

## Executive Summary to Inspection Report Cleveland Youth Detention Centre December quarter 2012

The inspection of Cleveland Youth Detention Centre (CYDC) required under s263(4) of the *Youth Justice Act 1992* occurred from 26–29 November 2012 and was conducted by Principal Inspectors Graham Morrison and Troy Bawden. The focus of end of year inspections is verification by inspectors of the extent to which approved recommendations from earlier inspection reports have been implemented. Verification findings are presented in a table next to the original recommendations and responses by management (see body of report). Each recommendation is numbered according to the name of the detention centre; quarter; year; and order in the original report. Two new recommendations were made to improve the review and retention of CCTV footage, and to ensure that all incidents of a more serious nature are appropriately reported to the Assistant Director-General, Youth Justice Services (ADG YJS).

The following themes and opportunities for improvement emerged from the verification exercise:

1. CYDC continues to develop and roll out significant changes intended to improve its staffing culture and the way in which the behaviour of young people is both managed, and developed. The Acting Director acknowledged that many of these changes have come about through inspection recommendations. Indeed, many of the recommendations reviewed in this inspection have been partially addressed, or remain to be addressed, by this ongoing, comprehensive shift to a Positive Behaviour Support (PBS) model. Some changes are already obvious, such as:

- rewarding and consequencing some young people based on their behaviour each day instead of each week (which had led to some losing incentive to behave well for the rest of the week)
- tailoring rewards to individual young people to enhance their responsiveness
- developing more comprehensive behaviour management strategies for young people, so that staff are more consistent and empowered in their approaches towards dealing with young people with particular high needs and/or challenging behaviour

Both staff and young people returned PBS surveys to elicit areas for improvement. The Inspectorate notes results of the young persons' survey, which identified the two areas most in need of improvement as:

- receiving support to learn new skills to self-manage their behaviour
- increasing fairness of the gold/silver system (the two levels of reward within the current token economy behaviour development system).

In the staff survey, the majority indicated that there was a high-priority need for improvement in all 51 areas across three domains. The top three statements that staff most frequently identified as needing to become the reality were:

- the current behaviour support model is clear to all staff and consistently managed ('systems')
- staff always role model appropriate behaviours and interactions ('positive approach')
- staff work together as a team within sections / work groups of the centre ('teamwork').

Another initiative intended to dovetail with PBS was the Respect 4 Women campaign, initially developed to deal with sexually harassing behaviours displayed by some young people towards female staff. The campaign was launched on the first day of the inspection, and included aspects of the White Ribbon Campaign. The intent was to provide ongoing education to staff and young people about the appropriate treatment of women in the centre, and methods to address inappropriate treatment. At the time of inspection, the campaign was still taking shape, but the Inspectorate expects that it will drive a 'zero tolerance' to such behaviours over time. As with PBS, all staff had been recently surveyed as to their experiences with sexual harassment. Respondents (n=89) provided detailed qualitative data in addition to quantitative. In summary, the survey results showed that CYDC has a significant problem with unwelcome touching, leering and suggestive comments, from both young people and staff, and towards both female and male staff. To quote only two statistics from the numerous categories of behaviour surveyed:

- 24.7% of female respondents had personally experienced unwelcome touching from male detainees
- 13.5% of female respondents had personally experienced unwelcome touching from colleagues.

The figures were even higher for female respondents that had personally experienced staring/leering/invasion of space, and suggestive comments or jokes. There were similar totals again in all categories for female staff that had witnessed such behaviour occurring to other female colleagues, and similar totals for staff that had heard about such behaviours occurring on centre. A survey of young people in relation to sexual behaviours and harassment remains in development at the time of writing.

2. Improvements were evident in CYDC's legislative compliance with the use of locked-door separation of young people (a long-running issue that historically intersected with protracted Behaviour Development Plans under which such separations had been auspiced, but not in accordance with accountability requirements of the Youth Justice Act (discussed in numerous inspection reports dating back to March 2008. In the June 2012 and this inspection, the Director and Acting Director committed to ensuring that all periods of separation be appropriately authorised and documented on the Detention Centres Operational Information System (DCOIS), by local managers and/or the ADG YJS where there are continual or continual separations of young people over a 24-hour span).

3. Proactive monitoring of CCTV footage to ensure staff compliance: Recommendation C0611-12 below was a comprehensive recommendation considered by the Inspectorate to be particularly crucial in strengthening local misconduct prevention systems. During consultation YDO advised that this issue has been covered in the newly-approved Chapter 3 of the Youth Detention Centre Operations Manual (the Manual), which states:

*All incidents involving restricted physical holds will be reviewed for any unreasonable use of force (including but not limited to all DCOIS records and CCTV footage) (p29).*