



Maranguka Justice Reinvestment Project

IMPACT ASSESSMENT

—
27 November 2018



In recognition of KPMG’s deep commitment to using our skills and resources to effect real change for Indigenous Australians, this report has been prepared on a pro bono basis. To truly reconcile as a nation, we must address the historical injustice of Indigenous dispossession. Our vision is for every Indigenous Australian to have equal opportunity to chart a future for themselves, their families and communities.

Inherent Limitations

This report has been prepared as outlined in the Objective and Scope Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, Maranguka and Just Reinvest NSW management and personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the Objective and Scope Section and for Maranguka and Just Reinvest NSW’s information, and is not to be used for any other purpose or distributed to any other party without KPMG’s prior written consent.

This report has been prepared at the request of Maranguka and Just Reinvest NSW in accordance with the terms of KPMG’s engagement letter dated 28 August, 2018. Other than our responsibility to Maranguka and Just Reinvest NSW, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party’s sole responsibility.

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KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present and future.

We imagine a future where all Australians are united by our shared past, present, future and humanity.

This is our vision for reconciliation.





— “We are providing the platform to make decisions about what we need in our community. Maranguka is creating real collaboration, building strength and confidence, and bringing stakeholders to the table in a way that is action, outcome and solution focused.

There is a strong sense of positivity in Bourke. People feel empowered to make change. They are owning the solutions, and with that, there is optimism that more things are possible”.

Alistair Ferguson, Maranguka
Executive Director



Executive Summary

In 2013 the remote town of Bourke, located in north-west New South Wales, became the first major pilot site in Australia to adapt and implement an Aboriginal-led place-based model of justice reinvestment, known as the Maranguka Justice Reinvestment Project (the Maranguka JR Project). The justice reinvestment approach aims to demonstrate that sustainable outcomes and savings can be achieved through redirecting funding from crisis response, adult prison and youth detention. These funds are relayed towards preventative, diversionary and community development initiatives that address the underlying causes of crime.

To this end, the Maranguka JR Project has delivered a number of interlinked activities designed to create impact at different levels of community and the justice system. This includes the Aboriginal leadership driving a grassroots movement for change among local community members, facilitating collaboration and alignment across the service system, delivering new community based programs and service hubs, and working with justice agencies to evolve their procedures and behaviours towards a proactive and reinvestment model of justice.

These activities all take different timeframes to mature into tangible results and require a phased approach to deliver system change. Within Bourke, the first three years were focused on embedding a new way of 'doing business' in the community, before the design and delivery of programmatic and procedural change activities. The results for the 2017 calendar year (compared to 2016) show improvement in the following areas:

- **Family strength**, with a 23 per cent reduction in police recorded incidence of domestic violence and comparable drops in rates of re-offending.
- **Youth development**, with a 31 per cent increase in year 12 student retention rates and a 38 per cent reduction in charges across the top five juvenile offence categories.
- **Adult empowerment**, with a 14 per cent reduction in bail breaches and a 42 per cent reduction in days spent in custody.

KPMG estimates the changes in Bourke during 2017, corresponding to the operation of the Maranguka JR Project, resulted in a gross impact of \$3.1 million (with operational costs of \$0.6 million). Of this, approximately two thirds relate to impact to the justice system and one third is broader economic impact to the region.

These findings indicate impacts approximately **five times greater** than the operational costs for 2017, excluding in-kind contributions. Should Bourke sustain just half of the results achieved in 2017, an additional gross impact of **\$7 million over the next five years** could be delivered.

The impact assessment is not an outcomes evaluation and is based on a single year of change. The assessment did not include a statistical attribution or contribution analysis to isolate the impact of the Maranguka JR Project. To address this, KPMG has focussed on indicators that directly relate to activities undertaken by the Maranguka JR Project.



Introduction



Background

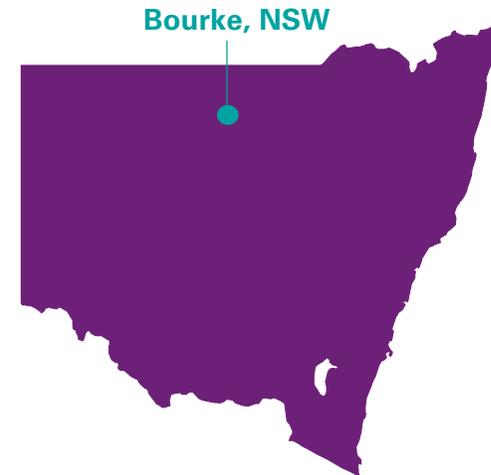
In 2013, the remote town of Bourke, located in north-west New South Wales (NSW), became the first major pilot site in Australia to adapt and implement an Aboriginal-led place-based model of justice reinvestment. Justice reinvestment aims to demonstrate that sustained outcomes can be achieved through redirecting funding from adult prison and youth detention towards preventative, diversionary and community development initiatives that address the underlying causes of crime.

Over the past five years, the Aboriginal community in and around the town of Bourke has come together to drive a new model of change. For over two decades, the community has been over-represented in the justice system, with the highest rate of juvenile crime and domestic violence in NSW, and limited decision making opportunities about justice-based issues that affect them.

A coalition of local Aboriginal leaders and state-wide organisations identified that a new approach was needed to empower the community to lead change and bring stakeholders on the journey. Through a partnership with Just Reinvest NSW, the approach became known as the Maranguka JR Project. It is now guided by the Bourke Tribal Council, comprising representatives from the 27 different Tribal Groups living in Bourke.

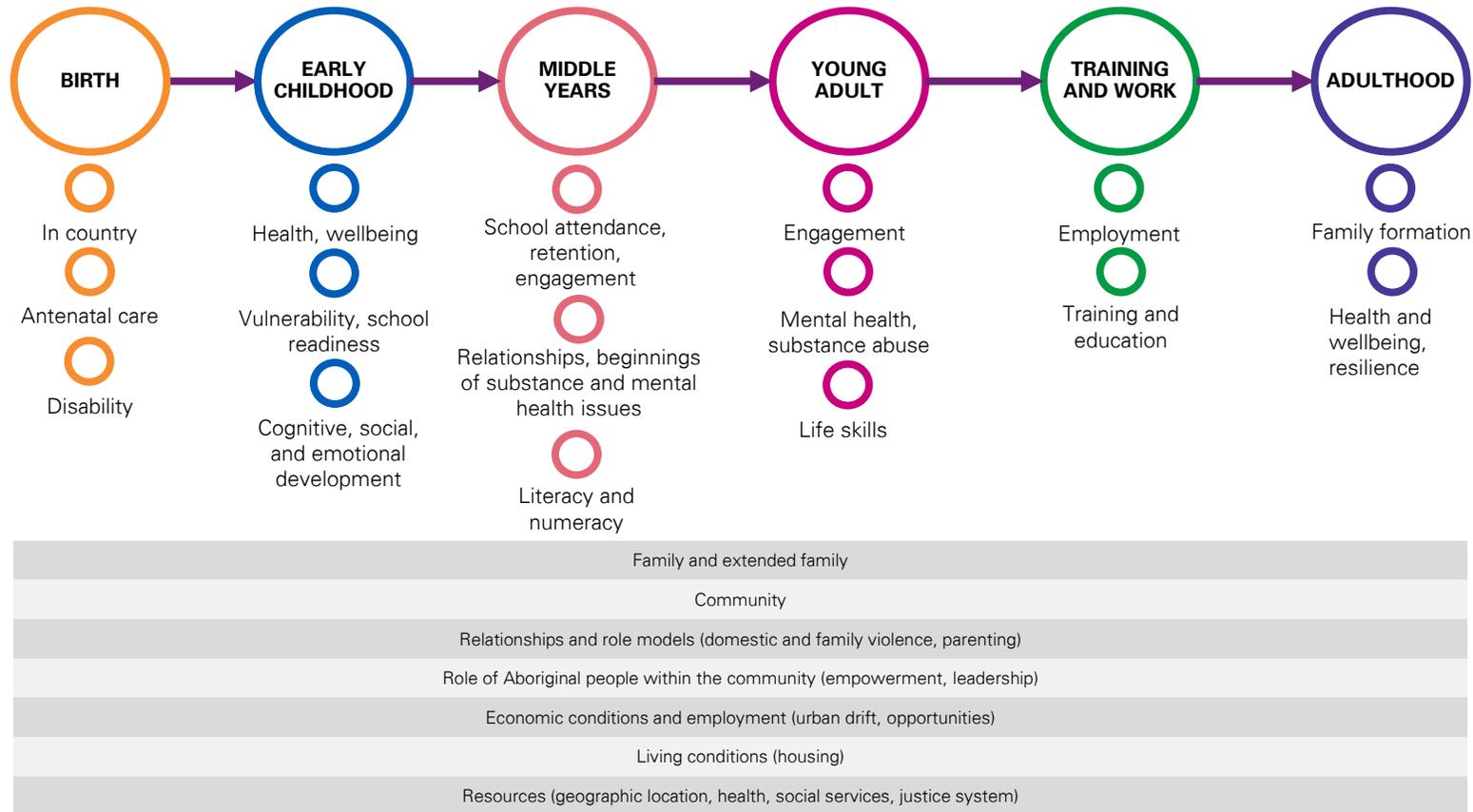
The primary focus of the Maranguka JR Project has been the design and implementation of long-term system change. This includes the empowerment of community through self-governance linked with practical action and positive role modelling. These activities work in tandem with changing the way the service and justice systems operate – from program design and delivery models, to police force procedures, ways of thinking and court processes. The Maranguka JR Project activities are underpinned by the ‘Growing Our Kids Up Safe, Smart and Strong’ Strategy, which was developed by the Bourke Tribal Council and published in September 2015.

- Bourke is situated on the Darling River and the traditional boundary area for the Ngemba, Murrawarri, Budgiti and Barkinji Tribal Groups.
- There are 2,634 people living in the Bourke Shire of which 829 people are Aboriginal and Torres Strait Islander (a population share of approximately 31.5 per cent, compared to 2.9 per cent across NSW).
- Maranguka means ‘caring for others’ in the local Ngemba language.



Life Course Approach

The Bourke Aboriginal community has adopted a life course approach within their justice reinvestment model, a lens through which the community and coalition partners can identify how different factors influence and impact on an individual's experience at different stages over a lifetime. This model is a guide for decision making about how to support children, youth, adults and families build strength and independence, and reduce contact with the justice system.



