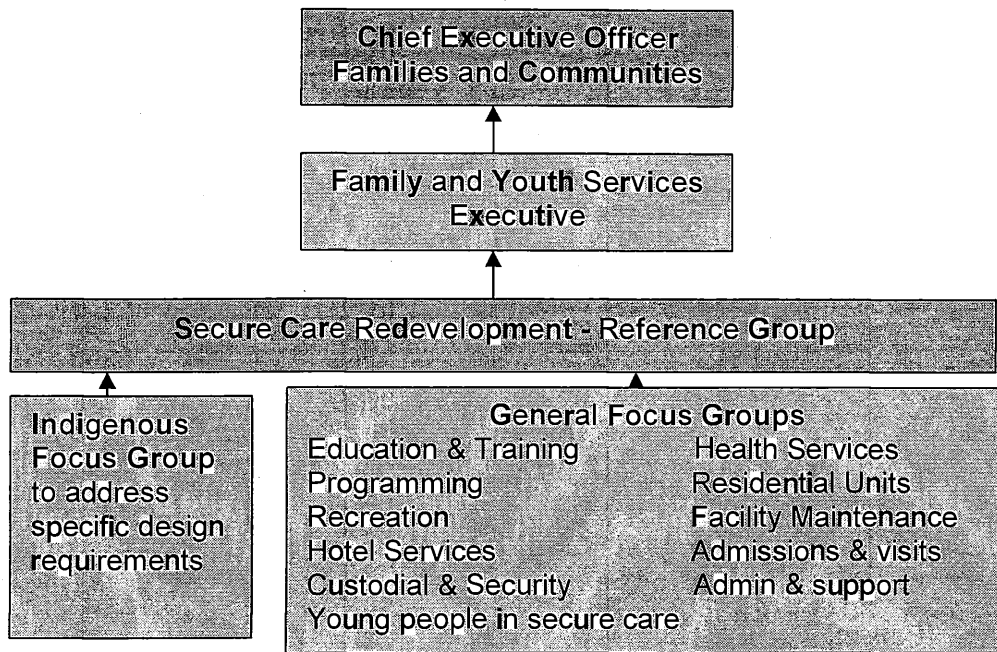
Regional Director, FAYS Southern Metropolitan Region will take line responsibility for this stage of the project with the Principal Project Coordinator (Service Planning) and the Asset Planner (Project Planning) undertaking the project work to implement the research, workshop and prepare the report for FAYS Executive and CEO Social Justice and Housing.

Stage 2 – Functional and Project Briefs

The development of the Functional and Project Briefs will be governed as follows:

Functional Brief	Describes the activities that will be undertaken to meet the service needs of the different groups of young people described in the service plan and translates the implications into broad building requirements
Project Brief	Describes the general facility requirements in terms of space, functional relationships, standards and quality based on the functional brief and service plan. The Project Brief will be used by the design professionals for interpretation into a design for a built asset

Stage 2 Governance



The Reference Group will be responsible for informing the development of a Functional Brief and subsequent Project Brief which will be submitted to FAYS Executive and the Chief Executive Officer Social Justice and Housing for endorsement.

At this point of the project Asset Services will become involved to ensure that Functional and Project Briefs meet the requirements for the third stage of the Project Membership is proposed as follows:

Reference Group

Regional Director, FAYS Southern Metropolitan Region	Chairperson
Manager Magill Training Centre	
Manager Cavan Training Centre	
Manager Programs, Juvenile Justice	
Principal Cultural Consultant, FAYS	
Aboriginal Services Division Representative	
DAARE Representative	
Manager Combined Youth Education Centre	
PSA representative	
Asset Services Representative	
Asset Planner (Project Planning)	
Principal Program Coordinator (Service Planning)	Executive Officer

Indigenous Focus Group

This group will provide information to the Reference Group on the specific needs of Indigenous young people and their families

Principal Cultural Consultant, FAYS	Chairperson
Aboriginal Services Division Representative	
DAARE Representative	
Indigenous staff	
Indigenous community stakeholders	
Asset Planner (Project Planning)	
Principal Program Coordinator (Service Planning)	Executive Officer

Focus Groups

The focus groups will provide information on specific service delivery areas of secure care and be inclusive of both secure care staff, internal and external service providers as well as the PSA. It is also planned to undertake consultations with young people from secure care.

