



LIFE EXPERIENCE, CO-DESIGN, INNOVATION:

Rethinking employment services for those experiencing justice issues.

An International Specialised Skills Institute Fellowship.

MARK LITTLE

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Executive Summary

This Fellowship was designed to observe and investigate how employment is used and included in diversion programs in order to avoid custody as the outcome for minor offences. However, the research uncovered a great deal of related material; much more than was anticipated. Numerous opportunities presented that facilitated the exploration of reform in regard to alternatives to custody, and the Fellow is eternally indebted to the wonderful host organisations and individuals that created and supported these opportunities.

Employment preparation for people in the justice system internationally, is comprehensive and targeted, similar to Australia with a focus on the soft-skills required to enter the workforce. Yet, there were many aspects that the Fellow witnessed which could inform and enhance our service delivery in Australia. These included community-led and place based solution brokerage, human and civil rights awareness, restorative elements to service design, peer-led initiatives and lived experience elements.

This experience has heightened the Fellow's personal awareness and preparedness to advocate for social justice issues and further strengthened his resolve in the belief that all people want the best for their lives and that with appropriate supports and mechanisms in place, people generally, will not choose to be involved with the justice system. There are many factors that contribute to the barriers faced by some people on a daily basis but nothing is insurmountable with support, respect, dignity and belief.

A number of key themes emerged throughout the Fellowship research which included co-design principles, peer-support and community place-based solutions. It is intended that this report will 'whet the appetites' of communities, service providers, funders, legislators and colleagues to consider the massive

value that can be afforded to both service recipients and society in general through the contextualisation and implementation of the innovative models discovered during this research.

1. Acknowledgements

The Fellow would like to thank the following individuals and organisations who generously gave their time and their expertise to assist, advise and guide him throughout his Jobs Victoria Fellowship.

CVGT Australia, Bendigo, Victoria, Australia

The CVGT Board, Senior Management and employees for enabling Fellowship participation

Haven, Home Safe, Bendigo, Victoria, Australia

Mr. Ken Marchingo for continued support of our programs and the Fellow's application.

Mr. Patrick Southey, Magistrate, Magistrates' Court of Victoria

For continued support of our programs and the Fellow's application.

Chicago Urban League, Chicago, Illinois, America

Mr. Andrew Wells - Director of Workforce Development

The Moran Centre, Evanston, Illinois, America

Mr. Patrick Keenan-Devlin – Executive Director/Staff Attorney and the wonderfully dedicated Moran Centre Team

BronxConnect, The Bronx, New York, America

Mr. Jose F. Marte – ARI Program Manager and the incomparable team at Bronx Connect

Apex Scotland, Edinburgh, Scotland

Mr. Alan Staff - CEO

Includem, Glasgow, Scotland

Ms Diane Piper, Ms Lynsey Smith & Ms Heather Hunter

Safer Wales, Cardiff, Wales

Mr. Simon Borja and Ms. Emma Price

The Centre for Justice Innovation, London, England

Mr. Phil Bowen, Ms. Jo Thomas, Ms. Claire Ely and Mr. Stephen Whitehead

Peer Power, London, England

Ms. Anne-Marie Douglas - CEO

REACH Community Services Society, Singapore

Mr. Joe Chan and the fabulously dedicated REACH Team

e2i, Singapore

Ms. Kathy Lau Eng Sing and Ms. Cherlynn Cheong

OECD Local Economic and Employment Development (LEED Programme) Forum

Global Youth Justice

Mr. Scott Peterson – CEO and the Provincetown Class of 2018

Vincent Schiraldi - Columbia University, New York

Dr. Jonathan Wynne-Evans - University of South Wales, Cardiff

The Fellow's Family

Melinda, Oliver, Edward and Betsy for allowing the luxury of being away for so long.

The Fellow's, fellow Fellows

All the 2018 Jobs Victoria Fellows for their support, encouragement and interest.

Awarding Body

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The Fellow would like to thank Jobs Victoria for providing funding for this Fellowship through the Jobs Victoria Innovation Fund.

For further information on Jobs Victoria, refer to <https://jobs.vic.gov.au>



2. Fellowship Background

Fellowship context

The aim of the Fellowship was to investigate best practice preventative programs for offenders, particularly young offenders, to reduce the risk-factors and increase the protective factors associated with emerging or ongoing criminal behaviours, through the use of employment and employment preparation diversionary interventions.

The applied research project focussed on all elements within the enquiry streams identified in the Jobs Victoria International Fellowships. The Fellow identified practice improvements that could be implemented in existing provision of employment services, particularly where justice is involved. It is anticipated that the learnings will assist services to better:

- » Support people with complex barriers to secure and sustain employment through the use of strengths based, pro-social modelling, reinforcement approaches, collaborative problem solving and co-design principles
- » Implement employment & employer engagement strategies that will encourage support of people with complex barriers to employment by identifying and appealing to employers' Corporate Social Responsibilities, partnership models and social enterprise opportunities.
- » Create opportunities for intra-governmental interventions and support in delivering employment services based on evidentiary outcomes, achieved within the identified host organisations through innovation, collaboration and evaluation.

- » Design strong place-based, community led interventions that support people within a changing landscape, particularly in regard to education and employment preparation and assessing and addressing risk factors including underlying health and social issues.

The challenge for any justice system is to strike a balance between reacting to criminal acts and the perpetrators and controlling the rates of crime through preventative actions. Penal Reform International articulate the global increase in imprisonment rates as being linked to changes in criminal justice policies ... as well as social cultural and economic factors such as levels of inequality, substance abuse, unemployment and social and community cohesion (2018, p.7). This Fellowship has provided the opportunity to visit several providers/programs that have met this challenge without resorting to the sole use of secure remand or custodial sentences. Additionally, some of the organisations visited work with people identified as being at risk of entering the justice system and have developed a range of interventions to stem those trajectories. Of particular interest was Safer Wales who work with survivors of domestic violence and sex workers to address potential risk factors that may lead to criminal behaviour and incarceration.