Source: KPMG (2016), *Unlocking the Future: Maranguka Justice Reinvestment Project in Bourke*.

Policy Context

The local work of the Maranguka Justice Reinvestment Project is complemented by a broader policy and support network across NSW Government and non-government sectors. This network is seen as critical for creating the conditions for larger scale system change across the State’s justice system.

Just Reinvest NSW – auspiced by the Aboriginal Legal Service (ALS) NSW/ACT – is leading this policy, advocacy and system change work. It is comprised of a coalition of organisations that have come together to address the significant over-representation of Aboriginal people in custody through a justice reinvestment framework. In addition to the establishment of this framework, Just Reinvest NSW has been pursuing:

- funding to support Aboriginal-led place-based justice reinvestment initiatives and the establishment of an independent justice reinvestment body; and
- implementation of policy and legislative reforms to reduce the prison population and free up resources for reinvestment in communities.

A number of policy recommendations have been put to the NSW Government by Just Reinvest NSW. A snapshot of key system changes in these policy areas are outlined on the right of this page.

Partnerships

More than 20 non-government organisations are active partners in the Maranguka Justice Reinvestment Project. These include Just Reinvest NSW, Collaboration for Impact, Dusseldorp Forum, CAGES Foundation, KPMG, Lendlease, Vincent Fairfax Family Foundation, ALS NSW/ACT, Birrang, and Catholic Care.

Just Reinvest NSW Policy Paper Recommendations	NSW Government Reforms to Date
Ensure the availability of and expand the scope of Intensive Corrections Order (ICOs).	Passed the <i>Crimes (Sentencing Procedure) Amendment (Sentencing Options) Act</i> in October 2017. The scope of ICOs has been expanded and ICOs will replace suspended sentences and home detention orders.
Reduce the imposition of sentences of six months or less.	Community Correction Orders and Conditional Release Orders (flexible non-custodial sentences) will replace community service orders and good behaviour bonds.
Change the response to breaches of parole and support measures to reduce the likelihood of breach.	Supervision will be a mandatory condition of parole. The existing parole reform scheme will be replaced with an automatic statutory-based parole scheme for sentences of three years or less.
Expanding the operation of Indigenous courts across NSW.	\$2.7 million was allocated in the 2018-19 NSW Budget, over the next three years, for the expansion of the Youth Koori Court to the new Surry Hills Children’s Court. Funding is yet to be secured for the Walama District-level Court.
Addressing the specific needs of Indigenous women who are at risk of offending and re-offending.	Two high intensity units over three locations (Dillwynia, Wellington and Mid-North Coast) will provide programs and services specifically for female inmates using a trauma informed framework. However, resources remain inadequate for women specific services and residential programs.

Source: Policy Paper: Key Proposals #1 - Smarter Sentencing and Parole Law Reform was developed with representatives from the Law Society of NSW, the NSW Bar Association, the Law Council of Australia, the Aboriginal Legal Service NSW/ACT, Legal Aid NSW, the Public Interest Advocacy Centre, UNSW, UTS, the Public Defenders office, and other prominent members of the NSW legal and justice communities and endorsed by peak NSW Aboriginal organisations and other key organisations and agencies.

Purpose, Scope and Structure of this Report

This report outlines the findings of KPMG’s impact assessment into the changes in Bourke during 2017, corresponding to the operation of the Maranguka JR Project.

The impact assessment examines the long-term opportunity in achieving economic impact and reduced pressures on the justice system in a community where there is a justice reinvestment approach in operation. The impact assessment is not an outcomes evaluation and is based on a single year of change. The assessment did not include a statistical attribution or contribution analysis to isolate the impact of the Maranguka JR Project. To address this, KPMG has focussed on indicators that relate to activities undertaken by the Maranguka JR Project.

Consistent with a community-led approach, the Maranguka JR Project team have collected and tabled the raw data used in this analysis with the Bourke Tribal Council. This has ensured community oversight of data.

Objective and Scope

KPMG was engaged by the Maranguka JR Project and Just Reinvest NSW to undertake an impact assessment of the changes in Bourke during 2017. This report outlines:

- the methodology and findings of KPMG’s impact assessment, including articulation and measurement of the impact delivered in Bourke in 2017 (compared to 2016);
- the potential impact that could be achieved in Bourke if the results from 2017 are sustained for the next five years; and
- examples of the core attributes of funding models that could support a justice reinvestment approach.

Report Structure

The remainder of this Report is structured as follows:

- **Approach**, describes KPMG’s approach to this impact assessment.
- **Activity Domains and Mapping**, including the core activities undertaken by the Maranguka JR Project since 2013.
- **Key Indicators**, outlining the key indicators and calculation pathway of this impact assessment, which have been selected in consultation with Just Reinvest NSW and Maranguka JR Project representatives.
- **Impact Analysis**, including the findings of the impact assessment for the justice and non-justice sectors.
- **Reinvestment Attributes**, discusses four examples of funding models and the attributes that could support a funding model for justice reinvestment.

The Report also includes appendices with an activity register and the calculation framework for this impact assessment.



Approach



Approach

The impact assessment employed three steps, designed to consider the impact in Bourke during 2017. These steps include building a high-level understanding of the change cycle in Bourke through mapping of activities, the identification of key indicators within available datasets, and development of an estimation tool that calculates the impact of key indicators on the justice and non-justice system. The key components of this approach are outlined below, noting the estimation pathways utilised in step three are included on the following page:

1 Activity Mapping

- **Understand type and maturity time of activities** undertaken by the Maranguka JR Project, noting the approach to system change is multi-tiered.
- **Map all key activities** undertaken by the Maranguka JR Project from 2013 to 2017 to understand focus areas and the overall change cycle.

2 Identification of Key Indicators

- **Identify indicator categories** (for example, youth development) where the Maranguka JR Project has focused activities and data is available about Bourke to show if change has been achieved.
- **Map list of key indicators** which provide insight into the measurable impact of change in Bourke, based on a review of available data.

3 Justice and Non-Justice Pathways

- **Develop calculation components and assumptions** that enable identification of the flow-on effects of change to the justice and non-justice system.
- **Calculate the estimated impact** in Bourke during 2017 by tracing the key indicators through the justice and non-justice pathways.

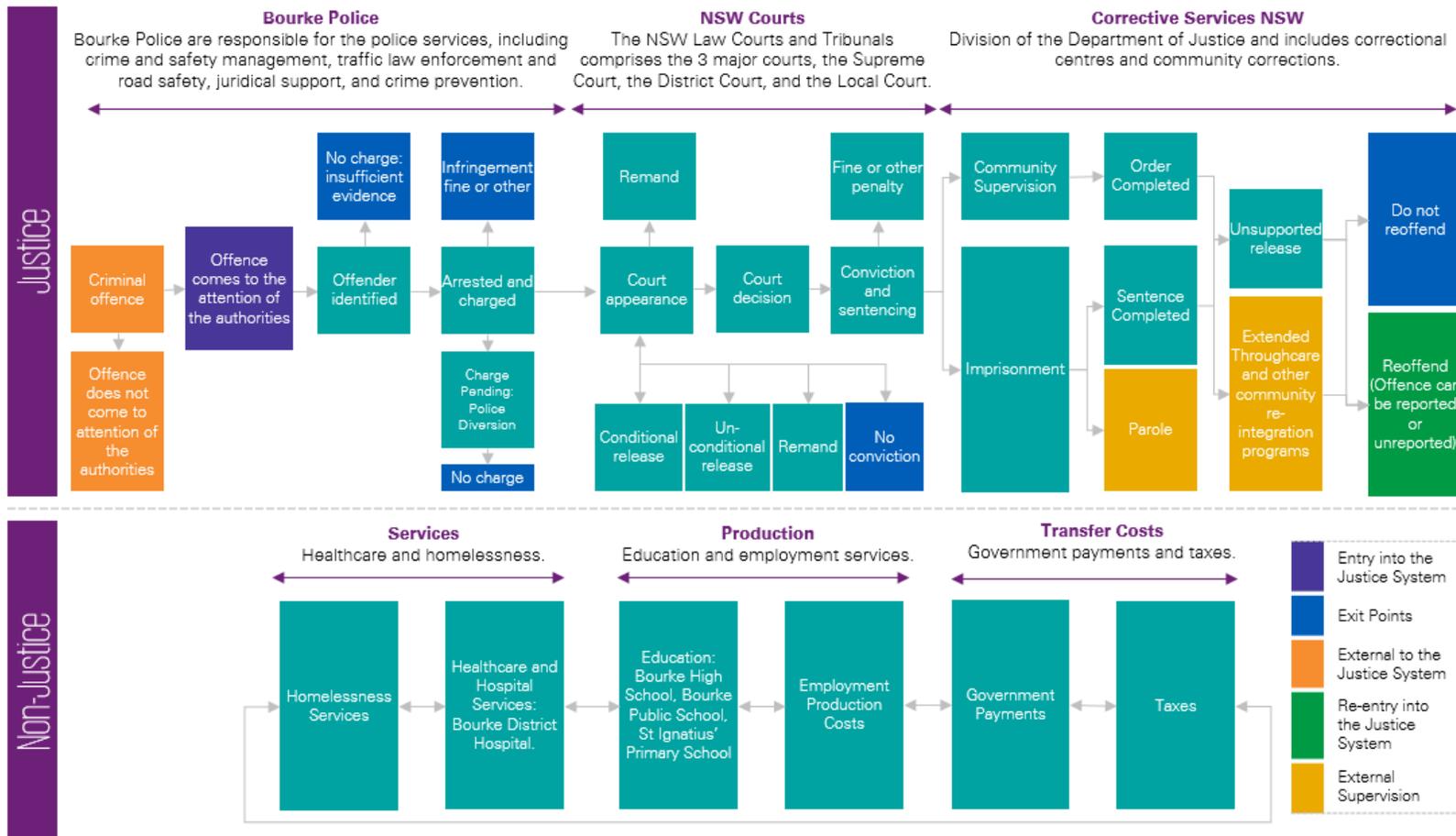
Limitations

It is important to note the following limitations of the impact assessment:

- the analysis is limited to the consideration of the current and potential future impacts in Bourke, noting the 2017 calendar year is the primary year of analysis;
- the analysis is limited to data provided by Just Reinvest NSW and publically available information. All indicator data has been tabled with the Bourke Tribal Council.
- the impact assessment is not a process or outcomes evaluation of the Maranguka JR Project, and the study does not include reference to a control group;
- KPMG has not undertaken attribution or contribution analysis in order to isolate the impact of the Maranguka JR Project, given limitations in data availability within the permitted timeframes of the project. To address this, KPMG has focussed on indicators that directly relate to activities undertaken by the Maranguka JR Project; and
- the extent of stakeholder consultations was limited to activities required to gather information to inform the analysis.