Membership of the Focus Groups will be finalised as the project progresses to this stage but the following is suggested at this time:

Education & Training Group

Manager Secure Care	Chairperson
Principal Combined Youth Education Centre	
Magill Education Centre Representative	
Cavan Education Centre Representative	
DFEEST Representative	
Staff representatives	
Indigenous representative	
PSA representative	
Project Officer	

Health Services

Manager Secure Care	Chairperson
Principal Program Manager Juvenile Justice	
Manager The Second Story Health Service	
TSS Nurse	
Dental Service Representative	
Prisoner Health Committee Representative	
Staff representatives	
Indigenous representative	
PSA representative	
Project Officer	

Case Management and Programming

Manager Secure Care
Program Manager Magill
Program Manager Cavan
Magill Education Centre Representative
Cavan Education Representative
District Centre Representative
Staff representatives
Indigenous representative
PSA representative
Project Officer

Chairperson

Residential Units

Manager Secure Care
Unit Supervisor Representative Magill
Unit Supervisor Representative Cavan
Staff representatives
Indigenous representative
PSA representative
Project Officer

Chairperson

Recreation

Manager Secure Care
Magill Education Centre Representative
Cavan Education Centre Representative
Department of Recreation and Sport Representative
Staff representatives
Indigenous representative
PSA representative
Project Officer

Chairperson

Admissions & visits

Manager Secure Care
Operations Supervisor Magill
Operations Supervisor Cavan
Program Manager Magill
Program Manager Cavan
SSO Magill
SSO Cavan
Staff representatives
Indigenous representative
PSA representative
Project Officer

Chairperson

Custodial & Security

Manager Secure Care
Operations Supervisor Magill
Operations Supervisor Cavan
SSO Magill
SSO Cavan
Group 4 Representative
Staff representatives
Indigenous representative
PSA representative
Project Officer

Chairperson

Facility Maintenance

Manager Secure Care
Business Manager Magill
Business Manager Cavan
Maintenance Person Magill
Maintenance Person Cavan
DAIS FM Contract Representative
Staff representatives
PSA representative
Project Officer

Chairperson

Hotel Services

Manager Secure Care
Maintenance Person Magill
Maintenance Person Cavan
Kitchen Representative Magill
Kitchen Representative Cavan
Storeperson
Staff representatives
PSA representative
Project Officer

Chairperson

Admin & support

Manager Secure Care
Business Manager Magill
Business Manager Cavan
Admin Representative Magill
Admin Representative Cavan
Staff representatives
PSA representative
Project Officer

Chairperson

Young people in secure care

Magill	Manager Magill Create Representative Representative young people from each unit SRC Representative Project Officer	Chairperson
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Cavan	Manager Cavan Create Representative Representatives young people from each unit SRC Representative Project Officer	Chairperson
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Roles and Responsibilities of the Reference Group

To inform the development of the Functional and Project Briefs in line with the Service Plan and the information provided by the Focus Groups for presentation to FAYS Executive that identifies the following:

- ❖ A recommendation as to the service model for the proposed facility / facilities
- ❖ A recommendation of the size and function of the proposed facility /facilities
- ❖ The oversight the development of a cost benefit analysis of each of the possible locations and models ie use of Cavan & Greenfields site or, Greenfields site with one facility or, Greenfields site with two facilities etc. To include identification of a preferred option.
- ❖ A recommendation as the management structure of the facility/ facilities

Roles and Responsibilities of the Indigenous Focus Group

This group will be facilitated by the Principal Cultural Consultant FAYS who will be responsible for providing a written report providing information to the Reference Group on the specific needs of Indigenous young people and their families.

Roles and Responsibilities of the Focus Groups

These groups will be facilitated by members of the Reference Group who will be responsible for providing a written report providing information to the Reference Group on specific area needs.