The organisations visited each demonstrated interventions that are having major impacts on jail populations, recidivism and social and economic benefits including reducing the drain on the public purses of their respective communities. Such interventions have afforded participants choices that are acceptable to society and enable them to become contributing members of those communities.

Fellowship Methodology

The main activities undertaken by the Fellow revolved around immersion, interviews, and observation within the host organisations where there were opportunities to meet with employees (policy and operational), program participants and relevant researchers and academics. In a number of instances there was the opportunity to observe processes and practices which gave some understanding of the complexities facing many people within the justice system. Of particular note was the morning spent at the County Court in Skokie, Illinois and the opportunity to meet a Circuit Judge and hear first-hand about the volume of cases and the severity of outcomes realised by some offenders when factors such as mental health and alcohol, drug and other addictions are a significant feature of the cases before her.

The Fellow's preparation for research was developed in a rather rigid fashion with the belief that a script and a set of questions would provide the required answers. The end results were however, much different. It became evident that the research process required a more organic, evolutionary approach. A process that started with a general introduction from the host organisation and the Fellow and then, from a realisation of the commonalities between the two, became a general discussion that went in many and varied directions each time. The one common element of each and every visit was the simple fact that irrespective of the location, organisation or program that the Fellow connected with the issues, barriers and detrimental effects realised by individuals within the systems were the same; generational dysfunction, adverse childhood experiences, unemployment, poverty, and mental health were all recurring themes.

The Fellow's immersion and observation activities were undertaken at the following organisations:

Chicago Urban League, America

Lead organisation for, among a plethora of programs, the Chicago Youth Jobs Collaborative, a movement to organise public, private and not-for-profit stakeholders in a collective effort to advocate for resources and support services addressing youth employment needs.

The Moran Centre, Chicago

Since 1981, the Moran Center has been ensuring justice and restoring hope with a lifeline of innovative, holistic legal and social work programs because 'ALL kids deserve'.

BronxConnect, New York

Servicing young adults through alternative programs for court-involved, high-risk youth. Through their Cure Violence initiative, they build strength for those in the community who are already working for change.

Apex Scotland, Edinburgh

30 years of knowledge and experience and know that their clients often feel overwhelmed by the barriers they face, identifying priorities and actioning change. In response, Apex has created a dynamic and comprehensive assessment tool, "A Positive Future".

Includem, Glasgow:

Work with over 600 young people across Scotland supporting them to improve their attendance and engagement at school, raise attainment, reduce offending and risk-taking behaviour, strengthen family relationships and improve health and wellbeing.

Safer Wales, Cardiff

Provide services specifically for women involved or potentially involved with the criminal justice system

The Centre for Justice Innovation, London

They believe humane and effective youth justice systems should avoid harm and instead, help young people move away from crime and realise their full potential.

Peer Power, London

A youth-led community based support agency that works on the basis of the participants being at the centre of service design.

REACH Community Services Society, Singapore

Since 1999, REACH has operated on the basis of being embedded firmly within the communities they serve. The Youth Service division operates targeted programs including The Streetwise Programme.

e2i, (Employment and Employability Institute, Singapore)

An empowering network for individuals and companies seeking skills and solutions for growth. Since 2008, e2i has assisted more than 600,000 individuals through their career guidance, professional development, and job matching services.



Edinburgh, on a good day!

The Fellow also attended a number of seminars including:

OECD LEED Forum – an international employment forum held by the OECD that investigates and discusses employment issues on a global level.

Global Youth Justice - Global Youth Justice, Inc. Champions 1,800+ deliver volunteer-driven youth justice and juvenile justice diversion programs called Teen Court, Youth Court, Student Court, Peer Court and Peer Jury on 5-Continents. This was a 3 day training seminar

In addition, the pre travel research also included accessing academic perspectives of the subject matter and during this initial research two names consistently appeared.

The Fellow was fortunate enough to secure a meeting with both of these experts:

Vincent Schiraldi – Columbia University, New York who has written and researched justice reform for youth for some time

Dr Jonathan Wynne-Evans - University of South Wales, Cardiff who has also worked extensively in the justice reform space.

Fellowship Period

The Fellowship commenced when the applications were opened with initial research to locate and contact the range of services the Fellow was keen to visit. Over a period of a few months many organisations were approached in an effort to arrange visits and overwhelmingly the response rate was extremely positive.

The actual visitation schedule started on the 17th October, 2018 in Portugal at the OECD LEED Forum and then from the 20th October 2018 until the 1st November 2018 the Fellow was travelling and meeting with the wonderful contacts made in the lead up to the submission.

Fellow's Biography

The Fellow, Mark Little, works for CVGT Australia (CVGT, an employment service provider that operates a number of Federal and State Government employment related programs. The Fellow is the General Manager Strategic Initiatives and has responsibility for funding submissions, new initiatives, program design, innovation and best practice.

The Fellow's formal background is within hospitality, tourism and accommodation, where he worked in areas as broad as pastry chef in London, food buyer at the Sydney Opera House and live-in housekeeper and cook in a country estate in England. Relocating from Melbourne to the country nearly 20 years ago work was difficult to find other than waiting on tables. When an opportunity to apply for work as an Employment Consultant with CVGT enabled him to identify and champion employment opportunities for others in a similar situation. Fifteen years later and after a number of promotions through the ranks of the organisation the Fellow now holds a senior role with CVGT.

The Fellow has recently completed a Master in Business Administration at La Trobe University and is a member of the Institute of Managers & Leaders.

