

Response by the Department of Children, Youth Justice and Multicultural Affairs to the Brisbane Youth Detention Centre and Cleveland Youth Detention Centre Inspection Report, December 2021

On behalf of the Department of Children, Youth Justice and Multicultural Affairs, Youth Justice welcomes the December 2021 quarterly Youth Detention Inspectorate update for the Brisbane Youth Detention Centre (BYDC) and Cleveland Youth Detention Centre (CYDC).

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 provide critical insights and evidence-based advice to ensure youth detention services evolve with contemporary best practice.

The focus of this end-of-year inspection was a progress review of open recommendations from previous inspection reports.

Youth Justice welcomes and accepts the December 2021 report, noting that a significant number of the recommendations under examination were able to be closed due to actions completed or underway in Youth Justice.

Despite the many challenges of 2021 including direct COVID-19 impacts on youth detention staff and quarantine processes impacting young people's detainment, work to address each of the recommendations is well-progressed and aligns well with the inquiries and findings of this Inspection report.

Sincere appreciation is extended to the Youth Detention Inspectorate for their important work to improve the youth justice system. Also acknowledged are the youth detention staff who work in these challenging environments on a daily basis and their tireless commitment to improving the lives of young people and ensuring the safety of youth detention centres.

Michael Drane
Senior Executive Director
Youth Detention Operations and Reform
Department of Children, Youth Justice and Multicultural Affairs

BYDC Recommendations

June 2019 Recommendations (BYDC)	
June 19 - Rec 3 (Reintegration Planning for Remandees)	Status
It is recommended that both centres develop reintegration plans for suitable young people on long-term remand, using a common risk assessment tool to assess the appropriateness of reintegration LOAs and other reintegration activities as part of these plans.	Open
September 2019 – Rec 3 (Search Practice Review)	Status
The Inspectorate recommends that the centres review searching practices based on the effectiveness of current search methods as shown in the data.	Closed
March 2020 Recommendations (BYDC)	
March 2020 – Rec 2 (Communication and Multi-agency Information Sharing – Transition/Education Planning)	Status
It is recommended that 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).	Closed
March 2020 - Rec 3 (Restorative Practice – Central Oversight and Implementation)	Status
It is recommended that centralised oversight is established to enable strategic direction and formalisation of processes and monitoring to ensure outcomes are achieved, integrity and best practice is maintained, and Restorative Practice is fully implemented within the detention centres.	Open
March 2020 - Rec 4 (Restorative Practice and Trauma Informed Practice Training Prioritisation)	Status
It is recommended that Restorative Practice and Trauma Informed Practice training is prioritised to ensure all staff, including executive and management at BYDC and CYDC attend the two-day Restorative Practice General Training at a minimum, and Trauma Informed Practice training when available. Additional initiatives to further embed Restorative Practice and Trauma Informed Practice as a way of working may include: <ul style="list-style-type: none"> Identifying suitable staff to attend the two-week Restorative Justice Accreditation 	Open

<p>Training (adapted for detention centres) and mentoring phase to become skilled in facilitation of formal Restorative Practice meetings within a detention centre.</p> <ul style="list-style-type: none"> • Designated 'out of ratio' staff members (e.g. Section Supervisors) who are trained in facilitating Restorative Practice meetings who can imbed Restorative Practice techniques as daily routine in each unit and run Restorative Practice meetings. • Cultural Liaison Officers and staff assigned to suitable duties, where appropriate, are trained in the facilitation of formal Restorative Practice meetings. 	
June 2020 Recommendations (BYDC)	
June 2020 - Rec 1 (Inter-Departmental Collaboration – Mental Health and Disabilities Services)	Status
<p>It is recommended that continued discussions occur with the relevant agencies (Youth Justice, Queensland Health, NDIA, Department of Education and Department of Child Safety) to continue to develop an integrated and coordinated partnership approach to addressing health and developmental needs (specifically in the context of neurodevelopmental impairment/disability) of young people within the youth justice system, particularly high risk young people and resolving current barriers in service provision.</p> <p>It is further recommended that Youth Detention Operations explore opportunities to improve communication and continue to build on and develop relationships across agencies to enhance the provision of paediatric services and comprehensive neurodevelopmental assessments.</p>	Open
June 2020 – Rec 2 (Case Planning - Cross Agency Information Sharing)	Status
<p>It is recommended that Youth Detention and Operations conduct a review of interagency and external communication methods and procedures and implement necessary changes to improve communication across agencies to ensure all relevant information can be considered in intervention and case planning for young people.</p> <p>It is further recommended that Youth Detention and Operations review youth detention centre caseworker responsibilities and practice guidelines with the goal to improve coordination and collection of information to guide more effective case planning to better support the holistic needs of young people.</p> <p>Whilst the Inspectorate acknowledges constraints within the current client information system, it is further recommended that feedback is provided to the business liaison officer for the new upcoming information system (ie Unify) regarding improvements to be made to centralised recording of confirmation and outcomes of assessments and testing (if relevant) for intervention and case planning with young people.</p>	Closed
June 2020 - Rec 3 (Workforce Capability – Managing Complex Behaviours)	
<p>It is recommended that Youth Detention and Operations engage with and address the full results of the UQ survey once finalised and explore training and professional</p>	Open