Decision making and consensus

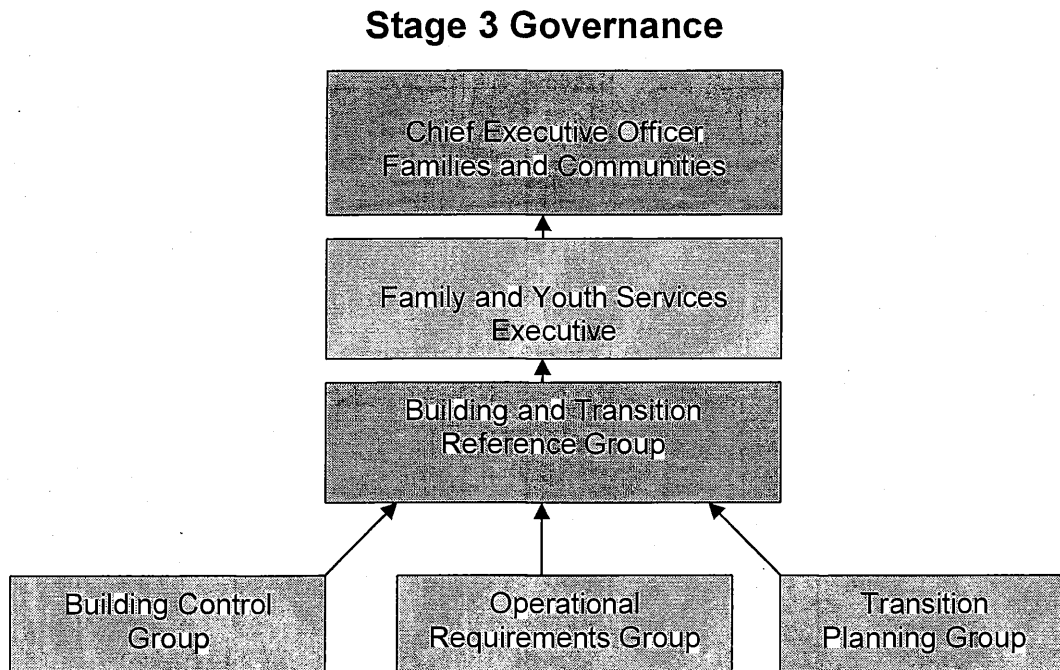
While it is desirable for the Reference and Focus Groups to reach a consensus decision this may not be possible in all cases. In cases where consensus can't be reached then differing viewpoints and their supporters will be written into the project brief for consideration by Executive and the Chief Executive Officer for decision making.

Timelines

Functional Brief	With a fully consultative process utilising the focus groups it is anticipated that the functional brief process would take between four to six months taking the project up to the end of August or October 2004.
Project Brief	It is not possible to predict a timeline for this process at this stage of project development.

Stage 3 – Building and Transition Plan

The development of the Building and Operational Plan will be governed as follows:



Roles and Responsibilities of the Building and Transition Reference Group

This group will be chaired by the Director Southern Metropolitan Region and membership will be established as Stage Three is prepared for implementation. It will be responsible for overseeing and coordinating the building and transition stages of the project and will have a life span 12 months post occupancy to ensure smooth running and maintenance of the new facility/ facilities. The Building and Transition Reference Group will be constituted as follows:

Director Southern Metropolitan Region	Chairperson
Chairperson Building Control Group	
Chairperson Operational Requirements Group	
Chairperson Transition Planning Group	
PSA Representative	
Principal Project Coordinator (Service Planning)	
Asset Planner (Project Planning)	Executive Officer

Roles and Responsibilities of the Building Control Group

This group will be chaired by Asset Services and membership will be established as Stage Three is prepared for implementation. It will be constituted of staff from FAYS, Asset Services and building contractors. It will be responsible for the building issues related to construction of the new facility as signed off in the design brief.