3. Fellowship Learnings

The Fellow's research was designed to ascertain the benefits of implementing evidence based best practice approaches for both the people facing barriers to employment within the justice cohort and the employment services sector complementarily. The intent was to identify risk factors of the focus cohort and corresponding protective factors that can be implemented by the sector. Research indicates that tougher sentencing rarely deters crime and in fact evidence clearly illustrates that imprisonment for many, has the propensity to increase criminality (Penal Reform International, 2018, p. 8. There are better ways to deal with and address barriers for people who are in or for those at risk of, entering the justice system rather than "locking them up". Particularly with respect to youth, the system must provide services, supports and opportunities that connect young people to school, employment and pro-social adults, peers and activities. This approach is often referred to as "positive youth justice" (McCarthy, Schiraldi & Shark, 2016, p 22.

Common risk factors identified for many people involved in the Justice system, universally, included;

- » They are often in receipt of welfare payments and are under financial strain
- » Generally connected to an employment service provider or equivalent
- » Have court pending and most likely already have current correctional or bail conditions or prior convictions.
- » Substance abuse and/or mental health
- » Inadequate levels of education
- » Dysfunctional family background and/or broken relationships
- » Homelessness issues

- » Living within areas of high crime and social dysfunction or alienation
- » Cultural stereotypes
- » Childhood trauma

In the majority of services visited it was evident that their clients are caught in a cycle of unemployment and recidivism and that their battles and challenges are similar.

These include:

- » The world of Social Services: attending regular appointments, lodging forms, spending time on wait-lists for appointments with social workers and job searching,
- » The world of Correctional Services attending regular appointments and undertaking required activities
- » The world of court: attending on the day to request matters be adjourned, or to contest hearings, attending lawyer's appointments, waiting in line for legal aid, gathering evidence for court including doctor's reports, psychologist reports and the paying fines that are cost prohibitive.
- » The world of basic needs: Homelessness requiring further appointments and applications, and wait lists for public housing.
- » The world of family: Family violence matters and appointments relating to child protection, child access and family court.

Many frontline practitioners watch people make significant errors when wanting to change and improve their lives. However, the time and energy required to manage these issues is often frustrating and exhausting and a common refrain is, "Which element gets first priority when none of the services are speaking to each other?"

Critical delivery model elements in terms of the Employment Sector that ensure maximum benefit and support to clients observed during the Fellows research included:

- » Referral pathways
- » Assessment and intake practices
- » Individual support
- » Co-design
- » Peer based and Place based delivery
- » Employer engagement strategies
- » Stakeholder relationships with funding bodies, service agencies and volunteers

The Fellow prepared his Fellowship submission with a focus on the complex labour-market and social, cultural and personal factors contributing to behaviours that can lead to offending and the barriers to successful community reintegration (Australian Institute of Health and Welfare, 2016, p. 165). While many of these factors are experienced by the general Australian community it was overwhelmingly evident that each and every community visited experience the same issues, barriers and complexities. What was fascinating was the commonality among the organisations in their service deliverables, including:

- » Co-design undertaken with the service recipients
- » Peer workers with lived experience now giving back to facilitate reform
- » Place-based community-based practices
- » Restorative justice principles
- » Vision of the long-term value applied rather than the short-term view of upfront service cost

The effects of these strategies can be more greatly evidenced with offenders seeking to reintegrate/integrate into community participation and achieve sustained employment. Particularly when the barriers to employment repeatedly include:

- » Insufficient literacy skills and/or low educational/skill attainment
- » Poor physical/mental and underlying health issues
- » Drug, alcohol and other substance use
- » Limited finance/conditions of poverty
- » Unstable/unsafe housing
- » Family dysfunction/social alienation and inadequate social support.
- » Specific cultural issues
- » Poor life skills, low parenting skills,
- » Men's' issues (including family violence)

Previous research into youth diversionary practices in Victoria, has shown that diverting young people away from the formal Court system leads to a positive impact on youth re-offending behaviour (Shirley, Victorian Crime Statistics Agency, 2017).

Employment and employment preparation for offending individuals does, as demonstrated by the work done within the organisations visited, further reduce the rates of re-offending and recidivism. Employment improves mental health and ultimately physical health, work gives the worker a social identity and status; social contacts/support; a means of structuring and occupying time; activity and involvement; and a sense of personal achievement (Warr, 2008).

The key themes emanating from the Fellow's research are summarised by the following:

- » Co-design:
- » Peer workers:
- » Place-based solutions incorporating restorative justice principles

Conclusions and subsequent recommendations have been developed through the direct consultation and immersive research made available to the Fellow, including:

Chicago Urban League, Chicago, Illinois, America

Workforce Development Programs at the League are focussed on raising employment and income levels for African Americans through a range of targeted initiatives aimed at highlighting and meeting the needs of participants and employers. Utilising strong connections with industry, community organisations and support agencies, programs are highly categorised to meet the unmet needs of all stakeholders. Workforce Development is just one facet to the League's successful strategies. Other targeted initiatives include a range of policy and research actions inclusive of education for participants in civics, human rights and legal representation.

Takeaways: Corporate collaboration, community place-based initiatives.



The Moran Center, Evanston, Illinois, America

Staffed by a range of attorneys and other support roles, The Moran Centre provide justice support to people under the age of 26 through a host of initiatives aimed at individual needs including legal representation, school-based civil legal education, remediation processes addressing past criminal records and an expungement and sealing help desk to increase the education, employment and housing opportunities for service recipients. Community supports are increasingly evident within their service through a series of social and community building activities, wrap-around social work services, community-based family health access and problem-solving restorative justice programs.

Takeaways: Justice system collaboration, community place-based initiatives, wrap-around services, advocacy and restorative practices.



