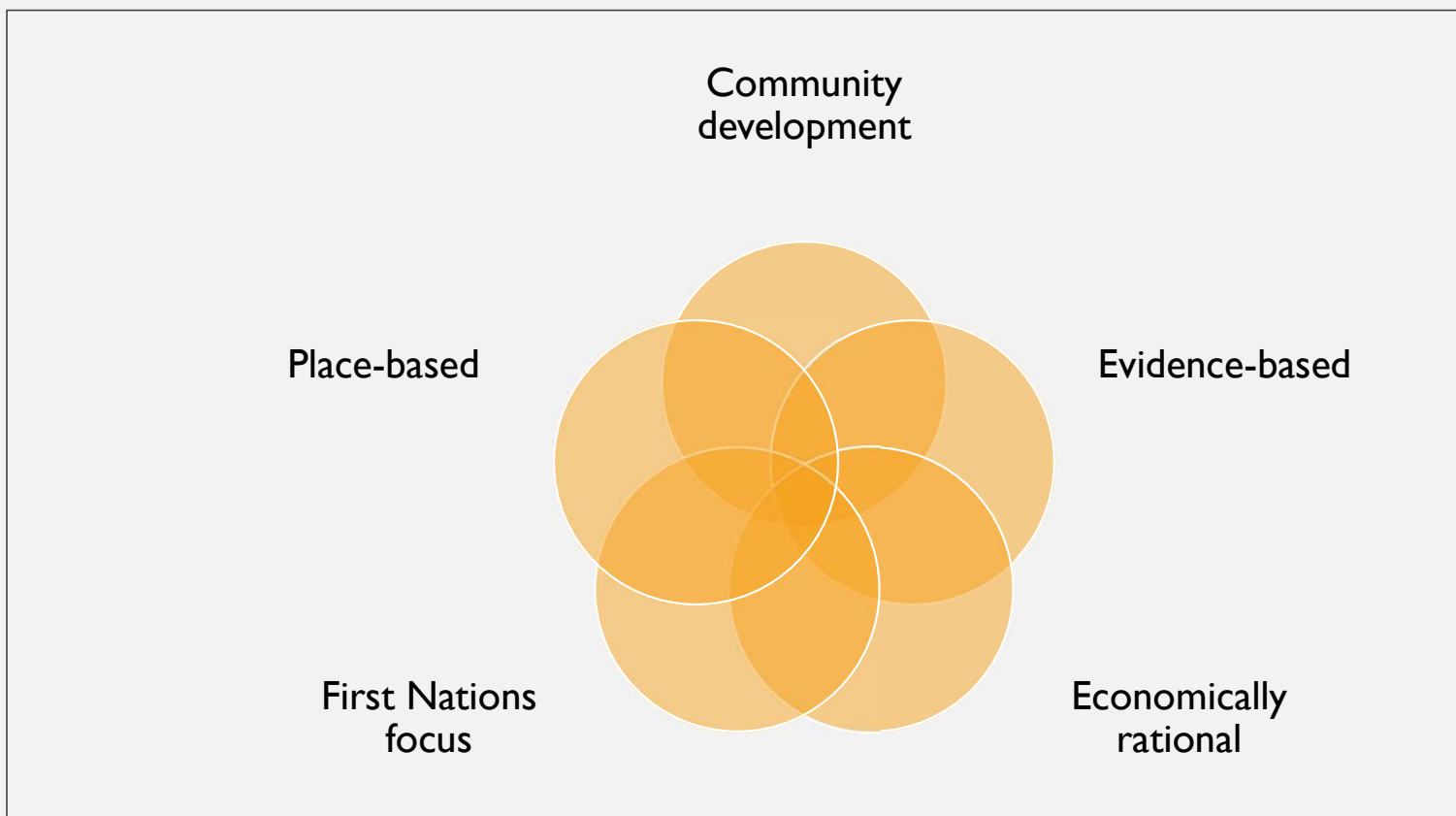


IMPLEMENTING JUSTICE REINVESTMENT IN AUSTRALIA

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FOUR (+ 1) KEY ELEMENTS OF JR