Estimation Pathways - Justice and Non-Justice

Developing an understanding of the justice and non-justice pathways is critical in order to estimate the flow of impacts from key indicators. For example, the impact of a reduction in domestic violence incidence has cost implications on the police force, courts and corrections. The diagram below provides an overview of the justice and non-justice pathways utilised in this impact assessment, noting estimation components and assumptions are included within Appendix B.





Activity Domains and Mapping



Activity Domains and Mapping

The Maranguka JR Project experience shows that Aboriginal-led place-based change is not an easy journey. It requires long-term commitment, building trusted relationships across community and non-community groups and a willingness to test new models of impact.

The complexity of such place-based models of change mean they require extensive activities over many years in order to achieve measurable results.

Over the past five years, the Maranguka JR Project team have undertaken a significant number of activities to build and implement a regional change agenda. A number of these activities have been overseen by the NSW Ombudsmen's Office, as well as the Australian Human Rights Commission. These activities take different lengths of time to mature and can be organised into four key domains – each a different layer in the overall change cycle within Bourke:

- 1. Movement building activities**, where the Aboriginal leadership builds support for change and brings community on the journey.
- 2. Collaborative activities**, where the service and justice system builds new relationships and aligns activities to an Aboriginal-led place-based justice reinvestment agenda.
- 3. Programmatic activities**, where new program models and service hubs are designed and implemented based on justice reinvestment principles of prevention and community-building.
- 4. Procedural change activities**, where justice agencies change their procedures, behaviour and operations to deliver a preventative and reinvestment model of justice.

This section includes an overview of the:

- **Four activity domains** that are contributing to regional change in Bourke and are a core part of the analytical framework for this impact assessment.
- **Timeline of core activities**, including a snapshot of the extensive key activities undertaken by the Maranguka JR Project since 2013, noting that a more detailed activity mapping is included in Appendix A.

An understanding of the type and timeframe of impact we can expect to occur from these activities, as well as the area of impact (e.g. in domestic violence or youth development) informs the identification of key indicators for the impact assessment.

Activity Domains

Each activity domain is a different but interlinked layer in the overall change cycle in Bourke. Each activity has a different type and timeframe of impact, which over several years is intended to contribute to systemic change across community, the service sector and government agencies. Collectively, these activities aim to shift the justice system towards realising the reinvestment model.

	Core activities	Impact type	Maturity time
Movement building 	<ul style="list-style-type: none"> Aboriginal community leadership coming together to talk, organise, plan and drive the change cycle. Inspiring community members to engage with the collaborative process, have high expectations for their families and encourage others to come on the journey. 	<ul style="list-style-type: none"> Governance capability Community-building New relationships New role models 	<ul style="list-style-type: none"> The timeframe of change is linked to the establishment of trusted relationships and strong community leadership working together.
Collaborative 	<ul style="list-style-type: none"> Working collectively across service and justice systems to build new relationships and align thinking and practices to a preventative, reinvestment and Aboriginal-led place-based approach. Building the capability of the service system to step back and enable community to lead. 	<ul style="list-style-type: none"> Re-aligned service system (activities and outcomes) Collective outcomes Enabling capability 	<ul style="list-style-type: none"> Realigning services and government from a traditional social policy framework to a community-led approach takes a multi-year commitment.
Programmatic 	<ul style="list-style-type: none"> Design of new service models, including community-led programs and service hubs ensuring inclusion of the people most affected by the service. All activities involved in the delivery of a newly designed program or hub that are aligned to the community agenda. 	<ul style="list-style-type: none"> Individual or group outcomes Prevention not crisis response Community ownership 	<ul style="list-style-type: none"> Redesigning and implementing evidence-based, impactful programs can have immediate results with the right conditions and stakeholders.
Procedural change 	<ul style="list-style-type: none"> Changing procedures and ways of working for justice agencies, such as the NSW Police Force, to align to a preventative and reinvestment model of justice. Building capability in justice to shift from a retributive mindset to one focused on proactive prevention and rehabilitation. 	<ul style="list-style-type: none"> Individual or group outcomes Operational and behavioral change Prevention not crisis response 	<ul style="list-style-type: none"> Overcoming procedural and mindset barriers in agencies can have immediate results with the right conditions and stakeholders.

Source: The above activities have been provided by Maranguka and Just Reinvest NSW, and have been categorised by KPMG.

Activities Timeline

The first period of activities, commencing in 2013, involved embedding the foundation of the Bourke change cycle, with the Maranguka JR Project enabling development of a new way of doing business between community, government and service providers. Since 2015, the Maranguka JR Project have designed and delivered two years of programmatic and procedural change activities, creating additional and measurable outcomes in the region.



Source: The above activities have been provided by Maranguka and Just Reinvest NSW. To note, some activities fall under more than one activity domain.



Key Indicators



Key Indicators

With a range of activities underway, the impact in Bourke is becoming evident in data collected by the Maranguka JR Project team.

This section outlines the key indicators of change in Bourke during 2017. The indicators were identified and selected through consultation with Just Reinvest NSW and the Maranguka JR Project team. The indicators relate to activities undertaken through the Maranguka JR Project and the relevant cohorts that have been the focus of the reinvestment approach.

It is important to acknowledge that the indicators show change over a single year, using two points in time – from 2016 to 2017.

This section outlines:

- 1. Indicator categories**, capturing the three areas where the indicators show change is occurring, namely family strength, youth development and adult empowerment.
- 2. Key indicators**, identified from an assessment of available local data. The data provided to KPMG is included in Appendix D.

Please note that all data relating to the key indicators was provided by Just Reinvest NSW and the Maranguka JR Project team. The data provided is based on the Maranguka Data Dictionary and has been tabled with the Bourke Tribal Council.

Aboriginal and non-aboriginal police data

Research by NSW Government has shown that Aboriginal people often do not identify in a range of situations, including when faced with a police call out or charge. As a result, justice-based datasets typically show an undercount for Aboriginal people.

Given this limitation and following consultation with the Central North Police District force, KPMG has used the combined Aboriginal and non-aboriginal datasets to determine change across relevant indicators of change. The assumption identified through these consultations include:

1. 80 to 90 per cent of the reduction in the key indicators are related to change in the Aboriginal community.
2. The Maranguka projects have had a flow on impact, with a consistent shift in policing operations that deal with the whole of the Aboriginal and non-Aboriginal community.

Source: NSW Aboriginal Affairs 2015, Aboriginal Identification: the way forward. An Aboriginal peoples' perspective.

Indicator Categories

The key indicators fall into three categories: family strength; youth development; and adult empowerment. These three categories also correspond to a range of key activities undertaken by the Maranguka JR Project and local partners, including services providers and government agencies.

Family Strength

The family strength category relates to building the wellbeing and relationships within family units. The emotional and physical wellbeing of families may be strengthened where there are fewer interactions with the justice system, uninterrupted family relationships and reduced social and financial costs for families.

Key indicators relating to family strength include:

- reduced number of police reported incidence of domestic violence; and
- reduction in the percentage of domestic violence reoffending reported to police.

Key activities relating to family strength include:

- Role of Men Working Group;
- Maranguka daily check-ins and weekly interagency meetings;
- Operation Solidary; and
- Men of Bourke Healing and Connection to Country Sessions.

Youth Development

The youth development category relates to building youth engagement, education and prevention of youth detention. Youth development is connected with providing environments and activities for young people to participate in and achieve life outcomes.

Key indicators relating to youth development include:

- increased retention rate for year 12 Bourke High School students and completion rate of VET courses;
- no change in the attendance rate of Bourke High School students;
- reduced number of bail breaches and juvenile charges in top five offence categories;
- total licenses achieved through the Birrang Learner Driver Program.

Key activities relating to youth development include:

- School Holiday Activity Program;
- 8 to 18 year olds Working Group;
- Maranguka Youth Support Model, including the Our Place Program; and
- three year old health and development checks.

Adult Empowerment

The adult empowerment category relates to increasing the opportunities for healing, connection to country, rehabilitation, community engagement and employment. Adult empowerment is connected with ensuring fewer interactions with the justice system.

Key indicators relating to adult empowerment include:

- reduction in domestic violence reoffending (26 and over);
- reduced number of days spent in custody and bail breaches for adults;
- increase in charges in top five offence categories (26 and over); and
- total licenses achieved through the Birrang Learner Driver Program.

Key activities relating to adult empowerment include:

- Role of Men Working Group;
- Early Childhood and Parenting Working Group; and
- Aboriginal Employment Prosperity Strategy.

The above activities have been sourced from Maranguka and Just Reinvest NSW, and have been categorised by KPMG.

Key Indicators

The below indicators are based on data provided by Just Reinvest and tabled with the Bourke Tribal Council by the Maranguka JR Project team. The indicators show change in key activity areas where the Maranguka JR Project is operating, including domestic violence, youth education and adult custody. There are also a number of indicators showing no improvement or negative change which means there is still more work required in Bourke to move from cohort specific change to broader population level outcomes.

Indicator	2015	2016	2017	1 year change (#)	1 year change (%)	Indicator Category
1 Number of domestic violence incidents reported to police	408	360	279	81 reduction	23% reduction	Family Strength
2 Domestic violence reoffending (26 and over) reported to police	78%	49%	30%	N/A	19% reduction	Family Strength
3 Retention rate for year 12 students	37%	35%	66%	N/A	31% increase	Youth Development
4 Completion rate of VET courses (by Bourke High School students)	4%	16%	100%	N/A	84% increase	Youth Development
5 Bourke High School attendance rate	74%	70%	71%	N/A	1% increase	Youth Development
6 Number of juvenile charges in top five offence categories	42	91	56	35 reduction	38% reduction	Youth Development
7 Number of bail breaches by juveniles	43	70	51	21 reduction	27% reduction	Youth Development
8 Number of days spent in custody for adults	73.4	95.8	55.2	40.6 reduction	42% reduction	Adult Empowerment
9 Number of bail breaches for adults	59	63	54	9 reduction	14% reduction	Adult Empowerment
10 Number of 26 and over charges in top five offence categories	123	158	134	24 reduction	15% reduction	Adult Empowerment
11 Number of hospital admissions for drug and alcohol related reasons (16 and over)	17	17	19	2 increase	12% increase	Youth Development/ Adult Empowerment
12 Licenses achieved through the Birrang Learner Driver Program.	58	63	115	52 increase	83% increase	Youth Development/ Adult Empowerment

Source: Just Reinvest NSW. A full list of data provided by Just Reinvest NSW to KPMG has been included within Appendix D.