BronxConnect, The Bronx, New York, America

BronxConnect utilises asset-based mentoring to connect court-involved and high-risk youth and young adults with positive local community resources. Youth who participated in BronxConnect's Alternative-to-Incarceration (ATI) program had a one-year recidivism rate of only 17%, compared to 76% for youth incarcerated in New York City. In addition 57% of graduates have secured employment and/or internships despite their records and despite living in neighbourhoods with some of the highest levels of poverty in the country. Their violence interrupting program, Release the Grip, works on the basis of preventing gun violence in the neighbourhood through mediation, peer counsellors and working closely with community, schools, clergy, business and law enforcement. The key to this initiative are the "Credible Messengers" or the front-line staff who all have lived-experience of justice involvement, live in the community and have the respect of the community. They are the figure-heads of this program and the measurement of their success is the total number of days since the last shooting.

Takeaways: Community place-based initiatives, wrap-around services, advocacy and belief.



The team at Release the Grip – The Bronx, New York

Apex Scotland, Edinburgh, Scotland

A nation-wide charity that delivers community-based programs to a range of cohorts. The consistent similarity is that the client-base are all from communities experiencing hardship or individuals with complex barriers including justice issues, mental health, family breakdown and those at-risk of long-term disadvantage. Like many of the other host organisations, they take great care in understanding the root-cause of certain behaviours including Adverse Childhood Experiences (ACEs). Turning this concept into a positive model, they have launched their revised approach to youth support known as ABC: Aim Higher, Behave Differently & Change your Future in recognition of “changes in how we approach activity within the justice arena from one of ‘bad behaviour’ to one where behaviour is recognised as a response to trauma and fear” (Apex Scotland, 2018, p. 2).

Takeaways: Community place-based initiatives, wrap-around services, trauma informed, advocacy, social enterprise



Edinburgh Castle

Includem, Glasgow, Scotland

Includem work with the most challenging and vulnerable young people within the community. Their service is delivered one-on-one, 24/7. Supported by a 24/7 help line that enables intervention when a crisis occurs thereby reducing immediate risks of self-harm and building the all-important levels of trust with young people, their families and networks. The service is a community-based alternative to secure care and custody that provides cost effectiveness and value when compared to remand and prosecution.

While not necessarily directly related to fostering employment opportunities the Fellow felt it an important service to visit due to its relationship with law-enforcement and the reductions in harmful behaviours including sexually harmful actions, offending and school exclusions thus helping prevent education breakdown. This last point is of particular interest, as the research is strong with evidence that employment pathways are negligible if education in the early years fails to provide the bedrock foundations required for a successful future in the workforce (Penal Reform International, 2018, p. 28).



Takeaways: law-enforcement collaboration, community place-based initiatives, wrap-around services, advocacy, persistency & belief.



Heather Hunter – Includem - Glasgow

Safer Wales, Cardiff, Wales

Safer Wales provided an insight into services available for women who are in the justice system or at risk of entering the justice system. Collaboration with Community Rehabilitation Companies (CRCs) utilise an asset based approach maximising potential for participants. Collaboration also exists with law-enforcement practitioners. Additionally, they operate an independent program of support for male victims of domestic abuse. Much of their work is also informed by ACEs and supported by mentors.

Takeaways: Community place-based initiatives, wrap-around services, advocacy, ACEs, belief

The Centre for Justice Innovation, London, England

Through the processes of innovative research, support of innovative practice and developing innovative policy The Centre champions evidence-led policy reform in the UK's justice system. The Centre's priorities are focussed on public safety underpinned by key beliefs that if:

- » There were fewer people in prison
 - » More people were offered diversion & victim reparation
 - » People felt more fairly treated
 - » Technology is used to make the justice system fairer
 - » There were more innovative, community solutions to reduce violent crime
 - » Practitioners had more support and freedom to innovate
- rates of imprisonment and further social decline may be minimal.



The work done by The Centre is undertaken to identify ways to create a justice system that is fairer and more effective. Innovation through problem-solving (addressing the reasons why people are before the courts) and procedural fairness (ensuring that justice is seen to be done) enables The Centre to achieve these goals.

The Centre has produced a raft of toolkits and policy documents on Better Courts, youth diversion, problem-solving courts, procedural fairness, building trust with minority groups & emergent technologies

Takeaways: Justice practitioner collaboration, community place-based initiatives, innovation, advocacy.

Peer Power, London, England

As a values based and youth-led social justice charity, Peer Power supports the most vulnerable children in the community; those impacted by ACEs, including abuse, trauma, rejection and loss. Co-design principles are at the heart of Peer

Power's activities and young peoples' visions include a range of aspects:

- » The right community: supporting strong, healthy communities where young people feel safe and have a voice with access to life's essentials such as housing & education
- » The right system: the support ecosystems young people access are collaborative, consistent and foster trust, and where young people are fully informed of their rights and these are respected by the professionals coordinating services
- » The right place: the spaces where young people access services are safe, welcoming, available and familiar and where young people have a say in designing the services they use.
- » The right people: ensuring that all professionals have an understanding of the lived experiences of the young person they work with and provide empathy, trust & respect. They invest in peer-led services where young people can connect with people from similar backgrounds
- » The right care: as well as having an understanding of a young person's experiences the services should also focus on the strengths of young people and the need to involve young people in the decision making process. Young people should be involved in the training of the professionals so they fully understand the complexities of unmet needs.

Takeaways: collaboration, community, peer-based support, co-design, lived experiences, advocacy.



REACH Community Services Society, Singapore

REACH support communities through active engagement and addressing unmet needs within those communities. The focus on youth is integral to the service as the belief that empowering young people to be assertive and constructive in their own lives will provide strength in regenerating their communities. The service's strengths were clearly identifiable as:

- » Community engagement through consultation and simply getting 'out and about' and asking questions of community members in order to understand the needs
- » Activating young people through a range of activities predominantly centred around sport and exercise

Through these actions the service then identifies specific interventions that support both community and young people. This is achieved through the development of trust, availability of service and a 'no-wrong door' approach to youth issues.

