

## Methodology

A series of data sets were obtained from the Department's Total Offender Management Solution (TOMS) database both through previously created Departmental reports and standard query language data extraction. These data sets were used to determine demographic information, the frequency behaviour management tools were used at Banksia Hill, and types of behaviour being exhibited by the young people at the centre. Thorough review of incidents reported on TOMS was also performed.

We conducted a series of announced and unannounced site visits to Banksia Hill between August 2016 and May 2017. During these visits we observed the treatment of young people both in the Harding Unit and in the other mainstream units. We also observed recreation activities and evening lockdown procedures. We spoke at length with young men and women, and held discussions with custodial and non-custodial staff, and various members of the centre's management team.

We analysed various Departmental policy and practice documents to compare them to our observations. Other documents were also examined including PSP and Daily Monitoring Checklists, CCTV footage, log books, internal investigation reports, security reports, and Banksia Hill Transformation progress reports. A literature review based on the Department's rationale for its operational model was also conducted.

In October 2016 we distributed a staff survey which yielded 93 responses. The survey was open to all levels of staff including local management, and respondents were from both the custodial and non-custodial streams at Banksia Hill.

We engaged with various external stakeholders including the Children's Court of Western Australia, Aboriginal Legal Service (WA), Kath French Secure Care Facility, the Community and Public Sector Union (WA), and the Telethon Kids Institute. A Community Consultation Forum was also held on 17 October 2016 involving a small number of community representatives and we received a written submission from the Western Australian Commissioner for Children and Young People.

Finally, meetings were held with central office staff including the Former Commissioner of Corrective Services, the Deputy Commissioner of Youth Justice Services, the Deputy Commissioner Regulation and Operational Services, the Director Security and Response Services, and the Director Investigation Services. A preliminary findings briefing by this Office was presented in February 2017 which was followed by a final findings briefing in April 2017.