



July 2020 - June 2021

INC 9897458

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Potts Point, NSW, 2011

www.justreinvest.org.au

EXECUTIVE COMMITTEE

Co-Chair: Sarah Hopkins

Co-Chair: Jack Beetson

Treasurer: Gino Vumbaca

Secretary: Mark Riboldi

Ordinary Members: Bunja Smith, Ashlee Wone, Karlie Stewart, Paul Wright, Daniel Daylight, Kristy Masella, Trent Wallace

STRATEGIC DIRECTIONS COMMITTEE

In 2020/2021, members of the Strategic Directions Committee included representatives from Aboriginal Legal Service NSW/ACT, Weave, ANTaR, Gilbert + Tobin, Ashurst, King & Wood Mallesons, Dusseldorp Forum, Paul Ramsay Foundation, Justice Reform Initiative, Reconciliation NSW, Youth Justice Coalition, Community Legal Centres NSW, Shopfront, Red Cross, Oxfam, Youth Action, NADA, Whitelion, Show Me The Way, Absec, AES, Amnesty, PIAC, Save The Children, Johnson Winter and Slattery, Benevolent Society, Curtin University, NSW Department of Communities and Justice, the Aboriginal Education Council and Australian Indigenous Alpine Sports Foundation. Individual members included: Champions Nick Cowdery (UNSW), Robert Tickner, Bob Debus and John Mckenzie, and other members Ned Cooper, Peter Stapleton

STAFF

JUST REINVEST NSW

Manager, Community Engagement & Partnerships: Jenny Lovric (full-time)

Manager, Operations: Alanna Reneman (4 days/week)

Youth Lead: Nicole Mekler (4 days/week)

Policy & Advocacy Lead: Joanna Lunzer (3 days/week)

Project Officer: Lucy Tierney (full-time, commenced July 2021)

Community Data: Fiona Allison (contractor)

Strategic Communications: Mark Riboldi (contractor)

MARANGUKA

Founder and Executive Director: Alistair Ferguson (full-time)

Backbone Coordinator: Vivianne Prince (full-time)

Executive Assistant, Office & Events Manager: Samara Milgate (full-time)

Communications and Data Officer: Tyra Kelly (full-time)

MOREE JUSTICE REINVESTMENT

Community Engagement Officer: Judy Duncan (4 days/week)

Project and Administration Officer: Mekayla Cochrane (4 days/week commenced October 2020)

MT DRUITT JUSTICE REINVESTMENT

Community Engagement Officer: Julie Williams (4 days/week commenced September 2020)

Youth Engagement Officer: Isaiah Sines (contractor)

VOLUNTEERS AND INTERNS

Just Reinvest NSW and Maranguka are grateful for the commitment and excellent work of our dedicated volunteers and interns in 2020-2021: Georgia Barendse, Cassandra Coleman, Lucy Tierney, Alison Pooley, Holly Fabila, Sophie Graham, Bruia Hammer, James Maccarrone.

CHAIRPERSON SUMMARY

Despite the ongoing challenges of COVID-19, our teams in Bourke, Moree and Mt Druitt have been working harder than ever to deliver the best outcomes for children, young people and their families, again demonstrating the strength and resilience of their communities.

This has been a year of critical change and growth for Just Reinvest NSW and we are especially thankful to the young people who are leading so much of our work as they build stronger futures for themselves and their communities. Special acknowledgement to our Youth Ambassadors Terleaha Williams and Isaiah Sines who won emerging youth worker of the year.

Guided by the Bourke Tribal Council, Maranguka achieved many critical milestones on its journey to Indigenous self governance including incorporation and the establishment of an interim board. We anticipate Maranguka's transition out of its auspicing relationship with the Aboriginal Legal Service NSW/ACT (ALS) by next financial year and we look forward to our ongoing partnership.

This year our backbone teams across Bourke, Moree and Mt Druitt worked diligently in collaboration with local organisations to ensure flexible, coordinated and responsive service delivery in the face of COVID-19. The pandemic brought with it school lockdowns and a sudden need for homeschooling. For families doing it tough, this only accentuated the digital divide and the risk of young people disengaging from education. In a collaboration between DELL, King & Wood Mallesons (KWM) and local community organisations we distributed 100 laptops to the community.

Our teams in Moree and Mt Druitt have grown considerably over the last twelve months. In Moree we saw the establishment of two working groups on Education and Supporting Families, alongside work towards the emerging priority area of mental health. A real focus of our work in Moree has been on youth engagement and on providing activities to young people through the re-establishment of the Saturday Night Youth Program and facilitation of school holiday programs. In Mt Druitt we have seen young people leading the way through the Mounty Yarns Project. This project involves JRNSW Youth Ambassadors Isaiah and Terleaha gathering young people's stories and using them to design a resource that provides guidance for how government and services can best partner with Aboriginal young people to meet their needs. A critical focus of our work in Mt Druitt has also been on building stronger partnerships between police and community.

Our work on the ground in communities continues to determine our policy priorities and we are most grateful for the participation of community members and particularly young people in our forums and workshops. Ultimately justice reinvestment is about shifting resources and decision-making from government to community. With this in mind a focus for us this year has been on advocating for government to fund community-led justice reinvestment initiatives in the form of initial upfront investment, as well as working with key stakeholders on the development of a reinvestment mechanism to ensure success can be sustained over the long term.

While the modest justice targets in Close the Gap are disappointing, the process outcomes around community control are welcome and provide the NSW Government with the opportunity to develop and implement a comprehensive plan as a matter of urgency. We will advocate for community-led justice reinvestment to be a central part of that plan, as well as critical systems changes such as Walama Court.

We are grateful to our partners from the philanthropic, corporate and legal sectors for their ongoing support, and extend a special thanks to the ALS for its commitment to the partnership, to VivCourt Trading for our premises and to Dusseldorp Forum for a relationship that extends well beyond funding. We also want to welcome on board our new funders the Paul Ramsay Foundation and the Charitable Foundation - as without

their generous support our work would not be possible. And of course, a massive thank you to the small and amazing team at Just Reinvest NSW for their dedication and hard work.