development opportunities for all operational and professional staff to increase workforce capability and confidence in managing behaviours associated with neurodevelopmental and other cognitive impairments.	
September 2020 Recommendations (BYDC)	
September 2020 – Rec 1 (Prioritisation of Video Link Court)	Status
BYDC consult with internal and external stakeholders, to develop a collaborative response to improve the process and prioritisation of video link court appearances and connection to duty lawyers prior to court.	Closed
September 2020 - Rec 2 (Complaints Records Policy)	Status
BYDC take necessary action to ensure record keeping and complaints categorisation is in line with policy, and that this discrepancy be monitored for the next quarter via the central monitoring and oversight process.	Closed
September 2020 - Rec 3 (Complaints Correspondence in ‘Easy English’)	Status
As part of the existing program of work by the Senior Speech Language Pathologist, a resource guide on preparing ‘Easy English’ correspondence for young people be developed and available for use by the Manager Client Relations and other staff as required.	Closed
September 2020 - Rec 4 (Section Supervisor Training and Mentoring)	Status
That opportunities be explored for specific Section Supervisor training modules, with a focus on leadership and role clarity, to be available on-line and in a self-paced format ensuring easy and consistent access, irrespective of staffing pressures or experience levels of supervisors. Further, as an ongoing initiative, it is recommended that section supervisors be prioritised to deliver training to new inductees as a resource-effective method for establishing a shared understanding of what is taught in inductee training and consistent application of practice.	Closed
December 2020 Recommendations (BYDC)	
December 2020 - Rec 1 (Identifying Criminogenic Needs and Implementing Interventions)	Status
It is recommended that the identification of young peoples’ criminogenic needs is enhanced through the training of detention centre caseworkers in YLS/CMI 2.0 and consultation with caseworkers in the community when case planning. It is further recommended that the ability to deliver the departments evidence-based, professionally endorsed criminogenic interventions within detention is also enhanced.	Closed

March 2021 Recommendations (BYDC)

March 2021 Recommendations (BYDC)	
March 2021 - Rec 1 (Suicide Risk Practices)	Status
<p>a) Where possible, immediate actions are put in place to address the gaps in identifying and recording suicide events, suicide observations and training currency due to the critical consequences that may result</p> <p>b) A review of the current policy in relation to suicide and self-harm risk prevention to ensure information is contemporary, in line with current evidence and feedback from partner agencies involved in the suicide prevention process within the detention centres has been considered.</p>	Open
March 21 – Rec 2 (Positive Behaviour Support Schemes)	Status
The current Incentives scheme within the Positive Behaviour Support Policy, Youth Detention Centre Operational Manual and any further centre specific consequence schemes implemented within each centre be reviewed by qualified practitioners to ensure they are in line with contemporary evidence.	Closed
March 2021 - Rec 3 (Positive Behaviour Support Training for Youth Workers)	
Stand-alone modules be created for induction training for the centre specific Positive Behaviour Support models to enhance the practical training already in place to ensure consistency of practical application by Youth Workers.	Open
March 2021 – Rec 4 (Therapeutic service delivery to support behaviour management)	
Develop a strategy to increase the ability of CPT within both centres to conduct therapeutic sessions to ensure young people receive therapeutic services as intended to support behaviour management.	Closed
March 2021 – Rec 5 (Planned incident controller training and practices)	Status
<p>a) Planned Incident Controller training developed in consultation with QPS includes content regarding the efficient use of staff and equipment to minimise the duration and severity of incidents.</p> <p>b) Incident review, in addition to focusing on causes and preventative and measures leading up to an incident, also focuses on the management throughout the entirety of the incident to identify opportunities to efficiently manage incidents to minimise impacts on centre operations, young people and staff safety.</p>	Open
December 2021 New Recommendations (BYDC)	
Recommendation 1 - Information management and record keeping	Accepted/ Not

