

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL**  
**MEMORANDUM**

**TO:** John Sosso, Director-General  
**FROM:** Sean Harvey, Assistant Director-General, Youth Justice  
**SUBJECT:** Procurement of youth boot camp evaluation  
**DATE:** 19 December 2014

**PURPOSE**

To seek your **approval** to engage KPMG to perform Youth Boot Camp evaluation activities.

**BACKGROUND**

On 28 August 2014, the Attorney-General and Minister for Justice noted that Youth Justice intended to implement a targeted procurement process to identify an independent evaluator of the youth boot camp initiative (**Attachment 1**).

On 7 October 2014, the Attorney-General and Minister for Justice subsequently endorsed inviting KPMG, Deloitte Australia and the Australian Institute of Criminology to tender for evaluation funds (**Attachment 2 - Appendix A**).

**ISSUES**

A Request for Quote (RFQ) was issued to KPMG, Deloitte Australia and the Australian Institute of Criminology via the QTender website on 8 October 2014. The Australian Institute of Criminology declined to submit an offer; with KPMG and Deloitte Australia both submitting offers on 30 October 2014.

A procurement evaluation team was established to assess offers against criteria set out in a probity and evaluation plan (**Attachment 2 - Appendix B**). The procurement evaluation team included a procurement delegate from Financial Services, Department of Justice and Attorney-General and Youth Justice officers.

The consensus evaluation scoring for both KPMG and Deloitte are attached (**Attachment 2 - Appendices C and D**).

The Evaluation Team determined that KPMG offered the best overall value for money offer. It recommended that KPMG be approved as the successful offeror. The procurement evaluation report is at **Attachment 2**.

Youth Boot Camp evaluation activities to be undertaken include a cost-benefit analysis, collection of qualitative information from program participants and implementers and analyses of psychometric assessments. Youth Justice will report on youth boot camp

Briefing Officer Leigh Krenske,  
Principal Criminologist, YJPPPP

RTI 160212: File 2, Page 326

Approved by Nicole Downing  
Director, YJPPPP  
Date December 2014

participant recidivism rates. The final evaluation report is due to be submitted in December 2015.

KPMG's fixed cost of completing Youth Boot Camp evaluation activities is \$193,380 (including GST). This is within expected costs identified in previous correspondence (**Attachment 1**).

### RECOMMENDATION

That you **approve** the engagement of KPMG to undertake Youth Boot Camp evaluation activities.

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<input type="checkbox"/> Noted	<input type="checkbox"/> Approved	<input type="checkbox"/> Not Approved
<b>Signed:</b> .....		
John Sosso Director-General		
<b>Date:</b> .....		

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL  
BRIEF FOR NOTING**

**Date** 21 August 2014  
**To** Attorney-General and Minister for Justice  
**From** Sean Harvey, Assistant Director-General, Youth Justice  
**Subject** Evaluation of youth boot camp initiative  
**Requested by** 30 August 2014

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**RECOMMENDATION/S**

That you note:

1. the Department of the Premier and Cabinet (DPC) has finalised their process evaluation of the youth boot camp trial. Youth Justice Services (YJS) has responded to report recommendations.
2. a targeted procurement process will be used to identify an organisation to perform the outcome evaluation of the youth boot camp initiative.

**BACKGROUND SUMMARY**

1. An evaluation of the youth boot camp trial was endorsed by Cabinet on 20 August 2012 (Decision No: 184). This included the provision of an interim evaluation to Cabinet to report on implementation issues and a final evaluation to report on outcomes.
2. The interim evaluation called *Youth boot camp trial – Process evaluation report* was completed by the DPC and submitted to the Department of Justice and Attorney-General (DJAG) in July 2014.

**ISSUES**

*Process evaluation*

3. The process evaluation prepared by DPC only reported on the implementation of the Gold Coast Early Intervention Youth Boot Camp (EIYBC) and the Cairns Sentenced Youth Boot Camp (SYBC). The evaluation found that the program model for the Gold Coast EIYBC was evidenced-based and YJS has responded to any implementation issues identified in the report.
4. The report will be provided to EIYBC and SYBC local committees and research advisory groups for their information and in recognition of their contributions to the report.

*Outcome evaluation*

5. The cessation of Criminal Justice Research within DPC means it will not be able to carry out further youth boot camp evaluation activities on behalf of DJAG.

6. Evaluations are best undertaken by independent organisations/persons to support the collection of reliable and objective information. This is especially true for high-cost, high profile business activities, characterised by innovative design, high complexity and multiple stakeholder ownership such as the youth boot camp initiative.
7. A targeted procurement process will be used to support the timely identification of an independent evaluator for the youth boot camp initiative. The following experienced organisations/people will be invited to tend for funds to undertake the evaluation:
  - KPMG;
  - Professor Anna Stewart (Justice Modelling at Griffith, Griffith University);
  - Professor Lorraine Mazerolle (Institute for Social Science Research, University of Queensland);
  - Professor Ross Homel (Griffith University);
  - Professor Paul Mazerolle (Griffith University); and
  - Australian Institute of Criminology.
8. The procurement process will involve asking identified parties to outline what evaluation work can be completed for \$200,000 in accordance to the Evaluation Plan developed by Criminal Justice Research, DPC (**Attachment 1**).
9. Approval has been received for the purchase of the evaluation under the Financial Instrument of Delegation issued under the *Financial Accountability Act 2009*.
10. The trial is currently funded until October 2015. The outcome evaluation report will be due in January 2016 to ensure adequate time to finalise reliable data analyses and complete report writing.
11. YJS will continue to monitor reoffending behaviour among youth boot camp participants to reduce evaluation costs and provide timely and ongoing information on the initiative's performance.

#### **OUTCOMES**

12. The evaluation will assess if the youth boot camp initiative has been implemented as planned and achieving objectives (including a reduced likelihood of offending among participants). It will identify ways to improve implementation and create efficiencies, as well as provide information to support the possible expansion of the initiative.

#### **EMPLOYMENT IMPACT**

13. The evaluation is likely to require the engagement of a small team of researchers for six months.

#### **CONSULTATION WITH STAKEHOLDERS**

14. The following people were consulted in the preparation of this brief:

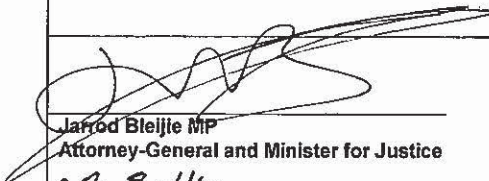
- Mr Chris Ayers, Manager, Procurement, DJAG;
- Mrs Daina Fernyhough, Principal Program Officer, DJAG; and
- Mr Adam Golebiowski, Acting Manager, Media Relations, DJAG.

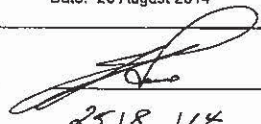
#### **FINANCIAL IMPLICATIONS**

15. Funds for the evaluation will be sourced from DJAG's internal budget.

**POTENTIAL MEDIA**

- 16. The youth boot camp initiative has received considerable media attention. The initiative has been reported on by a number of television stations and newspapers. It is anticipated that this media interest will continue. The implementation of an internal, rather than independent evaluation, may receive negative media attention.
- 17. Matters raised in this brief will not require external communications materials or strategies.