Impact Analysis



Impact Analysis

Based on the key indicators included within the areas of family strength, youth development and adult empowerment, KPMG has estimated the impact to the justice and non-justice systems in Bourke.

Summary of results

KPMG estimates the changes in Bourke during 2017, corresponding to the operation of the Maranguka JR Project, resulted in a gross impact of \$3.1 million (with operational costs of \$0.6 million).

Of this impact, approximately:

- **two thirds relate to the justice system**, including the pathway from the police force, courts, corrections and reoffending; and
- **one third relates to the non-justice system**, including relevant services, production and transfer costs.

These findings indicate an impact approximately **five times greater** than the operational costs for 2017, excluding in-kind contributions.

Should Bourke sustain just half of the results achieved in 2017, an additional gross impact of **\$7 million over the next five years** could be delivered.

The impact assessment is not an outcomes evaluation and is based on a single year of change. The assessment did not include a statistical attribution or contribution analysis to isolate the impact of the Maranguka JR Project. To address this, KPMG has focussed on indicators that directly relate to activities undertaken by the Maranguka JR Project.

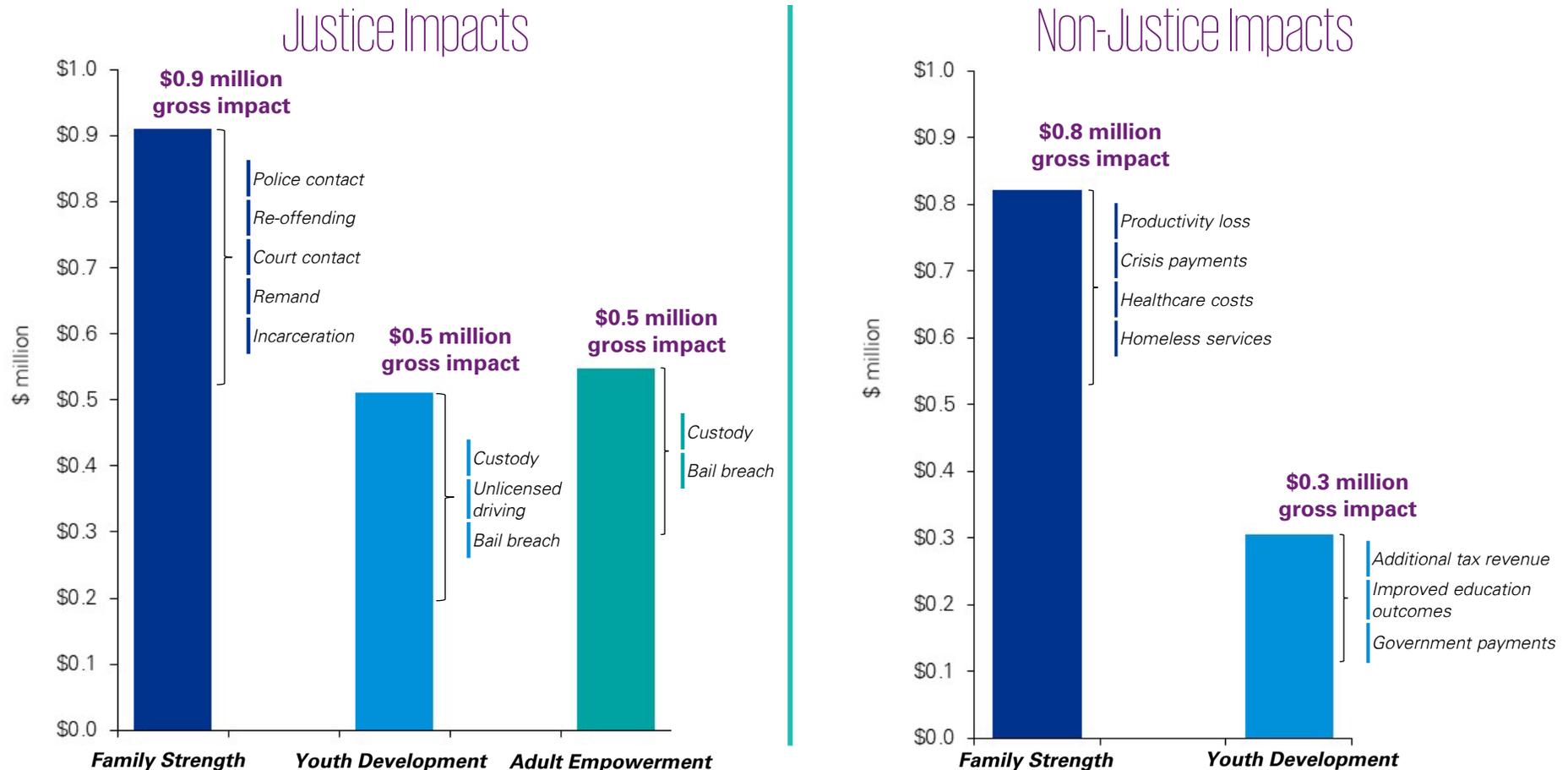
When interpreting the above findings, a number of further considerations should also be taken into account:

- the findings are representative of one year of impact to the government and do not include the impacts from the full Maranguka Justice Reinvestment Project implementation;
- not every feature of justice and non-justice systems could be analysed at this point, and as such some cost estimations may not reflect the full magnitude of impacts; and
- there could be greater impacts across the justice system to be realised from reduced demand pressures on the police, courts and corrections systems.

In addition to the above, it is important to recognise that the current Maranguka Justice Reinvestment Project activities have focused on several specific cohorts, including domestic violence, juvenile crime and development, and early childhood, however, the Maranguka project is evolving beyond the cohort level to the population level, potentially resulting in a greater level of impact in the future.

Impact Analysis

The diagram below shows a breakdown of the gross impacts related to the justice and non-justice sectors for the indicator categories of family strength, youth development and adult empowerment. Not all indicator categories could be analysed across both the justice and non-justice sectors at this time given limitations in available data.



Note: The cost of implementing the Maranguka Justice Reinvestment Project in 2017 was \$561,000, excluding in-kind contributions.



Reinvestment Attributes



Reinvestment attributes

Since 2013, the Maranguka Justice Reinvestment Project has received funding and in-kind support from a range of philanthropic, corporate and government donors.

This section outlines four examples of funding models in order to identify the attributes that could underpin an effective funding approach which enables community-led impact over time. Importantly, this aims to begin answering a core unanswered question to the entire justice reinvestment approach: namely, what is the mechanism for reinvestment in Bourke and across NSW?

The four funding models outlined in this section were identified through desktop research and information provided by Just Reinvest NSW. The models were included based on their relevance to the justice reinvestment approach and community-led change. The four models include:

- **Prison reform through justice reinvestment** – reducing operating expenses and diverting savings from building fewer prisons to prevention and treatment.
- **Outcomes based funding** – communities or organisations are rewarded for achieving outcomes that reduce costs for government.
- **Community-led decision making** – communities work together to examine existing funding and potentially redirect it to the areas they see as priorities.
- **Collective funding approaches** – multiple potential mechanisms. For example, seed funding from a private donor could be used to secure ongoing government funding or multiple government grants could be combined.

Reinvestment Attributes



Prison reform through justice reinvestment

Justice reinvestment in the USA recognises that building and operating prisons is more costly than prevention programs. This approach to justice reinvestment redirects money that would otherwise be spent on corrections to community-based activities that aim to address the underlying causes of crime. This model requires substantial scale to sufficiently reduce demand pressures on the prison system to an extent where one or more prisons are no longer required.

Core reinvestment attributes: diverting savings from constructing fewer prisons and reduced operating expenses to prevention, diversion and treatment.



Case study: Texas Justice Reinvestment reforms

- Texas adopted justice reinvestment policies in the 2008-09 budget.
- Policies were based on data and evidence and designed to **reduce spending on corrections** while **increasing public safety**.
- Policies included **increasing treatment capacity** in the prison system and **expanding diversion options** in the probation and parole system.
- The policy approach:
 - Mitigated growth in the prison population by about 9,000.
 - Saved the state US \$443 million between 2008 and 2009.
- Texas **reinvested US \$241 million** to expand in-prison and community-based treatment and diversion programs.

Source: Justice Center (2016), *Playing the Long Game: Improving Criminal Justice in Texas*.

Reinvestment Attributes



Outcomes based funding

Outcomes based funding approaches reward organisations for achieving agreed changes. One example of outcomes based funding can be seen in the development of social benefit bonds, which require upfront investment, an agreed outcomes framework and a robust monitoring and evaluation approach. While the administrative requirements for small and medium sized bonds can be prohibitive, an adapted version of outcomes based funding may be suitable for justice reinvestment models.

Core reinvestment attributes: communities or organisations are rewarded for achieving outcomes that reduce costs for government.



Case study: Newpin Social Benefit Bond

- Newpin is an intensive program delivered by Uniting focused on supporting parents to build positive relationships with their children.
- A social benefit bond was developed by Uniting, Social Ventures Australia, NSW Treasury and the NSW Department of Family and Communities to fund an expansion with **\$7 million raised from investors**.
- Key performance indicator is restoration rate of children.
- Returns to investors are determined by the proportion of children referred to the program that are returned from out-of-home care to their families.
- Over four years, **Newpin returned 63 per cent of children** to their families compared with 19 per cent for similar families not in the program.
- The bond **delivered a 13.16 per cent return to investors** in 2017, above the 10-12 per cent per annum target.

Source: Office of Social Impact Investment (2018), *Newpin Social Benefit Bond*, available at: <https://www.osii.nsw.gov.au/initiatives/sii/newpin-social-impact-bond/>.

Reinvestment Attributes



Community-led decision making

Developed in response to the service system consistently delivering poor outcomes, community-led decision making approaches recognise that members of the community are best placed to identify their needs and determine the interventions that might be most impactful. The approach suits an empowerment framework and requires a mature community governance model in order to make recommendations about the prioritisation of discretionary investment in the region.

