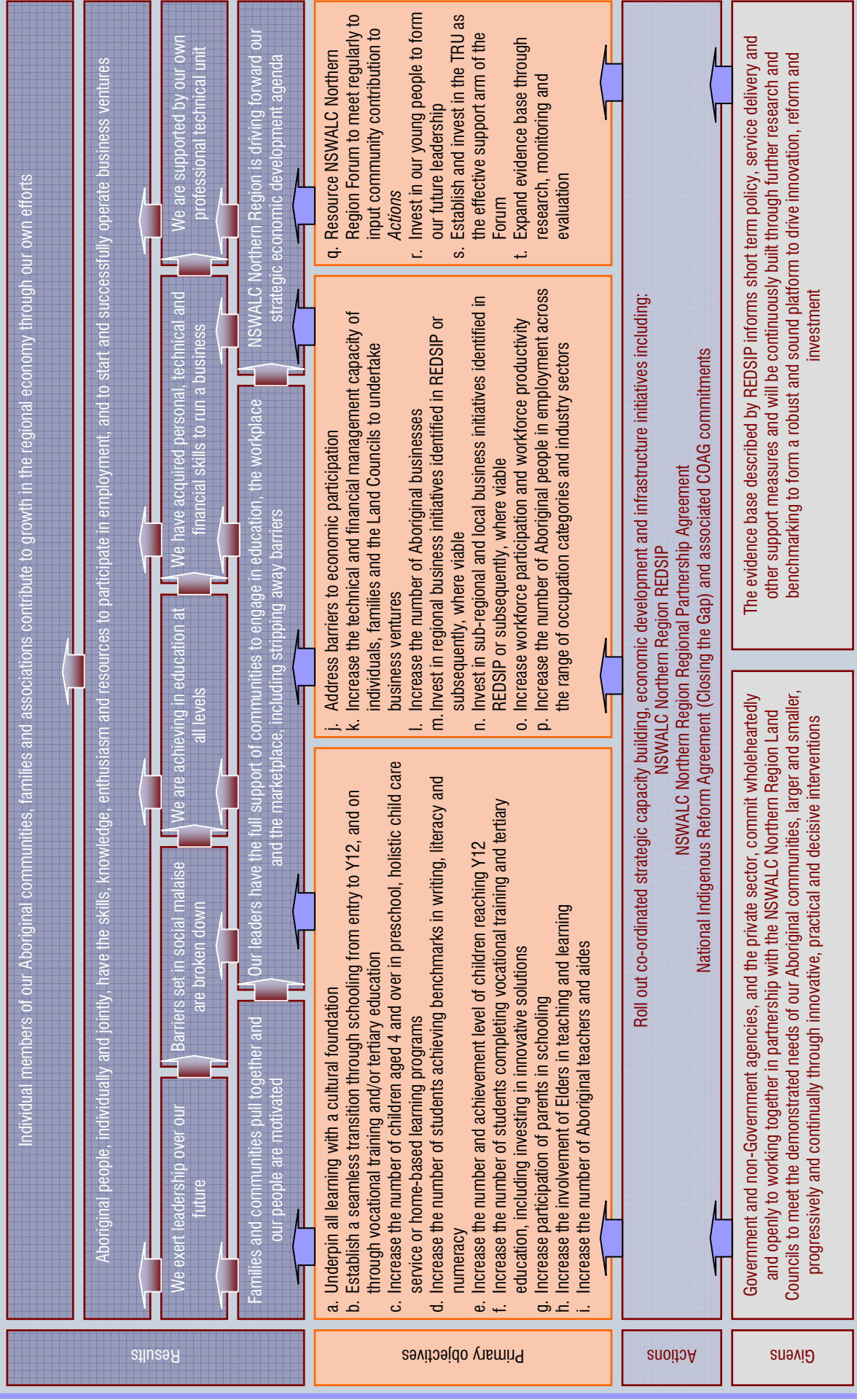




**NSWALC NORTHERN REGION LOCAL ABORIGINAL LAND COUNCILS  
REGIONAL ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN**

