

Response by Youth Justice to the BYDC Inspection Report, December 2018

Youth Justice welcomes the December 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 a follow up of the March and June quarter recommendations. The Inspectorate's September 2018 quarter recommendations were undergoing consultation at the time of the inspection and were not subject to verification and, therefore, were not included in this report. Further, as part of organisational changes during 2018, seven recommendations made prior to machinery-of-government changes were verified and closed in consultation with Youth Justice Services.

Other issues raised and discussed with relevant centre managers and the Senior Executive Director, Youth Justice Services during and immediately following the site visits were the focus of the December Inspectorate report.

Youth Justice Services continues 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.

The Youth Detention Inspectorate is thanked for their important work to improve the youth justice system. 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 are also acknowledged.

Also acknowledged are all youth detention staff who work in these challenging environments on a daily basis and Youth Justice is grateful 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

March 2018 Recommendations	
March Recommendation 1	Status
It is recommended that BYDC revise its not-to-mix classification process forthwith. The revised process should feature sufficient managerial oversight to ensure that only genuine and significant conflicts are captured, that further disruptions to education and centre operations are reduced to the extent possible, and that any decision to cancel school is fully transparent.	Complete
March Recommendation 2	Status
<p>Youth Justice investigates demand on detention centre capacity across the state to inform strategies to manage demand pressures, with the view to improving the safety and wellbeing of young people in youth detention centres and to reducing the need to hold young people in watch-houses for extended periods.</p> <p>At the same time, Youth Justice should position the imminent rollout of the revised Behaviour Development Model towards greater rehabilitation and reintegration of young people through on- and off-centre activities and rewards in an effort to reduce returns to custody.</p>	Complete
March Recommendation 3	Status
<p>It is recommended that Youth Justice investigate strategies that improve recruitment, retention and work attendance at BYDC; reduce the reliance on overtime; and remove some of the current risks to young people's service delivery and safe custody.</p> <p>The resulting workforce model should be developed on the same footing as the response to Recommendation 2 of this report (i.e. accounting for demand on the detention system), and the Inspectorate's previous recommendation referred to above (i.e. regarding the suitability and cultural appropriateness/capability of future applicants).</p>	In progress
June 2018 Recommendations	
June Recommendation 1	Status
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 the tour guard system have been installed in	Complete

<p>unit common areas. Additional assurance processes may include:</p> <ul style="list-style-type: none"> • revise how observation forms are completed and enter observation records into DCOIS with a time stamp • more frequent radio checks or radio contact with base after each observation round • more frequent night senior visits and countersigning of observation records. 	
June Recommendation 2	Status
<p>The Inspectorate recommends that BYDC:</p> <ul style="list-style-type: none"> • immediately direct staff to complete Suicide Response training as a priority, and • provide assurances that there is sufficient staff currently trained in suicide response to adequately cover every accommodation unit, particularly during night shift. 	In progress
June Recommendation 3	Status
<p>The Inspectorate recommends that Youth Justice Services establish:</p> <ul style="list-style-type: none"> • a clear therapeutic purpose and procedures for the Oak unit to coincide with the eventual rollout of the revised behaviour development model; and • a communication process with case workers, Behavioural Support Team (BST) and Oak unit staff to ensure behavioural issues are addressed as soon as possible following a young persons' admission to Oak. 	Complete
June Recommendation 4	Status
<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>	In progress
June Recommendation 5	Status
<p>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.</p>	In progress

June Recommendation 6	Status
<p>It is recommended that collaborative working between professional staff (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.</p>	Complete
June Recommendation 7	Status
<p>It is recommended that the Executive Directors and Deputy Directors of Youth Detention Centres adopt a practice of conducting comprehensive, weekly, whole-of-centre rounds together to:</p> <ul style="list-style-type: none"> • lead by example for other management staff, 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); • directly observe operational practice as it is happening on the front-line and provide guidance if required; and • speak directly with front-line staff and young people to hear and consider their concerns, clarify any queries and be the 'single source of truth' to prevent rumours/myths. 	Complete
June Recommendation 8	Status
<p>It is recommended that BYDC immediately remove excessive personal and household cleaning products and equipment (particularly spray bottles) from being permanently located in young person's rooms.</p>	Complete