

# DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL BRIEF FOR MEETING



**URGENT**

**Date:** 13 May 2015  
**TO** Attorney-General and Minister for Justice  
Minister for Training and Skills  
**FROM** Sean Harvey, Assistant Director-General, Youth Justice  
**SUBJECT** Meeting at Caboolture Youth Justice Centre  
**Requested by** Attorney-General's office

## DETAILS OF THE MEETING

1. You are meeting with Mr Mark Ryan, State Member for Morayfield and staff of the Caboolture Youth Justice Service Centre (CABYJSC).
2. The Departmental representatives to attend the meeting with you are Mr Sean Harvey, Assistant Director-General, Youth Justice and Mr Geoff Wells, Manager, CABYJSC.
3. The primary purpose of the meeting is to visit the CABYJSC and discuss issues relating to youth justice.

## BACKGROUND SUMMARY

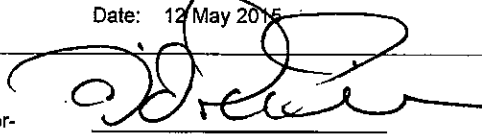
1. CABYJSC was established in September 2002 and provides services to young offenders in the Moreton Bay Regional Council area. The service also represents the Department of Justice and Attorney-General at three courts being Caboolture, Redcliffe and Strathpine.
2. CABYJSC is staffed as follows:
  - A management team comprising one manager, two team leaders, one program coordinator and one senior administration officer; and
  - Service Delivery staff which include one Indigenous program development officer, one Indigenous group worker, one senior youth worker, four youth workers, 0.92 casual youth workers, 0.6 employment project officer, 1.5 court coordinators, seven caseworkers, two administrative officers and one specialised caseworker for the Integrated Case Management Project funded until June 2015.
3. There are approximately 40,000 young people aged between 10-17 years living in the Moreton Bay regional council area and the population of this age group has steadily increased over the last 13 years (12-17 year old population increase 2006-2011 was 8% and the 5-11 year old increased by 11% for same period).
4. The average caseload for the service over the last 12 months has been 105-110 cases. This compares with 2002/03 figures of 125-135 when the 10-17 year old population was approximately 10,000 less than today. The reduction in young people on Youth Justice Orders can be attributed to some extent to the provision of high quality risk assessment and casework, evidence based intervention programmes and a range of early intervention and prevention initiatives, which have been in place for the last 10 years.

5. These successful initiatives include the Youth Justice Education and Training Program (YJET) which has provided an alternative flexi school program for both young people in the youth justice system and young people dis-engaged from the education system. Participants gain Year 10 English and Maths accreditation as well as a range of Certificate qualifications accredited through Distance Education. The program is a partnership between CABYJSC and Intercept and is in its 11<sup>th</sup> year having had approximately 450 young people graduate in that time.
6. The Youth at Risk Networks (YARN) were established by CABYJSC initially at Caboolture in 2004 as a program to provide early intervention and support to young people and families who were on the periphery of the youth justice system. The success of the program has led to the establishment of YARNs not only at Caboolture but also at Redcliffe, Strathpine, Maroochydore and Gympie. YARNs are now run by Community agencies such as Intercept and Redcliffe Open Youth Space.
7. Other program initiatives have included a Motor Vehicle Offenders Program, Juvenile Arson Program, Inside Looking Out (Transition from Detention) and Cross Cultural Programs.
8. The service also uses cognitive behavioural therapy based interventions Changing Habits and Reaching Targets (CHART) and Anger Replacement Therapy (ART) as part of a suite of interventions with young people and families.
9. A new innovate project, the Integrated Case Management project, has been funded since March 2014. This project targets serious recidivists by working with the young offenders and their families in an intensive and holistic way. Outcomes after 12 months have shown significant reduction in offences both in number and severity in 11 of the 14 participants. Remands in Custody have also decreased significantly for 11 of the 14 young people, which have provided significant savings in resources and financially across Government Departments (Courts, Queensland Police Services, Department of Public Prosecutions and Brisbane Youth Detention Centre).