We are very lucky at Just Reinvest NSW to have a broad and impressive range of individuals and organisations offering their time and expertise to support our work through the Strategic Directions Committee. We are also deeply grateful to our Executive members for their active and incisive leadership, with particular thanks to our Treasurer, Gino Vumbacca, who continues to generously offer his time and expertise in support of the organisation.

Warm thanks,

Sarah Hopkins

Co-Chair, Just Reinvest NSW

TREASURER SUMMARY

On behalf of the Executive Committee and the Just Reinvest NSW membership I would again like to thank the Aboriginal Legal Service ACT/NSW (ALS) and their dedicated staff for continuing to assist Just Reinvest NSW (JRNSW) and Maranguka Justice Reinvestment in Bourke. The ALS provides a range of financial and human resource services for JRNSW to assist us in meeting all of our financial and other organisational obligations to staff, funders and the community.

In 2021 we are grateful to welcome the support of the Paul Ramsay Foundation and the Charitable Foundation.

JRNSW has always been primarily funded by philanthropic support, which is complemented by government funding for specific projects for Maranguka. Philanthropic support has also facilitated expansion into other areas outside of Bourke, including Moree and Mt Druitt. We are also grateful to Vivienne Court Trading for providing us cost-free premises alongside the various corporations who offer us in-kind and pro bono support. The regular donations and membership fees also provide important financial support for the work that can be done by the JRNSW team, which is why it is again important to thank those people and organisations that willingly contribute to the coordination and administrative costs of JRNSW.

Finally, it is important to individually recognise our major donors and funders:

- Paul Ramsay Foundation
- The Charitable Foundation
- Vincent Fairfax Family Foundation
- Dusseldorp Forum
- Matana Foundation
- Uniting Foundation
- Bill and Patricia Ritchie Foundation
- Cameron Foundation
- NSW Mental Health Commission
- The Commonwealth Bank
- Foundation for Rural and Regional Renewal
- King & Wood Mallesons
- Herbert Smith Freehills
- Insurance Australia Group
- EPOCH Capital
- Aboriginal Education Council
- Oxfam Australia
- Laura Olsson
- Anders Lindstrom (Vivienne Court Trading)
- Vivienne Court Trading – who are donating rent-free office space
- NSW and Federal Governments
- In-kind and pro bono support: Gilbert + Tobin, King & Wood Mallesons, Ashurst Lawyers, HSF, Johnson Winter & Slattery, Skull Candy, DELL and academics from Macquarie University, University of Technology Sydney, University of NSW and Sydney University including the Sydney Policy Lab.

Our financial reports for 2020-21 are presented on the following pages, including relevant pages of the Aboriginal Legal Service NSW/ACT Ltd Auditor's Report. The full report is available upon request.

Gino Vumbaca OAM

BSW MBA MAICD

Treasurer, Just Reinvest NSW

FINANCIAL STATEMENTS

Aboriginal Legal Service (NSW/ACT) Limited ACN 118 431 066



a company limited by guarantee
ACN 118 431 066

Audited Financial Accounts
for the year ended 30 June 2021

Audited by: **FARMILO & CO Chartered Accountants**
Suite 2, 122 Katoomba Street, Katoomba, NSW 2780 www.farmilo.com.au

Aboriginal Legal Service (NSW/ACT) Limited ACN 118 431 066

Independent Auditors Report
For the year ended 30 June 2021

Opinion

We have audited the financial report of Aboriginal Legal Service (NSW/ACT) Limited ("ALS"), which comprises the Statement of Financial Performance, Statement of Change in Equity, Statement of Financial Position, and the Statement of Cash Flows for the year ended 30 June 2021, a summary of significant accounting policies, and the Directors Declaration which contains certification on the annual statements giving a true and fair view of the financial position and performance of the association.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the ALS as at 30 June 2021 and its financial performance and cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the ALS in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2021 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors for the Financial Report

The Board of Directors is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of Corporations Act 2001 and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the ALS's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the ALS or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the ALS's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the committee so far as they impact on the financial report.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Greg Farmilo

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Mr Greg Farmilo CA
Registered Company Auditor

Principal
FARMILO & CO Chartered Accountants
Suite 2, 122 Katoomba Street, Katoomba NSW 2780
Tel.: (02) 4782 1133
www.farmilo.com.au

Dated: 4 - 11 - 2021



FARMILO & CO
Chartered Accountants

Aboriginal Legal Service (NSW/ACT) Limited ACN 118 431 066

Justice Reinvestment Income & Expenditure Statement

For the year ended 30th June 2021

Details of programs:

Details of program: provision of core support for the implementation phase of the Maranguka Justice Reinvestment project in Bourke. We thank sponsorship from Vincent Fairfax Family Foundation; Dusseldorp Forum; St Vincent de Paul; Cages Foundation; Cameron Foundation; Foundation for Rural & Regional Renewal; FACS; DOJ; University of NSW; Commonwealth Bank; Matana Foundation; Uniting; Oxfam; B&P Ritchie Foundation; Dept of Social Services; Mental Health Commission; NSW Transport; IAG; Oztag; and the NSW DOH.

Note	2021 \$	2020 \$
INCOME		
Grant funding	570,286	830,820
Sundry income	61,657	1,500
Donations	<u>1,101,551</u>	<u>603,983</u>
	<u>1,733,494</u>	<u>1,436,303</u>
EXPENSES		
Professional costs		
PI Insurance & practice certificates	900	820
Library Resources	1,159	379
Other resources	231,638	229,448
Occupation costs		
Building repairs & maintenance	563	0
Office expenses		
Office supplies	10,578	6,021
Computer supplies	241,176	32,020
Postage & courier	538	55
Equipment costs	5,984	1,588
Travel & accommodation		
Motor vehicle expenses	7,122	1,969
Travel & accommodation	42,580	69,929
Telecommunications		
Telephone & internet	3,076	877
General expenses		
Administration	120,806	122,960
Consultant fees	73,482	2,300
Staff amenities	2,199	1,216
Conference expenses	0	2,108
General insurance	180	0
Sundry expenses	10,097	18,746
Advertising & promotion	0	1,302
Employment expenses		
Salaries & wages	852,172	745,602
Employee entitlement provision	1,429	64,149
Staff training	1,923	584
Superannuation	83,656	72,196
Workers compensation	0	4,000
Recruitment advertising	833	27,629
Employee expenses	1,195	80
Capital expenses		
Minor equipment purchases	40,208	30,325
	<u>1,733,494</u>	<u>1,436,303</u>
NET SURPLUS / (-DEFICIT)	<u>\$0</u>	<u>\$0</u>

2020 – 2021 ACTIVITIES

Below are some of the activities undertaken between July 2020 to June 2021.