Roles and Responsibilities of the Operational Requirements Group

This group will be chaired by a Manager Secure Care and membership of this group will be established as Stage Three is prepared for implementation. It will be constituted of staff from FAYS and the PSA. This group will be responsible for developing the management, staffing and operational requirements for the new location.

Roles and Responsibilities of the Transition Planning Group

This group will be chaired by a Manager Secure Care and membership of this group will be established as Stage Three is prepared for implementation. It will be constituted of staff from FAYS and the PSA and internal stakeholders such as Education and Health. This group will be responsible for developing the transition plan for relocation of secure care services including the physical move and the training and support of staff.

Process

Work Schedule

Key Milestones that can be predicted at this time are as follows:

Stage	Task	Expected completion date
1	Service Planning Workshop	Early April 2004
1	Service Plan to FAYS Executive	End May/ 2004
2	Functional Brief to FAYS Executive	End October 2004
2	Project Brief to FAYS Executive	TBA
3	Building Plan to FAYS Executive	TBA
3	Operational Plan to FAYS Executive	TBA
3	Transition Plan to FAYS Executive	TBA

Costs

A Project Development Budget is currently available for the positions of Principal Project Coordinator and Asset Planner up until the end of next financial year and to cover site search, research and consultancy during this financial year. A Bilateral bid has been placed to cover the Project Costs for the Secure Care Re-development . The option of PPP is being assessed by the Project Analysis Branch of the Department of Treasury and Finance.

Communication and Consultation Plan

Please refer to the Governance and Project stages for the details of the planned consultations.

The following communication strategies will be undertaken :

Requirement	Strategy	Responsibility
To keep the Minister informed of redevelopment progress	Regular meetings and briefing papers	Chief Executive & Deputy Chief Executive Families and Communities
To provide regular updates to FAYS Executive	Report to FAYS Executive	Regional Director Sth Metro Region FAYS
To provide regular updates to FAYS staff of redevelopment process	Secure Care Redevelopment Newsletter	Principal Project Coordinator (Services Planning)
	Regular reports at Secure Care Management Meetings	Managers Magill and Cavan

Employee Representation

The role of the Employee representatives is to present the views, opinions and feelings of fellow staff in workshops and focus groups and to take information back to their teams for discussion.

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| Stage 1 | Employee representatives will be given the opportunity to participate in workshops |
| Stage 2. | Employee representatives will be given the opportunity to participate in all focus groups |
| Stage 3 | Membership of the Transition Planning Group and the Operational Group will be developed at a later stage with scope for employee representation. |

PSA Representation

The role of the PSA representatives on reference and focus groups is a consultative one about issues that impact on staff working conditions, safety and employment conditions.

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| Stage 1 | PSA representatives will be invited to participate in the workshop |
| Stage 2 | A position will be open for a PSA representative to be on the Reference Group and places will be offered to representatives on all Focus Groups |
| Stage 3 | Membership of the Transition Planning Group and the Operational Group will be developed at a later stage PSA representation is factored into the membership of both of these groups. |

Stakeholders

Social Justice and Housing

Minister, Department of Social Justice and Housing
Chief Executive, Department of Social Justice and Housing
FAYS Executive Group
Asset Services Branch
Aboriginal Services Division
FAYS Southern Metropolitan Regional Management Group
Magill Training Centre
Cavan Training Centre
Youth and Juvenile Justice

Inter Departmental

Department of Education and Children's Services
Department of Health
Department of Further Education Science and Technology
Department of Justice
Police
CAMHS
DAARE

Industrial

Public Service Association

Service Providers (sample)

ALRM
APOSS
OARS
Paradise Community Church
Shine
TSS
Street Legal
SYC etc

Community

Young people on remand, detention and conditional release
Their families
General Community

Risk Management

The following potential risks are identified at this stage of the project and will be further defined as the project develops.

1	Time delays and continuation of Magill Training Centre
2	Service outcomes for young people
3	Stakeholder identification and involvement
4	Service sustainability
5	Cost effectiveness
6	Insufficient project resourcing
7	Loss of capital funding
8	Industrial relations
9	PPP viability
10	Insufficient transitions resourcing