NOTED or APPROVED / NOT APPROVED Attorney-General and Minister for Justice Comments		
 Jarrod Bleijie MP Attorney-General and Minister for Justice 28/8/14	Chief of Staff and Principal Adviser / /	Policy Adviser / /

Contact Officer:	Name: Leigh Krenske Position: Principal Criminologist Phone: 3033 0192 Date: 20 August 2014	Approved by Executive Director:	Name: Sean Harvey Position: Assistant Director-General Phone: 3225 2035 Date: 20 August 2014
Approved by:	Name: Lynn Collins Position: A/Director Phone: 3006 4127 Date: 20 August 2014	Endorsed: John Sosso Director-General	 25/8/14

Election Commitment
  CBRC / Cabinet related
  ECM related



# Evaluation Report

For the provision of an evaluation of the Queensland youth boot camp initiative

Procurement Ref No: 281.1415  
eDOCS No:



**TABLE OF CONTENTS**

1.0 PURPOSE ..... 3  
2.0 BACKGROUND ..... 3  
3.0 CALL OF OFFERS ..... 3  
4.0 METHOD OF SEEKING OFFERS ..... 3  
5.0 APPROVALS ..... 3  
6.0 RESPONSES ..... 3  
7.0 EVALUATION ..... 4  
8.0 RECOMMENDATION ..... 7  
9.0 LIST OF APPENDICES ..... 7

## 1.0 PURPOSE

This Evaluation Report has been prepared to document the evaluation that was undertaken in response to Request for Quote for the Provision of an evaluation of the Queensland Youth Boot Camp Initiative.

## 2.0 BACKGROUND

On 21 August 2012, Attorney-General and Minister for Justice, The Honourable Jarrod Bleijie, announced that the Queensland Government would trial youth boot camps.

The announcement identified that two different program models would be trialled:

1. an Early Intervention Youth Boot Camp (EIYBC) model for young people at risk of entering the criminal justice system.
2. a Sentenced Youth Boot Camp (SYBC) model to target young offenders facing custodial detention.

The Government endorsed an evaluation of the trial in order to determine its success. A Request for Quote (RFQ) was issued to identify a suitable organisation to undertake evaluation activities.

## 3.0 CALL OF OFFERS

The RFQ was issued on Wednesday 8 October and closed at 11:00am on 30 October 2014.

## 4.0 METHOD OF SEEKING OFFERS

The following method of seeking offers was used for the call of offers:

✓ **Selective Offer**

When Purchasing Approval has been given the following will occur:

- Financial Approval from relevant delegate.
- Contract Agreement will need to be completed for this purchase.
- Raising of requisition and creation of associated SAP purchase order.

## 5.0 APPROVALS

The approval to invite offers was obtained from the Minister of Justice and Attorney-General through the Assistant Director-General, Youth Justice (Appendix A).

## 6.0 RESPONSES

Offers were received from the following firms:

- Deloitte
- KPMG

The Australian Institute of Criminology declined to submit an offer.



## 7.0 EVALUATION

### 7.1 Evaluation Team

An Evaluation Team ("the Team") was appointed consisting of:

Name	Responsibilities
Nicole Downing, Director, Youth Justice Policy, Performance, Programs and Practice, Youth Justice	<ul style="list-style-type: none"> <li>• Chair and Evaluation Scorer</li> </ul>
David Goodinson, Regional Manager, Far North and North Queensland Region, Youth Justice	<ul style="list-style-type: none"> <li>▪ Evaluation Scorer</li> </ul>
Lynn Collins, Manager, Youth Performance and Reporting, Youth Justice	<ul style="list-style-type: none"> <li>▪ Evaluation Scorer</li> </ul>
Leigh Krenske, Principal Criminologist, Youth Justice Policy and Programs, Youth Justice	<ul style="list-style-type: none"> <li>▪ Evaluation Scorer</li> </ul>
Ann-Marie Ware, Senior Procurement Officer, Financial Services, Department of Justice and Attorney-General	<ul style="list-style-type: none"> <li>▪ Procurement Delegate</li> </ul>

### 7.2 Weightings

Weightings for each of the evaluation criteria were set prior to the responses being viewed by the Team (See Evaluation & Probity Plan Appendix B).

### 7.3 Evaluation Process

#### 7.3.1 Evaluation of written responses to the RFQ.

- Offers have been checked for conformance with all RFQ requirements e.g. the conditions of offer and the proposed conditions of contract.
- Clarification was sought from both KPMG and Deloitte in relation to aspects of their quotations.
- Each team member evaluated the offers against the predetermined evaluation criteria.
- Each team member relied on the information stated in the offers received and information clarifications to arrive at the assessment of each offer.
- The Team agreed on the scoring for each offer as nominated in the Evaluation & Probity Plan (Appendix B).
- The score for each offer was determined by consensus by the team members.

#### 7.3.2 Scoring Standard and Weightings

The scoring standard used is outlined in the attached Evaluation & Probity Plan (Appendix B). A Rating Scale of 0 to 10 was used. Appendix C and D contains the descriptions of the individual ratings.

#### 7.3.3 Treatment of Non-Conforming Offers

The Mandatory Requirements of the offer document were listed as follows:-

Completion of response Forms  
 Public Liability Insurance \$10 million  
 Professional Indemnity Insurance \$1 million  
 Workers Compensation Insurance

N.B. Full details of each mandatory requirement are contained within the offer document.

KPMG proposed a number of departures from the standard form contract in relation to matters such as liability, insurance and disclosure. KPMG agreed to withdraw these departures after clarifications conducted by the Procurement delegate.

**7.3.4 Evaluation Scoring**

The written offers from the two offerors formed the basis of assessment for the scoring nominated for the following evaluation criteria:

- Evaluation Criteria No. 3 "Expertise of Key Personnel";
- Evaluation Criteria No. 4 "Offeror's Capability, Capacity and Experience";
- Evaluation Criteria No. 5 "Project Methodology"; and
- Evaluation Criteria No. 6 "Cost".

The completed evaluation scoring complete with comments for Evaluation Criteria No.'s 3 to 5 are located at Appendix C and D. These scores are then incorporated with the score allocated for "Cost" at Appendix B.