SUPPORT, ADVOCATE FOR AND PROMOTE SELF-DETERMINATION THROUGH ABORIGINAL COMMUNITY-LED JUSTICE REINVESTMENT

SUPPORT THE CONTINUING OPERATION OF MARANGUKA, WHERE REQUIRED.

MARANGUKA UPDATES:

- The Maranguka Principles were developed and endorsed by the Cross Sector Leadership.
- The Bourke Tribal Council and the Cross Sector Executive held a meeting to honour the commitment in co-designing the Maranguka Principles and to sign the Stronger Places Stronger People Collaboration Agreement.
- A Mental Health Summit was held in Bourke. The Summit brought together key stakeholders from the community, local service sector and government to develop strategies for addressing mental health and mental health service delivery in Bourke.
- The Domestic and Family Violence Collaboration Agreement was signed by key services and stakeholders in a commitment to work together better to sustain and build on the great outcomes achieved to date.
- Cultural Competency trainings continue to be held, with the completion of 8 successful trainings between July 2020 and June 2021.
- Welcome Baby to Bourke community event was held, welcoming babies to country and honouring the late Aunty Ruby Eulo.
- Maranguka received joint patronage from the Governor of NSW, Her Excellency the Honourable Margaret Beazley and Mr Dennis Wilson. Both Her Excellency and Mr Wilson visited Maranguka to discuss the challenges facing the Bourke community.
- In partnership with Connected Beginnings, Maranguka facilitated Bourke's Biggest Playgroup.
- Maranguka organised school holiday programs and NAIDOC activities during the September school holidays.
- Maranguka organised Youth Week events and activities in celebration of young people. This year's theme was 'Together More Than Ever.'
- The Maranguka team participated in the NSW Police Flag Raising Ceremony. This ceremony signified the first time the Aboriginal flag was raised outside Bourke Police Station and was a milestone moment in strengthening the partnership between Bourke Police, Maranguka and the Bourke Aboriginal community.
- [The development of justice circuit breakers in Bourke continued.](#)

MARANGUKA SUPPORT FROM THE JRNSW TEAM:

JRNSW supported the Maranguka team through:

- Working in partnership with Ashurst to support case study collection.
- Active membership of the Cross Sector Leadership Group (CSLG) meetings.
- Co-chairing the CSLG Accountability Framework Sub-Group with two meetings being held between July 2020 and June 2021.
- Meetings with the Minister for Education and Early Childhood Learning NSW (the Hon. Sarah Mitchell) and the NSW Secretary of Education (Georgina Harrison) to discuss the implementation of the Maranguka Suspension Plan.

- Supporting the design and implementation of the Working Groups.
- Supporting the development of the data collection, monitoring and evaluation process.
- Meeting with KPMG to develop options on an outcomes-based fiscal mechanism for reinvestment.

SUPPORT INDEPENDENCE

- Maranguka was incorporated and an interim board was established. Work to receive Australian Charities and Not-for-profits Commission (ACNC) registration continues.
- Progress continued towards Maranguka's transition out of the auspicing relationship with JRNSW and the ALS and is scheduled for completion by the end of 2021.
- Maranguka has engaged a consultant, Julianna Demetrius to lead the transition process with the support of Sarah and the JRNSW team.

WORK WITH COMMUNITY MEMBERS IN MOREE TO ESTABLISH A JUSTICE REINVESTMENT INITIATIVE.

MOREE UPDATES

- Recognising the drivers into the criminal justice system, the Moree community have identified priority areas for change including; education engagement and supporting families doing it tough.
- Education and Supporting Families Working Groups have been established. Prior to COVID-19, the Working Groups conducted meetings twice a month to address and discuss strategies to tackle the areas identified by the community that require attention.
- With Legal Aid NSW, we are planning a Survey and a 'Frontline Services Forum: who's helping young people & their families?' The Survey and forum will act as a workshop and training session to share information and increase transparency and accountability amongst frontline services. The Forum will be used to map service gaps and identify where the service sector may reconsider ways to reallocate resources and hours of operation to best meet the Moree community's priorities.
- Data requests have been submitted to the government and the community is building their Strategy for Change and a Monitoring, Evaluation and Learning (MEL) framework.
- A first draft of a community strategy for change has been developed.
- Through community consultation and engagement, Moree has developed their own Indigenous Data Sovereignty Principles (IDS) to guide how data is collected, stored and used.
- In collaboration with local services, the Moree team helped coordinate a school holiday program over the 2020-21 summer. This included organising a trip to Narrabri for young people and their families to go to the movies and enjoy the Narrabri pools, whilst the Moree pool was closed.
- We have participated in consultations with various government agencies including the Department of Planning, Industry and Environment (DPIE), Regional NSW, the Department of Aboriginal Affairs (DAA) and the Department of Premier and Cabinet (DPC) on Inland Rail and Moree Special Activation Precinct (SAP) infrastructure projects in Moree. We are increasing our engagement with Moree SAP to increase social impact opportunities.
- Journalist Robert Milliken produced a long-form story about community-led change and progress happening in Moree and Mt Druitt in Inside Story called [Finding the Moree Way](#).