#### **ISSUES AND SUGGESTED APPROACH**

10. As this event is simply an opportunity to visit the CABYJSC and meet staff, there have been no specific issues raised and there is no particular action or direction sought from you.
11. It is anticipated that staff will be interested to hear from you with regard to the Government's youth justice agenda and implications for service delivery to young offenders and their families.

NOTED or APPROVED / NOT APPROVED <b>Attorney-General and Minister for Justice</b> <b>Minister for Training and Skills</b> Comments		
YVETTE D'ATH MP Attorney-General and Minister for Justice Minister for Training and Skills / /	Chief of Staff / /	J.C. Policy Advisor 17/05/2015

Contact Officer:	Name: Craig Jenkins Position: A/Regional Director Phone: 07 3406 2801 Date: 12 May 2015	Approved by Executive Director:	Name: Sean Harvey Position: Assistant Director General Phone: 07 3033 0876 Date: 12 May 2015
Approved by:	Name: Position: Phone: Date: / /	Endorsed: David Mackie Acting Director- General	 13/5/15

## DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL

### BRIEF FOR NOTING

**Date** 30 March 2015  
**To** **Attorney-General and Minister for Justice**  
**Minister for Training and Skills**  
**From** Sean Harvey, Assistant Director General, Youth Justice  
**Subject** Strategies being implemented by Cleveland Youth Detention Centre to maximise the safety of staff and young people  
**Requested by** Internally generated

#### RECOMMENDATION

That you **note** the strategies currently being implemented by Cleveland Youth Detention Centre (CYDC) to maximise the safety of staff and young people.

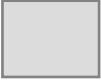
#### BACKGROUND SUMMARY

1. CYDC has recently undergone an extensive rebuilding and refurbishment program that saw the centre expand from a 48 bed facility for males to a 96 bed facility that accommodates males and females. The centre was officially opened on 22 January 2015, however 72 beds were available for males from August 2013.
2. As a result of the expansion, CYDC recruited an additional 66 operational staff and an additional 18.6 professional, administrative and other staff.
3. During the expansion phase, CYDC was required to manage building works while continuing to manage a fully operational youth detention centre.
4. In 2014-15, Youth Justice undertook a comprehensive analysis of over 10,000 incidents across both Brisbane Youth Detention Centre (BYDC) and CYDC, to inform a comprehensive strategy and action plan to reduce incidents.
5. The analysis identified that CYDC has a higher incident rate than BYDC. The average daily rate of incidents per 100 children in 2013-14 at BYDC was 5.3; compared with 8.4 at CYDC.
6. The reasons for the differences were found to be:
  - CYDC staffing profile is younger and less experienced;
  - factors associated with construction at CYDC and the transition to its new facilities in late 2013 consistent with evidence concerning construction and transition in detention;
  - building design features;
  - procedures concerning the movement of children;
  - management of different cohorts; and
  - CYDC generally has more serious sex offenders who tend to be involved in the greatest average number of incidents.

7. The PAC Plus Strategy builds upon the introduction of the Protective Actions Continuum which contributed to a reduction in workplace injuries by 93% over the last year.
8. The PAC Plus Strategy contains five action areas to systematically reduce, as far as possible, incidents of violence in youth detention centres:
  - leadership and culture;
  - learning and development;
  - tailored young person management;
  - monitoring and governance; and
  - safe by design.

## ISSUES

9. CYDC is currently working to address the higher rate of incidents. Strategies include:
  - a. the installation of a drum roll on the roof of each building so young people are unable to access roof lines and cause damage;
  - b. preventing access to the point where young people climb onto the roof of the Magpie/Cassowary accommodation unit;
  - c. staff trialling body cameras which can be activated at the commencement of an incident so there is an accurate visual and auditory recording of incidents, thereby increasing transparency and accountability. Currently CCTV footage provides only visual recordings;
  - d. reviewing the behaviour development plan process and monthly incident data with the aim being to accurately identify those young people involved in incidents so the client services team can provide targeted services to address specific behaviours. The process is also identifying those young people not involved in incidents so those behaviours are also recognised;
  - e. developing a standard operating procedure to implement when there are assaults on staff by young people;
  - f. reviewing movement control in the structured day precinct;
  - g. providing staff with additional training including training in de-escalation techniques and dealing with complex behaviours including mental health issues; and
  - h. developing a mentoring strategy to provide new employees with a hands on and interactive training program, additional to their formal training and supervision.
10. It is anticipated that as newly appointed operational staff gain experience, along with the implementation of additional static and dynamic security measures, the rate of incidents will reduce.
11. The rate of Indigenous young people in detention at CYDC is high, usually around 80% of the population, and safety and security measure will consider factors that will reduce the rate of incidents within this cohort.