Core reinvestment attributes: communities work together to examine existing funding and redirect discretionary funds to local priorities.



Case study: Inner Sydney Empowered Communities

- A joint decision making process was implemented to support service providers **align their activities with the priorities of the community** in the Inner Sydney Empowered Communities region in 2017.
- The process is led by community, in partnership with government. Providers with contracts up for renewal were notified to undertake a self assessment to identify whether they aligned with the communities development agenda.
- **Community panels** assessed the service providers and then the regional **governance board** reviewed the assessments and made recommendations to the government. The recommendations provided advice about whether to **renew, vary or cease the contracts**.
- This approach meant that funding was directed to priorities in the development agenda that the community considered important and impactful.

Source: Inner Sydney Empowered Communities Ltd. (2017), Inner Sydney Empowered Communities – Joint Decision Making Implementation Guide.

Reinvestment Attributes



Collective funding approaches

Adaptable, flexible funding models that enable community control and influence, while incentivising organisations to manage shared outcomes. They draw on diversified and creative funding approaches with a spectrum from largely government-led to largely funder-led models.

Core reinvestment attributes: multiple potential mechanisms. For example, seed funding from a private donor could be used to secure ongoing government funding or multiple government grants could be combined.



Case study: Ysleta del Sur Pueblo, United States

- Since 2014, reform to the Consolidated Appropriations Act allowed multiple departments and agencies to enter into up to 10 Performance Partnership (P3) agreements with states, regions, localities or tribal communities.
- These agreements give communities **additional flexibility** in using discretionary funds across multiple federal programs. Communities commit to **significant improvements in education, employment and other key outcomes** for disconnected youth (aged 14-24).
- Ysleta del Sur Pueblo, a federally-recognised Indian tribe, used P3 authority to establish a Tigua Institute of Academic and Career Development Excellence. This provided counselling and educational services to improve young peoples chances of completing high school and pursuing training and employment.
- The program is financed by blending AmeriCorps funding from the Corporation for National and Community Service and a Library Enhancement grant.

Source: Youth.gov (no date), Performance Partnership Pilots for Disconnected Youth (P3), available at: <https://youth.gov/youth-topics/reconnecting-youth/performance-partnership-pilots>.

Reinvestment Attributes

These examples outline a range of attributes that could underpin a funding approach for justice reinvestment in NSW communities, supporting the delivery of sustainable economic impact over the long term.

Drawing together the various components of these examples, there are two broad approaches for consideration:

- **Long-term reinvestment of funding** from crisis response and incarceration within the justice system, and towards preventative, community-led initiatives, in order to improve community wellbeing and reduce the demand and cost of police, courts and corrections; and
- **Re-allocation of local service expenditure** from existing programs to initiatives that align to a community defined local plan, in order to improve the productivity of the service system and achieve lasting outcomes.

The above approaches could support the sustainable delivery of long term results in a justice reinvestment model. Key attributes that could underpin these approaches include:

- **Community-led**, recognising that members of the community are best placed to identify their needs, develop local action plans and determine the initiatives that might be most impactful.
- **Flexible funding**, ensuring local discretionary funding allocations can be redirected to initiatives that seek to address the causes of crime and experiment with new approaches where required.
- **Outcomes based**, enabling communities to be rewarded for achieving results that reduce demand on the justice system and related savings to government.

Designing an effective mechanism of reinvestment remains a missing piece within the justice reinvestment approach. The development of such a mechanism underpinned by the above attributes could support a new way of doing business between government and community, and enable justice reinvestment in Bourke and across NSW to continue delivering impact over the long-term.



Appendix A

– Activity Register



Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
Australian Human Rights Commission, Just Reinvest, and the Bourke Community collaboration to drive the Maranguka Justice Reinvestment Project.	2013	Movement Building/Collaborative - The Project emerged as Bourke was concerned about the number of Aboriginal families experiencing high levels of social disadvantage and rising crime. Bourke has worked for many years to develop a model for improving outcomes and creating better coordinated support for vulnerable families and children through the empowerment of the local Aboriginal community.	All	Maranguka
Maranguka, PCYC and Youth Off the Streets engagement with Aboriginal children and young people - around NSW to discuss and collect input about justice reinvestment.	2013 – ongoing	Collaborative – Youth engagement and establishment of the Maranguka Youth Advisory Council.	Youth Development	Just Reinvest – Youth Engagement
Secured substantial funding for the Project in March 2014.	2014	Collaborative - set up funding to initiate a justice reinvestment process.	Not Applicable	Maranguka Annual Report 2013 – 2014
Release of 'Circuit Breakers', which outlined a set of proposed key actions.	2014	Movement Building/Collaborative - the Circuit Breakers serve three purposes: incentivising young people to participate; engaging the wider community; and, driving immediate value to young people in Bourke.	All	Maranguka Annual Report 2014 – 2015
Formation of the Bourke Tribal Council - The Bourke Tribal Council is an emerging governance structure for the Aboriginal community of Bourke and consists of members representing different language groups. The Bourke Tribal Council guides the work of the Maranguka Justice Reinvestment Project. It is also a mechanism for government to work with and enables local decision making about the delivery of services in Bourke.	2014	Movement Building/Collaborative – “The Bourke Tribal Council is a treaty, because we've agreed to come together, leave whatever issues we may have and come in for the common good of the community.”	All	Alistair Ferguson, Executive Director of Maranguka

Activity Register

Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
<p>Data collection - for the 'Growing our Kids Up Safe, Smart and Strong' Strategy. This community strategy underpins the Maranguka Justice Reinvestment activities in Bourke. It was developed by Alistair Ferguson and Dr John Henry, and adopted by the Bourke Tribal Council.</p>	2014	<p>Movement Building/Collaborative - "Local knowledge in Bourke is a key contributor to making a concrete and constructive difference. The Bourke Tribal Council has governance over the data that is collected under the Safe Smart Strong strategy and authorisation protocols are in place. Results are available to the Bourke Tribal Council and authorised partners with the data proving useful for policy articulation, planning, monitoring, evaluation and learning. The Journey to Healing Women's Group, the Men of Bourke and the Maranguka Youth Advisory Council also have a role in data collection."</p>	All	Just Reinvest NSW Data and Strategy Consultant
<p>The Warrant Clinic – targeted individuals who had warrants for matters that could be dealt with summarily, specifically the 10 to 25 age group. The Clinic participants met with a support team consisting of a solicitor, a Youth off the Streets representative and a Community Corrections or JJ officer. Together they made a plan to submit to the Court on sentence or in relation to bail.</p>	2015 <i>Completed</i>	<p>Programmatic – the Clinic and amnesty was successful in decreasing the number of warrants being issued. The Program also reduced the number of people with warrants outstanding 'going underground' and ceasing access to services and engaging with the work or education. The capabilities of the Clinic and amnesty have become part of the Daily Check-ins Program.</p>	Youth Development; Adult Empowerment	Maranguka Justice Reinvestment Circuit Breakers - Re-Engaging Bourke Youth: Come Half Way
<p>Birrang Learning Driving Program – targeting individuals who have committed a driver licensing offence and/or those who have difficulties obtaining a licence, specifically the 10 to 25 age group. An individual can either volunteer or is referred to by the police/courts to participate in the Program.</p>	2015 - ongoing	<p>Programmatic – the suspension, cancellation, or inability to obtain a driver licence can have numerous impacts on individuals and the community, such as finding and keeping a job. The Program attempts to improve these impacts.</p>	Youth Development; Adult Empowerment	
<p>'A Snapshot of Life for Aboriginal Children and Young People in Bourke' was published in September 2015 – over a ten month period, data was collected from various federal, state and local sources.</p>	2015	<p>Movement Building/Collaborative - The Snapshot is being used by the Bourke community to learn, talk, think and set goals about what needs to change so that all Aboriginal children and young people in Bourke can have better lives. The evidence-based Snapshot highlights the day-to-day efforts of what it is for Aboriginal Children and Young People to live in Bourke.</p>	All	Maranguka Annual Report 2015 – 2016
<p>Maranguka Community Hub – Salil Shetty, former Secretary-General of Amnesty International visited and launched the Maranguka Community Hub.</p>	2015	<p>Movement Building/Collaborative -</p>	All	Maranguka Annual Report 2015 – 2016

Activity Register

Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
Developing police and community protocols around bail conditions – Bourke has the highest rate of breach of bail in NSW. Proposed initiatives includes developing police protocols regarding bail conditions/breaches/warnings and engagement with the Local Court Magistrate regarding the imposition of bail conditions/impact/difficulties with compliance.	2015	Procedural Change/Programmatic - in the absence of protocols, a breach of bail triggers the arrest option, resulting in custody, often for a lengthy period, and then transportation to closest sitting court. Attempting to prevent triggers and breaches, these proposed initiatives and protocols are to form part of the police and community response.	All	Maranguka Justice Reinvestment Circuit Breakers - Re-Engaging Bourke Youth: Come Half Way
The development of the Bourke Tribal Council’s goals – the goals focus on three priority areas: (1) Early Childhood, (2) 8-18 Year Olds, and (3) the Role of Men in the Community, (4) Service Sector Reform.	2015	Collaborative – using the Snapshot findings and data, community feedback and research on evidence-based interventions, the Council developed their goals under on three key priority areas.	All	Maranguka Annual Report 2015 - 2016
‘Growing our Kids Up Safe, Smart and Strong’ Strategy was published in September 2015. This community strategy underpins the Maranguka Justice Reinvestment activities in Bourke. It was developed by the Bourke Tribal Council.	2015	Movement Building/Collaborative – in December 2015, the Snapshot, community feedback, and research on evidence-based interventions where presented to the Bourke Tribal Council. From this, the strategy ‘Growing our Kids Up Safe, Smart and Strong’ was collectively developed.	All	Maranguka Annual Report 2016 - 2017
Data Dashboard – the dissemination of information uploaded to the Dashboard includes the Snapshot, the Strategy, and community feedback.	2015 – ongoing	Collaborative – the Dashboard is a reflection of the Bourke community wanting to be able to access its own data.	All	https://bit.ly/2lGPr0A
School Holiday Activity Program - partnership between SOS, PCYC, NSW Family and Community Service, Maranguka, Bourke Shire Council, Youth Off the Streets, and Bourke Police. Rates of malicious damage and DV over this period were the lowest they had been in five years.	2015 – 2016	Programmatic/Collaborative – the Program was formed to address the sharp increase in youth offending during the summer holidays each year. The success of the first Program has allowed for the Program to reoccur every year.	Youth Development	Maranguka Annual Report 2015 – 2016