- In partnership with King & Wood Mallesons (KWM) and DELL computers, 100 free laptops were distributed across Moree for young people, families and community members needing access to IT during lockdown. These are still being circulated through the community.
- We brokered referrals for local capability building on issues including governance, deductible gift recipients (DGR), funding and other assistance from our pro bono and government supporters/partners.
- The Moree team is exploring a program of community co-designed training and workshops to explore community conflict and lateral violence.
- Facilitation Training was scheduled for July, however, due to COVID-19 restrictions this has been postponed until further notice.
- The team are compiling and sending out regular community newsletters, and have started a Moree JR Facebook group.
- With mental health being identified as an emerging priority area, the Moree team continues to explore better options for accessing mental health diversions away from the courts and criminal justice system.
- Meetings were held with Moree ALS, Legal Aid NSW and “Neuropsychology” to explore opportunities to get access to psychosocial reports for s32 Court diversions.
- We commenced a Youth Bail Project pilot with the Aboriginal Legal Service, Moree Police and the Police Force of NSW Youth Command. This project’s aim is to lower instances of short-term remand by working with Police and community organisations to ensure Aboriginal young people’s bail conditions are not onerous or inappropriate and are therefore less likely to be breached.
- [The development of justice circuit breakers in Moree continued.](#)

THE MOREE JR TEAM

- Mekayla Cochrane commenced in October 2020 as the Moree Project and Administration Officer.
- Mekayla received a Reconciliation Award for her recognised efforts working with community and young people in Moree.
- Community Engagement Officer, Judy Duncan, attended ChangeFestNT21 to share and learn about creating collaborative change within communities.
- The Moree site-based staff undertook training with Collaboration for Impact on developing community leadership and adaptive learning.
- The Moree team, together with the Mt Druitt team, took part in media training with the Public Interest Advocacy Centre (PIAC).

YOUNG PEOPLE IN MOREE

- Responding to the issue of young people on the streets at night who may be getting into trouble, Mekayla has been coordinating a Saturday night drop-in program at the Moree SHAE Academy. This is currently on hold due to COVID and will recommence in December.
- The Moree Youth Forum was scheduled to be held in November 2021, however, due to COVID-19 this has been postponed until March 2022.
- This Forum is being led and designed by the young people in Moree.
- The Youth Forum will be held over two days. It is an opportunity for young people to come together, grow connections, make plans for what they want to see for Moree and learn new skills on how to create change.
- The Youth Forum will lead into a community event, the Moree Block Party, that will be an opportunity to celebrate young people in Moree and do further youth engagement. The

famous rapper Kobie Dee, an Aboriginal man born and raised in Moree will be performing at the event alongside other artists and local talent. Kobie launched the Just Reinvest NSW Campaign in 2012 and has been a powerful Youth Ambassador since.

- Young people will be supported to learn and take up new opportunities, including developing leadership and advocacy skills.
- Youth Forum meetings attended by young people continue to be held, alongside other one-on-one engagements with young people. Young people have been coming up with ideas for what they want to see in the lead up to the Forum and on the day.
- Weave Youth and Community Services and others are supporting the block party
- The learnings from the Youth Forum will be used to inform the Education Roundtable/Summit being held in 2022.
- The Moree team is working with Moree Secondary College and Moree East Primary School to engage students on an ongoing basis to identify the changes they want to see in their community. This engagement is helping to inform the [Youth Forum](#) being held in 2022.
- Exploring options for other training for the Moree team and young people, including Asset Based Community Development and youth leadership.

BUILDING CROSS SECTOR LEADERSHIP SUPPORT

- The Moree JR team have been working with Regional NSW who are leading the Moree Special Activation Precinct (SAP) to explore the SAP's better outcomes for the Moree Aboriginal community and the potential to influence positive social outcomes in Moree, particularly in relation to service sector reform, education, housing and health.
- The Moree team is exploring how a cross sector leadership structure might look in Moree, in order to support community-led change. Investment in the Moree Special Activation Precinct (SAP) may present an opportunity to further develop a cross sector leadership structure as we continue to engage with the SAP leadership.

Work with community members in Mt Druitt to explore a justice reinvestment approach.

Mt Druitt update

- Julie Williams commenced in September 2020 as our Mt Druitt Community Engagement Officer.
- We held and attended meetings with Mt Druitt Police Command and the NSW Youth Command Police Force to discuss young people, policing and supporting a Bail Project in Mt Druitt.
- The Mt Druitt team have begun developing a Bail Project in Mt Druitt, similar to the one commencing in Moree which will hopefully commence early 2022. The aim of the project is to reduce bail breaches by ensuring young people's bail conditions are less onerous- and to list matters for variation before the Court where appropriate.
- JRNSW has been supporting the 'Western Sydney Watch Committee,' a grassroots collective committed to working across the service sector in Mt Druitt to hold services more accountable to the Aboriginal community. Their initial focus has been on policing and young people in the Mt Druitt area.

- Engaging in discussions with the Aboriginal Education Consultative Group (AECG) on education engagement in Mt Druitt.
- Attended Police & Aboriginal Community Consultative Committee meetings.
- Continuing to build relationships with locally based organisations and projects including: Children’s Court Assistance Scheme, Daramu, Kimberwalli, Link-Up NSW, Ngaramanala Aboriginal Knowledge Project, Real Futures, The Hive and Jesuit Social Services.
- Discussing Indigenous Data Sovereignty with Ngaramanala Aboriginal Knowledge Project, a collaborative project between Aboriginal Outcomes and FACS Insights, Analysis and Research (FACSIAR).
- Gathering local qualitative data through community surveys. Data in community hands has been discussed as a “circuit breaker” in and of itself.
- The Mt Druitt team, together with the Moree team, took part in media training with the Public Interest Advocacy Centre (PIAC).
- Mt Druitt Community Engagement Officer, Julie Williams and JRNSW Operations Manager Alanna Reneman, were selected for Progress First Nations Campaigning & Organising Fellowship in 2021.
- Exploring options for other training for the Mt Druitt team and young people, including Asset Based Community Development and youth leadership.
- Involved in advocacy on Suspect Target Management Plan (STMP) and policing practices involving young Aboriginal people in Mt Druitt.
- Exploring partnership projects with law academics on policing and fines including transport-related fines with the University of Wollongong and offensive language with the University of Technology Sydney.
- JRNSW and Mt Druitt team members have observed Youth Action Meetings run by police in Mt Druitt and Campbelltown, and attended a Police & Aboriginal Community Consultative Committee meeting.
- [The development of justice circuit breakers in Mt Druitt continued.](#)

YOUNG PEOPLE LEADING JR

- Through the Mounty Yarns Project, JRNSW Youth Ambassadors [Isaiah and Terleaha](#) have been gathering stories of young people in Mt Druitt. They have begun designing a written resource and video that will reflect the stories and experiences of young Aboriginal people in Mt Druitt. Young people will then be supported to advocate with this resource and provide suggestions for how government and services can best partner with Aboriginal young people to meet their needs.
- Isaiah, Terleaha and other young people also engaged in extensive advocacy around raising the age of criminal responsibility, community and youth-led solutions and over policing (see below).
- The Mounty Yarns Project is partnered with the Children’s Court Assistance Scheme, Daramu and community members in order to create new opportunities that young people want, such as the OzTag project and Music Program.
- The OzTag project received funding for two teams to enter this year’s season. Together there are more than 30 young people playing and a wait list. Terleaha's artwork for Mounty Yarns also features on the uniforms of the youth-led OzTag program in Mt Druitt.

