



Australasian Juvenile Justice Administrators Meeting

13 and 14 November 2014

Sydney, New South Wales

Western Australia Report



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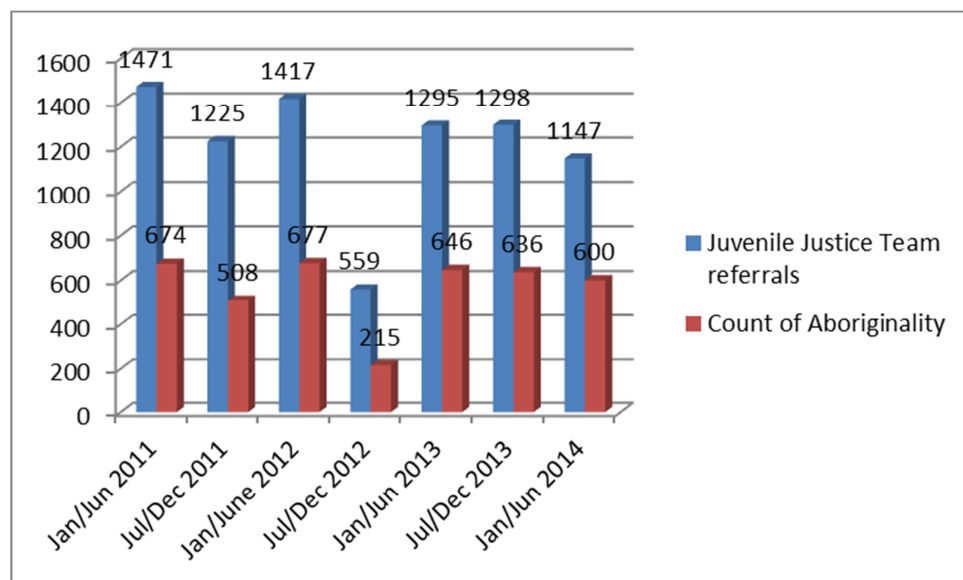
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1. Western Australia Youth Justice Statistics

1.1. Prevention and Diversion

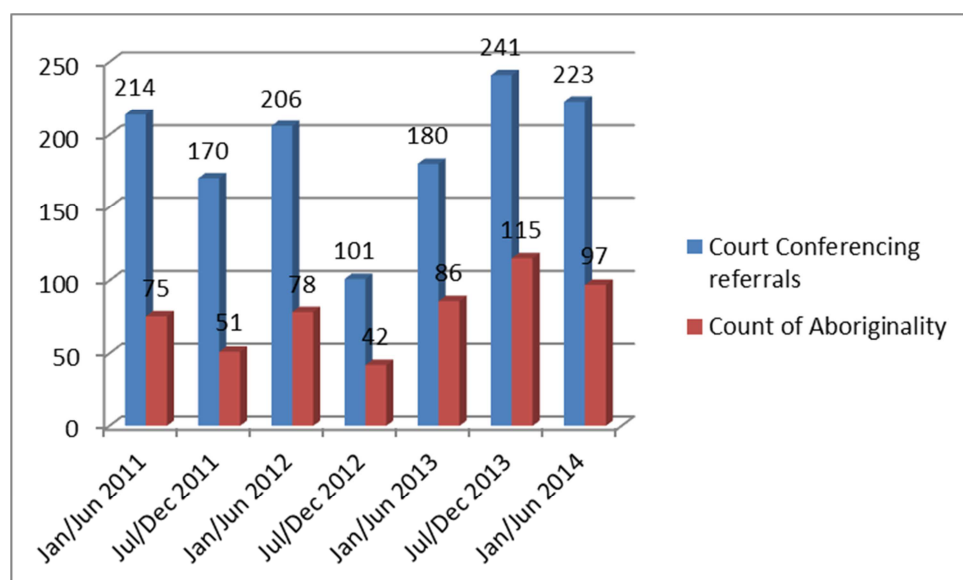
Juvenile Justice Teams (JJs)

The following is a comparative analysis of distinct young persons with open JJT referrals during the period January 2011 to June 2014:



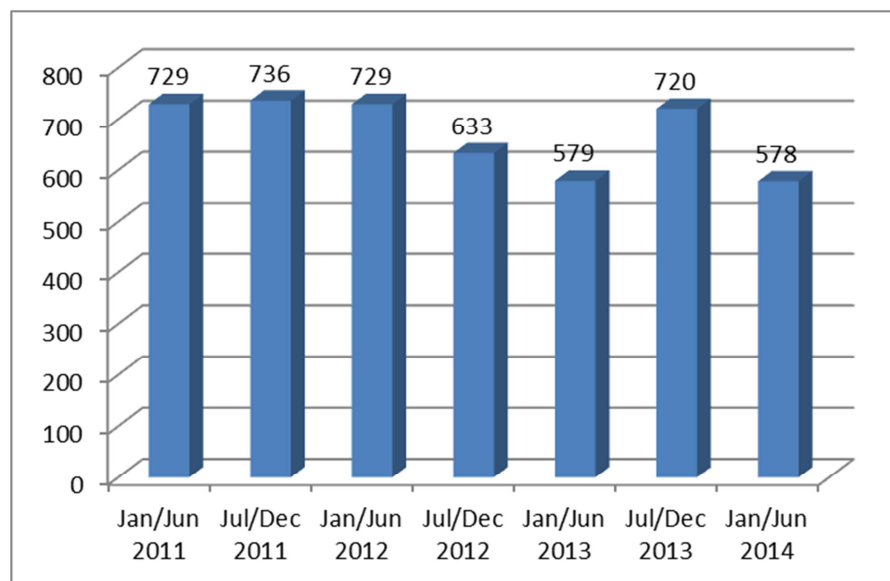
Court Conferencing

The following is a comparative analysis of distinct young persons with open Court Conferencing referrals during the period January 2011 to June 2014:



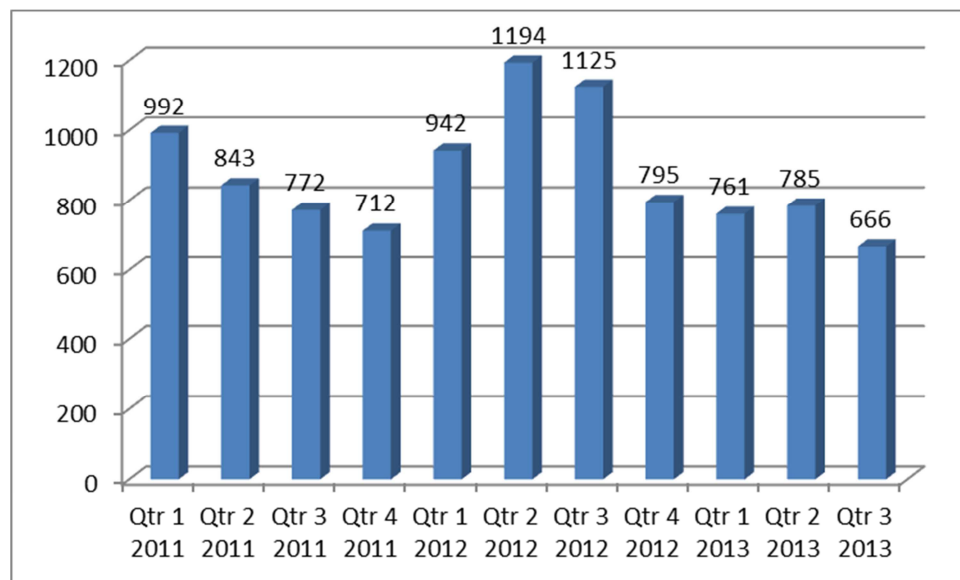
Cautions

The following is a comparative analysis of distinct young persons cautioned daily (metropolitan and regional) during the period January 2011 to June 2014:



Youth Bail Services

Unfortunately due to the migration of two youth case management systems, current data on youth bail services is unable to be extracted. The following is a comparative analysis of young persons securing bail on the conclusion of their first hearing (metropolitan and regional) for the period January 2011 to September 2013:



1.2. Statutory Services

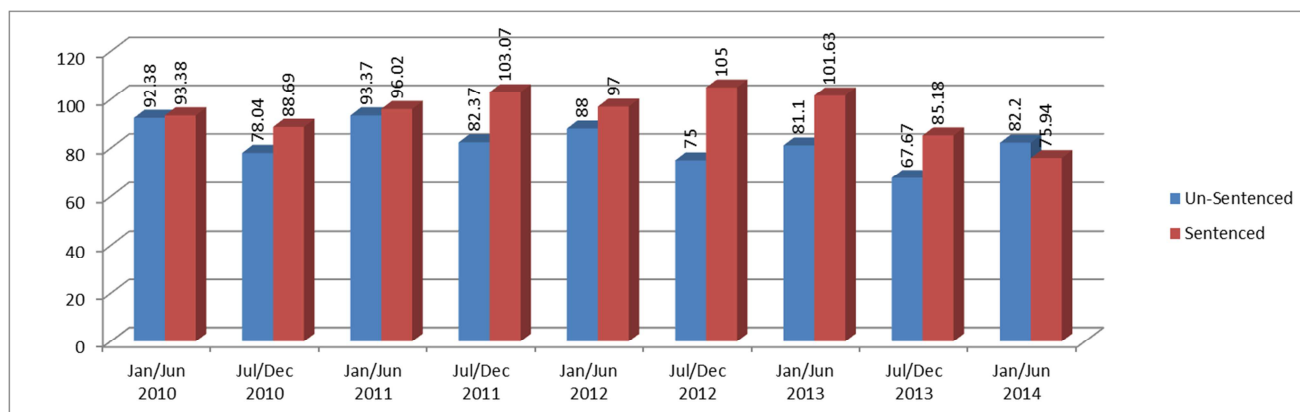
Youth Justice outputs for youth supervised orders, reports to the Courts and the Supervised Release Review Board in the six months ending 30 June 2014 were as follows:

Order Type	Number terminated	Success rate
Community Work Order	7	100.00%
Intensive Youth Supervision Order (IYSO)	155	58.94%
Interstate Order	3	50.00%
Supervised Release Order (SRO)	97	43.16%
Youth Community Based Order	463	74.44%
Youth IYSO With Detention	195	54.26%

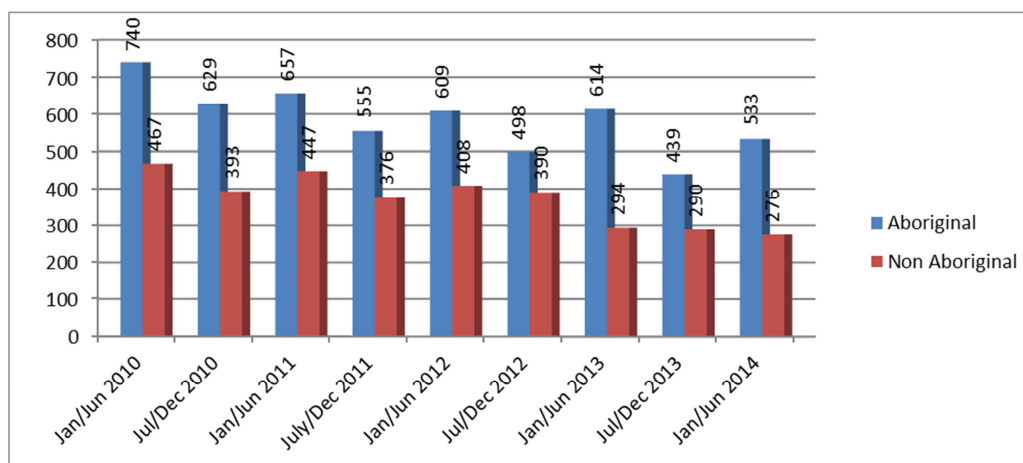
Report Type	Number
Court reports (including Juvenile Drug Court Assessment Reports)	1311
Breach of Court Order reports	347
Supervised Release Review Board reports	165
Breach of SRO reports	40
TOTAL	1863

1.3. Youth Custodial Services

Average daily population (sentenced and un-sentenced):



Admissions by ethnicity:



2. Schedule of Achievements and Innovations

2.1. Banksia Hill Detention Centre

Critical incidents at Banksia Hill Detention Centre (Banksia Hill) in 2012 and early 2013 highlighted the need for major reforms at the facility. The Office of the Inspector of Custodial Services' (OICS') *Directed Review into an Incident at Banksia Hill Juvenile Detention Centre on 20 January 2013* that was published in July 2013 contains 35 recommendations. Themes identified by OICS within their review were issues relating to the stability, safety and security of the facility; emergency management planning and responses; and staffing and management. Of the 35 recommendations, 27 were made for consideration by Youth Justice Services (YJS).

As a result, significant enhancements have been made to the overall security of Banksia Hill including improvements in intelligence gathering and analysis with the employment of an Intelligence Collator position, enhancements to the physical and dynamic security of the facility and improvements in staff compliance to policies and procedures.

Improvements have also been made to the management of, and services for, young people within the facility. These include changes to the placement of young people within the facility, rewarding positive behaviour and the introduction of Key Performance Indicators.

YJS has recently commenced a cultural change program at Banksia Hill aimed at developing a cultural shift across all staff. The intention of the program is to encourage a positive working environment with best practice at all times, positive and constructive interaction between staff and detainees, cooperative interaction among staff and positive interaction between management and wider staff.