Activity Register

Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
Cross Sector Leadership Group – first meeting of approximately 50 senior representatives from government, non-profits, philanthropy and the Bourke community. The Group has met twice since the first meeting. An Executive Group was established and meets every 2 months.	2016	Collaborative – the Group discusses the role they can play in creating the enabling conditions needed to achieve the goals of the Maranguka Justice Reinvestment Project.	All	Maranguka Annual Report 2015 - 2016
Backing Bourke – ABC Four Corners documented and promoted the Maranguka Justice Reinvestment Project and the justice model.	September 2016	Movement Building – the documentary narrates the grassroots initiative from its beginning in America. It highlights the Project’s ambitious scope and the involvement of several organisations and service providers in various fields like education and family violence prevention.	All	ABC Four Corners
Strategic Working Groups established from the priorities recognised in the ‘Growing our Kids Up Safe, Smart and Strong’ - Early Childhood and Parenting, 8-18 Year Olds, the Role of Men, and Service Sector Reform. The Groups comprise of government and non-government agencies, service providers, and Bourke community members.	2016	Collaborative – the Strategic Working Groups were established from the priorities recognised in the Strategy.	All	Maranguka Annual Report 2016 - 2017
Early Childhood and Parenting Working Group – Implemented initiatives include three year old health and development checks, Family Support provided by the Maranguka Youth Support Model, and the Bourke Community Pregnancy, Baby and Child Exposition. Advocated for initiatives includes the First 2000 Days of Life Initiative, sustained home visiting, and allied health resourcing. Being planned initiatives includes the Welcome to Country for all newborns.	2016 – ongoing	Movement Building/Collaborative – the Working Group met for the first time in June 2016 and begun the work of considering which evidence-based strategies will best achieve their goals. Additionally, the Group has pooled-funding for a child psychologist.	All	Maranguka Annual Report 2016 - 2017
8-18 Year Old Working Group – Implemented initiatives include the Warrant Clinic and amnesty and the Maranguka Youth Support Model. Being planned initiatives includes Young Child and Women, High School to Employment Pathway, and Support for Suspended Students.	2016	Movement Building/Collaborative – the Working Group met for the first time in June 2016 and begun the work of considering which evidence-based strategies will best achieve their goals.	Youth Development	Maranguka Annual Report 2016 - 2017

Activity Register

Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
<p>Maranguka Youth Support Model –</p> <p>1 Acute Response and Return to Community – led by Maranguka and Bourke Police.</p> <p>2 Family Support – led by Maranguka and Birrang.</p> <p>3 School Based Support: The Our Place Program (OPP) – led by Bourke High School and SOS, with support of UNSW, community members and organisations.</p> <p>4 After Hours and School Holiday Support – led by Maranguka, SOS, Bourke Police and PCYC with support from Youth Off the Streets, Family Referral Service, BSC.</p>	2016 - ongoing	Collaborative/Programmatic – providing an all-rounded and tailored response to the young people of Bourke.	Youth Development	Maranguka Annual Report 2016 - 2017
<p>Role of Men Working Group –</p> <p>Implemented initiatives includes Men of Bourke (a self-organising group focused on <u>healing</u> and <u>connection to country</u>), the Men’s Space, Operation Solidarity, Safety Action Meetings (SAM), and the Bourke Aboriginal Employment Prosperity Strategy.</p> <p>Being planned initiatives includes Strong Aboriginal Men Program, Custodians of Culture, Mentoring, Return to Community, and Red Dust Healing.</p>	2016	Movement Building/Collaborative – the Working Group met for the first time in June 2016 and begun the work of considering which evidence-based strategies will best achieve their goals. The Role of Men Group has had high attendance.	Adult Empowerment/ Family Strength	Maranguka Annual Report 2016 - 2017
<p>Service Sector Reform – this initiative is overseen by the Cross Sector Leadership Group.</p>	2016	Movement Building/Collaborative	All	Maranguka Annual Report 2016 - 2017
<p>Operation Solidarity – Maranguka-inspired police strategy focusing on reducing the number of repeat domestic violence incidences by visiting the homes of the victims.</p>	2016	Programmatic/Movement Building – the initiative is driven by the Role of Men Working Group.	Family Strength	Maranguka Annual Report 2016 – 2017
<p>Save Our Sons, Save Our Sisters – Birrang managed initiative with Maranguka support.</p>	2017	Collaborative/Programmatic – the initiative includes the PCYC and Youth Off the Streets.	Youth Development	Alistair Ferguson

Activity Register

Activity	Timing (commenced to completion)	Activity Domain(s) (movement building, collaborative, programmatic, and procedural change)	Indicator Category	Source
Maranguka Daily Check-Ins – Bourke Local Area Command and the Maranguka Community Hub instigated daily morning meetings to provide updates and share data, with a view to providing support to community members in need, and a particular focus on children at risk of offending and their family members.	2017	Collaborative/Programmatic – The Daily Check-Ins have continued and have become a space to workshop acute responses to situations requiring emergency action and identified support. These check-ins are also utilised as part of the Maranguka Support Model for acute cases and planning for young people’s return to the community from custody.	All	Maranguka Annual Report 2016 - 2017
Allied Health Group - has emerged from the Early Childhood and Parenting Working Group.	2018	Movement Building/Collaborative - The Group is actively advocating for the provision of a broad range of diagnostic, technical, therapeutic and direct health services to improve the health and wellbeing of the community.	All	Maranguka Cross Sector Leadership Group Minutes
Maranguka Community Forum – Approximately 40 attendees including Maranguka and Just Reinvest NSW. Mick Gooda provided the introduction to the Forum. He spoke of the importance of community control and shared his learnings from the Northern Territory. Alistair Ferguson reflected on the achievements and announced the current and future initiatives of Maranguka.	2018	Collaborative – Alistair asked the community’s views on whether they supported the past, ongoing, and future initiatives. No dissatisfaction or disagreement was raised.	All	Maranguka Community Forum Minutes
Maranguka Cross Sector Leadership Group – The Honourable Brad Hazzard MP delivered the welcome to meeting. Approximately 50 attendees from Maranguka, Just Reinvest NSW, government, non-government, and service providers. Maranguka and Just Reinvest NSW provided an update on the Maranguka Justice Reinvestment Project, focussing on the why and the vision for change.	2018	Collaborative - to reset the relationship between community, government and service providers, as well as philanthropic and corporate sectors, to become meaningful partnerships.	All	Maranguka Cross Sector Leadership Group Minutes
Men of Bourke Healing and Connection to Country Sessions – Education Centre Against Violence sessions.	2018	Programmatic/Procedural Change – the Role of Men-led initiative focuses on changing mindsets and increasing competencies.	Adult Empowerment/ Family Strength	Maranguka Cross Sector Leadership Group Minutes

Activity Register

Source Name	Source	Source Date	URL
Youth Engagement	Just Reinvest NSW Website	2012 - ongoing	http://www.justreinvest.org.au/youth-engagement/
Maranguka Annual Report 2013 - 2014	Just Reinvest NSW	2013 - 2014	
Maranguka Annual Report 2014 - 2015	Just Reinvest NSW	2014 - 2015	
Maranguka Annual Report 2015 - 2016	Just Reinvest NSW	2015 - 2016	
Maranguka Annual Report 2016 - 2017	Just Reinvest NSW	2016 - 2017	
Maranguka and Just Reinvest Circuit Breakers - Re-Engaging Bourke Youth: Come Half Way	Just Reinvest NSW	2015	
Safe, Smart, Strong Strategy	Provided by Nicole Mekler	2015	
Maranguka Youth Support Program	Provided by Skye Bullen	2015	
'Growing Our Kids Up Safe, Smart and Strong' Dashboard	Data Dashboard	2015	https://bit.ly/2IGPr0A
Backing Bourke	ABC Four Corners	2016	http://www.abc.net.au/4corners/backing-bourke:-four-corners/7849600
Maranguka Community Forum	Provided by Nicole Mekler	2018	Maranguka Community Forum Minutes
Maranguka Cross Sector Leadership Group	Provided by Nicole Mekler	2018	Maranguka Cross Sector Leadership Group Minutes



Appendix B

- Calculation Estimations
and Assumptions



Calculation Estimations and Assumptions

This Appendix outlines the estimation framework and assumptions that underpin the impact assessment. The structure of the Appendix is as follows:

- Justice sector estimation framework for Family Strength, Youth Development and Adult Empowerment;
- Justice sector assumptions associated with all estimation components;
- Non-Justice sector estimation framework for Family Strength and Youth Development; and
- Non-Justice sector assumptions associated with all estimation components.

Estimation Framework – Family Strength

Justice System			
System point	Cost components (based on average NSW per unit cost)	Demand flow	Data sources
1.1 Reduced contact with police for DV related incidence	<ul style="list-style-type: none"> Average hourly police staff expenditure Average arrest time (hours) Average charge/investigation time (hours) 	<ul style="list-style-type: none"> Number of police recorded incidence of domestic violence in Bourke Proportion of DV defendants resulting in proven charges for Indigenous people in NSW 	<ul style="list-style-type: none"> Just Reinvest NSW BOCSAR ROGS
1.2 Reduced amount of time spent on remand for DV related offences	<ul style="list-style-type: none"> Daily remand cost savings per person (financial) Daily remand cost savings per person (productivity) Median remand time (days) by court type in NSW Average hourly police staff expenditure (related to transport and escort services) Average transport time to court and prison (hours) 	<ul style="list-style-type: none"> Proportion of Indigenous individuals with bail refused by court type in NSW Number of Indigenous individuals on remand transported to court in NSW 	<ul style="list-style-type: none"> BOCSAR ROGS
1.3 Reduced contact with the Court for DV related offence	<ul style="list-style-type: none"> Cost per finalisation per court type in NSW 	<ul style="list-style-type: none"> Proportion of charged Indigenous individuals with finalised court appearances by court type 	<ul style="list-style-type: none"> BOCSAR ROGS
1.4 Reduced rates of penalty or conviction for DV related offence	<ul style="list-style-type: none"> Cost per AVO Cost per unsupervised bond Daily average cost of imprisonment per person Average imprisonment length related to DV by court type in NSW (months) 	<ul style="list-style-type: none"> Proportion of finalised Indigenous court appearances in NSW resulting in: <ul style="list-style-type: none"> DV AVOs Unsupervised bonds Imprisonment 	<ul style="list-style-type: none"> BOCSAR ROGS
1.5 Reduced rates of re-offending for DV	<ul style="list-style-type: none"> Daily average cost of imprisonment per person Average imprisonment length related to DV by court type in NSW (months) 	<ul style="list-style-type: none"> Proportion of Indigenous individuals re-offending* within 12 months of discharge in NSW 	<ul style="list-style-type: none"> Just Reinvest NSW BOCSAR ROGS