SUPPORT OTHER COMMUNITIES IN NSW EXPLORING READINESS FOR JUSTICE REINVESTMENT INITIATIVES.

- We continue to be approached by other communities ready to explore justice reinvestment initiatives for their community. However, COVID-19 restrictions and funding means our capacity to support other communities is currently limited.
- We have been engaging in discussions with representatives from government and NGOs in Kempsey.
- Toomelah and Boggabilla continue to reach out to JRNSW to ask for support to explore JR for their communities.
- We have also had interest and engagement from Kempsey.
- We are presenting JRNSW to a “Transformative Justice” community meeting in Casino in August.

DEVELOP AND SHARE A STRONG JUSTICE REINVESTMENT NARRATIVE AT A STATE AND COMMUNITY LEVEL.

- In May, Mark Riboldi facilitated a workshop with the Strategic Directions Committee to develop a messaging triangle. Subsequent work was undertaken by staff to finalise these messages. These broad messages will underpin our communications and engagement across different contexts and with different audiences.
- We have developed a JR graphic stepping out the ‘reinvestment’ in justice reinvestment which illustrates shifts in resourcing and decision-making that, combined with state-wide policy reform, will create outcomes and savings to enable reinvestment. See the graphic below:



SUPPORT THE WORK OF JUSTICE REINVESTMENT NETWORK AUSTRALIA (JRNA) AND OTHER JUSTICE REINVESTMENT BODIES AND COMMUNITIES AROUND THE COUNTRY.

OLABUD DOOGETHU: WA JUSTICE REINVESTMENT

- JRNSW team members met with representatives of the Halls Creek community and Social Reinvestment WA, who are implementing a justice reinvestment initiative.

CHANGEFEST 21

- Judy Duncan and Julie Williams presented at ChangeFest 21 in Darwin - around rethinking Youth Justice and the work they are leading in their communities.

JRNA

- Justice Reinvestment Network Australia (JRNA) convened three meetings between 2019 and 2020 to discuss justice reinvestment. Just Reinvest NSW also facilitated communities to attend and participate in ChangeFest and the JRNA meeting.
- Discussed and shared learnings with the Red Cross team (Stan and Joseph) around justice reinvestment in Katherine.

WORK TO ENSURE WE ARE A CULTURALLY COMPETENT ORGANISATION.

- Amended our strategic plan to include ‘work to ensure we are a culturally competent organisation’ as a distinct activity of JRNSW.
- Developed Indigenous Data Sovereignty (IDS) Principles for JRNSW based on community consultation and research from leading Aboriginal academics and organisations. These principles will guide how data is collected, stored and used for the organisation in the absence of local IDS principles. In communities where local IDS principles have been developed, they will replace JRNSW’s IDS principles to ensure our work remains place-based and community-led. We are working to embed these principles into existing and future funding agreements.
- Developed a cultural link between our teams in Moree and Mt Druitt and our Sydney-based Operations Manager to ensure a culturally-safe yarning space for Aboriginal staff.
- Working to formalise a policy on cultural safe workplace protocols.
- Planned for the Sydney team to travel to Bourke to complete the Maranguka Cultural Competency training in November 2021. However, due to COVID-19 this has been postponed until 2022.

WORK WITH COMMUNITY MEMBERS AND STAKEHOLDERS TO DEVELOP JUSTICE CIRCUIT BREAKERS.

Amended our strategic plan to include ‘work with community members and stakeholders to develop justice circuit breakers’ as a distinct activity of JRNSW. Our work on furthering justice circuit breakers in partnership with community are detailed below:

MARANGUKA, BOURKE

- Maranguka and JRNSW have been working with the Bourke Local Court Magistrate, the President of the Children’s Court and Youth Koori Court Magistrate (Sue Duncombe) together with representatives from the ALS, Maranguka and Youth Justice to develop the Bourke Children’s Sentencing List. The aim is to provide a more therapeutic and culturally informed approach to children’s sentence matters that reduces recidivism.
- The Driver Licensing Project continues with Birrang.
- The Maranguka Daily Check-Ins continue. The Maranguka Check-in meetings involve daily meetings between Maranguka, Bourke Police, and various frontline services to identify people requiring immediate support. Attendees discuss issues from the previous 24 hours including domestic violence incidents, suspensions, children out on the street late, ROSH reports, youth crime, etc. Responses are immediate, and action updates are provided the following day. This process has created a culture of action, accountability and a connected and informed response to issues. It also breaks down silos through information sharing that in turn means community members receive the most appropriate response to issues that arise.

MOREE

- The Bail Project began. This project aims to lower bail breaches and short-term remand by ensuring young people granted bail, and those in community on bail have fit for purpose/lawful bail conditions. While the volume of matters is low, we are holding regular

meetings with Police who have commented that the project is making them reconsider their use of bail, and we are anecdotally seeing grants of bail in matters which may have previously been bail refused.

- The Moree team has been instrumental in reviving a Saturday Night Youth Program, following community concerns around increased youth crime over the weekend period. The program provides a safe place for young people in Moree to engage in prosocial activities and build respectful relationships with services and the community.