**7.3.5 Final Rankings**

The final rankings are listed below for the offers received:

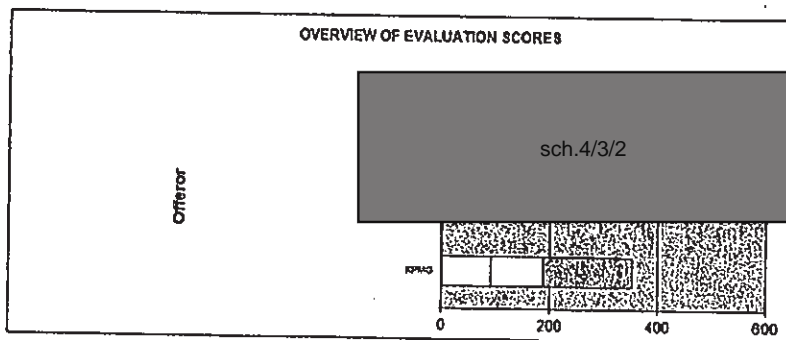
Evaluation Scorecard Summary Offer Number: 281.1416

**Actual Scoring**

Offeror	Offeror Detail	Mandatory	Compliance	Criteria 3	Criteria 4	Criteria 5	Cost Price
		Y/N	Y/N	25%	25%	50%	\$
1	CPA	Y	Y	3.5	3.5	3.3	151,300.00
2	Deloitte	Y	Y	3.5	3.5	3.7	151,300.00

**Final Rankings**

Offeror	Offeror Detail	Mandatory	Compliance	Criteria 3	Criteria 4	Criteria 5	Weighted Score	Cost	Cost Ratio	Ranking
1	CPA	Y	Y	3.5	3.5	3.3	32.5	151,300.00	1.541959447	1
2	Deloitte	Y	Y	3.5	3.5	3.7	33.5	151,300.00	1.541959447	2



The main reasons for the differences in the offerors' scoring were as follows: (Full details are available in Appendices C and D).

Evaluation Criterion No.3: Expertise of Key Personnel

- Both KPMG and Deloitte have staff with evaluation expertise and exposure to the public sector.
- Importantly, KPMG's proposed team includes a staff member that has experience working with Aboriginal and Torres Strait Islander peoples and young people. KPMG's submission also demonstrated an understanding of the high level of interest in the outcome of the trial.

Evaluation Criterion No.4: Offeror's Capability, Capacity and Experience

- Both KPMG and Deloitte have relevant qualifications and experience in evaluation work.
- KPMG has greater experience working on evaluation projects in the justice sector than Deloitte. [redacted] sch.4/3/2 [redacted]
- KPMG and Deloitte both indicated that changes in staff would not result in additional costs to Youth Justice. However, KPMG stated that they would identify shadow staff at project commencement to support any handover activities in the event that personnel required replacement.
- KPMG stated project commencement was possible in early 2015. [redacted]

Evaluation Criterion No.5: Project methodology

- KPMG's submission demonstrates a clear understanding of the original youth boot camp evaluation plan developed by the Department of Premiers and Cabinet and indicates how they would support the implementation of this plan as requested in the RFQ. [redacted]
- KPMG provides a methodology for cost-benefit analyses as requested in the RFQ. [redacted]
- KPMG and Deloitte both identify risks and outline mitigation strategies. These lists are not exhaustive and no doubt will be expanded on in any revised version of the evaluation plan.
- KPMG and Deloitte both indicate that they will seek independent ethics approval in order to ensure the evaluation is consistent with NHMRC guidelines.
- KPMG and Deloitte both identify standard activities usually involved in implementing evaluations.

Evaluation Criterion No.6: Cost calculation

- The "Cost Efficiency Ratio" method was used to score this evaluation criteria as detailed in Section 5.5 of Appendix B.

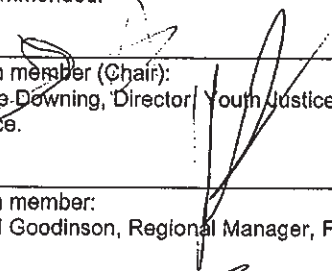
The highest ranked Offeror was KPMG with a score of 69 [redacted]. The Team agreed that the offer from KPMG represented the best overall value for money offer for this purchase.

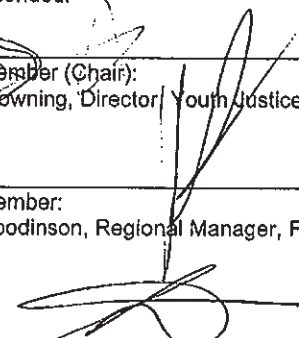
## 8.0 RECOMMENDATION


The Evaluation Team recommends that KPMG be approved as the Successful Offeror and hence engage them as the Contractor for the evaluation of the youth boot camp initiative as they have been evaluated as the best overall value for money offer.

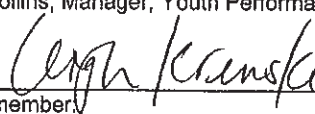
The total cost of the proposed engagement will be \$193,380 (including GST).

Recommended:

 Date 12-12-14  
Team member (Chair):  
Nicole Downing, Director Youth Justice Policy, Performance, Programs and Practice, Youth Justice.


 Date 12-12-14  
Team member:  
David Goodinson, Regional Manager, Far North and North Queensland Region, Youth Justice.

 Date 12-12-14  
Team member:  
Lynn Collins, Manager, Youth Performance and Reporting, Youth Justice.

 Date 12-12-14  
Team member:  
Leigh Krenske, Principal Criminologist, Youth Justice Policy and Programs, Youth Justice.

### Purchasing Delegate Certification

I certify that the evaluation is consistent with the *Queensland Procurement Policy* and was conducted in accordance with the requirements of the Department's Local Procurement Instructions.

 Date 12-12-14  
Name of Officer:  
Ann-Marie Ware, Senior Procurement Officer, Financial Services, Department of Justice and Attorney-General

## 9.0 LIST OF APPENDICES

APPENDIX A – Ministerial briefing note Approval to invite offers  
APPENDIX B – Evaluation and probity plan  
APPENDIX C – KPMG consensus evaluation scoring  
APPENDIX D – Deloitte consensus evaluation scoring

UK

Evaluation of Youth Boot Camp Initiative – 281.1415

SUPPLIER		Name of Supplier: KPMG		Comments
Mandatory Criteria	Yes	No		
Completion of Response Forms	Yes			
Public Liability Insurance	Yes			
Professional Indemnity Insurance	Yes			
Workers' Compensation Insurance	Yes			
	If yes, please continue on to evaluate other criteria.	If no, do not proceed any further in evaluating this offer.		
<b>Additional Provisions</b>				
Has the supplier made any Additional Provisions to the Contract? Are these amendments acceptable?	Supplier made additional provisions but these have been subsequently withdrawn after consultation with Procurement Officer			

Evaluation Criteria	Strengths	Weaknesses	Risk Rating H, M, L	Comments	Sub Weighting	Score Out of 10	
<b>3. Expertise of Key Personnel</b> Refer Response Form 4.5 Weighting 25%							
3.1 How many years experience do the personnel have?	The team proposed by KPMG have various lengths of experience. [redacted] had worked for the Victorian Department of Justice for more than 10 years. [redacted] has had more than 10 years experience on similar projects and [redacted] has evaluation experience of 3.5 years.	Not all team members have worked on justice related evaluations – but all team leaders have.	L		21/30	7	
3.2 What relevant experience and knowledge do they have?	[redacted] has experience in financial and efficiency analysis. Importantly, [redacted] has had considerable experience working with Aboriginal and Torres Strait Islander people and young people.		L		42/60	7	
3.3 Are the personnel willing to sign a Deed of Privacy and undergo a Criminal History check?	Yes. Reference to obtaining Blue Card checks also included.		L		10/10	10	
<b>4. Offeror's Capability, Capacity and Experience.</b> Refer Response Form 4.6 Weighting 25%					Total score calculation ( 7.3/10)	73	
<b>4.1 How many years</b>					KPMG are an established and well	L	
					Total 100 points		
					12/15	8	