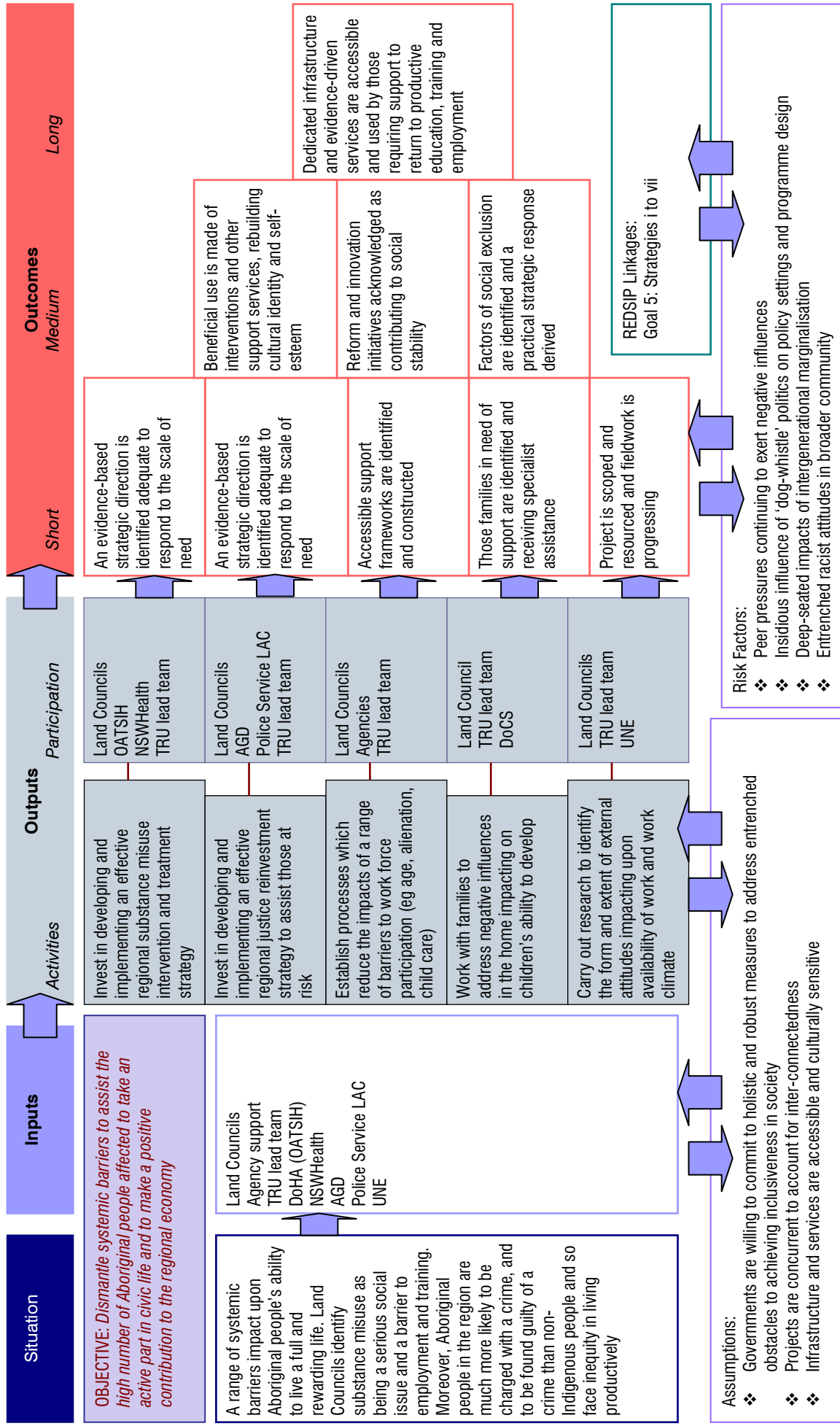
**RESULTS LOGIC DIAGRAM**





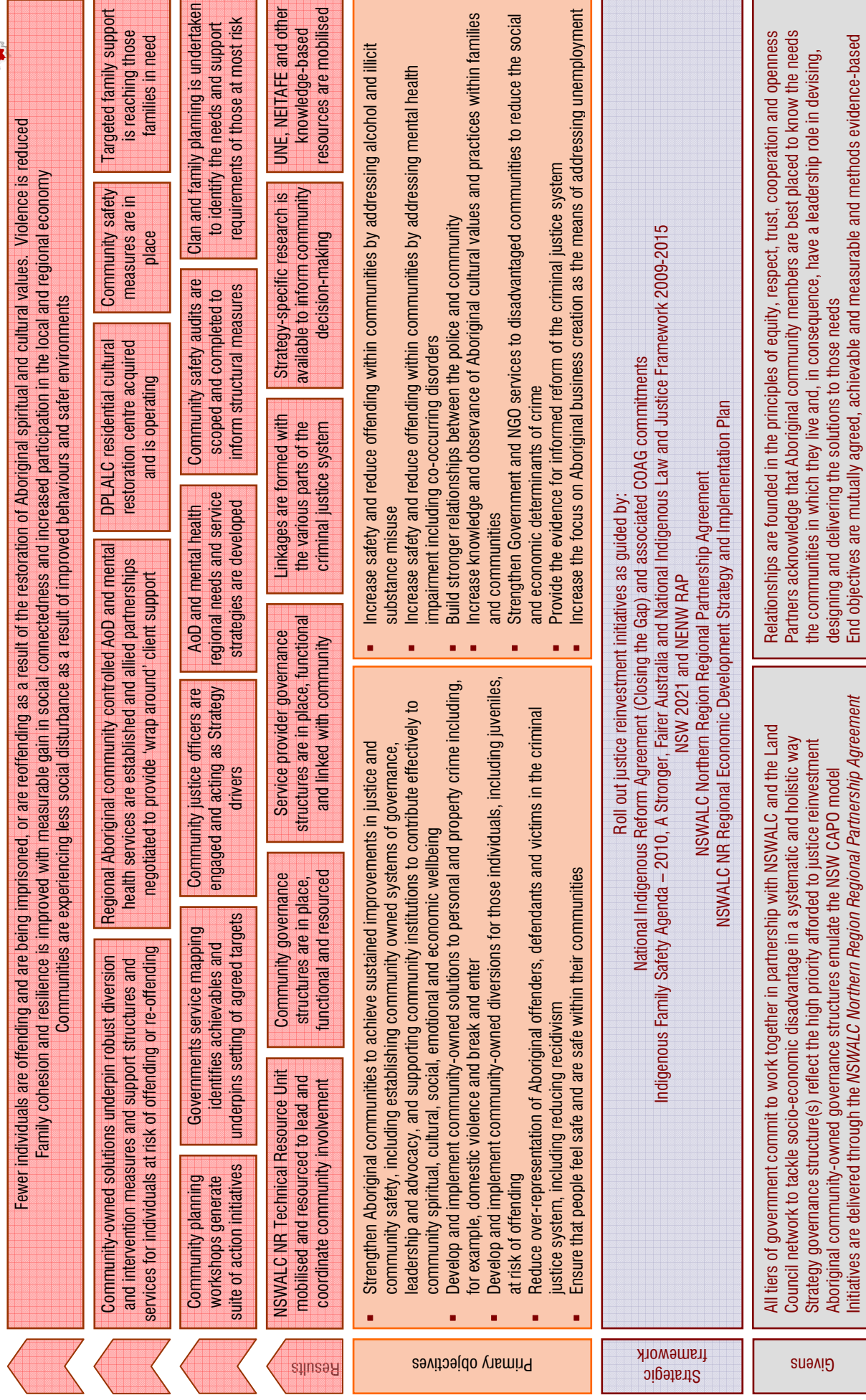
**NSWALC NORTHERN REGION LOCAL ABORIGINAL LAND COUNCILS  
REGIONAL ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN**

