

# Executive Summary

This is a joint report of quarterly statutory inspections of both the Brisbane and Cleveland Youth Detention Centres (BYDC and CYDC). The on-site inspections occurred from 23 November 2020 to 27 November 2020 (BYDC) and 30 November 2020 to 4 December 2020 (CYDC). Statutory detention centre inspections are conducted by delegated inspectors, located within the office of the Deputy Director-General, Department Children, Youth Justice and Multicultural Affairs. This is a joint report covering both inspections provided to the Director-General, which aims to contribute to improving youth detention centre operations across both centres.

Inspections conducted during the December quarter each year are to verify the progress of Inspectorate made recommendations accepted for implementation by Youth Justice Services in previous inspection reports. The verification process involved inspectors interviewing managers and their teams, relevant internal and external stakeholders, reviewing procedures and data, and visiting accommodation units to speak with staff and young people.

At the time of this inspection, the Inspectorate's September 2020 quarter recommendations were undergoing consultation, therefore the September 2020 quarter recommendations were not subject to verification and are not included in this report.

At the time of the December 2020 inspection, there were a total of 53 open recommendations. Of this total, 46 were joint recommendations, i.e. 23 relevant to both BYDC and CYDC, five related to BYDC only, and two related to CYDC only. A total of 37 recommendation will be closed, 20 relating to BYDC and 17 relating to CYDC. It should be noted that although a number of recommendations are closing, some have been superseded by more contemporary recommendations from subsequent inspection reports that have adapted to acknowledge progress and reflect current system improvement needs.

## BYDC Recommendations

There were 28 open recommendations dating back to June 2018. Following verification of BYDC and Youth Justice Services implementation actions, 20 of these recommendations are now closed and are listed in the table following this summary. The remaining eight recommendations will be monitored during future inspections.

## CYDC Recommendations

There were 25 recommendations in progress dating back to June 2018. Following verification of CYDC and Youth Justice Services implementation actions, 17 of these are now closed and are listed in the table following this summary. The remaining eight recommendations will be monitored during future inspections.

## Other Observations and Issues

The Inspectorate raises observations and issues on-site during the inspection, directly with staff throughout the inspections, with the Executive Directors at the exit interviews and with the Senior Executive Director, Youth Detention Operations and Reform. Issues and observations during the December Inspection include:

- **Key staff unaware of open recommendations** - during the verification process, most staff interviewed stated they were not aware of what the open recommendations were. This was raised with the Executive Directors at both centres. The Inspectorate has made a commitment to notify the Executive Directors when Inspection Reports have been published and it will be up to the discretion of the Executive Directors to establish a process of filtering information to the relevant staff
- **Responses to workforce issues at CYDC** - during the inspection, the Inspectorate noted several actions in the process of being implemented around security and behaviour management as a result of recent events and associated staff concerns at CYDC. The Inspectorate received a range of feedback from staff regarding actions in progress and in acknowledgment of the early stages of implementation at the time of inspection. This will be monitored by the Inspectorate during future visits.
- **Access to Escort Staff (Behaviour Support Team) at CYDC** - during the inspection the Behaviour Support Team (within Client Services) raised the difficulty they were having in accessing escort staff to deliver young people to a suitable room for therapeutic intervention and completion of assessments, resulting in a limited service being provided to young people. The Inspectorate raised this with management and were advised escort availability has been an ongoing area of review within Client Services as well as the Cultural Unit. Discussions are currently taking place to enable more efficient use of escorts across several areas, including support for Client Services.
- **New Recommendation – Identifying Needs and Program Delivery** - during the December 2020 verification of Recommendation 7, September 2018 - BYDC and CYDC (Criminogenic Programs), the Inspectorate found the catalogue of programs showed an increase in program listings, including the introduction of a new Youth Justice Program “Rethinking Our Attitudes Toward Driving”; however, gaps remain at both centres with the delivery of at least two Youth Justice Interventions – Aggression Replacement Training (ART) and Challenging Habits and Reaching Targets (CHART) which target anti-social attitudes and self-control deficits - the leading risk category associated with recidivism.