MT DRUITT

- Work continues on the Mt DrUITT Learner Driver Mentor Program (LDMP) collaboration between IAG, Red Cross, Births Deaths & Marriages, Revenue NSW and JRNSW. The Program will be launched later in the year.
- Continuing participation in Revenue NSW's Fairer Fines Systems and Hardship teams. This includes a Fines Community Action Plan for Mt DrUITT that includes lowering the incidence of police issuing fines in Mt DrUITT and advocating for free Opal Cards for young vulnerable people in Mt DrUITT.
- Seeking to commence the Bail Project in Mt DrUITT, following the trial in Moree. We are working with the NSW Police Force Youth Command and local commands.
- Looking to support the Western Sydney Watch Committee in providing cell and post-cell support for young Aboriginal people in custody.
- Developing ways to build and share local data dashboards that reflect and monitor community-led priorities of policing and education.

ADVOCATE FOR SYSTEMIC POLICY AND LEGISLATIVE REFORM, INCLUDING A SHIFT OF DECISION-MAKING POWER FROM GOVERNMENT TO COMMUNITY.

PRIORITISE POLICY DEVELOPMENT IN FIVE KEY AREAS: SCHOOL ATTENDANCE & SUSPENSIONS, EXPANDING POLICE COMMUNITY PARTNERSHIPS, SMARTER ORDERS, RETHINKING YOUTH JUSTICE, AND PRE- AND POST-RELEASE SUPPORT.

SCHOOL ATTENDANCE AND SUSPENSIONS

- School Exclusions Working Group:
 - Two meetings were held during this period.
 - Membership includes: AECG, ALS NSW/ACT, Youth Action NSW, Legal Aid NSW, Reconciliation NSW, Amnesty and representatives from Bourke, Moree and Mt DrUITT.
 - Work has progressed on a report to be released in 2022.
 - A data request has been submitted for education data at both the Moree community level and state level.
- Met with members of NSW Legislative Council (David Shoebridge and Anthony D'Adam) to express our opposition to a motion to establish an inquiry into the Department of Education's Draft Student Behaviour Strategy. Following this, JRNSW representatives

participated in a roundtable discussion. The motion did not have sufficient support and therefore did not progress.

- JRNSW and Maranguka met with the Minister for Education and Early Childhood Learning NSW (the Hon. Sarah Mitchell) and the NSW Secretary of Education (Georgina Harrison) to discuss support for the implementation of Maranguka's suspension plan.

Pre and post-release support

- Following a meeting with Deputy Commissioner, Corrections Strategy and Policy, Corrective Services NSW (Luke Grant) in late 2020, JRNSW prepared a proposal for Corrective Services to provide funding to facilitate the development of community-led 'return to community' strategies.
- Preliminary research has been completed for a systems change overview on this topic and is to be finalised with support from KWM.
- We are on a Steering Committee that Youth Action is bringing together to advocate for more pre-and post-release support. One meeting was held with the next being scheduled for August.

Rethinking youth justice

- IN JULY, A MEETING WAS HELD WITH THE EXECUTIVE DIRECTOR OF YOUTH JUSTICE (PAUL O'REILLY).
- Played an active role on the NSW Raise the Age Campaign committee and contributed to campaign planning and activities, strategy development, power mapping, and providing input for the design and content of a research paper by the UNSW Centre for Crime, Law and Justice on alternatives. Our Youth Ambassadors have done extensive advocacy around raising the age of criminal responsibility.
- Three consultations with Youth Justice around their Disability Action Plan. We are listed as a partner involving young people's voices.

Expanding police-community partnerships

- Preliminary research has been completed for a systems change overview on police-community partnerships and is to be finalised with support from KWM.
- In August, a meeting was held with NSW Police Assistant Commissioner (Paul Pisanos) and Youth and Crime Prevention Commander (Superintendent Mark Wall) and our Co-Chair (Sarah Hopkins) and Operations Manager (Alanna Reneman). NSW Police expressed a willingness to 'reset' the relationship between police and community members in Mt Druitt. Both parties flagged upcoming projects and opportunities to collaborate and have agreed to meet again.
- We met with representatives from Just Speak in NZ to discuss police and Maori relationships and collaboration.
- Our work on the Bail Project in Moree involves regular meetings with the Youth Command as well as the Local Police Command to shift and reset relationships and to grow partnership opportunities.
- We continue to work at a local level in Moree and Mt Druitt to support police-community partnerships including through partnerships with local advocates like the Western Sydney Watch Committee.

SUBMISSIONS

JRNSW developed submissions on the following topics:

- [Administrative review of the Bail Act 2013](#)
- [NSW Inquiry into Support for Rural and Regional Learner Drivers](#)
- [NSW Inquiry into Adult Literacy and its importance](#)
- [NSW Inquiry into Health Outcomes and access to hospital services in regional, rural and remote NSW](#) (with reference to the access to health services issues in Moree)
- [The Moree Special Activation Precinct Draft Master Plan](#)
- [Select Committee's Inquiry into the high level of First Nations people in custody and oversight and review of deaths in custody.](#)

DEVELOP AND GENERATE DISCUSSION AROUND POTENTIAL 'REINVESTMENT' MECHANISMS AND OTHER MODELS FOR FUNDING JUSTICE REINVESTMENT.

- TWO WORKSHOPS WERE HELD WITH STAFF AND EXECUTIVE COMMITTEE MEMBERS REFLECTING ON THE CHALLENGES ASSOCIATED WITH REINVESTMENT TO DATE, AND CONSIDERING HOW TO PROGRESS THIS WORK INCLUDING A REFRAMING OF THE NARRATIVE. AS A RESULT, A NEW NARRATIVE DOCUMENT WAS DRAFTED AND WORK COMMENCED ON A GRAPHIC. KWM SUPPORTED JRNSW ON THIS WORK.
- MEETING WAS HELD WITH KPMG TO DISCUSS A FIRST DRAFT PAPER OUTLINING POTENTIAL 'RESULTS BASED FINANCING STRATEGIES'.
- A REINVESTMENT FORUM IS PLANNED FOR APRIL 2022. THE FORUM IS BEING CO-DESIGNED WITH COMMUNITY-BASED TEAMS, AND IN COLLABORATION WITH RESEARCHERS FROM THE SYDNEY POLICY LAB, UNIVERSITY OF SYDNEY AND MACQUARIE UNIVERSITY.
- Communities will be engaged via interviews in the lead up to the forum and JRNSW is collaborating with representatives from government, NGO's and the philanthropic sector to inform the work of the reinvestment forum.
- 33 Creative has been engaged to produce a short video that shares the voices of community members and leaders on their vision for reinvestment.