**EMPLOYMENT IMPACT**

12. Not applicable.

**CONSULTATION WITH STAKEHOLDERS**

13. Not applicable.

**FINANCIAL IMPLICATIONS**

14. Not applicable.

**POTENTIAL MEDIA**

15. Not applicable.

<p><b>NOTED</b> or APPROVED / NOT APPROVED  <b>Attorney-General and Minister for Justice</b>  <b>Minister for Training and Skills</b>  <b>Comments</b></p>		
<p><i>Yvette D'ATH</i>  <b>YVETTE D'ATH MP</b>  <b>Attorney-General and Minister for Justice</b>  <b>Minister for Training and Skills</b>  11/5/15</p>	<p><i>JS</i>  <b>Chief of Staff</b>  30/04/15</p>	<p><i>J.C.</i>  <b>Policy Advisor</b>  08/04/2015</p>

Contact Officer:	Name: Peter Owens Position: ED, CYDC Phone: 07 4421 5100 Date: 20 March 2015	Approved by Executive Director:	Name: David Herbert Position: ED, Youth Detention Operations Phone: 07 3033 0891 Date: 23 March 2015
Approved by:	Name: Sean Harvey Position: ADG, Youth Justice Phone: 07 3225 2035 Date: 26 March 2015	Endorsed: David Mackie Acting Director- General	<i>[Signature]</i> 30/3/15
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## DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL BRIEF FOR NOTING



**Date** 5 March 2015  
**To** Attorney-General and Minister for Justice  
Minister for Training and Skills  
**From** Sean Harvey, Assistant Director-General, Youth Justice  
**Subject** Youth Justice Issues, Opportunities and Service Gaps  
**Requested by** Internally generated

### RECOMMENDATION

That you note:

1. Youth Justice will establish a cross agency governance body to drive coordinated responses to youth offending and to address service gaps for young people in Youth Justice;
2. the proposed direction for Youth Justice in adopting a coordinated approach to addressing the causes of offending; and
3. the identified strategic opportunities and risks in addressing youth offending in Queensland.

### BACKGROUND SUMMARY

1. The more entrenched a young person becomes in the youth justice system the more likely they are to progress into the adult criminal justice system. Preventing young people becoming entrenched in offending requires an approach that reduces their contact with the youth justice system and addresses the underlying causes of their offending.
2. Nearly all young people involved in the youth justice system come from significant disadvantage. Most of these young people experience:
  - family dysfunction;
  - drug and alcohol abuse;
  - are known to Child Safety;
  - have mental health issues;
  - have low levels of educational achievement and engagement; and
  - have a lack of positive peer and adult role models.

These factors are, for most, the underlying cause of offending.

3. The proposed strategic direction for Youth Justice is responsive to both the complex profile and needs of young people and young offenders and to the increasing demands being placed on the youth justice system.

**Systemic risks***Profile of young people in Youth Justice*

4. Youth Justice data shows that 55% of young offenders of compulsory school age are disengaged from education, 80% of risk assessed young offenders are assessed as having characteristics consistent with mental health and behavioural problems and 83% have had formal contact with the child protection system.