4K

Evaluation Criteria	Strengths	Weaknesses	Risk Rating H, M, L	Comments	Sub-Weighting	Score
has the Offeror performed similar work?	known organisation in Australia.					
4.2 What projects undertaken in the last 5 years are relevant to DJAG?	Evaluation of the Drug Court of Victoria, Evaluation of New Street Adolescent Services, Evaluation of the Neighbourhood Justice Centre, Evaluation of the Personal Safety Intervention Order system, Assessment of the Referral and Court List		L		8/10	8
4.3 How is the significant project described comparable to the services required?	Evaluation of the Youth Crime Initiative <ul style="list-style-type: none"> <li>- Measured outcomes</li> <li>- Successful ethics application</li> <li>- Used similar data collection and analysis methods as required by YBC evaluation</li> <li>- Included financial analyses (not necessarily cost-benefit analyses)</li> </ul>		L		24/30	8
4.4 What is the contingency plan for replacing personnel suitable?	Shadow staff will be assigned to project team members. These staff will have similar skills and experience in the event they are required. Changes in staff will not result in additional cost to YJ or impact timelines.		L		12/15	8
4.5 What is the Offeror's capability for undertaking this project? What	Offeror has expertise and experience in social initiative evaluation and cost-benefit analyses. The team can		M		21/30	7

Evaluation Criteria	Strengths	Weaknesses	Risk Rating H M L	Comments	Sub-Weighting	Score
resources and facilities are available?	commence at any time. The application assumes cost data will be available for cost-benefit analyses.					
<b>5. Project Methodology</b> Refer Response Form 4.7 Weighing 50%			<b>Total score calculation ( 7/7/10)</b>		<b>77</b>	
5.1 Does the Supplier demonstrate their ability to support the current Evaluation Plan?	Yes. The Offer includes an understanding of the EP, outlines how this plan will be supported and suggests ways to improve the plan.		L		14/20 Total 100 points	7
5.2 Are costing analyses and/or cost-benefit analyses suitable?	Yes. However, the ability to do these analyses will depend on the implementation of successful data collection strategies.		M		14/20	7
5.3 Does the Offeror identify risks and outline suitable mitigation strategies?	The submission identifies key issues that usually arise in the implementation of evaluations – these include the need for agreed and multiple effectiveness measures, identification of costs, impact of small sample sizes – mitigation strategies for these issues are identified. The submission also notes the political nature of the YBC initiative.		L		12/20	6
5.4 Are ethical issues suitably addressed and consistent with NHMRC guidelines?	The Offeror indicates that they will seek independent ethics approval. All details of responding to ethical issues		L		14/20	7



UK

Evaluation Criteria	Strengths	Weaknesses	Risk Rating H, M, L	Comments	Sub Weighting	Score
5.5 Does the Offeror provide a suitable schedule of activities?	<p>are not provided – but reference is made to collecting informed consent. The submission identifies project stages and includes a gantt chart.</p>	<p>The submission does not identify all project activities and does attribute responsibility to these tasks.</p>	L		12/20	6
Total score calculation ( 6.6/10)					66	

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL**  
**MEMORANDUM**

**TO:** John Sosso, Director-General  
**FROM:** Sean Harvey, Assistant Director-General, Youth Justice  
**SUBJECT:** A break and enter at the Southern Outlook on 29 June 2014  
**DATE:** 1 July 2014

**PURPOSE**

To **inform** the Director-General of:

1. a break and enter that occurred at the Southern Outlook on Sunday, 29 June 2014; and
2. the proposed strategies to strengthen the security mechanisms in place at the Southern Outlook.

**BACKGROUND**

There was a break and enter at the Southern Outlook on 29 June 2014.

The break and enter was identified by a cleaner at approximately 6am on 30 June 2014 when she located a broken window, doors open to administration offices and a vehicle missing.

The cleaner reported the incident to Mr Terry O'Brien, Manager who then contacted the Queensland Police Service (QPS) and Youth Detention Operations and Outlook Services to advise of the incident.

QPS arrived onsite at approximately 9:30am to investigate the incident. A report of all losses (outlined below) has been forwarded to the Boonah QPS to inform their investigation.

**ISSUES**

A number of items were stolen from the Southern Outlook, including a 2010 Mitsubishi Triton GLX (4x4) Diesel Dual Cab vehicle.

It appears the offender/s gained access to the vehicle by sourcing the keys from a desk within the facility. Normally the keys would be locked away, however the vehicle had been used late on Friday, 27 June 2014 and was in the process of being checked back in.

Briefing Officer	Rachael Harris A/Manager Youth Detention Operations	Approved by	Sean Harvey Assistant Director-General Youth Justice
Telephone	3033 0818	Date	30 June 2014

Other items stolen were:

Item	Cost
1 x Olympus Stylus TG2 (Tough) camera	455
2 x Panasonic data projectors (Model No. VT510)	3,698
3 x Panasonic wireless USB adaptors to suit Panasonic data projectors	477
1 x flat screen television (48cm)	1,500
1 x garden blower /vacuum	300
24 x red alloy Karabiners Large D Kong (climbing abseil hardware)	431
12 x red alloy Figure 8 Descenders (climbing abseil hardware)	204
	<b>\$7,055</b>

The total estimated cost of the stolen items (excluding the Government vehicle) was \$7055.

A significant number of the stolen items were newly purchased.

There was also some destruction of property, including:

- a number of smashed glass windows/doors;
- damage to the garage roller door;
- damage to an old alarm bell (not connected); and
- damage to a phone box.

The costs of these damages are unknown at this stage. However, arrangements are being made to commence the insurance and repairs process.

There is currently no security surveillance in operation at the Southern Outlook. This is in contrast to the Northern Outlook, which has an alarm system and a Community Support Officer who lives on site.

Accordingly, a full security review will be undertaken to identify opportunities to strengthen the security mechanisms in place at the Southern Outlook. This review will examine the possible installation of surveillance cameras and alarms to provide a necessary monitoring and alert system for the facility.

The security review will also include a policy/procedural review to identify any changes to security processes that need to occur, particularly in relation to the secure storage of keys.

Briefing Officer Rachael Harris  
A/Manager  
Youth Detention Operations  
Telephone 3033 0818

Approved by Sean Harvey  
Assistant Director-General  
Youth Justice  
Date 30 June 2014

**RECOMMENDATION**



That the Director-General **note** the details of the break and enter that occurred at the Southern Outlook on 29 June 2014, and the strategies that will be implemented to strengthen the security mechanisms in place at this facility.

<input type="checkbox"/> Noted <input type="checkbox"/> Approved <input type="checkbox"/> Not Approved
<b>Signed:</b> ..... John Sosso Director-General
<b>Date:</b> .....