When reviewing case plans of sentenced young people, the Inspectorate noted some gaps in appropriate prioritisation of assessed criminogenic needs and linking of the criminogenic to the most appropriate intervention.

Noting the availability of some criminogenic programs, the Inspectorate agreed to close Recommendation 7; however, given the issues have become more around the identification, prioritisation and of criminogenic needs and linking to the most appropriate intervention, the Inspectorate has opened a new recommendation to address this and increase the delivery of ART and CHART.

## List of Closed Recommendations (BYDC)

<b>June 18 - Rec 2 (Suicide Risk Training)</b>	
The Inspectorate recommends that BYDC immediately direct staff to complete Suicide Response training as a priority and provide assurances that there are sufficient staff currently trained in suicide response to adequately cover every accommodation unit, particularly during night shift.	<b>Closed</b>
<b>June 18 - Rec 4 (Separations Data)</b>	
It is recommended that Youth Detention and Operations (YDO) build on the extensive dataset commissioned for this report to ensure that, beyond the current broad view of separation in monthly incident data, the individual experience of locked door separation is captured in readily accessible data and put at the forefront of future performance reporting in an effort to reduce separations.	<b>Closed</b>
<b>September 18 - Rec 2 (VET and Job Readiness)</b>	
The Inspectorate recommends YDO increase Vocational Education Training (VET) availability and participation by investigating value for money options to engage young people in VET courses and job readiness training while on centre and through transition, with incentives for retaining young people in courses through to completion. Other options to investigate include providing adequate supervision arrangements to allow young people to attend TAFE on campus.	<b>Closed</b>
<b>September 18 - Rec 7 (Criminogenic Programs) – Superseded (December 2020)</b>	
It is recommended YDO and the detention centres make available a suite of criminogenic programs, regardless of remand/sentenced status, to prevent a cycle of recidivism.	<b>Closed</b> Superseded by New Rec (Dec 2020)
<b>September 18 - Rec 9 (Incident Reports)</b>	
It is recommended YDO develop a standardised incident report template to prompt more detailed information around the use of force.	<b>Closed</b>
<b>September 18 - Rec 10 (Incident Review) – Superseded (September 2020)</b>	
It is recommended YDO and BYDC find efficiencies in the current workflow process for incidents and ensure Shift Supervisors are upskilled to ensure they can review incidents prior to progressing to the Unit Manager for review.	<b>Closed</b> Superseded by New Rec (Sep 2020)
<b>March 19 - Rec 1 (Personal Protective Equipment Use)</b>	
It is recommended YDO reviews policy and procedures to provide clarity and confidence in the reasonable minimum use of personal protective equipment (PPE) to efficiently resolve incidents and ensure the safety of persons and property.	<b>Closed</b>

## List of Closed Recommendations (BYDC continued)

<b>March 19 - Rec 2 (Personal Protective Equipment Training)</b>	
It is recommended that following the reviews of PPE policy and procedures, YDO considers developing new intermediate training for staff, particularly those likely to be incident controllers, with a focus on strategic use of the equipment relevant to various possible scenarios, to be delivered on a regular basis at both centres.	<b>Closed</b>
<b>March 19 - Rec 3 (Protective Actions Continuum Training Frequency)</b>	
It is recommended YDO considers delivering Protective Actions Continuum (PAC) training using an assessment of competency to inform the frequency and individualised content of PAC refresher training.	<b>Closed</b>
<b>March 19 - Rec 5 (Security Alerts)</b>	
It is recommended YDO establish a 'Security Alert' process, whereby alerts and learnings following incidents are shared between both detention centres and communicated with all staff, to promote awareness and the implementation of consistent security improvements across both centres.	<b>Closed</b>
<b>March 19 - Rec 6 (Compliance with Operational Security Processes) – Superseded (September 2020)</b>	
It is recommended detention centre management implement increased compliance monitoring to enhance discipline and adherence to operational security processes.	<b>Closed</b> Superseded by New Rec (Sep 2020)
<b>March 19 - Rec 7 (Management of High-Risk Behaviour) – Superseded (June 2020)</b>	
It is recommended YDO in consultation with relevant government departments develops multi-agency strategies to respond to the needs of young people with high risk behaviours related to issues including, but not limited to, mental health issues, young people experiencing disability and substance misuse.	<b>Closed</b> Superseded by New Rec (Jun 2020)
<b>June 19 - Rec 1 (Coordinated Programs and Services)</b>	
The Inspectorate recommends YDO develops Terms of Reference and commences discussions with all agencies operating within the youth detention centres, to improve the coordination of programs and services in youth detention.	<b>Closed</b>
<b>June 19 - Rec 2 (Coordinated Reintegration Planning) – Superseded (March 2020)</b>	
The Inspectorate recommends YDO revises policies and procedures related to reintegration, to increase access to targeted, multi-agency reintegration plans that focus on the range of supports available to young people after release.	<b>Closed</b> Superseded by New Rec (Mar 2020)