Building strength of character among young people is undertaken through activities that are efficient and economical; the service is very cost conscious. Activities are not just delivered with the individual in mind but also introduce group-based or team-building opportunities inclusive of dragon boat racing. Relying on a stable of paid employees, the service also builds its service through University Internships and volunteers

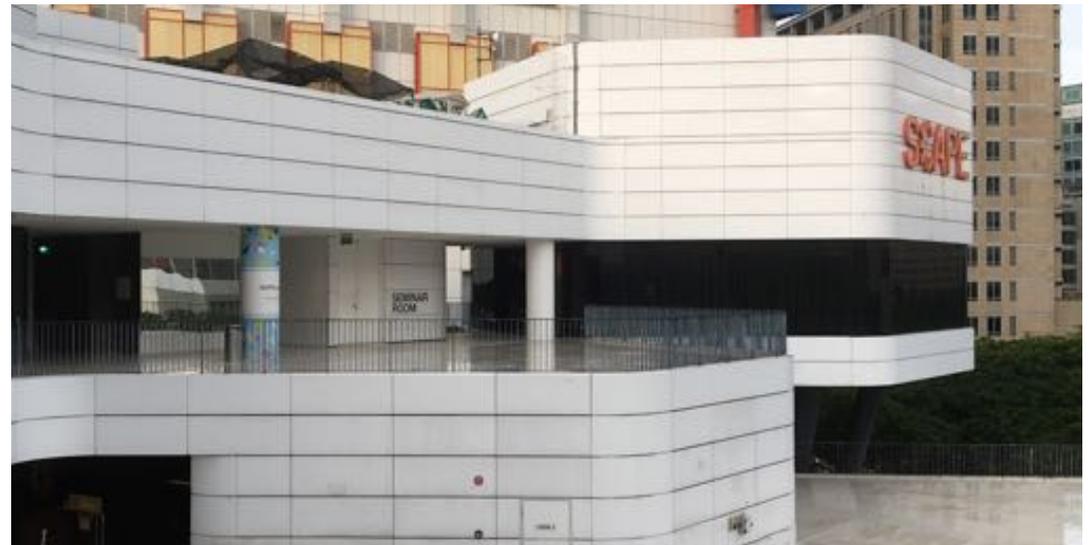
As a side note, a program delivered through the service called the HOPE Scheme (Home Ownership Plus Education) was of particular interest. HOPE is a scheme aimed at young, low-income parent(s) who choose to keep their family small so that they can focus their resources on giving their children a head start, and improve their financial and social situation. While the program supports the targeted cohort with housing and utilities grants, training and employment incentives and school bursaries for the children there is also a family planning incentive. The program is aimed at enabling low-income families to work on lifting their socio-economic levels through the range of incentives and enabling birth control measures to limit the family size to two children, thereby avoiding the impacts of supporting large families with limited resources.

Takeaways: Collaboration, community, mentor support, co-design, activation, lived experiences, research and advocacy.





The REACH employees in the field researching the community



SCAPE Singapore – entrepreneur hub



Pope Jai Thai restaurant that employs people with a range of disabilities



Little India - Singapore



Little India - Singapore



Customer Education at Pope Jai Thai restaurant

e2i, Singapore

With an extensive network of partners, e2i offers hiring, training and productivity solutions to businesses. They are an initiative of the National Trades Union Congress (NTUC) to support nation-wide manpower and skills upgrading initiatives. Tripartism is a key competitive advantage for Singapore, underpinning its economic competitiveness, harmonious labour-management relations and overall progress of the nation. e2i, through the NTUC are an integral part of the Singapore Tripartite arrangement, jointly set up by the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF). The Tripartite is designed to broaden, deepen and strengthen the spirit of tripartism through a structured framework. The forum provides a platform for the tripartite partners - the government, unions and employers - to table concerns and work together more effectively to overcome complex challenges. Some of the key tripartite concerns include issues such as job re-creation, rising the effective retirement age, skills training and upgrading the workforce, promotion of fair employment practices and a flexible wage system.

This organisation is at the forefront of creating the technological jobs of the future including robotic cleaners and food delivery services within their own offices. They also concentrate on up-skilling existing workers to better fit the labour demand of the market. For example, retraining seamstresses with dextrous sewing skills to now be on the production line of replacement heart valves sewing the delicate devices together.



The offices at e2i, Singapore

Takeaways: Innovation, industry engagement, advocacy, skill development, outside the box thinking.



Robotic Waiter, Singapore



Joe Chan – REACH – (left), The Fellow – Mark Little (centre) and Kathy Lau Eng Sing – e2i – (front) in Singapore

OECD Local Economic and Employment Development (LEED Programme) Forum

The LEED Forum was an interesting introduction to the overall Fellowship and set the scene in some ways in regard to a new world of work. There were many presenters and workshops on aspects of the future of employment and the advent of digital technology, artificial intelligence and robotics. Yet at the core of the story telling were two main take-outs, life-long learning and social innovation through inclusive labour-market practices.

Behavioural economics and neuro psychology were also featured and was of particular interest when considering the work required supporting young adults living with adverse childhood experiences. The nature of neural-pathway development in early life compared to the neural development of learning new skills has particular synergies when considering revising service options and assessment methodologies of the future.

Field Trip: as part of the conference the Fellow was fortunate enough to participate in a field trip to the northern Portuguese city of Viana do Castelo. The purpose of the field trip was to witness the reinvention of this city post the GFC. Since the disastrous events of the GFC this area of Portugal has undertaken a transformation through investment in infrastructure, marketing and promotion of the region as being able to deliver the needs of business and investors. From unemployment rates in the vicinity of 50% post the GFC, the region now boasts zero unemployment and a severe labour-shortage.