Briefing Officer Rachael Harris  
 A/Manager  
 Youth Detention Operations  
 Telephone 3033 0818

Approved by Sean Harvey  
 Assistant Director-General  
 Youth Justice  
 Date 30 June 2014

2570465

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL  
MEMORANDUM**



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Telephone	3033 0818	Date	30 June 2014

Page 1 of 3

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- damage to a phone box.

The costs of these damages are unknown at this stage. However, arrangements are being made to commence the insurance and repairs process.

There is currently no security surveillance in operation at the Southern Outlook. This is in contrast to the Northern Outlook, which has an alarm system and a Community Support Officer who lives on site.


Accordingly, a full security review will be undertaken to identify opportunities to strengthen the security mechanisms in place at the Southern Outlook. This review will examine the possible installation of surveillance cameras and alarms to provide a necessary monitoring and alert system for the facility. // ✓

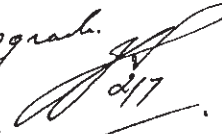
The security review will also include a policy/procedural review to identify any changes to security processes that need to occur, particularly in relation to the secure storage of keys. // ✓

Briefing Officer	Rachael Harris A/Manager Youth Detention Operations	Approved by	Sean Harvey Assistant Director-General Youth Justice
Telephone	3033 0818	Date	30 June 2014

**RECOMMENDATION**

That the Director-General note the details of the break and enter that occurred at the Southern Outlook on 29 June 2014, and the strategies that will be implemented to strengthen the security mechanisms in place at this facility.

<input checked="" type="checkbox"/> Noted	<input type="checkbox"/> Approved	<input type="checkbox"/> Not Approved
Signed: 		
John Sasse Director General		
Date: 2-7-14		

*Also present ASA & with the security upgrade.*  
  
2/7

Briefing Officer	Rachael Harris A/Manager Youth Detention Operations	Approved by	Sean Harvey Assistant Director-General Youth Justice
Telephone	3033 0818	Date	30 June 2014

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL  
MEMORANDUM**

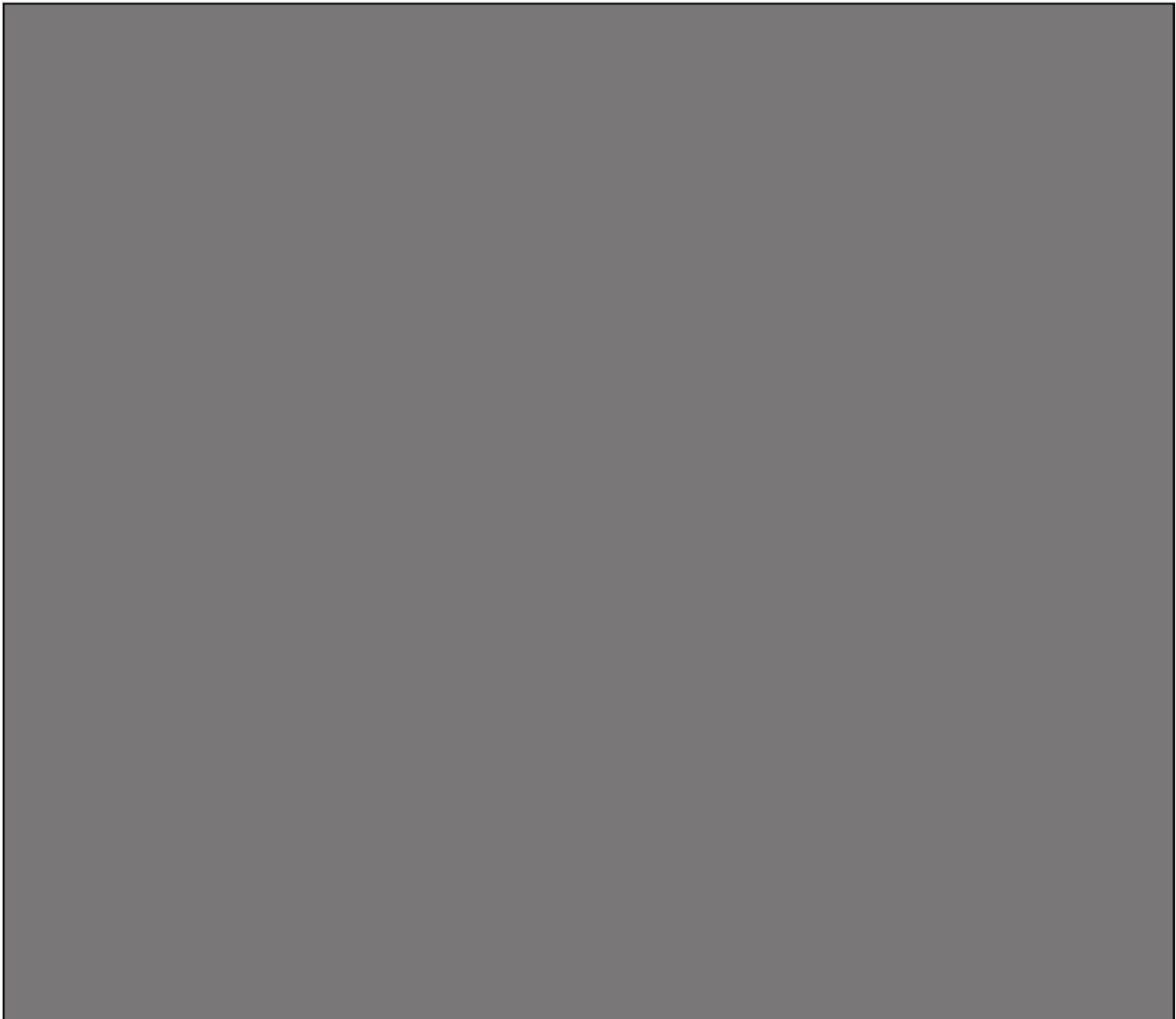


**TO:** John Sosso, Director-General  
**FROM:** Sean Harvey, Assistant Director-General  
**SUBJECT:** Young person [redacted]  
**DATE:** 6 November 2014

**PURPOSE**

That you **note** the information surrounding the management strategies in place for high risk young person [redacted] sch4.3.3 personal

**BACKGROUND**



Briefing Officer Trevor Cox, Deputy Director, Cleveland Youth Detention Centre, Youth Justice

Approved by Peter Owens, Executive Director, Cleveland Youth Detention Centre, Youth Justice

Telephone (07) 442 5194  
RTI 160212: File 2: Page 354

Date 22 October 2014



sch.4.3.3 personal

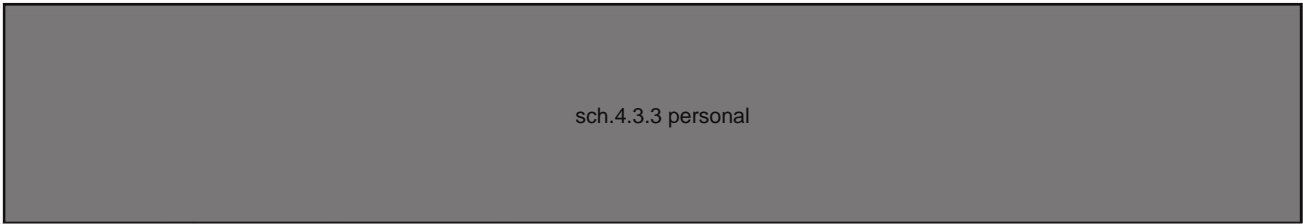
Briefing Officer Trevor Cox, Deputy Director, Cleveland Youth Detention Centre, Youth Justice

Approved by Peter Owens, Executive Director, Cleveland Youth Detention Centre, Youth Justice

Telephone (07) 4421 5194  
RIP 160212: File 2: Page 355

Date 22 October 2014

Self-harming behaviours



**RECOMMENDATION**

That you **note** this information.