## List of Closed Recommendations (BYDC continued)

<b>June 19 - Rec 4 (Reintegration and LOA Staffing)</b>	
It is recommended any negotiations undertaken in the future to manage the variable demand within detention centres should consider the opportunity for additional staff for reintegration planning and reintegration Leave of Absence (LOA) escorts to be funded across both centres.	<b>Closed</b>
<b>June 19 - Rec 5 (Support Post Release)</b>	
It is recommended the detention centres develop a process for staff who are assessed as having a beneficial, supportive relationship with young people to continue to see young people in the community on a case-by-case basis, with management approval and in coordination with the relevant community office.	<b>Closed</b>
<b>September 19 - Rec 1 (Admissions Rooms Records)</b>	
The Inspectorate recommends the centres record more consistently the approving officer and rationale for use of admissions holding rooms for one or more nights in the detention centre operational information system, to enable reporting of this information.	<b>Closed</b>
<b>September 19 - Rec 2 (Admissions - Wellbeing Intake)</b>	
It is recommended the centres implement a shortened process 'wellbeing intake' to be performed by caseworkers when a young person has been re-admitted to the same centre within a two-week period.	<b>Closed</b>
<b>September 19 - Rec 4 (Contraband Records)</b>	
It is recommended the centres implement consistent methods of recording restricted, prohibited and illegal items located on centre to increase the reliability of available data.	<b>Closed</b>
<b>March 20 - Rec 1 (Education and Training Opportunities)</b>	
The Inspectorate recommends the Department of Children, Youth Justice and Multicultural Affairs work with all relevant stakeholders to conduct an analysis of the current education and training opportunities available to youth detention centres with a particular focus on transition from detention and provide a gap analysis to the Inspectorate by 30 September 2020.	<b>Closed</b>

## List of Closed Recommendations (CYDC)

<b>June 18 - Rec 3 (Separations Data)</b>	
It is recommended YDO build on the extensive dataset commissioned for this report to ensure that, beyond the current broad view of separation in monthly incident data, the individual experience of locked door separation is captured in readily accessible data and put at the forefront of future performance reporting in an effort to reduce separations.	<b>Closed</b>
<b>September 18 - Rec 3 (VET and Job Readiness)</b>	
The Inspectorate recommends YDO increase VET availability and participation by investigating value for money options to engage young people in VET courses and job readiness training while on centre and through transition, with incentives for retaining young people in courses through to completion. Other options to investigate include providing adequate supervision arrangements to allow young people to attend TAFE on campus.	<b>Closed</b>
<b>September 18 - Rec 4 (Criminogenic Programs) – Superseded (December 2020)</b>	
It is recommended YDO and the detention centres make available a suite of criminogenic programs, regardless of remand/sentenced status, to prevent a cycle of recidivism.	<b>Closed</b> Superseded by New Rec (Dec 2020)
<b>March 19 - Rec 1 (Personal Protective Equipment Use)</b>	
It is recommended YDO reviews policy and procedures to provide clarity and confidence in the reasonable minimum use of PPE to efficiently resolve incidents and ensure the safety of persons and property.	<b>Closed</b>
<b>March 19 - Rec 2 (Personal Protective Equipment Training)</b>	
It is recommended that following the reviews of PPE policy and procedures YDO considers developing new intermediate training for staff, particularly those likely to be incident controllers, with a focus on strategic use of the equipment relevant to various possible scenarios, to be delivered on a regular basis at both centres.	<b>Closed</b>
<b>March 19 - Rec 3 (Protective Actions Continuum Training Frequency)</b>	
It is recommended YDO considers delivering PAC training using an assessment of competency to inform the frequency and individualised content of PAC refresher training.	<b>Closed</b>