FOUR STAGES OF JR IMPLEMENTATION

STAGE 1

Laying the groundwork: early information gathering and other planning processes



STAGE 2

Establishing JR plan/strategy: goals, outcomes, interventions/programs



STAGE 3

Implementing JR strategy



STAGE 4

Government (re)investment of funds for ongoing implementation of JR strategy

PLACES/COMMUNITIES WORKING WITH JR AND POTENTIAL JR SITES

MOREE*	DOOMADGEE	TENNANT CREEK
MT DRUITT*	NORTH STRADBROKE	WADEYE
COWRA*	CHERBOURG*	PORT HEDLAND
LISMORE	CAIRNS	OLABUD DOOGETHU (HALLS CREEK)*
CASINO	ROCKHAMPTON*	DERBY
KEMPSEY	TOWNSVILLE	TIRAAPENDI WODLI* (PORT ADELAIDE)
MARANGUKA (BOURKE)*	KATHERINE*	ACT (GOVT LED)

START-UP OF PROJECTS

Community may self identify, or org may identify potential for JR > PRELIMINARY STAGE (months or years)

1. Key role of organisations (govt/NGO) in start-up of projects

- Initiating JR in sites
- Supporting communities expressing an interest in JR (advice, funding etc.)

ALL projects have commenced with support from, in partnership with or have been initiated by orgs. Without support/partnership, projects may not get off the ground.

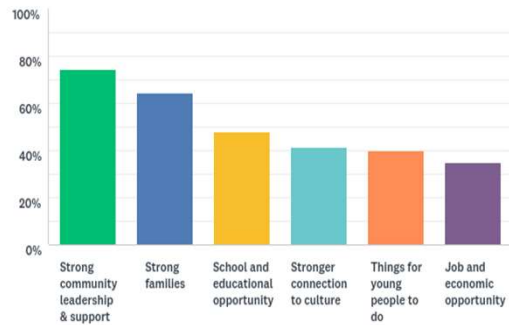
2. Importance of confirming community interest in leading JR work (with input from those interacting with the justice system).

More of a priority perhaps than statistical data. JR work commences without a detailed analysis of justice data having been completed detailed (challenge) and where strong levels of community interest confirmed. (strengths).

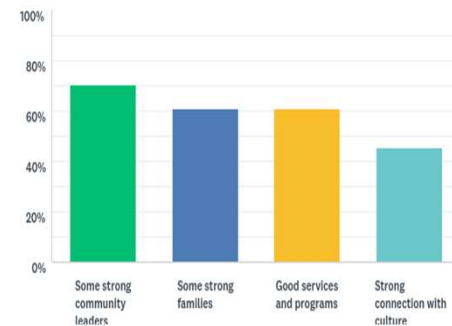
3. The role of organisations (as funders, backbone orgs – until independence) and focus on community decision-making and participation are important aspects of JR throughout project progression.

FIRST NATIONS 'COMMUNITY STRENGTHENING' IN JR

Q8 What will help stop young people (10-25 years old) getting locked up? Choose 3 boxes below



Q9 What strengths does Cherbourg already have that can help keep young people out of detention or prison? Choose as many boxes as you like.



‘COMMUNITY STRENGTHENING’: STRUCTURES & PROCESSES

- JR is trying to implement a whole different way of working that prioritises **community leadership and cohesion around a shared goal**. This is as or more important than programmatic responses to offending.
- This is evident in JR *governance structures and processes*
- [A] First Nations leadership and advisory groups set up specifically for JR projects. First Nations peoples as decision-makers; leading development and directing implementation of JR strategies.