WORK TO ENSURE THE VOICES AND STORIES OF COMMUNITIES IN PUBLIC AND POLITICAL DISCOURSE AND DECISION-MAKING. JR IN THE MEDIA

- [Do we have that much to fear from a 12-year-old Aboriginal kid that we need to cage them?](#) Laura Murphy-Oates featuring JR Youth Ambassadors Isaiah Sines and Terleaha Williams, The Guardian, January 2021.
- [From 'supermax for kids' to family man and Indigenous role model,](#) Laura Murphy-Oates featuring JR Youth Ambassador Isaiah Sines, The Guardian, January 2021.
- [Childhood in custody series: How Isaiah survived Australia's juvenile justice system,](#) produced by Laura Murphy-Oates featuring JR Youth Ambassador Isaiah Sines and Executive Committee member Daniel Daylight, The Guardian, January 2021.

- [Advocacy around Raising the age of Criminal Responsibility](#), Isabella Higgins featuring JR Youth Ambassador Trei Stewart and Executive Committee member Karlie Stewart, ABC News, August 2020.
- [Children in custody series: Indigenous Australia and a childhood in custody](#), Jeremy Worrall, The Guardian, January 2021.
- [Do you fear us? Why else does a 10-year-old Aboriginal kid need to be caged?](#) an opinion piece by Isaiah Sines and Terleaha Williams, The Sydney Morning Herald, July 2020.
- [Australia must commit to ambitious targets to reduce incarceration. Indigenous lives depend on it](#), an opinion piece by Tom Calma and Mick Gooda, The Guardian, July 2020.
- [Finding the Moree Way](#), Robert Milliken, Inside Story, June 2021. The story shares insights from JR community engagement team members Judy Duncan and Mekayla Cochrane (Moree) and Julie Williams (Mt Druitt) about the purpose that drives them to continue making change in their communities.

YOUTH ADVOCACY

JRNSW Youth Ambassadors, Terleaha and Isaiah, are engaging in advocacy at various levels. They have:

- Met with the Attorney General to discuss the need to raise the age (of criminal responsibility) and to discuss the impacts of the criminal justice system on young Aboriginal people.
- Spoke on a PIAC forum on raising the age that was attended by more than 150 people (this was in partnership with Exec Committee member Daniel Daylight).
- Published an opinion piece in the Sydney Morning Herald and were featured in a Guardian series (see above).
- Met with the Advocate for Children and Young people and the Australian Human Rights Commission's Children's Commissioner to discuss over policing and youth-led solutions in Mt Druitt.
- Isaiah was invited as a keynote speaker at the 4th Australasian Youth Justice Conference: Delivering Youth Justice for the Community, by the Community (AYJC 2021). This event is in collaboration with Oranga Tamariki - Ministry for Children NZ, the Australasian Youth Justice Administrators (AYJA) and the University of Auckland.
- Met with the Executive Director of Youth Justice with 10 other young people to discuss issues with Youth Justice and opportunities to work together.

JRNSW Youth Ambassadors have also:

- Been invited to participate in a series of three learning labs with The Catalytic Impact Institute on the conditions holding poor outcomes in place for 8 - 15 year old young people in NSW (with support from our Youth Lead Nicole Mekler). This has been postponed until 2022. Young people from Moree and Mt Druitt will attend.
- Trei Stewart has been involved in Raising the Age Advocacy with the ABC
- Daimon Saunders (Moree) and Dillon Saunders (Mt Druitt) became Youth Ambassadors and supported our Youth Engagement work in both communities.

PRODUCE DISCUSSION PAPERS, CONVENE EVENTS AND PROMOTE SPOKESPEOPLE TO INFLUENCE PUBLIC AND POLITICAL OPINION IN CORE POLICY AREAS.

Our Co-Chair (Sarah Hopkins):

- Gave evidence on behalf of JRNSW at a public hearing of the House of Representatives Standing Committee on Social Policy and Legal Affairs' inquiry into family, domestic and sexual violence.
- Was a panelist on the Australian Lawyers Alliance, Centre for Innovative Justice (RMIT) and the Justice Reform Initiative webinar which explored 'the need for new approaches to criminal justice' as part of their series 'Beyond Prison: Smarter Justice Options'.

Our Co-Chair (Sarah Hopkins) and Mt Druitt Community Engagement Officer (Julie Williams):

- Presented as part of the Global Law Enforcement and Public Health Association's Restorative Justice and Justice Reinvestment webinar.

Our Mt Druitt Community Engagement Officer (Julie Williams) and Manager, Community Engagement and Partnerships (Jenny Lovric):

- Presented to the Community Legal Centres NSW conference

Our Mt Druitt Community Engagement Officer (Julie Williams) and Moree Community Engagement Officer (Judy Duncan):

- Presented at ChangeFest21 in Darwin.

STRENGTHEN LINKS WITH ACADEMICS AND POLICY EXPERTS THROUGH RESEARCH PROJECTS.

- Research papers have been produced by the University of Sydney's Policy Reform project on numerous topics across our policy priority areas. These include:
 - *Evaluation of support services aimed at reducing Aboriginal youth contact with the criminal justice system*
 - *Evaluation of night patrol services aimed at reducing Aboriginal youth contact with the criminal justice system*
 - *Implementation of Indigenous Data Sovereignty Principles in Australia, Canada and New Zealand*
 - *Strategies to Improve Aboriginal Student Engagement.*
- Worked with academics from Macquarie University, University of Technology Sydney, and Sydney University including the Sydney Policy Lab to establish an academic network to support the work of Just Reinvest NSW and communities working to explore and establish community-led justice reinvestment initiatives. We also worked with the same group to design the Reinvestment Forum to be held in 2022.
- Engaged with academics and policy experts through other projects including the work of the School Exclusions Working Group.

- MET WITH LAW PROFESSORS JULIA QUILTER (OUW) AND RUSSELL HOGG (QUT) TO DISCUSS POLICING AND FINES.

ENSURE WE ARE A STRONG ORGANISATION THAT CONVENES DYNAMIC NETWORKS TO SUPPORT ABORIGINAL COMMUNITY-LED JUSTICE REINVESTMENT.