*Service gaps - social, education, behavioural, mental health and family support*

5. A common theme encountered when analysing why these young people often do not receive the services they need, before they are entrenched in Youth Justice, is that they are not priorities within other systems.
6. For example, policy changes in the education portfolio under the previous Government increased the discretion of Principals to exclude students. This is understood by youth justice staff to impact on youth justice clients' involvement in education. Additionally, many young people in Youth Justice need alternative or flexible models of education to learn. The high rate of disengagement from education shows that these options are not currently available for this cohort.
7. While many young people in Youth Justice are assessed as having mental health needs or behavioural disorders, they may not meet the threshold for services provided by Queensland Health.
8. The reforms in the Child Safety system hold much promise in improving family support in Queensland. However, the needs of the youth justice cohort are not directly addressed through these reforms. Officers in Child Safety acknowledge that the ongoing priority for their agency is young and very young children. Older children often do not receive the same intensive response and many young people in Youth Justice who are also on a Child Safety Order may receive little input from that agency.
9. Social and health issues of youth justice clients have a compounding effect on the youth justice system. Young people and their families' inability to access services leads to high return to detention rates, increased costs to government in the provision of detention and community based justice services as well as increased risks to the community.
10. Youth Justice anticipates responding to these gaps through a new governance structure and through interagency work that is currently occurring (see paragraph 24).

*Increased detention and remand numbers*

- x 11. There has been unprecedented growth in the numbers of young people sentenced and remanded to youth detention in Queensland in recent years. In the three years from 2011-12 to 2013-14, the daily average of young people detained has increased almost 30% from 137 to 187. During 2014, the built detention centre capacity of 202 was regularly exceeded. In response to this demand, bed capacity has been increased to 226.
- x 12. Remand levels in Queensland youth detention centres are very concerning. In 2013-14, the average daily number of young offenders in detention was 180; 72% of these young offenders were held in custody on remand (the national average in June 2014 was 52%). Of those young people remanded in custody in Queensland, 63% were Indigenous. The average length of time spent on remand was 33 days. Of the young people released from detention during 2013-14, the longest period spent on remand was 536 days.



13. Youth Justice modelling shows that without more timely and improved outcomes across the continuum of youth justice including better management of remand, further investment in detention infrastructure will be required.
14. Youth Justice is identifying key actions to address remand including trialling a Childrens Court referral protocol, considering legislative amendments and practice improvements to increase speed through the courts, making bail more accessible, and providing more diversionary and sentencing options that address the causes of offending.

#### *Transition from detention*

15. Youth Justice data shows that of young offenders who exited detention during 2011/12, approximately two-thirds return within 12 months. Of those that returned, approximately one-third returned within one month of exiting.
16. Evidence shows that without intensive and well-coordinated transitional support, young offenders exiting detention or community based youth justice orders, will continue to be at increased risk of reoffending.
17. Youth Justice proposes priority action to improve transition support to support young people exiting the youth justice system.

## **ISSUES**

#### *Strategic opportunities in Youth Justice*

18. The strategic approach recommended by Youth Justice would adopt a coordinated, holistic approach to addressing the causes of offending at critical junctures for young people at high risk of ongoing involvement in the criminal justice system. Opportunities for strategic intervention are in prevention, early intervention (early contact with the system) and in changing entrenched behaviour.

#### Addressing the causes of crime

19. There is a robust body of evidence that Youth Justice will draw on to guide progress towards a more coordinated response to the causes of young people's offending. International evidence on justice reinvestment and collective impact models reinforce the opportunities presented through strategic partnerships and inter-agency agreements.
20. Justice reinvestment and collective impact models are yielding promising results in investing public money in ways that secure better outcomes for people involved in the justice system and for the community as a whole. While these models differ in their institutional arrangements, overwhelmingly they have a focus on spending money on prevention, diversion and successfully transitioning people away from crime.
21. The New York youth justice system for example adopted a collective impact approach which led (between 2010 to 2012) to juvenile arrests dropping by 24%, a 23% decline in the total number of juveniles admitted to detention and a decline by 20% in the number of juvenile probation intake cases. These inspiring results are attributed to a multi-partner approach which adopted a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication and the presence of a backbone (coordination) infrastructure.

*Cross-agency cooperation*

22. While Youth Justice was unsuccessful under the previous Government in achieving formal endorsement of a whole-of-Government (woG) coordinated response to youth offending, some gains have been made with key partner agencies. The major obstacle to achieving a woG position was because of concern on the part of Department of the Premier and Cabinet and Queensland Treasury about the potential resource implications for other government agencies.
23. Officer level work is occurring to explore systemic options to improve school engagement and re-engagement for youth justice clients. Youth Justice continues to participate in the implementation of Child Safety reforms to promote the unique needs of the Youth Justice cohort and there is very early work with officers in Queensland Health to explore systemic options to meet the mental health, drug and alcohol needs of the Youth Justice cohort.
24. A governance structure is proposed to drive coordinated woG action to address the needs of the youth justice cohort. This would involve a forum with representation from Senior Executive Officers with responsibility for education, health, Aboriginal and Torres Strait Islander policy and child safety.