**LOGIC MODEL – BARRIERS TO ECONOMIC PARTICIPATION**





**RESULTS LOGIC DIAGRAM**







## NSWALC Northern Region Regional Partnership Agreement Schedule 6: Justice Reinvestment

| <i>Reference</i>                      | <i>Strategy</i>  | <i>Commentary</i>   |
|---------------------------------------|--|---|
| Objective                             | Reduce the number of adult individuals coming into contact with the criminal justice system through the implementation of a regional justice reinvestment strategy   | Action research trial project in Tamworth, Inverell, Armidale and Gunnedah under the auspice of the Regional Partnership Agreement. This Schedule draws a distinction between community-based and community-owned initiatives and reaffirms that community structures are the best structures to translate solutions to outcomes  |
| <b>Principal Strategic Frameworks</b> |  |   |
| COAG                                  | COAG National Partnership Agreement on Closing the Gap in Indigenous Health Outcomes - Health and Safe Communities building blocks<br>COAG National Framework for Protecting Australia's Children 2009–2020<br>COAG National Plan to Reduce Violence against Women and their Children  |   |
| Australian Government                 | Indigenous Family Safety Agenda – 2010<br>A Stronger, Fairer Australia<br>National Indigenous Law and Justice Framework 2009-2015  | <ul style="list-style-type: none"> <li>▪ Improve all Australian justice systems so that they comprehensively deliver on the justice needs of Aboriginal and Torres Strait Islander peoples in a fair and equitable manner</li> <li>▪ Reduce over-representation of Aboriginal and Torres Strait Islander offenders, defendants and victims in the criminal justice system</li> <li>▪ Ensure that Aboriginal and Torres Strait Islander peoples feel safe and are safe within their communities</li> <li>▪ Increase safety and reduce offending within Indigenous communities by addressing alcohol and substance abuse</li> <li>▪ Strengthen Indigenous communities through working in partnership with governments and other stakeholders to achieve sustained improvements in justice and community safety</li> </ul> |
| NSW Government                        | NSW 2021 <ul style="list-style-type: none"> <li>▪ Goal 16: Prevent and reduce the level of crime</li> <li>▪ Goal 17: Prevent and reduce the level of re-offending</li> <li>▪ Goal 18: Improve community confidence in the justice system</li> <li>▪ Goal 26: Fostering opportunity and partnership with Aboriginal people</li> </ul> NSW Aboriginal Justice Plan 2004-2014 | <p><b>Priority Action from the draft New England North West RAP</b></p> <ul style="list-style-type: none"> <li>▪ <b>Improve education outcomes and employment opportunities</b><br/>Work in partnership with the Commonwealth Government and the fourteen Local Aboriginal Land Councils in the New England North West on the Northern Region Regional Partnership Agreement to address Aboriginal disadvantage with a particular focus on employment and economic development</li> </ul>   |

## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference                                       | Strategy  | Commentary  |
|---|---|---|
| NSWALC NR                                       | Regional Economic Development Strategy and Implementation Plan<br>Goal 5: Barriers to economic participation  | <ul style="list-style-type: none"> <li>▪ Seek to have the serious issues of substance misuse and entanglement with the criminal justice system included within scope of the Closing the Gap commitments;</li> <li>▪ Invest in researching, developing and implementing a regional substance misuse plan, including providing the recommended infrastructure and resources, interventions and treatment modalities;</li> <li>▪ Invest in researching, developing and implementing a regional justice reinvestment strategy, including providing the recommended infrastructure and resources, interventions and support structures/mechanisms;...</li> </ul> |
| <b>Targets</b>                                  |   |   |
| COAG  | <ul style="list-style-type: none"> <li>▪ Close the gap in life expectancy within a generation;</li> <li>▪ Halve the gap in mortality rates for Indigenous children under five within a decade;</li> <li>▪ Ensure all Indigenous four years olds in remote communities have access to early childhood education within five years;</li> <li>▪ Halve the gap for Indigenous students in reading, writing and numeracy within a decade;</li> <li>▪ Halve the gap for Indigenous students in year 12 attainment or equivalent attainment rates by 2020; and</li> <li>▪ Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.</li> </ul>   |   |
| NSW 2021  | <p>Goal 16: Reduce crime levels</p> <ul style="list-style-type: none"> <li>▪ Reduce domestic violence;</li> <li>▪ Reduce alcohol related assaults;</li> <li>▪ Reduce other personal crime by 10% by 2015–16; and</li> <li>▪ Reduce property crime by 15% by 2015–16.</li> </ul> <p>Goal 17: Prevent and reduce the level of re-offending</p> <ul style="list-style-type: none"> <li>▪ Reduce juvenile and adult re-offending by 5% by 2016; and</li> <li>▪ Increase completion rates for key treatment and intervention programs.</li> </ul> <p>Goal 18: Improve community confidence in the justice system</p> <ul style="list-style-type: none"> <li>▪ Increase victims and community understanding of the justice system.</li> </ul> <p>Goal 26: Fostering opportunity and partnership with Aboriginal people</p> <ul style="list-style-type: none"> <li>▪ Close the life expectancy gap within a generation;</li> <li>▪ Increase the number of Aboriginal communities the State Government is partnering with to improve local outcomes; and</li> <li>▪ Support Aboriginal Culture, Country and Identity                             <ul style="list-style-type: none"> <li>▶ Increase access for people to learn Aboriginal languages;</li> <li>▶ Increase the number of hectares of public lands that Aboriginal people are actively involved in managing;</li> <li>▶ Increase the number of Aboriginal culturally significant objects and places protected.</li> </ul> </li> </ul> |   |
| <b>Initiative strategic approach</b>            |   |   |
| Phase 1 Analysis, character and service mapping |   |   |
| Task 1.1  | Identify and survey those Aboriginal offenders currently imprisoned but normally residing in the nominated communities to ascertain underlying social and emotional wellbeing issues, and socio-economic factors, which contributed to  | AHRC Social Justice Report 2009 suggests a range of possible socio-economic factors which might contribute to over-representation in the criminal justice system: <ul style="list-style-type: none"> <li>▪ Failure to complete Year 12;</li> </ul>  |

## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference | Strategy  | Commentary  |
|-----------|---|---|
|           | their imprisonment, and potential support mechanisms offenders suggest to reduce the rate of offending and recidivism   | <ul style="list-style-type: none"> <li>■ Unemployment (link established in REDSIP \$16);</li> <li>■ Living in poverty;</li> <li>■ Living in overcrowded dwellings;</li> <li>■ Were a member or had a family member from the Stolen Generations;</li> <li>■ Abused alcohol or other drugs</li> </ul> <p>and these need to be tested and/or augmented to provide an understanding of the structural and environmental factors which the project will need to content with. It would be helpful for NSWALC NR to have access to BOCSAR datasets at no cost to further develop the research discussed in REDSIP \$16.<br/>The <i>Speak Out</i>, <i>Speak Strong</i> and <i>Doing Time – Time for Doing</i> reports inform strategic thinking</p>                                  |
| Task 1.2  | Develop a profile of the financial commitments to incarceration of offenders from within the region to determine a benchmark value for the reinvestment algorithm   | The strategy will need to demonstrate economic viability and the attainment of mutual higher order policy objectives. The estimated commitment is \$201 per prisoner per day (AHRIC Social Justice Report 2009 updated by CPI)  |
| Task 1.3  | Identify and map services available through Government and NGO sectors. Develop a formal framework for connecting service providers that involves the Land Councils | Establish the nature and scale of existing direct support available to individuals and families, and any gaps which might need to be addressed for effective project implementation. Redesign existing services where necessary to improve effectiveness taking into account the lead role which the Land Council can take in providing on-going access   |
| Task 1.4  | Develop local employment profiles to identify opportunities for supported work close to family  | Work with DEEWR, STS and JSA providers to establish job opportunities, training opportunities and mentoring arrangements  |
| Task 1.5  | Undertake a Clan and Family Needs Analysis and Planning Project in each of the trial site communities   | This task to be undertaken internally by NSWALC NR using its professional support arm. With the agreement of those involved, develop a profile of the nature and scale of support needed to reinforce individual and family capacity and resilience, thereby strengthening the home environment in which young people at risk live or to which those completing their sentence will return. The Land Councils consider this task to be critical to tackling socio-economic disadvantage, particularly in the light of clan and family dynamics. A ceiling will be set on the number of participating families to ensure that the project retains full integrity and rigour during implementation. A training needs analysis will comprise an essential element of the process |
| Task 1.6  | Consult with community to identify priority areas for action  | Take and be guided by input from Clan and Family Planning project. AHRIC Social Justice Report 2009 suggests areas for action would be expected to include: <ul style="list-style-type: none"> <li>■ Adult education and economic development;</li> <li>■ Housing;</li> <li>■ Physical and emotional health;</li> <li>■ Children and youth; and</li> </ul>  |

## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference                               | Strategy  | Commentary  |
|---|---|---|
| Task 1.7                                | Link in with Local Government Councils, Regional Development Australia, the University of New England   | <p>■ Safe and secure communities but this may not be an exhaustive list. Recruiting support for this project will be contingent upon the 'no analysis without service' ethos to ensure that community expectations can be achieved by application of the RPA</p> <p>Mobilise existing partnerships to draw in contributions to social planning, business and service development, and best practice methodologies</p>   |
| <i>Task:</i>                            | 1.1      1.2      1.3      1.4      1.5      1.6      1.7   |   |
| <i>End milestones:</i>                  | By Mar 2013      By Feb 2013      By Mar 2013      By Mar 2013      By Dec 2013      By Apr 2013      By Feb 2013   |   |
| <i>Inputs NSW Govt:</i>                 | DAGJ, DCS      DAGJ, DCS      AANSW      DET, STS   | FACS, AANSW   |
| <i>Inputs Aust Govt</i>                 | AGD      FaHCSIA      DEEWR, JSA prov   | FaHCSIA   |
| <i>Inputs NSWALC NR</i>                 | NR      NR      NR      NR  | NSWALC, NR      NR      NR  |
| <b>Phase 2 Criminal justice reforms</b> |   |   |
| Task 2.1                                | Develop a package of criminal justice reforms to provide incentives to offenders to undertake personal development programs prior to release. Ensure that programs are effective in providing the skills and resilience to equip offenders with a realistic alternative to re-offending. Encourage greater use of non-custodial punishment for less serious offenders | <p>AHRC Social Justice Report 2009 makes reference to a package of criminal justice reforms adopted in Kansas aimed at reducing offender populations:</p> <ul style="list-style-type: none"> <li>■ A performance based grant program for local community corrections to design local strategies and programs;</li> <li>■ 60 day early release credit to prisoners who completed educational, vocational and treatment programs prior to release; and</li> <li>■ Restoration of earned time credits for good behaviour for non-violent offenders in prison.</li> </ul> <p>Equipping offenders to embrace traditional cultural values and practices is seen to be essential to building identity and self-esteem as a pathway to reducing offending behaviour. Opportunities for reflection on the impacts on family and community, and on self, of past and future actions are integral to this culturally informed approach</p> |
| <i>Task:</i>                            | 2.1   |   |
| <i>End milestones:</i>                  | By Jun 2015   |   |
| <i>Inputs NSW Govt:</i>                 | DAGJ, DCS   |   |
| <i>Inputs Aust Govt</i>                 |   |   |
| <i>Inputs NSWALC NR</i>                 | NR  |   |

## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference  | Strategy  | Commentary   |
|--|---|--|
| <b>Phase 3</b>   |   |  |
| Regional planning                                      |   |  |
| Task 3.1   | Prepare a Regional Aboriginal Substance Misuse Strategic Plan   | This task to be undertaken internally by NSWALC NR using its professional support arm. All Land Councils report substance misuse as a critical issue in their communities. Services are inadequate, invisible or both. This task aims to ensure that the dedicated infrastructure and resources, interventions and treatment modalities are available in the region and are effective in addressing this major issue<br><i>Align with the frameworks to the National Drug Strategy</i> |
| Task 3.2   | Prepare a Regional Aboriginal Mental Health Strategic Plan  | Assist in diverting people with mental health problems out of the criminal justice system into appropriate and culturally safe treatments  |
| Task 3.3   | Prepare a Regional Aboriginal Homelessness Strategic Plan   | This task to be undertaken internally by NSWALC NR using its professional support arm. Adopt the <i>NSW Homeless Action Plan 2009-2014</i> as the basis for developing strategic directions and actions. The project will need to account for the mobility and cultural practices of Aboriginal people in respect of housing   |
| <i>Task:</i>   | 3.1                      3.2                      3.3   |  |
| <i>End milestones:</i>                                 | By Oct 2013                      By Dec 2013                      By Dec 2013   |  |
| <i>Inputs NSW Govt:</i>                                | NSW Health                      NSW Health                      DoH, AHO, FACS  |  |
| <i>Inputs Aust Govt</i>                                | DoHA, OATSIH                      DoHA, OATSIH                      FaHCSIA   |  |
| <i>Inputs NSWALC NR</i>                                | NR                      NR                      NR  |  |
| <b>Phase 4</b>   |   |  |
| Community infrastructure development and strengthening |   |  |
| Task 4.1   | Establish regional and local community justice advisory groups  | Formation is to be within the new consultation frameworks described by the RPA and the formation of CAPOs. A Tamworth CAPO is in embryonic form. Armidale CAPO is functioning and Inverell CAPO is in the process of being established. Build CIAGs from regional and local organisations and from individuals with a participating interest in Aboriginal justice   |
| Task 4.2   | Establish local Elders Councils   | Recognise and support the role of Elders and other respected individuals in the delivery of all justice reinvestment strategies  |
| Task 4.3   | Engage a LALC-based Community Justice Officer in each trial community to coordinate strategy implementation with Community Support Officer, Land Councils, service providers and clans and families | Application submitted but held by AANSW. Among other things, the CPO will identify system strengths and utilise these to underpin a progressive and permeating improvement in the professionalism and quality of the cross-agency support network, and the effectiveness of services delivered. Engage with offenders pre-release to smooth the transition to community life, particularly for those with cognitive and intellectual impairments                                       |
| Task 4.4   | Strengthen Land Council capacity to contribute a 'guiding hand'. Invest in a Community Justice Support Officer in each Land Council to case-manage those at   | The Land Council network is selected as the project auspice on the basis of its representative structure and its monitored accountability, governance, financial and   |



## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference  | Strategy   | Commentary  |
|--|--|---|
|  | risk of offending and post-release, including creating and managing access to diversionary programs  | <p>risk management processes, and the presence of our Northern Region professional support unit. The Land Council will act as a centralised hub for those supported by the justice reinvestment strategy providing linkages to training, employment and other services and coordinating intensive support. Contact to commence pre-release. Adopt a 'Men's Shed' model for group counselling of men, and provide similar support infrastructure for women returning to families.</p> <p>The preference for counselling to be provided by a counsellor with first hand knowledge of client experiences is noted. Ready access is needed to assist in resolving those minor issues which give rise to disproportionate stress</p> |
| Task 4.5   | Strengthen governance and management of ACC NGOs so that contribution to community capital is optimised  | Use funding mechanism to ensure adequate standards are being achieved. For example, Land Council funding is contingent upon meeting defined objectives and OATSIH is moving to a QIC accreditation framework for ACC health service providers   |
| <i>Task:</i>   | 4.1  | 4.2   |
| <i>End milestones:</i>   | By Aug 2013  | By Jun 2013   |
| <i>Inputs NSW Govt:</i>  | DAGJ   | AANSW   |
| <i>Inputs Aust Govt</i>  |  | FaHCSIA   |
| <i>Inputs NSWALC NR</i>  | NR   | NR  |
| <b>Phase 5</b> Service and program development and strengthening |  |   |
| Task 5.1   | Develop and implement a cultural restoration program, including providing the necessary infrastructure, to raise the self-esteem of those returning to their community from prison | <p>This task to be undertaken internally by NSWALC NR using its professional support arm. Focus on addressing rebuilding of attachment to Country and a sense of belonging and identity to raise awareness in men of the impacts of domestic and sexual violence perpetrated against women and their children</p> <p>Emulate the joint NSWALC NR/UNE ARC Discovery Linkage Grant project by using Aboriginal cultural heritage and archaeology as the vehicle to greater engagement in civic activity</p>   |
| Task 5.2   | Develop and implement a support program to assist children with a parent in prison   | Concentrate on education, particularly early childhood. Critically examine the availability and quality of day care and pre-school services in the region   |
| Task 5.3   | Develop Clan and Family Wellbeing Plans  | <p>This task to be undertaken by NSWALC NR. Flowing from the Clan and Family Needs Analysis and Planning Project, negotiate and co-ordinate an integrated, wrap-around suite of services to assist families to undergo a healing process and build capacity and resilience. Include measures to intercept young people at risk of offending. Build bonds between fathers and sons and mothers and daughters, and relationships with positively influential people in community. The whole will need to be seen to serve the interests of the individual, his/her family and community.</p> <p>The <i>Speak Out, Speak Strong</i> and <i>Doing Time – Time for Doing</i> reports inform</p>                                      |

**NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT**

| Reference                           | Strategy  | Commentary  |           |  |
|-------------------------------------|---|-------------|-----------|--|
| <i>Task:</i>                        | 5.1   | 5.2         | 5.3       | strategic development  |
| <i>End milestones:</i>              | By Dec 2013   | By Jun 2014 | Ongoing   |  |
| <i>Inputs NSW Govt:</i>             | DCS   | FACS        | DCS, FACS |  |
| <i>Inputs Aust Govt</i>             |   | FaHCSIA     | FaHCSIA   |  |
| <i>Inputs NSWALC NR</i>             | NR  | NR          | NR        |  |
| <b>Phase 6 Opportunity creation</b> |   |             |           |  |
| Task 6.1                            | Ramp up development of Aboriginal businesses in the pilot communities to provide a safe training and employment environment for those at risk of offending post-release |             |           | Mobilise the business incubator concept with RDA-NI, UNE and NEITAFE. Continue to negotiate the acquisition of Yaraandoo Eco-lodge and Function Centre at Dorrigo (training and employment in tourism, hospitality and land management) and of Trelawney at Tamworth (training in rural industry), and seek to upgrade The Willows at Glen Innes (training and employment in tourism, hospitality and land management) Work through RPA Schedule 1 and 2 Actions relating to the productive use of Land Council rural lots and continue the Regional Cultural and Environmental Tourism Enterprise project to provide opportunities for post-release offenders |
| Task 6.2                            | Negotiate a range of social procurement projects with Governments to provide the opportunity for training and employment through secured contracts                      |             |           | Such as housing and yard maintenance, TSR and rail corridor weed and feral animal control, catering  |
| <i>Task:</i>                        | 6.1   | 6.2         |           |  |
| <i>End milestones:</i>              | Ongoing   | Ongoing     |           |  |
| <i>Inputs NSW Govt:</i>             | DTIRIS  | Various     |           |  |
| <i>Inputs Aust Govt</i>             | DEEWR, IBA  |             |           |  |
| <i>Inputs NSWALC NR</i>             | NR  | NR          |           |  |
| <b>Phase 7 Evaluation</b>           |   |             |           |  |
| Task 7.1                            | Conduct an evaluation of project outcomes   |             |           | Mixed methods evaluation commencing 12 months from project commencement. Project will be adjusted subject to evaluation findings and re-evaluated 24 months in   |
| <i>Task:</i>                        | 7.1   |             |           |  |
| <i>End milestones:</i>              | By Dec 2014   |             |           |  |
| <i>Inputs NSW Govt:</i>             | DAGJ, DCS   |             |           |  |
| <i>Inputs Aust Govt</i>             | AGD   |             |           |  |
| <i>Inputs NSWALC NR</i>             | NR  |             |           |  |

## NSWALC NORTHERN REGION REGIONAL PARTNERSHIP AGREEMENT

| Reference   | Strategy | Commentary |
|---|----------|------------|
| <b>Influences</b>   |          |            |
| <p>Aboriginal and Torres Strait Islander Social Justice Commissioner, 2009, <i>Social Justice Report 2009</i>, Australian Human Rights Commission</p> <p>Blagg H, 2008, <i>Crime, Aboriginality and the Decolonisation of Justice</i>, Hawkins Press</p> <p>Schwartz M, 2010, <i>Building Communities, Not Prisons: Justice Reinvestment and Indigenous Over-imprisonment</i>, AILR Vol 14(1)</p> |          |            |