	Accepted
DCYJMA update the case management procedure to outline what information should be formally recorded, in what information system it should be stored, and recommended timeframes for information to be documented.	Accepted
Recommendation 2 - Casework processes and the role of the detention centre caseworker)	Accepted/ Not Accepted
It is recommended the application of the single case management framework is reviewed by the Client Services leadership teams to ensure identified risks and needs align with interventions to address offending behaviour. This includes completion of comprehensive and accurate assessments and detailed progress reports and case review documents to clearly demonstrate how criminogenic needs are being met and risk of offending reduced.	Accepted
Recommendation 3 - Casework processes and the role of the detention centre caseworker	Accepted/ Not Accepted
It is recommended the role profile of the YDC caseworker is reviewed to identify whether it is contemporary and fit for purpose to support the aims and objectives of the organisation and YDC environment.	Accepted
September 2021 recommendations and YDO implementation actions were undergoing the approval process and are not included in this report. September 2021 recommendations and will be subject to verification in December 2022.	

CYDC Recommendations

June 2019 Recommendations (CYDC)	
September 2018 – Rec 5 (Program and Education Attendance)	Status
The Inspectorate recommends that YDOR and CYDC devise a clear and transparent way to record program attendance in line with intended improvements to education attendance recording, and which permits individual and group data analysis of delivery and outcomes.	Closed
June 19 - Rec 3 (Reintegration Planning for Remandees)	Status
It is recommended that both centres develop reintegration plans for suitable young people on long-term remand, using a common risk assessment tool to assess the appropriateness of reintegration LOAs and other reintegration activities as part of these plans.	Open
September 2019 – Rec 2 (Search Practice Review)	Status
The Inspectorate recommends that the centres review searching practices based on the effectiveness of current search methods as shown in the data.	Closed
March 2020 Recommendations (CYDC)	
March 2020 – Rec 2 (Communication and Multi-agency Information Sharing – Transition/Education Planning)	Status
It is recommended that 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).	Closed
March 2020 - Rec 3 (Restorative Practice – Central Oversight and Implementation)	Status
It is recommended that centralised oversight is established to enable strategic direction and formalisation of processes and monitoring to ensure outcomes are achieved, integrity and best practice is maintained, and Restorative Practice is fully implemented within the detention centres.	Open
March 2020 - Rec 4 (Restorative Practice and Trauma Informed Practice Training Prioritisation)	Status
It is recommended that Restorative Practice and Trauma Informed Practice training is	Open

prioritised to ensure all staff, including executive and management at BYDC and CYDC attend the two-day Restorative Practice General Training at a minimum, and Trauma Informed Practice training when available. Additional initiatives to further embed Restorative Practice and Trauma Informed Practice as a way of working may include:

- Identifying suitable staff to attend the two-week Restorative Justice Accreditation Training (adapted for detention centres) and mentoring phase to become skilled in facilitation of formal Restorative Practice meetings within a detention centre.
- Designated 'out of ratio' staff members (e.g. Section Supervisors) who are trained in facilitating Restorative Practice meetings who can imbed Restorative Practice techniques as daily routine in each unit and run Restorative Practice meetings.
- Cultural Liaison Officers and staff assigned to suitable duties, where appropriate, are trained in the facilitation of formal Restorative Practice meetings.

June 2020 Recommendations (CYDC)

June 2020 - Rec 1 (Inter-Departmental Collaboration – Mental Health and Disabilities Services)

Status

It is recommended that continued discussions occur with the relevant agencies (Youth Justice, Queensland Health, NDIA, Department of Education and Department of Child Safety) to continue to develop an integrated and coordinated partnership approach to addressing health and developmental needs (specifically in the context of neurodevelopmental impairment/disability) of young people within the youth justice system, particularly high risk young people and resolving current barriers in service provision.

Open

It is further recommended that Youth Detention Operations explore opportunities to improve communication and continue to build on and develop relationships across agencies to enhance the provision of paediatric services and comprehensive neurodevelopmental assessments.

June 2020 – Rec 2 (Case Planning - Cross Agency Information Sharing)

Status

It is recommended that Youth Detention and Operations conduct a review of interagency and external communication methods and procedures and implement necessary changes to improve communication across agencies to ensure all relevant information can be considered in intervention and case planning for young people.

Closed

It is further recommended that Youth Detention and Operations review youth detention centre caseworker responsibilities and practice guidelines with the goal to improve coordination and collection of information to guide more effective case planning to better support the holistic needs of young people.