*Data and evidence*

25. Improved data capability in Youth Justice has had a profound bearing on our ability to refine and target responses. In conjunction with some modest enhancements to research capability, Youth Justice is now better able to identify young people most at risk of becoming entrenched in offending – even at the very early stages of offending.
26. This increased knowledge will allow youth justice to target resources at those young offenders who present as high risk of ongoing offending from their earliest contact with the youth justice system through to supporting their transition out of the system. However the need for enhanced research and evaluation capability remains a pressure point for Youth Justice.

**EMPLOYMENT IMPACT**

27. Not applicable.

**CONSULTATION WITH STAKEHOLDERS**

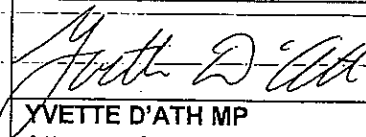
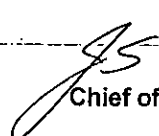
28. Not applicable.

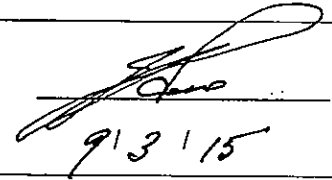
**FINANCIAL IMPLICATIONS**

29. Not applicable.

**POTENTIAL MEDIA**

30. Not applicable.

NOTED or APPROVED / NOT APPROVED Attorney-General and Minister for Justice Minister for Training and Skills Comments		
 YVETTE D'ATH MP Attorney-General and Minister for Justice Minister for Training and Skills 04,04,15	 Chief of Staff 10,03,15	Policy Advisor 1 1

Contact Officer:	Name: Juliet Edeson Position: Principal Policy Officer Phone: (07) 3225 2346 Date: 4 March 2015	Approved by Assistant Director- General:	Name: Sean Harvey Position: Assistant Director-General Phone: (07) 3225 2035 Date: 5 March 2015
Approved by:	Name: Toni Craig Position: A/Director Phone: (07) 3006 4127 Date: 4 March 2015	Endorsed: John Sosso Director-General	 9/3/15
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## DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL BRIEF FOR NOTING



**Date** 6 March 2015  
**To** **Attorney-General and Minister for Justice**  
**Minister for Training and Skills**  
**From** Sean Harvey, Assistant Director-General  
**Subject** Youth Boot Camp trial  
**Requested by** Internally generated

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### RECOMMENDATION

That you **note** the status of the Youth Boot Camp trial.

### BACKGROUND SUMMARY

1. Two types of 'non-military style' youth boot camp models are being trialled in Queensland – an Early Intervention Youth Boot Camp (EIYBC) which targets young people at risk of entering the criminal justice system and a Sentenced Youth Boot Camp (SYBC) which targets young people sentenced as a result of repeat motor vehicle offences or serious offending which would otherwise result in detention.
2. They are funded to provide a therapeutic response, skill building and educational initiatives and aftercare support to participants and their families when participants return to their community of origin. All camps include a residential phase, a community phase and a mentoring phase. Local variations of the program are in operation in each location.
3. Non-government service providers operate the three early intervention youth boot camps as part of the trial:
  - the Gold Coast program operated by Kokoda Challenge (began in February 2013);
  - the Rockhampton program operated by the Police Citizens Youth Club (began in October 2013); and
  - the Fraser/Sunshine Coast program operated by Oz Adventures (began in October 2013).
4. A SYBC facility was initially established in Cairns in early 2012, however this site was closed-down after it was determined that the service provider could not adequately manage the safety and security risks presented by participants. The data and costs provided in this brief do not include information relating to this discontinued SYBC program.
5. A new SYBC program was established to service both Cairns and Townsville (including surrounding areas) and commenced operation in December 2013. The SYBC is operated by a for profit organisation, Beyond Billabong Training Pty Ltd.
6. The Northern Outlook, Youth Justice provides adventure based programs at the SYBC centre at Lincoln Springs, two times a month.

