

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

Youth Justice welcomes the June 2018 quarterly Youth Detention Inspectorate report for the 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 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.

CYDC has accepted all 6 recommendations made in the report and immediate steps have been taken to increase continuous improvement and implement all recommendations. These actions include:

- Ongoing work to improve policies and guidelines, supervision of young people by standardising the use of the centre 'tour guard' technology within all CYDC units.
- Increased ongoing oversight and training of the suicide and self-harm risk management process, to ensure safety of all young people in the centre.
- 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
- CYDC will continue to embrace wraparound support model within accommodation units. This model is known as the a 'Unit Based Management and Support Model'
- Continue to improve on visible leadership and collegueship 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**

Recommendation	Accepted/Not Accepted
<p><b>Recommendation 1</b></p> <p>It is recommended that CYDC:</p> <ol style="list-style-type: none"> <li>1. enforce compulsory staff usage of the tour guard system, where available, as per the August 2017 Standard Operating Procedure – Bed Check Process (SOP No: 9)</li> <li>2. update SOP No: 9 to include explicit direction to staff on how to record observations in cells not fitted with the tour guard system</li> <li>3. continue monthly monitoring of tour guard system printouts to ensure all suicide risk and base night-time observations are conducted and recorded properly and maintain records of this assurance process and resulting actions.</li> </ol>	<p><b>Accepted</b></p>
<p><b>Recommendation 2</b></p> <p>The Inspectorate recommends that CYDC:</p> <ul style="list-style-type: none"> <li>• Increase and maintain suicide response training currency to the 85% target, and</li> <li>• provide assurances that there are sufficient staff currently trained in suicide response to adequately cover every accommodation unit, particularly during night shift.</li> </ul>	<p><b>Accepted</b></p>
<p><b>Recommendation 3</b></p> <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>	<p><b>Accepted</b></p>
<p><b>Recommendation 4</b></p> <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>	<p><b>Accepted</b></p>

Recommendation	Accepted/Not Accepted
<p><b>Recommendation 5</b></p> <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>	<p><b>Accepted</b></p>
<p><b>Recommendation 6</b></p> <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"> <li>• 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);</li> <li>• Directly observe operational practice as it's happening on the front-line and provide guidance if required; and</li> <li>• 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.</li> </ul>	<p><b>Accepted</b></p>