---

<input type="checkbox"/> Noted	<input type="checkbox"/> Approved	<input type="checkbox"/> Not Approved
<b>Signed:</b> .....		
John Sosso Director-General		
<b>Date:</b> .....		

---

Briefing Officer Trevor Cox, Deputy Director, Cleveland Youth Detention Centre, Youth Justice

Approved by Peter Owens, Executive Director, Cleveland Youth Detention Centre, Youth Justice

Telephone (07) 4421 5194  
**RTI 160212: File 2: Page 356**

Date 22 October 2014

**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL**  
**MEMORANDUM**

**TO:** David Mackie, Director-General, Youth Justice  
**FROM:** Sean Harvey, Assistant Director-General, Youth Justice  
**SUBJECT:** Queensland Police Service transport of young offenders  
**DATE:** 7 July 2015

**PURPOSE**

To seek your **signature** on the attached letter to the Queensland Police Service (QPS) regarding responsibility for transport of young offenders (**Attachment 1**).

**BACKGROUND**

There is legislative provision for QPS to provide transport of young people from the courts to a youth detention centre upon fresh arrest and when a young person is remanded in custody by the court.

Outside of this provision, there is no legislative provision for QPS to provide transport (e.g. for subsequent transport from detention centre to court while on remand and return to the detention centre) but QPS has undertaken transport under a Memorandum of Understanding (MOU) arrangement.

The MOU that is relied upon for this transport has lapsed. A new MOU has been drafted but has remained unsigned by QPS pending consideration of recommendations in the Review into Queensland Police and Emergency Services (the Keelty Review) which recommends that transport functions be transferred to Queensland Corrective Services (QCS). We have recently been advised by QCS that Government has decided that the recommendations in the Keelty Review as they relate to watchhouses and transport will now not progress.

The Police Commissioner has written to you stating that he does not consider transport to be a core responsibility (**Attachment 2**).

The MOU which contains provision for the transport of young people is overseen by the Watchhouse Liaison Committee (the Committee), which meets quarterly. The Committee consists of representatives from Youth Justice (which chairs the Committee), the Public Guardian, QPS and the Department of Communities, Child Safety and Disability Services. The issue of transport of young people has been raised in the Committee on a number of occasions.

Briefing Officer	David Herbert A/Director, Youth Detention Operations and Outlook Services	Approved by	Sean Harvey Assistant Director-General, Youth Justice
Telephone	(07) 3033 0819	Date	29 June 2015



## ISSUES

If Youth Justice were to take on responsibility for transport of young people it would require purchase of vehicles constructed for this purpose and employment of additional staff. This would be a considerable cost and funds are not available for this purpose.

With the potential transfer of this function to QCS no longer an issue, it is timely for discussions with QPS to resume in relation to the transport of young people.

There appears to be acceptance from QPS members of the Committee that QPS should continue to transport young people in the interim period and the Committee can be used as a forum for ongoing discussions.

## RECOMMENDATION

That you **sign** the attached letter to QPS (**Attachment 1**).

<input type="checkbox"/> Noted	<input type="checkbox"/> Approved	<input type="checkbox"/> Not Approved
Signed: .....		
David Mackie		
Director-General		
Date: .....		

Briefing Officer	David Herbert A/Director, Youth Detention Operations and Outlook Services	Approved by	Sean Harvey Assistant Director-General, Youth Justice
Telephone	(07) 3033 0819	Date	29 June 2015



In reply please quote: 544572/2, 2923985

Your reference: DOC 15/509895

Mr Ian Stewart  
Commissioner  
Queensland Police Service  
GPO Box 1440  
BRISBANE QLD 4001

Dear Commissioner

Thank you for your letter dated 28 April 2015 supporting the development of a new Memorandum of Understanding (MOU) between the Department of Justice and Attorney-General (DJAG), Queensland Police Service (QPS) and the Department of Communities, Child Safety and Disability Services regarding the custody of children in watchhouses.

As noted, the MOU has expired. In the absence of a current MOU, the State Watchhouse Liaison Committee (the Committee) has continued to work together to support the principles of the MOU to ensure the safety and well-being of young people detained in watchhouses. A finalised MOU is, however, considered important in supporting and ensuring clarity around existing arrangements between all parties.

QPS has represented the issues relating to current transport arrangements to the Committee and it is understood that current transport arrangements of young offenders are considered by QPS to be outside their core responsibility.

It should be noted that DJAG does not receive appropriation funding for the purpose of transport of young people between youth detention centres and court and is not able to accept the function at this time.

I understand that a decision has been made by Government that recommendations regarding this function that were contained in the Review into Queensland Police and Emergency Services and will now no longer be progressed. This has been the key reason for the delay in signing the MOU and this recent development means that discussions between QPS and DJAG can now proceed with a view to finalising the MOU, including dealing with the matter of transport.

Until the transport of young offenders can be resolved, officers of DJAG will continue to work collaboratively with QPS officers to ensure the best outcomes for young people under the current circumstances. DJAG will continue to maximise the use of video for court appearances which along with relatively low numbers currently being experienced at both the centres is assisting to decrease transport requirements.

(2)

The matter will continue to be discussed by the Committee and transport of young offenders will be given prominence.

Should you require further information regarding this matter, please contact Mr David Herbert, Acting Director, Youth Detention Operations and Outlook Services, Youth Justice, DJAG, on (07) 3033 0891 or at: [David.Herbert@justice.qld.gov.au](mailto:David.Herbert@justice.qld.gov.au), who will be pleased to assist.

I trust this information is of assistance.

Yours sincerely

David Mackie  
**Director-General**



Department of Justice and Attorney-General  
Office of the Director-General

In reply please quote: 544572/2, 2923985

Your reference: DOC 15/509895

Slate Law Building  
50 Ann Street Brisbane  
Queensland 4001 Australia  
Telephone (07) 3239 3520  
Facsimile (07) 3239 3474  
www.justice.qld.gov.au

ABN 13 846 673 994

7 JUL 2015

Mr Ian Stewart  
Commissioner  
Queensland Police Service  
GPO Box 1440  
BRISBANE QLD 4001

Dear Commissioner *Ian*

Thank you for your letter dated 28 April 2015 supporting the development of a new Memorandum of Understanding (MOU) between the Department of Justice and Attorney-General (DJAG), Queensland Police Service (QPS) and the Department of Communities, Child Safety and Disability Services regarding the custody of children in watchhouses.