## ISSUES

### Outcomes and Program Evaluation

7. A process evaluation of the youth boot camp trial was completed by the Criminal Justice Research Unit, Department of the Premier and Cabinet before it was disbanded in January 2014.
8. The process evaluation recommended:
  - the implementation of guidelines that identify clear objectives and milestones to be achieved prior to program commencement;
  - the development of policies and procedures that clearly and comprehensively respond to the safety and security risk presented by the young people participating in the program;
  - that adequate planning occur and consideration to be given to each phase of the program, to maintain the integrity and effectiveness of the model; and
  - the progression of an outcome evaluation, which addresses a number of data and methodological issues identified in the report, including the small sample size.
9. Youth Justice worked with the youth boot camp service providers to address the key recommendations and findings from the process evaluation including, ensuring that the youth boot camp program objectives and phases are clearly understood and that relevant policies and procedures are in place. Service providers are also aware of the importance of recording program activities and performing psychometric assessments for the outcome evaluation.
10. KPMG has been procured to deliver an external process and outcome evaluation and cost benefit analysis of the youth boot camp program. This evaluation aims to determine if the youth boot camp program is achieving outcomes, provides value for money and to inform future decision-making. It is anticipated that the department will have access to findings in June 2015.
11. Current data as at 23 February 2015 shows:
  - 42 distinct young people have been sentenced to boot camp order since the commencement of the Beyond Billabong program at Lincoln Springs. 55% have not re-offended since their commencement of the program. This is higher than the comparison group which includes young people sentenced for offences in August 2011 to July 2013 that would have been eligible for a Boot Camp Order had they have been available at the time; and *how much?*
  - 140 distinct young people have commenced the EIYBC programs across Queensland. 99% have not offended since completing the program. This is higher than the comparison group which includes young people aged between 14 and 16 years living in the EIYBC trial locations with a serious disciplinary absence from school due to an exclusion or cancellation of enrolment during 2012 and 2013.
12. Although the evaluation is pending and it is too early to gauge whether the program is or likely to achieve longer term objectives of reduced offending, preliminary findings show positive changes among some trial participants in the short term.



13. Early findings show:

- an overall reduction in young people's self-reported involvement in crime;
- improved levels of resilience and emotional and behavioural well-being for some participants (although the proportion of participants indicating average levels of emotional and behavioural symptoms remained similar between the pre- and post-assessment periods);
- improvement in parenting skills (although some parents reported less or no change in parental involvement); and
- greater engagement with education.

Stats

14. Early information suggests that young people that have completed an EIYBC program may have a reduced risk of committing offences and the short-term reoffending patterns among SYBC participants were lower than those among comparison groups, including young people exiting from detention.

Audit

15. Queensland Audit Office is undertaking an audit of the procurement process of the youth boot camp program that includes consideration of matters related to economy, efficiency and effectiveness in the operation and management of the youth boot camps.

16. A separate brief is being prepared regarding the audit report including key findings and responses.

Funding allocation for 2015/16

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17. The youth boot camp program currently has a budget of \$6.5 million for 2014-15. There is no funding allocated for 2015-16 to meet the obligations of the existing youth boot camp contracts (Attachment 1).

Service agreement cessation

18. All existing youth boot camp service agreements and contracts are due to cease in September and October 2015 and the sublease for the SYBC residential property is due to cease in December 2015.

19. Further consideration of the future of the youth boot camp program is required by 1 July 2015 to meet contractual obligations.

SYBC centre security

20. At the direction of the previous Attorney-General, Queensland Corrective Services (QCS) provide two officers to the SYBC to assist in the management of perceived safety concerns of the local community regarding the SYBC being located in their community. However, these officers have no legislative authority to intervene by using restraint or force in response to an incident, nor do they have specific skills or experience in working with young offenders.

21. To address these issues, the *Youth Justice Act 1992* and the Youth Justice Regulation 2003 were amended in late 2014, to allow youth detention centre youth workers to attend and perform functions in response to incidents (i.e. use of force, separation, restraint and searches) to protect people, property and the good order of the SYBC.