Whilst the Inspectorate acknowledges constraints within the current client information system, it is further recommended that feedback is provided to the business liaison officer for the new upcoming information system (ie Unify) regarding improvements to

be made to centralised recording of confirmation and outcomes of assessments and testing (if relevant) for intervention and case planning with young people.	
June 2020 - Rec 3 (Workforce Capability – Managing Complex Behaviours)	
It is recommended that Youth Detention and Operations engage with and address the full results of the UQ survey once finalised and explore training and professional development opportunities for all operational and professional staff to increase workforce capability and confidence in managing behaviours associated with neurodevelopmental and other cognitive impairments.	Open
September 2020 Recommendations (CYDC)	
September 2020 - Rec 1 (Complaints Correspondence in ‘Easy English’)	Status
As part of the existing program of work by the Senior Speech Language Pathologist, a resource guide on preparing ‘Easy English’ correspondence for young people be developed and available for use by the Manager Client Relations and other staff as required.	Closed
September 2020 - Rec 2 (Section Supervisor Training and Mentoring)	Status
That opportunities be explored for specific Section Supervisor training modules, with a focus on leadership and role clarity, to be available on-line and in a self-paced format ensuring easy and consistent access, irrespective of staffing pressures or experience levels of supervisors. Further, as an ongoing initiative, it is recommended that section supervisors be prioritised to deliver training to new inductees as a resource-effective method for establishing a shared understanding of what is taught in inductee training and consistent application of practice.	Closed
December 2020 Recommendations (BYDC)	
December 2020 - Rec 1 (Identifying Criminogenic Needs and Implementing Interventions)	Status
It is recommended that the identification of young peoples’ criminogenic needs is enhanced through the training of detention centre caseworkers in YLS/CMI 2.0 and consultation with caseworkers in the community when case planning. It is further recommended that the ability to deliver the departments evidence-based, professionally endorsed criminogenic interventions within detention is also enhanced.	Closed
March 2021 Recommendations (BYDC)	
March 2021 - Rec 1 (Suicide Risk Practices)	Status

<p>c) Where possible, immediate actions are put in place to address the gaps in identifying and recording suicide events, suicide observations and training currency due to the critical consequences that may result</p> <p>d) A review of the current policy in relation to suicide and self-harm risk prevention to ensure information is contemporary, in line with current evidence and feedback from partner agencies involved in the suicide prevention process within the detention centres has been considered.</p>	Open
March 21 – Rec 2 (Positive Behaviour Support Schemes)	Status
The current Incentives scheme within the Positive Behaviour Support Policy, Youth Detention Centre Operational Manual and any further centre specific consequence schemes implemented within each centre be reviewed by qualified practitioners to ensure they are in line with contemporary evidence.	Closed
March 2021 - Rec 3 (Positive Behaviour Support Training for Youth Workers)	
Stand-alone modules be created for induction training for the centre specific Positive Behaviour Support models to enhance the practical training already in place to ensure consistency of practical application by Youth Workers.	Open
March 2021 – Rec 4 (Therapeutic service delivery to support behaviour management)	
Develop a strategy to increase the ability of CPT within both centres to conduct therapeutic sessions to ensure young people receive therapeutic services as intended to support behaviour management.	Closed
March 2021 – Rec 5 (Planned incident controller training and practices)	Status
<p>c) Planned Incident Controller training developed in consultation with QPS includes content regarding the efficient use of staff and equipment to minimise the duration and severity of incidents.</p> <p>d) Incident review, in addition to focusing on causes and preventative and measures leading up to an incident, also focuses on the management throughout the entirety of the incident to identify opportunities to efficiently manage incidents to minimise impacts on centre operations, young people and staff safety.</p>	Open
December 2021 New Recommendations (BYDC)	
Recommendation 1 - Information management and record keeping	Accepted/ Not Accepted
DCYJMA update the case management procedure to outline what information should be formally recorded, in what information system it should be stored, and	Accepted

recommended timeframes for information to be documented.	
Recommendation 2 - Casework processes and the role of the detention centre caseworker)	Accepted/ Not Accepted
It is recommended the application of the single case management framework is reviewed by the Client Services leadership teams to ensure identified risks and needs align with interventions to address offending behaviour. This includes completion of comprehensive and accurate assessments and detailed progress reports and case review documents to clearly demonstrate how criminogenic needs are being met and risk of offending reduced.	Accepted
Recommendation 3 - Casework processes and the role of the detention centre caseworker	Accepted/ Not Accepted
It is recommended the role profile of the YDC caseworker is reviewed to identify whether it is contemporary and fit for purpose to support the aims and objectives of the organisation and YDC environment.	Accepted
September 2021 recommendations and YDO implementation actions were undergoing the approval process and are not included in this report. September 2021 recommendations and will be subject to verification in December 2022.	