## List of Closed Recommendations (CYDC Continued)

<b>March 19 - Rec 5 (Security Alerts)</b>	
It is recommended YDO establish a 'Security Alert' process, whereby alerts and learnings following incidents are shared between both detention centres and communicated with all staff, to promote awareness and the implementation of consistent security improvements across both centres.	<b>Closed</b>
<b>March 19 - Rec 7 (Management of High-Risk Behaviour) – Superseded (June 2020)</b>	
It is recommended YDO, in consultation with relevant government departments, develops multi-agency strategies to respond to the needs of young people with high risk behaviours related to issues including, but not limited to, mental health issues, young people experiencing disability and substance misuse.	<b>Closed</b> Superseded by New Rec (Jun 2020)
<b>June 19 - Rec 1 (Coordinated Programs and Services)</b>	
The Inspectorate recommends YDO develops Terms of Reference and commences discussions with all agencies operating within the youth detention centres, to improve the coordination of programs and services in youth detention.	<b>Closed</b>
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The Inspectorate recommends YDO revises policies and procedures related to reintegration, to increase access to targeted, multi-agency reintegration plans that focus on the range of supports available to young people after release.	<b>Closed</b> Superseded by New Rec (Mar 20)
<b>June 19 - Rec 4 (Reintegration and LOA Staffing)</b>	
It is recommended any negotiations undertaken in the future to manage the variable demand within detention centres should consider the opportunity for additional staff for reintegration planning and reintegration LOA escorts to be funded across both centres.	<b>Closed</b>
<b>June 19 - Rec 5 (Support Post Release)</b>	
It is recommended the detention centres develop a process for staff who are assessed as having a beneficial, supportive relationship with young people to continue to see young people in the community on a case-by-case basis, with management approval and in coordination with the relevant community office.	<b>Closed</b>
<b>June 19 - Rec 6 (CYDC Employment Resources)</b>	
It is recommended CYDC increases the focus on building employment resources, networking with employers and linking young people to jobs before release.	<b>Closed</b>



## List of Closed Recommendations (CYDC Continued)

<b>September 19 - Rec 1 (Admissions - Wellbeing Intake)</b>	
It is recommended the centres implement a shortened process 'wellbeing intake' to be performed by caseworkers when a young person has been re-admitted to the same centre within a two-week period.	<b>Closed</b>
<b>September 19 - Rec 3 (Contraband Records)</b>	
It is recommended the centres implement consistent methods of recording restricted, prohibited and illegal items located on centre to increase the reliability of available data.	<b>Closed</b>
<b>March 20 - Rec 1 (Education and Training Opportunities)</b>	
The Inspectorate recommends the Department of Children, Youth Justice and Multicultural Affairs work with all relevant stakeholders to conduct an analysis of the current education and training opportunities available to youth detention centres with a particular focus on transition from detention and provide a gap analysis to the Inspectorate by 30 September 2020.	<b>Closed</b>
<b>March 20 - Rec 2 (Communication and Multi-agency Information Sharing - Transition/Education Planning)</b>	
It is recommended increased communication occur between multi-agency stakeholders involved in transitional planning to ensure all elements, particularly educational content of Transition/Reintegration plans are communicated effectively, and where appropriate, uploaded onto the relevant departmental client information sharing system (e.g. ICMS, iDocs, Unify).	<b>Closed</b>