Family Strength

**Re-offending is any proven offence occurring after the reference appearance and finalised within 12 months by youth conference, caution or court appearance. BOCSAR measures re-offending rates after two years, however, for consistency purposes KPMG has measured re-offending rates on a one-year change parameter.*

Estimation Framework – Youth Development

Justice System			
System point	Cost components (based on average NSW per unit cost)	Demand flow	Data sources
1.1 Reduced number of youth charges in top five offence categories	<ul style="list-style-type: none"> Cost per finalisation in Children’s Court type in NSW 	<ul style="list-style-type: none"> Reduced number of youth charges 	<ul style="list-style-type: none"> Just Reinvest NSW ROGS
1.2 Reduced number of bail breaches by youths	<ul style="list-style-type: none"> Daily average cost of imprisonment per youth Average imprisonment length in Children’s Court in NSW (months) 	<ul style="list-style-type: none"> Reduced number of bail breaches by youths Proportion of bail breaches leading to further penalty (suspended detention) 	<ul style="list-style-type: none"> Just Reinvest NSW BOCSAR ROGS AIHW

Youth Development

Estimation Framework – Adult Empowerment

Adult Empowerment	Justice System			
	System point	Cost components (based on average NSW per unit cost)	Demand flow	Data sources
	1.1 Reduced number of days spent in custody for adults over 18	<ul style="list-style-type: none"> Daily average cost savings of imprisonment per person 	<ul style="list-style-type: none"> Reduced number of custody days for Indigenous adults in Bourke 	<ul style="list-style-type: none"> Just Reinvest NSW ROGS
	1.2 Reduced number of bail breaches for adults over 18	<ul style="list-style-type: none"> Daily average cost savings of imprisonment per person 	<ul style="list-style-type: none"> Reduced number of Indigenous adult bail breaches in Bourke Imprisonment length (maximum penalty) from bail breach (years) 	<ul style="list-style-type: none"> Just Reinvest NSW Go To Court Australia ROGS
1.3 Reduced number of traffic offences	<ul style="list-style-type: none"> Cost per finalisation in Local Court type in NSW 	<ul style="list-style-type: none"> Reduced number of Indigenous traffic offences in Bourke 	<ul style="list-style-type: none"> Just Reinvest NSW ROGS 	

Assumptions

Item	Amount	Source Year	Source	Reference
Justice				
Proportion of DV defendants with a proven charge	77.0%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.1
Proportion of DV defendants taken to court	100.0%	2017	KPMG internal analysis	FS 1.1
Proportion of LC cases (Indigenous)	98.7%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.3
Proportion of DC cases (Indigenous)	1.3%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.3
Proportion of SC cases (Indigenous)	0.0%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.3
Proportion of LC bail refusals (Indigenous)	13.9%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
Proportion of DC bail refusals (Indigenous)	26.9%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
Proportion of SC bail refusals (Indigenous)	50.0%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
LC remand time in median days (NSW)	93	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
DC remand time in median days (NSW)	206	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
SC remand time in median days (NSW)	345	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.2
Remand savings (financial)	22.0	2017	KPMG internal analysis	FS 1.2
Remand savings (productivity)	173.0	2017	KPMG internal analysis	FS 1.2

Assumptions

Item	Amount	Source Year	Source	Reference
Justice				
Proportion of LC incarceration (Indigenous)	17.8%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Proportion of DC incarceration (Indigenous)	67.7%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Proportion of SC incarceration (Indigenous)	77.8%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Proportion of LC unsupervised bonds (Indigenous)	12.2%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Proportion of DC unsupervised bonds (Indigenous)	2.0%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Proportion of SC unsupervised bonds (Indigenous)	0.0%	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
Number of domestic violence AVOs (NSW)	29,714	2017-18	BOCSAR Recorded Crime Statistics July 2013 to June 2018	FS 1.4
Proportion of domestic violence AVOs (NSW)	22.0%	2017-18	KPMG calculation from BOCSAR Criminal Court Statistics January 2013 to December 2017 and BOCSAR Recorded Crime Statistics July 2013 to June 2018	FS 1.4
Cost per criminal LC finalisation	\$641	2016-17	ROGS Justice (Courts) 2018	FS 1.3
Cost per criminal DC finalisation	\$7,163	2016-17	ROGS Justice (Courts) 2018	FS 1.3
Cost per criminal SC finalisation	\$41,021	2016-17	ROGS Justice (Courts) 2018	FS 1.3
Cost per criminal JJ finalisation	\$884	2016-17	ROGS Justice (Courts) 2018	YD 1.1
Average cost per criminal court finalisation	\$1,120	2016-17	ROGS Justice (Courts) 2018	FS 1.4

Assumptions

Item	Amount	Source Year	Source	Reference
Justice				
LC incarceration time in mean months	5.6	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
DC incarceration time in mean months	37.5	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
SC incarceration time in mean months	243.0	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	FS 1.4
CC incarceration time in mean months	3.5	2017	BOCSAR Criminal Court Statistics January 2013 to December 2017	YD 1.2
Total prison operating cost	\$896,404,191	2016-17	ROGS Justice (Corrective Services) 2018	FS 1.4
Total prisoners	12,931	2016-17	ROGS Justice (Corrective Services) 2018	FS 1.4
Average daily unit cost	\$190	2016-17	KPMG calculation from ROGS Justice (Corrective Services) 2018	FS 1.4
Average monthly unit cost	\$5,777	2016-17	KPMG calculation from ROGS Justice (Corrective Services) 2018	FS 1.4
Average daily unit cost (Youth Justice)	\$218	2016-17	ROGS Community Services (Youth Justice) 2018	YD 1.2
Average monthly unit cost (Youth Justice)	\$6,539	2016-17	KPMG calculation based on ROGS Community Services (Youth Justice) 2018	YD 1.2
Total prison transport cost	\$15,459,194	2016-17	ROGS Justice (Police) 2018	FS 1.1
Average prison transport unit cost	\$1,195	2016-17	KPMG calculation from ROGS Justice (Corrective Services) 2018	FS 1.1
Average police staff cost	\$140,650	2016-17	ROGS Justice (Police) 2018	FS 1.1
Average police staff unit cost per hour	\$16	2016-17	KPMG calculation based on ROGS Justice (Police) 2018	FS 1.1

Assumptions

Item	Amount	Source Year	Source	Reference
Justice				
AVO unit cost	\$1,120	2016-17	Average criminal cost per finalisation from ROGS Justice (Courts) 2018	FS 1.4
Cost per LC unsupervised bond	\$1,120	2016-17	Average criminal cost per finalisation from ROGS Justice (Courts) 2018	FS 1.4
Cost per DC unsupervised bond	\$1,120	2016-17	Average criminal cost per finalisation from ROGS Justice (Courts) 2018	FS 1.4
Cost per SC unsupervised bond	\$1,120	2016-17	Average criminal cost per finalisation from ROGS Justice (Courts) 2018	FS 1.4
Breach of bail - maximum penalty by imprisonment (years)	1.5	2018	Equal likelihood between outcomes specified in: https://www.gotocourt.com.au/criminal-law/nsw/breach-of-bail/	AE 1.2
Percentage of bail breaches leading to further penalty	35.0%	2017	BOCSAR, 2018. The nature of bail breaches in NSW.	AE 1.2
Percentage of bail breaches leading to further penalty (Youth Justice)	25.2%	2016-17	AIHW, 2018. Youth justice in Australia 2016-17	YD 1.2
Re-offending rate after discharge from prison - adults (Indigenous)	51.0%	2015	BOCSAR Reoffending Database 2000 to 2017	FS 1.5
Re-offending rate after discharge from prison - youth (Indigenous)	69.5%	2015	BOCSAR Reoffending Database 2000 to 2017	FS 1.5
Traffic offences leading to custodial sentences	10.0%	2017	NSW Council of Social Service, 2017. The long road to change: The effects of unlicensed driving on Aboriginal people.	AE 1.3

Estimation Framework – Family Strength

Non-Justice System			
System point	Cost components (based on average NSW per unit cost)	Demand flow	Data sources
2.1 Reduced hospital costs for DV victims	<ul style="list-style-type: none"> Average hospital admission unit cost (for major regional hospitals in Australia) 	<ul style="list-style-type: none"> Number of Indigenous DV victims in Bourke Proportion of DV victims requiring hospital treatment in Australia 	<ul style="list-style-type: none"> Just Reinvest NSW ABS PSS 2016 National Health Performance Authority
2.2 Reduced use of homelessness services for DV victims	<ul style="list-style-type: none"> Unit cost (lower boundary) of homelessness service in Australia 	<ul style="list-style-type: none"> Number of Indigenous DV victims in Bourke Proportion of DV victims that require specialist homelessness services in Australia 	<ul style="list-style-type: none"> Just Reinvest NSW AIHW AHURI
2.3 Avoided lost wages for DV victims	<ul style="list-style-type: none"> Average time taken off work due to DV (days) in Australia Median annual Indigenous salary in NSW 	<ul style="list-style-type: none"> Number of Indigenous DV victims in Bourke 	<ul style="list-style-type: none"> Just Reinvest NSW ABS Census 2016 ABS PSS 2016
2.4 Avoided government payments for DV victims	<ul style="list-style-type: none"> Centrelink crisis payments limited to two weeks a year 	<ul style="list-style-type: none"> Number of Indigenous DV victims in Bourke 	<ul style="list-style-type: none"> Just Reinvest NSW DSS
2.5 Avoided lost taxes for DV victims	<ul style="list-style-type: none"> Average time taken off work due to DV (days) in Australia Median annual Indigenous salary in NSW ATO tax brackets 	<ul style="list-style-type: none"> Number of Indigenous DV victims in Bourke 	<ul style="list-style-type: none"> Just Reinvest NSW ABS Census 2016 ABS PSS 2016 ATO