Takeaways: innovation, industry engagement, skill development, life-long learning, future of employment.



Traditional music and entertainment at Viana Do Castelo



OECD Leed Forum Dinner at Porto Town Hall hosted by the Mayor of Porto



OECD Leed Forum Field Trip presentation on board an old hospital ship that serviced the north-sea cod fishermen

Global Youth Justice

Global Youth Justice provides an alternative approach to juvenile justice where participant defendants are held accountable for their actions by peers. It allows participant defendants who have made poor decisions, an opportunity to recognise their mistakes and learn from them, without acquiring a juvenile record. At the same time, young offenders learn to respect themselves, their school, law enforcement, the community, and the legal system.

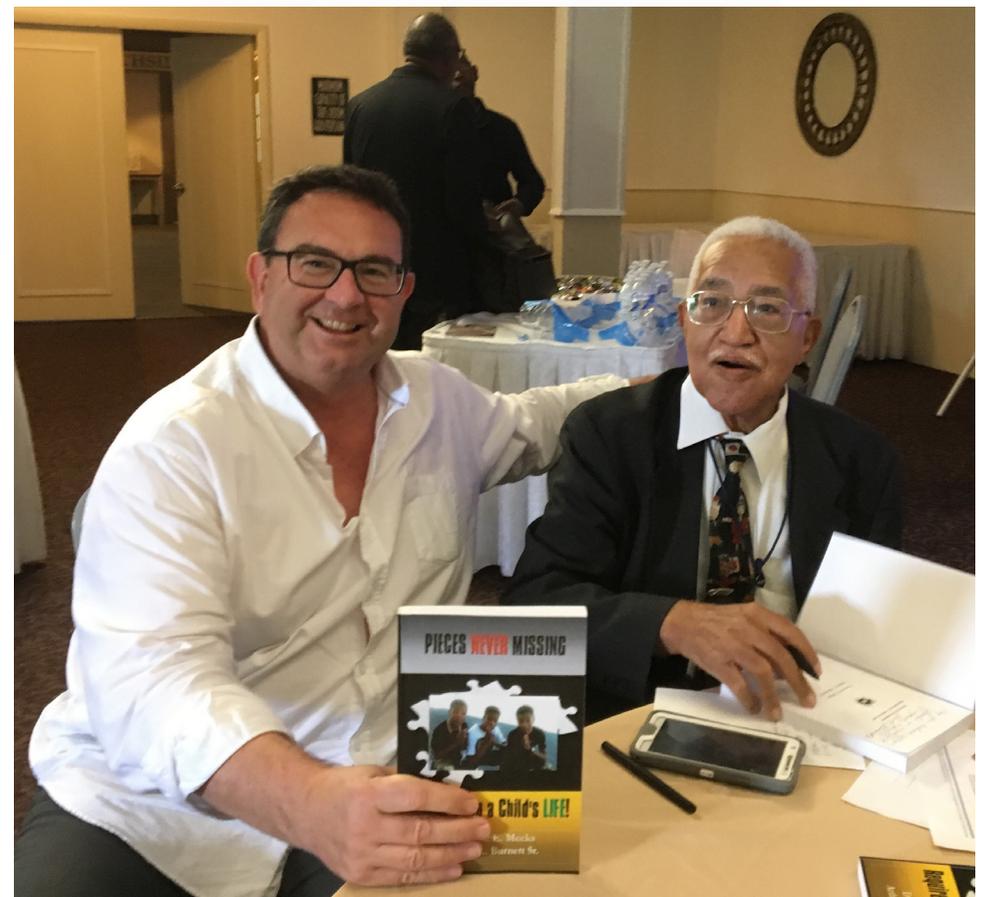
The mission of the Court is to constructively allow first time offenders to take responsibility, be held accountable, and make restitution for violating the law through a peer operated sentencing hearing. Teen Court is a diversion program and is based upon the concept that a youthful offender is less likely to offend again if he or she must appear before a jury of his or her peers - especially when the peers clearly communicate zero tolerance for misbehaviour.

Teen Court is a REAL court for juvenile offenders who have been charged with, generally, low-level criminal behaviour. The Court is a sentencing hearing, not a hearing to determine guilt or innocence. Defendants are represented and prosecuted by peer lawyers and go before a jury of their peers who decide how the defendant will be held accountable by rendering a constructive sentence for the defendant. Sentencing includes mandatory service on the Court jury and an oral apology to the parents/guardian or victim. Additional sentences may include, but are not limited to, community service, finding employment, attending job skills training classes, or adhering to a curfew.

When negative peer pressure is evidenced as a primary factor in leading some youth to commit a crime, offense and/or violation, then positive peer pressure can be harnessed and redirected to become a positive force and lead other youth to adhere to the rule of law and become more productive community members. These youth justice and juvenile justice voluntary diversion programs harness positive peer pressure and utilise it in a peer judgment setting to help address the anti-social, delinquent, and/or criminal behaviour of youth.

The 'peer judgment' and 'positive peer pressure' aspects of these youth-led and volunteer-driven programs are the two primary programmatic elements which separate these youth justice and juvenile justice voluntary diversion programs from others.

Takeaways: Innovation, peer involvement, personal responsibility, restorative practices, ACEs



Judge Arthur L. Bennett Snr.



Cape Cod



The Class of 2018 – Peer Court Training Seminar – Cape Cod

Vincent Schiraldi – Columbia University, New York

Vincent is Co-Director of the Columbia Justice Lab and Adjunct Professor at the School of Social Work, Columbia University. His work on custodial reform and social justice is world-renowned and his passion for offering divergent views to governments on costs versus value for communities and individuals is reformative.