As noted, the MOU has expired. In the absence of a current MOU, the State Watchhouse Liaison Committee (the Committee) has continued to work together to support the principles of the MOU to ensure the safety and well-being of young people detained in watchhouses. A finalised MOU is, however, considered important in supporting and ensuring clarity around existing arrangements between all parties.

QPS has represented the issues relating to current transport arrangements to the Committee and it is understood that current transport arrangements of young offenders are considered by QPS to be outside their core responsibility.

It should be noted that DJAG does not receive appropriation funding for the purpose of transport of young people between youth detention centres and court and is not able to accept the function at this time.

I understand that a decision has been made by Government that recommendations regarding this function that were contained in the Review into Queensland Police and Emergency Services and will now no longer be progressed. This has been the key reason for the delay in signing the MOU and this recent development means that discussions between QPS and DJAG can now proceed with a view to finalising the MOU, including dealing with the matter of transport.

Until the transport of young offenders can be resolved, officers of DJAG will continue to work collaboratively with QPS officers to ensure the best outcomes for young people under the current circumstances. DJAG will continue to maximise the use of video for court appearances which along with relatively low numbers currently being experienced at both the centres is assisting to decrease transport requirements.

(2)

The matter will continue to be discussed by the Committee and transport of young offenders will be given prominence.

Should you require further information regarding this matter, please contact Mr David Herbert, Acting Director, Youth Detention Operations and Outlook Services, Youth Justice, DJAG, on (07) 3033 0891 or at: [David.Herbert@justice.qld.gov.au](mailto:David.Herbert@justice.qld.gov.au), who will be pleased to assist.

I trust this information is of assistance.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Mackie', with a long horizontal flourish extending to the right.

David Mackie  
**Director-General**



**DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL**  
**MEMORANDUM**

**TO:** David Mackie, Director-General  
**FROM:** Sean Harvey, Assistant Director-General, Youth Justice  
**SUBJECT:** Harm and complaints reporting to the Office of the Public Guardian for the March 2015 quarter  
**DATE:** 14 August 2015

**PURPOSE**

That you:

- **note** the contents of this brief; and
- **sign** the attached correspondence to Ms Julia Duffy, Acting Public Guardian, Office of the Public Guardian (the Public Guardian) (**Attachment 4**).

**BACKGROUND**

Under section 37 of the Youth Justice Regulation 2003, the Department of Justice and Attorney-General (DJAG) is required to regularly report to the Public Guardian any:

- incidents of alleged harm to young people in youth detention;
- alleged breaches of principles 3, 15, 19 or 20 of the youth justice principles; and
- the results of any investigation into these matters.

This report is provided to the Public Guardian on a quarterly basis.

**ISSUES**

There were 14 incidents of harm to young people in Queensland youth detention centres from 1 January to 31 March 2015 (the March 2015 quarter).

Five of these incidents occurred at the Cleveland Youth Detention Centre (CYDC) and nine incidents occurred at the Brisbane Youth Detention Centre (BYDC). Details of these incidents are outlined in **Attachment 1**.

The table below provides a three-year snapshot of all harm incidents across both centres. The number of harm incidents increased in the March 2015 quarter, compared to the previous two quarters (the September and December 2014 quarters).

---

Briefing Officer	David Herbert, Director, Practice, Program and Design	Approved by	Sean Harvey Assistant Director-General, Youth Justice
Telephone	(07) 3033 0891	Date	7 August 2015

Quarter	2012	2013	2014	2015
Jan-Mar	4	10	13	14
Apr-Jun	12	34	14	N/A
Jul-Sep	6	34	8	N/A
Oct-Dec	5	15	5	N/A
<b>Total number of harm incidents</b>	<b>27</b>	<b>93</b>	<b>40</b>	<b>14</b>

**Attachment 2** provides a report on any alleged breaches of care provided to young people in youth detention (i.e. complaints). In the March 2015 quarter, nine new complaints were received; four from CYDC and five from BYDC.

**Attachment 3** provides an update on the investigation status of any alleged misconduct matters that relate to an incident of suspected harm or complaint. In the March 2015 quarter, four incidents were referred to the Ethical Standards Unit (ESU). Two outstanding matters, currently with the ESU for investigation, are in the final stages of advising staff of the outcomes and the reports being written. The ESU have finalised the other two matters.

## RECOMMENDATION

That you:

- **note** the contents of this brief; and
- **sign** the attached letter to Ms Julia Duffy, Acting Public Guardian, Office of the Public Guardian, enclosing the relevant harm and complaints information for the March 2015 quarter (**Attachment 4**).

<input type="checkbox"/> Noted <input type="checkbox"/> Approved <input type="checkbox"/> Not Approved
<b>Signed:</b> ..... David Mackie Director-General
<b>Date:</b> .....

Briefing Officer      Candace Wakeham  
A/Director, Practice, Program and  
Design  
Telephone              (07) 3003 8127

Approved by      Sean Harvey  
Assistant Director-General, Youth  
Justice  
Date                  7 July 2015

sch.4.3.3 personal

Section	Section Description	Section Number	Section Title	Section Content
1	Section 1	1	Section 1	Section 1 content
2	Section 2	2	Section 2	Section 2 content
3	Section 3	3	Section 3	Section 3 content
4	Section 4	4	Section 4	Section 4 content
5	Section 5	5	Section 5	Section 5 content
6	Section 6	6	Section 6	Section 6 content
7	Section 7	7	Section 7	Section 7 content
8	Section 8	8	Section 8	Section 8 content
9	Section 9	9	Section 9	Section 9 content
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11	Section 11	11	Section 11	Section 11 content
12	Section 12	12	Section 12	Section 12 content
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Case#	Date of Complaint	Service Documentation	Child's Name	Age	Gender	Indigenous status	Complainant	Other Persons	Complete description	Complaint category	Action Taken	Status	Completed	Date outcome advice provided by young person
DC	23/01/2015	COM1	sch.4.3.3 personal						alleged inappropriate use of force on the young person	Staff conduct	The incident was referred to Ethical Standards Unit for investigation	Open		
DC	13/03/2015	COM1							alleged inappropriate contact on the young person	Staff conduct	The incident was referred to Ethical Standards Unit for investigation	Closed		Refer to investigation update
DC	17/03/2015	COM1							alleged unprofessional conduct on the young person	Staff conduct	The incident was referred to Ethical Standards Unit for investigation	Closed		Refer to investigation update
DC	1/02/2015	COM1							alleged inappropriate use of force on the young person	Staff conduct	The incident was referred to Ethical Standards Unit for investigation	Open		
DC	9/01/2015	COM1							allegation of assault	Young person conduct	Young person asked for matter to be referred to centre but not to the Queensland Police Service. Complainant withdrawn on 14 January. Perpetrator moved to another section. Placed on 'Not to Mix' management plan. Consequences implemented under behaviour development framework.	Closed	15/01/2015	14/01/2015
DC	12/03/2015	COM1							allegation of excessive use of force	Staff conduct	COM1 signed 12 March. Complainant provided to centre but not to Queensland Police Service. Complainant withdrawn 19 March.	Closed	19/03/2015	N/A
DC	17/03/2015	COM1							allegation of assault and sexualised behaviour	Young person conduct	Young person completed a COM1 to make a complaint to the centre and the Queensland Police Service. On the 18 March young person signed a COM3 to withdraw the complaint from the Queensland Police Service but wished to leave the complaint for the centre to manage. Discharged to liberty on 18 March but advised Unit Manager that she would be satisfied if he challenged the alleged perpetrator's behaviours. This occurred after the young person was released.	Closed	9/04/2015	9/04/2015
DC	20/03/2015	COM1							alleged excessive use of force	Staff conduct	COM1 signed on the 20 March. Complainant to be managed by the centre. On 23 March the young person wished to withdraw the complaint and completed the COM3.	Closed	23/03/2015	N/A
DC	27/03/2015	COM1							allegation of inappropriate sexualised behaviour	Young person conduct	COM1 form signed by young person Adick 26 March 2015 for local resolution - not to be provided to Queensland Police Service. COM3 form signed 27 March 2015.	Closed	27/03/2015	N/A