CREATE AND CONVENE NETWORKS IN KEY AREAS OF WORK: E.G. FOR COMMUNICATIONS ACTIVITIES, IN IDENTIFIED POLICY PRIORITIES, AND AROUND REINVESTMENT MODELS.

Just Reinvest NSW continues to develop and engage with a strong and dynamic network of organisations, academics and representatives across our key areas of work. This has been touched on throughout the report and includes:

- **Criminal justice sector support** - Just Reinvest NSW sits on Committees and interagencies with the Bar Association, the Law Society of NSW, the Law Council of Australia and the NSW Legal Assistance Forum, among others. Our work is embedded in the aspirations of the ALS, we work closely with public legal service providers and we have strong and growing partnerships with the private legal sector.
- **Strategy support** - We rely on in-kind and reduced-fee support from Collaboration for Impact, Clear Horizon Academy, the Aboriginal Legal Service and Literacy for Life Foundation as well the significant expertise from our Executive, Champions and membership Strategic Directions Committee.
- **Academic support** - we receive support from multiple major universities including Macquarie University, the University of Technology Sydney, University of NSW and University of Sydney. We have also collated a list of potential invitees to expand our Academic Network.
- **Government support** - The Commonwealth and NSW Governments have pledged funding for Maranguka in Bourke until 2024 under Stronger Places, Stronger People initiative. A Business Case developed by the Department of Communities and Justice (DCJ) at the request of the Attorney General, is still reasury for consideration and will be considered as part of the Closing the Gap implementation plan for the coming year (Jurisdictional Implementation Plan 2). The NSW and federal Australian Labor Party (ALP) have pledged their support to expand justice reinvestment across existing and new sites. Maranguka received joint patronage from the Governor of NSW, Her Excellency the Honourable Margaret Beazley and Mr Dennis Wilson.
- **Philanthropic support** - The emergence, development and establishment of community-led justice reinvestment would not have been possible without foundational support from philanthropy, in particular support from the Paul Ramsay Foundation, the Charitable Foundation, Vincent Fairfax Family Foundation (VFFF) and Dusseldorp Skills Forum (DSF). Other philanthropic supporters have included the Matana Foundation, St Vincent de Paul, the Bill & Patricia Ritchie Foundation, Uniting, the CAGES Foundation, the Cameron Foundation and Oxfam).
- **Corporate support** - Insurance company IAG is supporting our work in Mt Druitt. Law firm Herbert Smith Freehills (HSF) has provided small grants to support our police bail work with Moree and Mt Druitt Police. Vivienne Court Trading (VivCourt) has provided donations, and provides in-kind support by way of cost-free premises for Just Reinvest NSW. We have received research, administration, secretariat and impact analysis support from LendLease and KPMG.
- **In-kind support** - We continue to receive in-kind support through the Aboriginal Legal Service NSW/ACT, law firms, academics and organisations working in and for the for-purpose sector. We receive in-kind and pro-bono support in the form of direct legal advice,

governance and funding assistance, secondments, interns and research from Gilbert + Tobin, King & Wood Mallesons, Ashurst Lawyers, Herbert Smith Freehills and Johnson Winter & Slattery.

DEVELOP PARTNERSHIPS WITH A VARIETY OF ORGANISATIONS TO SUPPORT JUSTICE REINVESTMENT WORK IN COMMUNITIES.

- Just Reinvest NSW and Maranguka received joint patronage from the Governor of NSW, Her Excellency the Honourable Margaret Beazley and Mr Dennis Wilson.
- Meetings were held with the Head of Department of Aboriginal Affairs (DAA) (Dalton Phillips) and other DAA representatives to discuss DAA's Local Decision-Making (LDM) initiative in Moree and Mt Druitt.
- Produced a briefing to the Attorney General in June 2020, updating him on Maranguka's response to COVID-19, the exploratory work in Moree and Mt Druitt and highlighting justice reinvestment as an opportunity for community-led recovery.
- Meetings were held with representatives from the Premiers Implementation Unit and the Department of Communities and Justice in July. Following this, Sarah delivered a presentation to other staff within the Premier's Implementation Unit (PIU).
- Gilbert + Tobin coordinated joint letters from ten major law firms to the Premier, Treasurer and Attorney General in support of Just Reinvest NSW and funding for justice reinvestment in the NSW Budget.
- NSW Coalition of Aboriginal Peaks (NSW CAPO) released a statement of support for justice reinvestment.
- Meetings were held with NSW Department of Communities and Justice (DCJ) Directors to discuss community-led site-based JR work in Mt Druitt and Moree.
- Convened meeting with Kinchela Boys Home and Link-Up to re-ignite shared values supporting survivors.
- We continue to develop partnerships with law firms, philanthropists and corporates to support community initiatives, justice circuit breakers and projects for young people.
- An academic network has been established and will expand in 2021.

DEVELOP A JUSTICE REINVESTMENT NARRATIVE / STORY THAT OUR CHAMPIONS AND SUPPORTS CAN USE TO ADVOCATE FOR OUR SHARED GOALS.

- The justice reinvestment story has been updated on the website, including the addition of new shareable resources and pictures.
- Work has begun on sharing the unique story of justice reinvestment in Moree and Mt Druitt through our website. This work will continue over the next reporting period.
- We have developed a 'reinvestment' infographic to facilitate our champions and supporters to share the justice reinvestment narrative and advocate for the development and implementation of a reinvestment fiscal mechanism.

TRAIN YOUTH AMBASSADORS, CHAMPIONS AND SPOKESPEOPLE IN PUBLIC SPEAKING AND USING THE JRNSW STORY.

- Public speaking training was organised with Chris Witnall from TalkForce for Mt Druitt Youth Ambassadors and community members, however we have had to delay due to COVID 19.
- Advocacy training with Youth Action will also be postponed due to COVID-19.
- Youth Ambassadors and community staff completed media training with PIAC.
- Youth Ambassadors have done training on:
 - Project planning (hosted by the Story Factory)
 - Interviewing and gathering stories/solutions from young people using the Harwood Method (hosted by the HIVE in Mt Druitt).
- Head office and site-based staff] attended 2 days Asset Based Community Development training.