When he arrived in New York, the U.S. Justice Department had just settled a lawsuit with New York State over juvenile justice facilities. About 500 New York City kids were in facilities upstate that didn't belong there, but there were no city residential programs for them. He brought up this idea, "Close to Home", which was similar to one in Detroit, where city officials asked state facilities to return their kids and for the state of Michigan to provide Detroit with some of the money that would have been used to incarcerate them. Bloomberg said, "we want our kids back, we will deal with them in New York City." Today there are about 200 kids in small facilities run by non-profit organisations throughout the city instead of large, locked institutions upstate.

“We started special schools with enhanced social services for these kids and cut caseloads and added community programs so the kids could be watched closely and helped to thrive.”

- O'Brien, Columbia News, 2018

Vinnie's research and work is informed by the height of the 'lock-'em-up era', when politicians were intent on passing mandatory and longer sentences—three-strikes-and-you're-out laws—and trying more kids as adults. Politicians just wanted to get criminals off the streets and punish them harshly. Vinny doesn't think it was about private prisons and profits, those were unintended consequences. "But now we have to undo that, but it's always hard to wrench money away from a constituency that has it (ibid)".

Takeaways: Innovation, social justice, personal responsibility, restorative practices, ACEs, value to the community



Columbia University

Dr Jonathan Evans – University of South Wales, Cardiff

Jonathan is another academic that has provided great insight through his research on the effects of criminalising children, particularly in public care, that results in accelerating their “progress through the criminal justice system” (Wynne-Evans, 2006, p. iv). Jonathan expands his research to discuss the “conflation of the ‘deprived child’ with the ‘depraved child’ (ibid, p57) which promulgates the potential contestation at the heart of juvenile justice systems. Language, as well as associated stigmas and assumptions around children from disadvantaged backgrounds being considered as trouble makers due solely to their circumstances, plays an integral role in the reformation of service delivery. These arguments will need careful consideration in the development of services and to remove the negative language around punitive actions and replace it with the positive approach to language around solutions, strengths and success.



Sunset over Boston



Dress Regulations are Ubiquitous

4. Personal, Professional and Sectoral Impact

As a result of this Fellowship, the Fellow is now considering the application of the views and opinions that his international research exposed him to within his day-to-day work. This is enhanced by the confirmation of his own social justice principles that are centred on providing everyone with the respect, empathy and support they need to make the best choices possible for their particular circumstances.

Impactful learning's including the concepts around co-design, collaboration and peer support have ignited an ambition to not only apply these learning's but to acquiring a greater level of skill and knowledge in the areas of behavioural economics, trauma informed service development principles and to gain insight into other sectors of service support through inclusion of and collaboration around, public policy and social justice issues.

The Fellowship has proffered a gateway to the development of an international network of service professionals who have offered to continue to share best practice and ideas. The extent of work that the Fellowship involved has afforded access to areas of consideration not previously experienced. The contacts made will forever be a part of a professional network, as mentors and sounding boards for advice on any work related matters. This experience has prepared the Fellow to be more able to contribute to broader policy discussion and service development addressing the unmet needs of service recipients, community and funders.

It is the Fellow's intention to capitalise on and offer aspects of, his learning's in order to impact the sector in a number of ways. Initially, it will have an impact on professional and sectoral networks by sharing and ideally applying, the Fellowship research across the sector. The Fellow will take advantage of all opportunities to share his Fellowship learnings with a broad audience with a view to improving the outcomes for disadvantaged cohorts, to enhance organisational capacity and viability and to influence policy at regional, state and national levels.



Sunset over New York

5. Recommendations and Considerations

In line with the key themes drawn from the Fellow's applied research the following are presented as key recommendations to support better outcomes for those before the justice system as alternatives to custody, or for those at risk of entering the justice system.

There is nothing within these recommendations that should be construed as excusing individuals for their behaviours rather, they are to be seen as recommendations to support people in acknowledging, accepting and taking responsibility for the actions they have undertaken.

Within these recommendations the Fellow does not wish to forget or ameliorate the effects of these behaviours on the victims involved, but rather look to include them, through restorative actions where appropriate, in the determination of justice issues. In relation to the offenders these could include:

- » Co-design undertaken with the service recipients
- » Peer workers with lived experience now giving back to facilitate reform
- » Place-based community-based practices
- » Restorative justice principles
- » Vision of the long-term value applied rather than the short-term view of upfront service cost

Going forward the Fellow will apply a set of recommendations and service enhancements to his work including:

- 1. Research:** Undertake appropriate research to investigate the impacts of peer mentor/lived experience support mechanisms to better understand the concept in relation to not only the development of the individual but, also the community, supporting the concept of place-based solutions.
- 2. Collaboration:** Stakeholders from all touch-points of the service sphere collaborate through forums and service hacks to better understand and implement a wrap-around philosophy with the view to sharing best practice in response to the unmet needs of the cohorts and communities being serviced.
- 3. Peer Support/Lived Experience:** Reformed respondents can be recognised for their expertise and potential to provide valuable leadership and insight into policy, service delivery and support. Consequently, consideration should be given to using reformed responders' input into policy development, service design and mentor support.
- 4. Training:** Introduce effective, collaborative and innovative skill development enabling service recipients to develop coping strategies, independent living skills, career pathway planning, financial & civic responsibility and health management.
- 5. Relationships:** Implementation of best practice initiatives with the view to improving relationships.
 - a. *Engaging law-enforcement, education providers, employment service providers, social and community health services and local government to identify and develop true community-led, place-based solutions to adverse and anti-social behaviour, and monitor and respond to emerging trends at the community level.*

b. Implement youth outreach workers as first responders/anti-social interrupters in local communities to engage, monitor and contribute to coordinated responses to emergent anti-social behaviours

c. Initiate educational programs that meet the needs of responders that may demonstrate cognitive delays, cognitive disabilities, trauma and poor educational outcomes.