22. The youth workers commenced at the SYBC in early 2015 and are available to work at the SYBC centre when numbers exceed seven or if there is an elevated risk due to individual behaviour or group dynamics.

23. The department would like to review the allocation of QCS officers to the SYBC centre at Lincoln Springs.

#### Opportunities to strengthen the program

24. A key learning from the trial which is in keeping with the program's primary focus on reducing offending or reoffending of participants, is the need for an increased focus on creating and strengthening young peoples' connection with employment, education, culture and family. This includes an emphasis on developing skills that match local industry and employment needs.
25. By strengthening these connections, the program will achieve sustained benefits and outcomes for participants, their families and the wider community.
26. Given the models in operation do not reflect the traditional youth boot camp model, it is recommended that subject to the future continuation of the program, consideration also be given to changing the name of the program, along with further strengthening of the model based on any findings arising from the pending evaluation. This could include for example revising the target group for the EIYBCs to include young people who are first time offenders, early in their offending careers or low level offenders (e.g. young people who attend youth justice conferences or have been cautioned by police).
27. Any changes to the name and possibly the program model may require complementary legislation changes, with an appropriate lead time required to allow this to occur.

#### **EMPLOYMENT IMPACT**

28. If QCS officers are removed from the SYBC, they will be returned to their substantive correctional officer roles.

#### **CONSULTATION WITH STAKEHOLDERS**



29. QCS senior officers have advised they consider detention youth workers have more appropriate training, skills and knowledge for working in the SYBC than their officers and they support the removal of their officers from the SYBC centre.
30. Cleveland Youth Detention Centre advises that the presence of detention youth workers is working well.

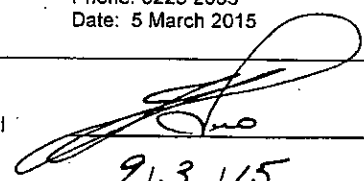
#### **FINANCIAL IMPLICATIONS**

31. The removal of QCS operational resources from SYBC means these resources can be reallocated to more appropriate QCS organisational requirements.
32. Youth Justice costs for detention youth workers are currently being met from existing operational budgets however this is creating a significant financial impost on Cleveland Youth Detention Centre. It is unlikely that the current arrangement can continue into the new financial year without additional financial allocation for this purpose.

#### **POTENTIAL MEDIA**

33. The cessation of QCS officers from the SYBC centre could be a concern for the local community and may result in negative media coverage. However this can be mitigated by communication about the presence of youth detention centre youth workers in the centre who have high level skills in supervising and managing young offenders.

NOTED or APPROVED / NOT APPROVED <b>Attorney-General and Minister for Justice</b> <b>Minister for Training and Skills</b> Comments		
 <b>YVETTE D'ATH MP</b> Attorney-General and Minister for Justice Minister for Training and Skills 04 104 115	 Chief of Staff 10,03,15	Policy Advisor 1 1

Contact Officer:	Name: Daina Fernyhough Position: Principal Program Officer Phone: 3225 2592 Date: 3 March 2015	Approved by Assistant Director- General:	Name: Sean Harvey Position: Assistant Director-General Phone: 3225 2035 Date: 5 March 2015
Approved by:	Name: Toni Craig Position: A/Director Phone: 3006 4127 Date: 5 March 2015	Endorsed: John Sosso Director-General	 913 115
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## Breakdown of funding allocated to Youth Boot Camp program (2014-15)

Details	Amount (M)
Outsourced Service Delivery <ul style="list-style-type: none"> <li>• SYBC</li> <li>• Gold Coast EIYBC</li> <li>• Fraser/Sunshine Coast EIYBC</li> <li>• Rockhampton EIYBC</li> </ul>	\$3.40 \$0.45 \$0.35 \$0.42
Departmental employee expenses (includes funding for two AO7 project officers and an AO5 program officer)	\$0.35
Supplies and Services (includes allocations for legal fees, SYBC centre utilities, IT, repairs and maintenance, rates and lease payments, travel, incentive/outcome payments, detention centre operational costs, facilities and furnishings)	\$1.45
<b>TOTAL</b>	<b>\$6.5</b>