



# Case Study

Safesociety: Youth Justice Program



**E3** Advisory

**Date:** 1 April 2021

[CONFIDENTIAL]



## Note to Applicant

Your client (**Safesociety**) has provided you with 24 hours' working time to review your brief, form an opinion and prepare your response.

Safesociety has requested that you provide your response in a brief 10-15 minute presentation that includes two to three PowerPoint slides. In addition to your presentation, you are to provide a copy of your working with respect to Task 1.

After your presentation, the Safesociety representatives will ask you questions in an interactive-style discussion for approximately 10-15 minutes.

Safesociety is looking for you to demonstrate your:

- Critical thinking and problem-solving skills
- Verbal communication and presentation skills
- Depth of thinking and ability to provide innovative solutions
- Enthusiasm and energy.



# Client Objective

Safesociety is a government entity that, among other things, manages the 'youth justice system' across the nation. Safesociety's charter statement is:

*'A commitment to delivering services in a way that has a positive impact on our most vulnerable children, young people, women and families'* - Michael De Santa, CEO

# Background

Broadly, Safesociety's youth justice system comprises the primary 'areas' described in Figure 1.

Safesociety has recently made changes to the youth justice system:

- Up to the end of December 2019, youth 16 or younger were processed through the youth justice system.
- In an effort to keep youth out of adult prisons, from January 2020, the age limit of those within the youth justice system was increased from 16 to 17.

**Figure 1 - Safesociety's Youth Justice System Primary Areas**



# Your Brief

Increasing the age of youth intake from 16 to 17 has seen capacity of existing infrastructure put under pressure, resulting in an urgency to address projected future demand.

To cater for the increasing demand, Safesociety is proposing to increase its youth justice detention capacity, through expanding the existing detention centres at Vinewood and Rockford Hills.

**Safesociety has requested that you review the information provided and respond to their questions below.**



## Task 1 - Analytics:

### RECOMMENDED WORKING TIME – 1-1.5 HOURS:

Using the key information, respond to the following questions:

- If no action is taken, when will Safesociety's detention facilities run out of beds?
- What options could Safesociety pursue to meet future demand in a cost-effective manner?
- What is your recommended option and how could it be implemented?

*Provide a copy of your analytical working to show how you approached the problem accounting for key variables. We recommend that you use Microsoft Excel.*

*Also prepare your answers in 1-2 PowerPoint slides for presentation to Safesociety. You may wish to include a graphic or chart to help articulate your answers.*

## Task 2 - Infrastructure Impacts:

### RECOMMENDED WORKING TIME - 30 MINUTES:

- What may be the broader infrastructure and societal outcomes if Safesociety was to invest heavily in areas 1 and 2?

*Prepare your opinion of the outcomes in a single PowerPoint slide for presentation to Safesociety.*

### Key information:

- Safesociety's business planning only runs through to 2030, and no further planning is required thereafter.
- Safesociety presently operates two high security detention facilities, one in Vinewood with 80 beds, and the other in Rockford Hills with 95 beds.
- It is estimated that expansion of the existing high security facilities will cost \$5m per bed to construct, and \$1m per bed annually to operate and maintain.
- It is estimated that a new lower security facility would cost \$1m per bed to construct, and \$200k per bed annually to operate and maintain.
- It is estimated that only 30% of offenders will require accommodation in a high security facility.
- Each year, an average of 2.3% of youth under the age of 18 will commit at least one offence that requires detention.
- The average time offending youth are held in detention each year is 5 bed nights.
- 1 bed provides 365 bed nights per year.
- Population growth predictions, over the timescale under consideration, are included in Table 1.

**Table 1 - Forecast Total Population of Youth**

Year	Population of Youth (Total) <18 Years Old
2020	490000
2021	504700
2022	519841
2023	535436
2024	551499
2025	568044
2026	585086
2027	602638
2028	620717
2029	639339
2030	658519



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