Family Strength

Estimation Framework – Youth Development

Non-Justice System			
System point	Cost components (based on average NSW per unit cost)	Demand flow	Data sources
2.1 Increased retention rate for Year 12 students	<ul style="list-style-type: none"> • Enabler for future employment, taxes paid and avoided government payments 	<ul style="list-style-type: none"> • Population of Bourke High School (average Year 12 cohort size) • Proportion of Aboriginal students in Bourke High School 	<ul style="list-style-type: none"> • Just Reinvest NSW • Bourke High School
2.2 Increased completion rate of VET courses	<ul style="list-style-type: none"> • Enabler for future employment, taxes paid and avoided government payments 	<ul style="list-style-type: none"> • Population of Bourke High School Aboriginal students in VET courses 	<ul style="list-style-type: none"> • Bourke High School • ROGS
2.3 Avoided lost wages	<ul style="list-style-type: none"> • Increased retention rate for Year 12 students • Median annual Indigenous salary • Uplift of median average annual Indigenous salary due to effects of education 	<ul style="list-style-type: none"> • Population of Bourke High School Aboriginal students that were retained in Year 12 	<ul style="list-style-type: none"> • Just Reinvest NSW • Bourke High School • ABS Census 2016 • Productivity Commission
2.4 Avoided government payments	<ul style="list-style-type: none"> • Increased retention rate for Year 12 students • Centrelink fortnightly payments in a year (single adult) 	<ul style="list-style-type: none"> • Population of Bourke High School Aboriginal students that were retained in Year 12 	<ul style="list-style-type: none"> • Just Reinvest NSW • Bourke High School • DSS
2.5 Avoided lost taxes	<ul style="list-style-type: none"> • Increased retention rate for Year 12 students • Median annual Indigenous salary • Uplift of median average annual Indigenous salary due to effects of education • ATO tax brackets 	<ul style="list-style-type: none"> • Population of Bourke High School Aboriginal students that were retained in Year 12 	<ul style="list-style-type: none"> • Just Reinvest NSW • Bourke High School • ABS Census 2016 • Productivity Commission • ATO

Youth Development

Assumptions

Item	Amount	Source Year	Source	Reference
Non-Justice				
Proportion of DV victims seeking specialist homelessness services	40.0%	2016-17	AIHW, 2018. Specialist homelessness services annual report 2016-17.	FS 2.2
Homelessness unit cost (low)	\$16,239	2013 (scaled to 2017)	AHURI, 2013. The cost of homelessness and the net benefit of homelessness programs: A national study.	FS 2.2
Proportion of DV victims requiring hospital treatment	39.6%	2016	ABS Personal Safety Survey	FS 2.1
Average hospital unit cost (major regional hospital)	\$5,996	2011-12 (scaled to 2017)	AIHW, 2015. Hospital performance: Costs of acute admitted patients in public hospitals in 2011-12.	FS 2.1
Average time taken off work from DV (days)	5.6	2016	ABS Personal Safety Survey	FS 2.3 FS 2.5
Bourke High School population	160	2018	https://bourke-h.schools.nsw.gov.au/about-our-school.html	YD 2.1 YD 2.2
Bourke High School Aboriginal proportion	60.0%	2018	https://bourke-h.schools.nsw.gov.au/about-our-school.html	YD 2.1 YD 2.2
Bourke High School average population per cohort level	27	2018	KPMG calculation from Bourke High School population	YD 2.1 YD 2.2
Estimated proportion of Bourke High School Aboriginal to NSW students	0.0312%	2018	KPMG calculation from ROGS (Education 2018)	YD 2.1
Estimated number of Bourke High School VET Aboriginal students	6	2018	KPMG calculation from ROGS (Education 2018)	YD 2.2

Assumptions

Item	Amount	Source Year	Source	Reference
Non-Justice				
Number of work hours a week	37.5	2018	KPMG internal analysis	FS 2.3 FS 2.5
Median annual salary (Indigenous)	\$23,400	2018	KPMG calculation on ABS Census TableBuilder (PoUR, INGP by INCP)	FS 2.3 FS 2.5 YD 2.3 YD 2.5
Associated tax rate (flat payment)	-	2018	https://www.ato.gov.au/Rates/Individual-income-tax-rates/	FS 2.5 YD 2.5
Associated tax rate (incremental)	0.19	2018	https://www.ato.gov.au/Rates/Individual-income-tax-rates/	FS 2.5 YD 2.5
Uplift in incremental annual salary (Indigenous)	\$32,187	2018	Productivity Commission, 2010. The Effects of Education and Health on Wages and Productivity. (Average between gender uplift for Bachelor's Degree)	YD 2.3 YD 2.5
Adult Pension (single) rate - Fortnightly	\$916.30	2018	https://www.dss.gov.au/sites/default/files/documents/08_2018/online_rates_-_20_september_-_pdf_version.pdf	YD 2.4
Adult Pension (partnered) rate - Fortnightly (twice a year)	\$1,381.40	2018	https://www.dss.gov.au/sites/default/files/documents/08_2018/online_rates_-_20_september_-_pdf_version.pdf http://www.womenscouncil.com.au/centrelink-crisis-payment.html	FS 2.4



Appendix C

- Project Costs



Project Costs

Maranguka Justice Reinvestment Project Costs

Just Reinvest NSW has provided the following Maranguka Justice Reinvestment Project costs to KPMG:

- The project set up phase, from 2012 to 2015, cost \$554,800.
- From 2016 to 2017, the project cost \$561,000. This cost included:
 - The core team salaries of \$393,000; plus
 - project resources, including external facilitation and consultancies, of \$168,000.

For more detailed costs for the delivery of the Maranguka Justice Reinvestment Project see Maranguka Justice Reinvestment Project - Bourke Case Study and KPMG Unlocking the Future – Maranguka Justice Reinvestment Project in Bourke Preliminary Assessment.

Please note the above costs do not include in-kind contributions.



Appendix D

- Data Register



Data Register

Data Name	Timeframe	Data Source	Geography
Maranguka Justice Reinvest Project Data Dictionary – Stories of Change			
Darling River LAC Data	Unclear	Unclear	Darling River Local Area Command; Bourke, Enngonia, Wanaaring, Brewarrina, Cobar, Nyngan, Nymagee, Warren
Bourke LGA DV Offending	2012 – 2017	NSW BOSCAR	Bourke LGA
AECD 2012 Community Results	2012	AECD	Australia, NSW, & Bourke
NAPLAN	2016	NAPLAN	Bourke
RFW 3YO Health Checks	2017	Royal Far West Hospital	Unclear
Maranguka Initiatives	2017	Unclear	Bourke
DHS - Male recipients of Newstart and Youth Allowance	2017	DSS	Postcode 2840
Bourke High School	2016 – 2017	Unclear	Unclear
Health	2017	Unclear	Unclear
MPREC	Unclear	Aus Gov JobSearch	Bourke, Alice Edwards Village, North Bourke
BDCS	2017	Unclear	Unclear
CI	Unclear	Unclear	Bourke
FACS	2016 – 2017	KiDS - CIW Annual Data	Bourke

Data Register

Data Name	Timeframe	Data Source	Geography
BI Comprehensive Share Measurement Framework and Snapshot Data			
Sheet 1	2013 – 2018 Q2	Unclear	Bourke
BOCSAR	2014 - 2017	BOCSAR	Bourke
Yearly Data	2014 - 2018	Unclear	Bourke
Education Longitudinal	2015 – 2017	Bourke High School	Bourke
‘Our Place Program’ – BHS partnered with Maranguka for children who find regular school difficult and demonstrate negative and violent behaviour/	2017 – 2018	Bourke High School	Bourke
‘Our Place Program’	2017 – 2018	Unclear	Bourke
Healthy Kids Bus Stop Data	Unclear	Unclear	Darling River Local Area Command; Bourke, Enngonia, Wanaaring, Brewarrina, Cobar, Nyngan, Nymagee, Warren
ROSH OPP	2012 – 2017	NSW BOSCAR	Bourke LGA
Unemployment Rate	2012	AECD	Australia, NSW, & Bourke
Unemployment Case Study	2016	NAPLAN	Bourke
ROM Case Study DV	2017	Royal Far West Hospital	Unclear

Data Register

Data Name	Timeframe	Data Source	Geography
BDCS			
2017 October Monthly Statistical Report	July 2017 – October 2017	BDCS	Bourke
2017 December Monthly Statistical Report	July 2017 – January 2018	BDCS	Bourke
Bourke High School			
BHS T4 2017 Data	Term 3 and Term 4 2017	Bourke High School	Bourke
BOCSAR			
24 Month Reoffending	2014 - 2016	BOCSAR	Bourke LGA
Number of persons found guilty CBA	July 2017 - June 2018	BOCSAR	Bourke LGA
Reoffending data within 1 month, 2, 3, etc up to 12 months	2014 - 2016	BOCSAR	Bourke LGA
Sr18-16096 Bourke Data Request	2015 - 2017	BOCSAR	Bourke LGA
RFH			
Bourke Summary Report - 2017	August 2017	Healthy Kids Bus Stop	Bourke

Data Register

Data Name	Timeframe	Data Source	Geography
DHS			
A170520 – NSA Yao Males in postcode 2840 #171229	As at December 2017	DSS	Postcode 2840 includes Bourke LGA and some surrounding areas
A170520 – NSA Yao Males in postcode 2840_170929	As at September 2017	DSS	Postcode 2840 includes Bourke LGA and some surrounding areas
MI8078 – Maranguka Justice Reinvestment Project v0.2	November 2017	DHS	Bourke
MI9429 – 09_04_2018 – Maranguka Community Hub – Bourke	February 2018	DHS	Bourke
FaCS			
FACS 2016:2017	2016 – 2017	FaCS	Bourke
OPP	2016 - 2017	FaCS	Bourke
OPP2	2015 - 2016	FaCS	Bourke
BAHS Health Data Template	Unclear	FaCS	Bourke

Data Register

Data Name	Timeframe	Data Source	Geography
DRLAC			
Bourke Q1 2018	January – March 2018	NSW Police Force	Bourke
Bourke Q3 2018	April - June 2018	NSW Police Force	Bourke
Maranguka Baseline Data	2017	NSW Police Force	Bourke
Maranguka Baseline Data – QTR 1 2017	July - September 2017	NSW Police Force	Bourke
Maranguka Baseline Data – QTR 2 2017	October – December 2017	NSW Police Force	Bourke
OPP INVOLEMENT 29062018-1	2017 – 2018	Unclear	Unclear



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