Disclaimer: The particulars of these staff members have been provided as a requirement under s 35(1)(d) of the Youth Justice Regulation 2003. At this stage, the citation is a reasonable suspicion. An investigation and/or disciplinary process has not been conducted, and before the staff member has not yet been afforded natural justice in this process as required under the Public Service Act 2008. Please treat this information with confidentiality.

Complaints carried over from previous quarters that have been recently finalised or are awaiting finalisation													Attachment	
Centre	Date of Complaint	Source Documentation	Child's Name	Age	Gender	Indigenous status	Complaint	Other Issues	Complaint description	Complaint Category	Action Taken	Status	Complaint Closed	Date outcomes/ethics provided to young person
BYDC	12/10/2014	Community Visitor	sch.4.3.3 personal						Alleged mistreatment	Staff conduct	The incident was referred to Ethical Standards Unit for investigation.	Closed	30/4/2015	
BYDC	various	COM 1							Alleged sexual assault	Staff conduct	The Manager, Monitoring and Compliance reviewed CCTV footage for the period in question, 1 to 24 November 2014, which could not corroborate the allegations. The complaint was well received, acknowledged, assessed, investigated locally and finalised.	Closed	1/12/2014	15/12/2014
BYDC	9/12/2014	COM 1							Youth worker staff encouraged and facilitated young person WOODROW to engage in a physical altercation with young person [REDACTED]	Cat 3	The incident was referred to Ethical Standards Unit for investigation.	Closed	29/5/2015	ESU to send letter to complainant - currently not in custody

\* This matter was not previously reported to the Commission due to record keeping issues (i.e. this matter was not entered into Resolve, despite it being actioned). The matter is being reported retrospectively. This matter is also included in the Investigation Update as it was investigated by ESU.

\*Disclaimer: The particulars of these staff members have been provided as a requirement under s.25(1)(d) of the Youth Justice Regulation 2003. At this stage, the citation is a reasonable suspicion. An investigation and/or disciplinary process has not been conducted, and therefore the staff member has not yet been afforded natural justice in this process as required under the Public Service Act 2008. Please treat this information with confidentiality.

**Investigation Update** (relevant to matters referred to Ethical Standards in this quarter or previous quarters)  
as at 31 March 2015

Attachment 3

DCOIS Incident No.	Date of Incident	Centre	Subject Officer	Child's Name	Investigation Status
3096394	12/10/2014	BYDC	sch.4.3.3 personal		Matter closed 8 April 2015 - Not Substantiated.
NA	9/12/2014	CYDC			Matter closed 27 May 2015 - Not substantiated.
3379853	23/01/2015	CYDC			Matter has been investigated. Report to be written.
3444590	13/03/2015	CYDC			Matter finalised. Substantiated - [redacted] has had his employment terminated.
3534489	17/03/2015	CYDC			Matter finalised. Substantiated - [redacted] has had his employment terminated.
3410557	1/02/2015	CYDC			Matter has been investigated. Report to be written.

\*The particulars of this staff member have been provided as a requirement under section 35(1)(d) of the *Youth Justice Regulation 2003*. Please treat this information confidentially. For matters not yet finalised, the citation is a reasonable suspicion. An investigation and/or disciplinary process has not been conducted, and therefore the staff member has not yet been afforded natural justice in this process as required under the *Public Service Act 2008*.

In reply please quote: 544572/1, 2966288

Ms Julia Duffy  
Acting Public Guardian  
Office of the Public Guardian  
PO Box 15217  
BRISBANE CITY EAST QLD 4002

Dear Ms Duffy

Under section 37 of the Youth Justice Regulation 2003 (the Regulation), the Department of Justice and Attorney-General (DJAG) is required to report to the Office of the Public Guardian (Public Guardian) any:

- incidents of alleged harm to young people in youth detention;
- alleged breaches of principles 3, 15, 19 or 20 of the youth justice principles; and
- the results of any investigation into these matters.

Accordingly, please find enclosed the required information relevant to the 1 January to 31 March 2015 quarter (**Attachments 1 - 3**).

All information provided to the Public Guardian under section 37 of the Regulation is provided confidentially. Any information the Public Guardian intends to publish relevant to section 37 of the Regulation must be discussed with my officers who will seek legal advice regarding its reporting and interpretation.

Should you require further information regarding this matter, please contact Mr David Herbert, Director, Practice, Program and Design, DJAG, on (07) 3033 0891, or at: [david.herbert@justice.qld.gov.au](mailto:david.herbert@justice.qld.gov.au).

I trust this information is of assistance.

Yours sincerely

David Mackie  
**Director-General**

Enc.



Department of Justice and Attorney-General  
Office of the Director-General

In reply please quote: 544572/1, 2966288

17 AUG 2015

Ms Julia Duffy  
Acting Public Guardian  
Office of the Public Guardian  
PO Box 15217  
BRISBANE CITY EAST QLD 4002

State Law Building  
50 Ann Street Brisbane  
Queensland 4001 Australia  
Telephone (07) 3239 3520  
Facsimile (07) 3239 3474  
www.justice.qld.gov.au

ABN 13 846 673 994

Dear Ms Duffy *Julia*

Under section 37 of the Youth Justice Regulation 2003 (the Regulation), the Department of Justice and Attorney-General (DJAG) is required to report to the Office of the Public Guardian (Public Guardian) any:

- incidents of alleged harm to young people in youth detention;
- alleged breaches of principles 3, 15, 19 or 20 of the youth justice principles;
- and
- the results of any investigation into these matters.

Accordingly, please find enclosed the required information relevant to the 1 January to 31 March 2015 quarter (**Attachments 1 - 3**).

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I trust this information is of assistance.

Yours sincerely

David Mackie  
Director-General

Enc.