Recommendations:

1. Develop program design and delivery elements with the input of service recipients (including responders and victim groups) utilising co-design principles.

2. Measurement: Develop a centralised measurement & reporting mechanism to track progression and outcomes/impact for people within the justice system. Measure outcomes across identified domains defining basic needs, living skills, educational attainment, employment aspirations and outcomes, community inclusion and accessing supports. This may only be achieved through collaboration between departments to identify and track outcomes and progression.

3. Language: Considering the power of language, to review and amend the negative and stigmatising elements of the language used in the justice system to avoid identifying and stereotyping and labelling individuals for the rest of their lives for what, in many instances, can be a result of a single bad life-choice.

4. Communication: Investigate ways to improve communication between justice services recipients and workers/policy makers; consult recipients on the best way to enable communication including the role of technology.

5. Funding: Introduce funding opportunities at the community level to initiate true community involvement in developing place-based responsive solutions.

This could be at the Local Government level with the clear instruction that all community stakeholders are engaged. Examples are:

a. Introduce a pilot program along the lines of the Global Youth Justice model of peer court to support a community-led response.

b. Develop and implement a state-wide youth diversion program. Education, employment preparation and employment would be the key outcomes of this program and it would utilise evidence-based assessments and place based diversion initiatives designed in collaboration with community (including employers) and other community stakeholders.

c. Expand, develop resources and promote restorative justice principles (inclusive of victim involvement where possible) and Aboriginal and Torres Strait Islander cultural models of justice.

d. Initiate programs across parenting and caring stakeholder groups designed to include families in the restorative and remedial aspects, particularly where complex needs are identified.

6. Incentives: Introduce an employer incentive model to encourage participation in labour-market initiatives that will support employment based diversion programs.



Living in Harlem

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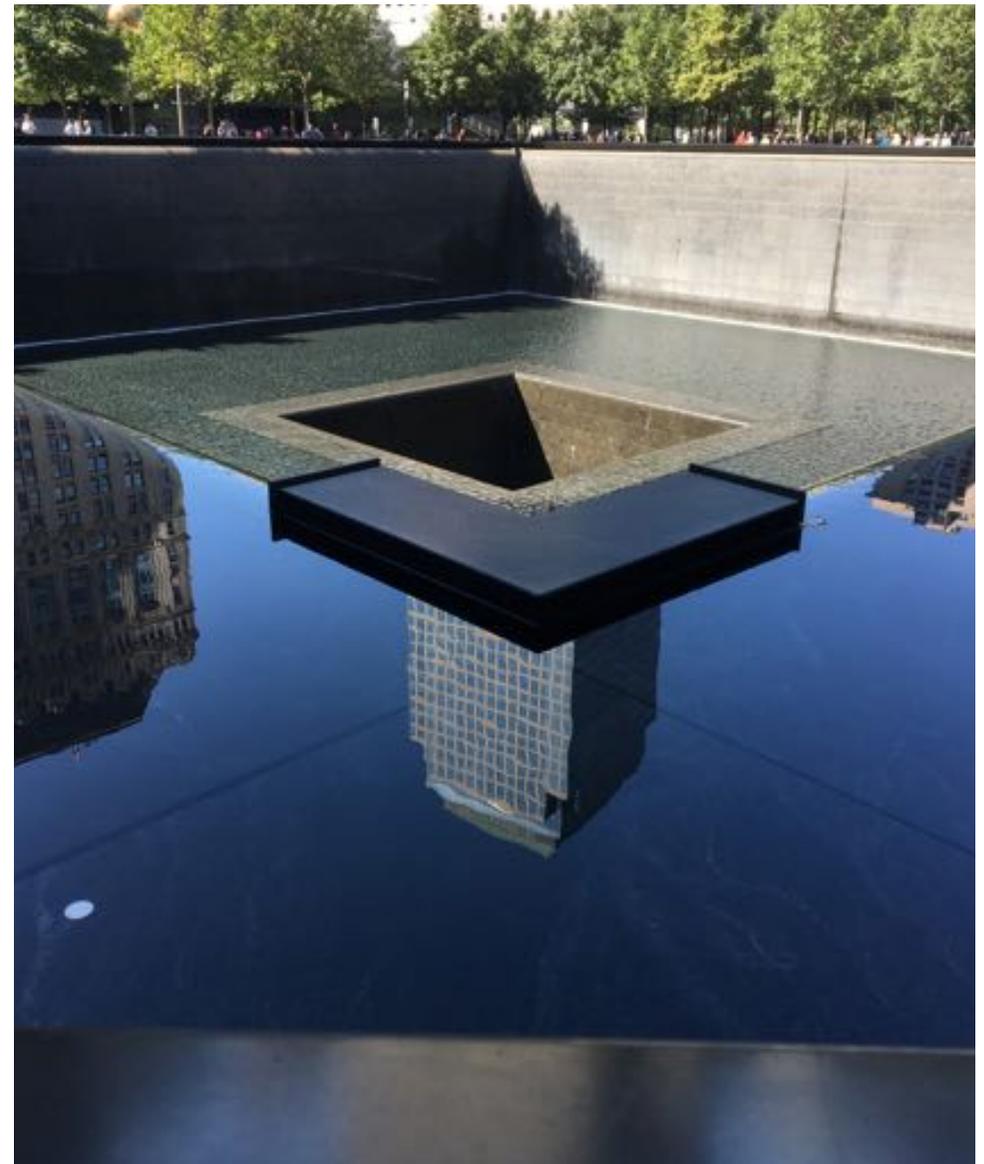
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Published by International Specialised Skills Institute, Melbourne | www.issinstitute.org.au

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