Additionally, work has commenced on a through-care model that will support and prepare young people for reintegration from custody to community. An individualised integrated case management model is also being developed that will provide an outline of the way the Department of Corrective Services (the Department) works with young people involved in the justice system, their families and community. It will use an individualised approach to tailor appropriate services to ensure the needs related to the young person's offending are addressed.

At Risk Management System (ARMS) for youth people in custody

The identification and management of young people who may be at risk of self harm and/or suicide at Banksia Hill had historically been completed via a paper-based process. This presented significant limitations and risks in terms of access to information, timeliness, quality assurance, governance and records management.

As a result, an ARMS module was created and has been successfully added to the Department's information database. The ARMS module allows the appropriate identification of young people at Banksia Hill who are at imminent risk of self-harm and the recording and monitoring of risk management plans and welfare checks.

2.2. Youth Programs

YJS is undertaking an evaluation of all youth programs and services provided and funded by the Department. This review will identify any gaps and inform the approach to youth programs for the

future. A range of stakeholders will be involved in the consultation process including the Judiciary, non-government organisations, OICS and other government agencies. The expected completion date for the review is mid-2015.

2.3. Young Adult Development Program

The management of young persons aged 17 years and six months and over presents challenges for Banksia Hill and poses as a risk to the safety and security of the facility. The current structured day at Banksia Hill does not specifically target this cohort. YJS have commenced work on developing the Young Adult Development Program (YADP) which will offer a structure program tailored to recognise the developmental needs of this cohort.

The YADP will be run in a dedicated precinct within Banksia Hill and provide age relevant education, vocational training, recreation, programmatic interventions and life skills for this cohort of young people.

3. Human Resource Achievements and Initiatives

3.1. Banksia Hill Management Team

A lack of stable leadership was identified in the OICS directed review as a contributing factor to the riot incident at Banksia Hill. In order to support the operational requirements of a sole youth custodial facility, the Banksia Hill management structure has been strengthened.

The new management structure includes the following changes:

2012/13 Funded Structure	New Structure
Director Youth Custodial Services	Superintendent Youth Custodial Services
	Deputy Superintendent
Assistant Director Operations	Assistant Superintendent Operations
Assistant Superintendent Specialist Services	Assistant Superintendent Female and Cultural Services
Manager Security	Assistant Superintendent Security
Manager Case Planning	Assistant Superintendent Offender Services
	Manager Governance
Business Manager	Business Manager

The new management structure gives a greater focus to security, governance and quality assurance and female and cultural needs.

The positions within the new management structure are temporarily filled with a recruitment process underway to fill the positions on a permanent basis. Permanently filling these positions will provide much needed stability within the leadership group.

3.2. Youth Custodial Officer Recruitment

Youth Custodial Officer (YCO) staffing levels are central to all aspects of safety, welfare and services within Banksia Hill. Staff shortages and the need for additional capacity were identified in internal and external reviews as causal factors in the Banksia Hill riot of 20 January 2013.

In January 2014, the YCO FTE level was increased at Banksia Hill from 199.5 to 253.26. The following recruitment strategies are currently underway to increase the number of YCOs at Banksia Hill by January 2015:

- The commencement of 15 recruits at the Corrective Services Training Academy on 22 July 2014 anticipated to be on-site at Banksia Hill on 24 October 2014.
- The commencement of 22 recruits at the Corrective Services Training Academy on 30 September 2014 anticipated to be on-site at Banksia Hill in mid-December 2014.
- The commencement of another recruitment drive for a school to be held in early 2015.

4. Research, Reviews and Publications

4.1. Annual Report

The Department of Corrective Services' Annual Reports are available online and can be found at: <http://www.correctiveservices.wa.gov.au/about-us/statistics-publications/dcs-annual-report.aspx>

4.2. Weekly Offender Statistics

The Weekly Offender Statistics can be found at: <http://www.correctiveservices.wa.gov.au/about-us/statistics-publications/statistics/default.aspx>

5. Key Positions and Contact Numbers

NAME	TITLE	PHONE	EMAIL
Jennifer McGrath	A/Deputy Commissioner, Youth Justice Services Level 3, 141 St Georges Terrace, PERTH WA 6000	(08) 9264 6415	jennifer.mcgrath@correctiveservices.wa.gov.au
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Raymond Wiley	Manager, Pilbara Regional Youth Justice Services Unit 19-21, 1 Lawson Street SOUTH HEDLAND WA 6722	(08) 9140 0300	raymond.wiley@correctiveservices.wa.gov.au
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