“The Bourke Tribal Council aims to bring together all the interests and strengths of all the different Tribes and families that make up the community of Bourke, and who proudly call Bourke their home. By bringing all the Tribes and families into alliance, we aim to lead real and lasting generational change that will meet the contemporary needs for all families and individuals of Bourke”

‘COMMUNITY STRENGTHENING’: STRUCTURES & PROCESSES

[B] Working with existing leadership structures: local ACCOs

[C] Local working groups to progress priority areas, with strong community voice

[D] Working with data is *core* element of JR. Must be informed by data sovereignty principles!! For e.g.

- Community has access to data it needs (including data used to make decisions about community but collected and controlled by others)
- Designing and gathering own data (surveys, yarning circles, etc.)
- Identifying key measures of success (outcomes and indicators – which should include more than statistics demonstrating reduced recidivism)

‘COMMUNITY STRENGTHENING’: PROGRAMS AND INTERVENTIONS

- Primary *but not exclusive* focus on improving justice outcomes for those already interacting with CJS.
- JR ALWAYS has a focus on *early intervention/prevention*, including prevention of repeat incarceration
- This leads to use of circuit breakers and other criminal justice system focused reforms (reducing remand through reform of bail procedures, driver licensing programs)
- Programs/interventions: often community embedded and led, strengthening culture
- Olabud Doogethu running community-based offender supervision programs (offenders volunteer with municipal services or attend camps aimed at addressing offending behaviours and increasing life skills)
- Tiraapendi Wodli facilitating culturally supported reconnection to community and family for those leaving prison

‘COMMUNITY STRENGTHENING’: PROGRAMS AND INTERVENTIONS

Not just about criminal justice system reform, however:

- (a) school disengagement and suspensions/exclusions;
- (b) disengagement of young people (outside of an educational setting);
- (c) health and wellbeing (D&A, mental health);
- (d) families requiring additional support, including those experiencing domestic and family violence

AND: same focus on community-embedded and led, approaches that also strengthen culture

Olabud Doogethu is:

- establishing outdoor classrooms in culturally significant areas and education officer roles to encourage school attendance
- Running programs with volunteer Elders taking young people to places of cultural significance, language programs and Yarning Groups through which new community leaders are identified and fostered

COMMON FOCUS ISSUE: WIDER SYSTEM REFORM

[A] Projects often looking to reform specific issues within justice and systems (education, child protection etc.)

- Broader legislative or policy reform may be required.
 - In NSW, SA and WA, peak bodies advocate for change at a jurisdictional level, in partnership with JR communities. Dual place-based and broader lens is effective.
 - Importance of national coordinating body

[B] Another common focus: want changes to local service delivery to address over-servicing and under-servicing (not meeting needs, not delivering outcomes). Communities want greater coordination, collaboration around what is best for community.

- Desire for 'investment mapping': as alternative or in addition to *justice system* reinvestment.
- Collective impact

FURTHER GOVERNANCE STRUCTURE: BACKBONE ORGS

- Often dual frameworks: **collective impact** and JR. Collective Impact can help build collaboration and coordination (and is especially useful for service delivery reform).
Collective impact brings together multiple stakeholders to respond to complex social issues affecting a particular place through collaborative, place-based and evidence-based approaches.
- Another key ongoing role for orgs: backbone support within collective impact model.
- Projects with local JR leadership, but without a well-funded backbone or similar structure with the time and resources to coordinate and carry out the work required (a lot of work!!) can face barriers to progression
- Backbone role is not to lead but to support *community-led JR*. Tasks include, for e.g.:
 - bringing community, as well as government and service providers together around JR;
 - assisting community to access data, funding and other resources;
 - advising on JR methodology.

THE ROLE OF FIRST NATIONS PEOPLES IN DEFINING THE PROBLEM, DEVELOPING THE RESPONSES

- Our work stresses the role of community and community activism in JR in contrast to a top-down approach to reform.
- It focusses on a central role for community and community activism in both defining the problem and developing responses, and a different way of working with government
- ATSIJCs - first Tom Calma and then Mick Gooda - introduced and supported the ideas of JR in 2009. For both, it was both practical and melded “with Indigenous perspectives and approaches”.