

# Response by Youth Justice to the BYDC Inspection Report, June 2018

Youth Justice welcomes the June 2018 quarterly Youth Detention Inspectorate report for the Brisbane Youth Detention Centre (BYDC).

Rigorous and transparent oversight is essential to ensuring young people in detention are managed appropriately, safely and securely in accordance with the Youth Justice Act 1992 and the Youth Justice Regulation 2016. Youth Detention Inspectorate recommendations also provide critical insights and evidence-based advice to ensure youth detention services evolve with contemporary best practice.

The focus areas under inspection in this quarter were suicide risk and self-harm, separations and behaviour development. BYDC accepts all 8 recommendations made in the report and immediate steps have been taken to implement all recommendations. These actions include:

- Ongoing work to improve policies and guidelines regarding observations of young people and continued roll out of the 'tour guard' technology across all BYDC units, as part of the security upgrade
- Increased oversight by supervisors of the suicide and self-harm risk management process, to ensure that all operational staff are adhering to best practice standards
- Specialist training for Behaviour Support Team staff to support their capacity to lead the suicide and self-harm risk management process
- Improved behaviour development processes, including the implementation of a new rewards and incentives scheme and a trauma-informed 'Behaviour Support Plan' to better assist staff to manage complex and challenging behaviours
- The implementation of a restorative practice framework (led by dedicated Restorative Practice Coordinators) to reduce and prevent incidents and better support young people to take responsibility for their actions.
- Appointment of a new Executive Director at the centre who continues to improve on visible leadership and collegiality with staff, through centre wide visits and senior leadership attendance in accommodation units.

Youth Justice Services is also actively working on the implementation of the recommendations arising from the Independent Review of Youth Detention Centres in Queensland. These reforms support and complement the practice improvements recommended by the Youth Detention Inspectorate.

I thank the Youth Detention Inspectorate for their important work to improve the youth justice system. I also acknowledge the efforts of youth justice staff around Queensland who are helping to build a better youth justice system and improve the lives of young people through the development of the Youth Justice Strategy.

I also want to acknowledge all youth detention staff who work in these challenging environments on a daily basis and thank them for their commitment to improving the lives of young people and ensuring the safety of youth detention centres.

Darren Hegarty  
**Senior Executive Director, Youth Justice Services**  
**Department of Child Safety, Youth and Women**

| <b>Recommendation 1</b>   | <b>Accepted/Not Accepted</b> |
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| <p>The Inspectorate recommends that BYDC immediately devise an interim measure to provide better assurance that suicide risk observations are occurring in accommodation units, until such time as CCTV and tour guard have been installed in unit common areas. Additional assurance processes may include, for example:</p> <ul style="list-style-type: none"> <li>• revise how observation forms are completed and observation records are entered into DCOIS with a time stamp</li> <li>• more frequent radio checks or radio contact with base after each observation round</li> <li>• more frequent night senior visits and countersigning of observation records.</li> </ul> | Accepted                     |
| <b>Recommendation 2</b>   | <b>Accepted/Not Accepted</b> |
| <p>The Inspectorate recommends that BYDC:</p> <ol style="list-style-type: none"> <li>1. immediately direct staff to complete Suicide Response training as a priority, and</li> <li>2. provide assurances to ensure that there are sufficient staff currently trained in suicide response to adequately cover every accommodation unit, particularly during night shift.</li> </ol>  | Accepted                     |
| <b>Recommendation 3</b>   | <b>Accepted/Not Accepted</b> |
| <p>The Inspectorate recommends that Youth Justice Services establish:</p> <ul style="list-style-type: none"> <li>• a clear therapeutic purpose and procedures for the Oak unit to coincide with the eventual rollout of the revised behaviour development model; and</li> <li>• a communication process with case workers, BST and Oak unit staff to ensure behavioural issues are addressed as soon as possible following a young persons' admission to Oak.</li> </ul>  | Accepted                     |
| <b>Recommendation 4</b>   | <b>Accepted/Not Accepted</b> |
| <p>It is recommended that YJS 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.</p>   | Accepted                     |

| <b>Recommendation 5</b>  | <b>Accepted/Not Accepted</b> |
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| It is recommended that Youth Justice Services develop and implement a behavioural model as a matter of urgency and immediately increase the content and availability of training (internal and external) for new and existing staff in the area of behaviour development to ensure staff are educated and able to recognise triggers and positively manage young people who display challenging behaviours.  | <b>Accepted</b>              |
| <b>Recommendation 6</b>  | <b>Accepted/Not Accepted</b> |
| It is recommended that collaborative working between professional (including case workers and psychologists) and accommodation staff be improved. Professional staff should spend considerable time in units to discuss the effectiveness of behavioural strategies with accommodation staff, as well as providing guidance and coaching to staff to refine those strategies detailed within behaviour plans. Accommodation staff should also be required to sign all plans to ensure accountability and communication flow.   | <b>Accepted</b>              |
| <b>Recommendation 7</b>  | <b>Accepted/Not Accepted</b> |
| It is recommended that the EDs and DDs of Youth Detention Centres adopt a practice of conducting comprehensive, weekly, whole-of-centre rounds together to: <ul style="list-style-type: none"> <li>• Lead by example and guide staff on setting clear and consistent boundaries about what is acceptable behaviour for young people i.e. a 'minimum behaviour standard' that all young people should be expected to adhere to;</li> <li>• Directly observe operational practice as it's happening at the front-line and provide guidance if required; and</li> <li>• Speak directly with front-line staff and young people to consider their concerns and clarify any queries, to be the single source of truth and head-off rumours/myths.</li> </ul> | <b>Accepted</b>              |
| <b>Recommendation 8</b>  | <b>Accepted/Not Accepted</b> |
| The Inspectorate recommends BYDC immediately remove excessive personal and household cleaning products and equipment (particularly spray bottles) from being permanently located in young person's rooms.  | <b>Accepted</b>              |