

CYDC implementation plan – behaviour development systems

Criteria: Policy, subordinate centre rules and training modules clearly define the role of staff in developing behaviour; in particular, youth workers, and staff understand the basis and intent of the centre's behaviour development system

Finding and implication

Finding

- There was patchwork of behaviour development documents that were not necessarily consistent, sometimes confused with behaviour 'management', and created at different years over the last decade.
- Relatedly, greater consistency and guidance for youth workers is required, leading to a more comprehensive staff understanding of and wider support for existing behaviour development models.

Implication

Staff inconsistency; insufficient 'development' of behaviour beyond daily management; stasis in this important area that cuts across all staff-to-young person interactions.

Recommendation

Recommendation 1

- Detention centres embed review mechanisms to continuously improve their behaviour development models. Reviews should include wide consultation across operational and non-operational staff, and relevant internal and external stakeholders. Reviews should lead to updated models and documentation that are more explicitly aligned with wider departmental objectives and more recent key documents. [N.B. this is a key responsibility of the June 2009 draft behaviour development policy].
- The 2000 Griffith University review be revisited and incorporated where possible to complement and align with the youth detention practice manual. Useful implications from major relevant theories described therein (other than the two that are continually name-checked) should be included; and in particular, with the more recent risk-needs-responsivity framework underpinning wider youth justice strategies.

Agreed Management Action Plan

Responsibility

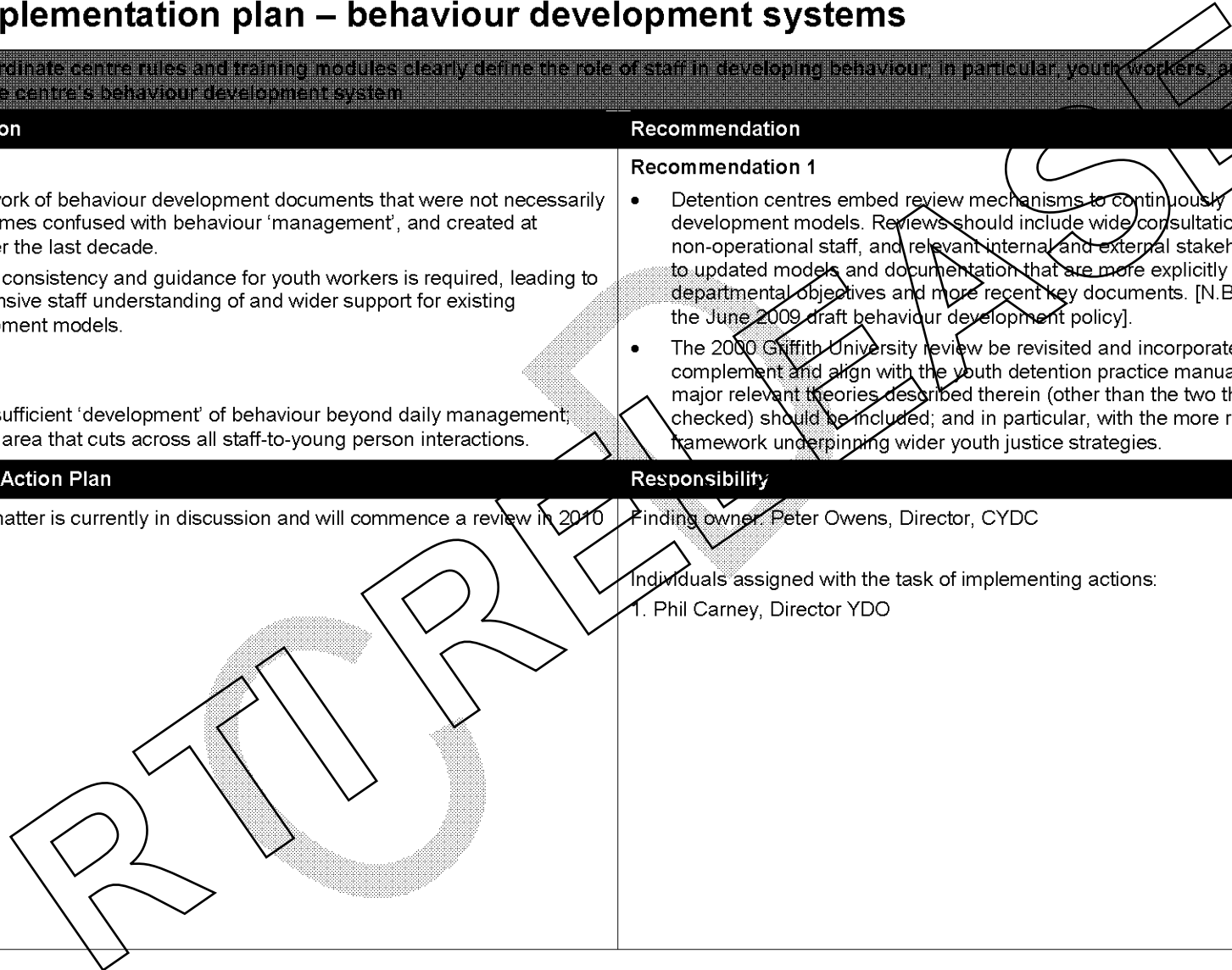
Date for completion

1. YDO – This matter is currently in discussion and will commence a review in 2010
2. N/A

Finding owner: Peter Owens, Director, CYDC

Individuals assigned with the task of implementing actions:
1. Phil Carney, Director YDO

30.06.10



Criterion: Staff continually role-model the following behaviours, and target their opposites: socially-acceptable manners including not swearing and anti-criminal and prosocial attitudes

Finding and Implication

Finding

Need for greater feedback between unit and casework staff as to more specific behavioural/therapeutic goals for young people; young people not marked for attendance at therapeutic programs, criminogenic/therapeutic needs somewhat separate from more 'management' oriented expectations at a unit level; a need to enhance behaviour development role of youth workers given they are often the major influences on young people within detention.

Implication

Inadequate development of behaviour beyond management, with the ultimate goal of offending reduction.

Recommendation

Recommendation 2

- Communication channels between case management, unit management and education functions be strengthened to ensure that all staff groups consistently address behavioural needs identified for individual young people.
- Greater acknowledgement be given to the role of youth workers in modifying behaviour, and consideration given to increasing their responsibility through initiatives such as key working with individual young people to deliver and/or reinforce therapeutic programs, and address other issues identified by the multidisciplinary team [following recommendation 1, and to serve as action items for the first behaviour development reviews that detention centres are to undertake locally].

Agreed Management Action Plan

Responsibility

Date for completion

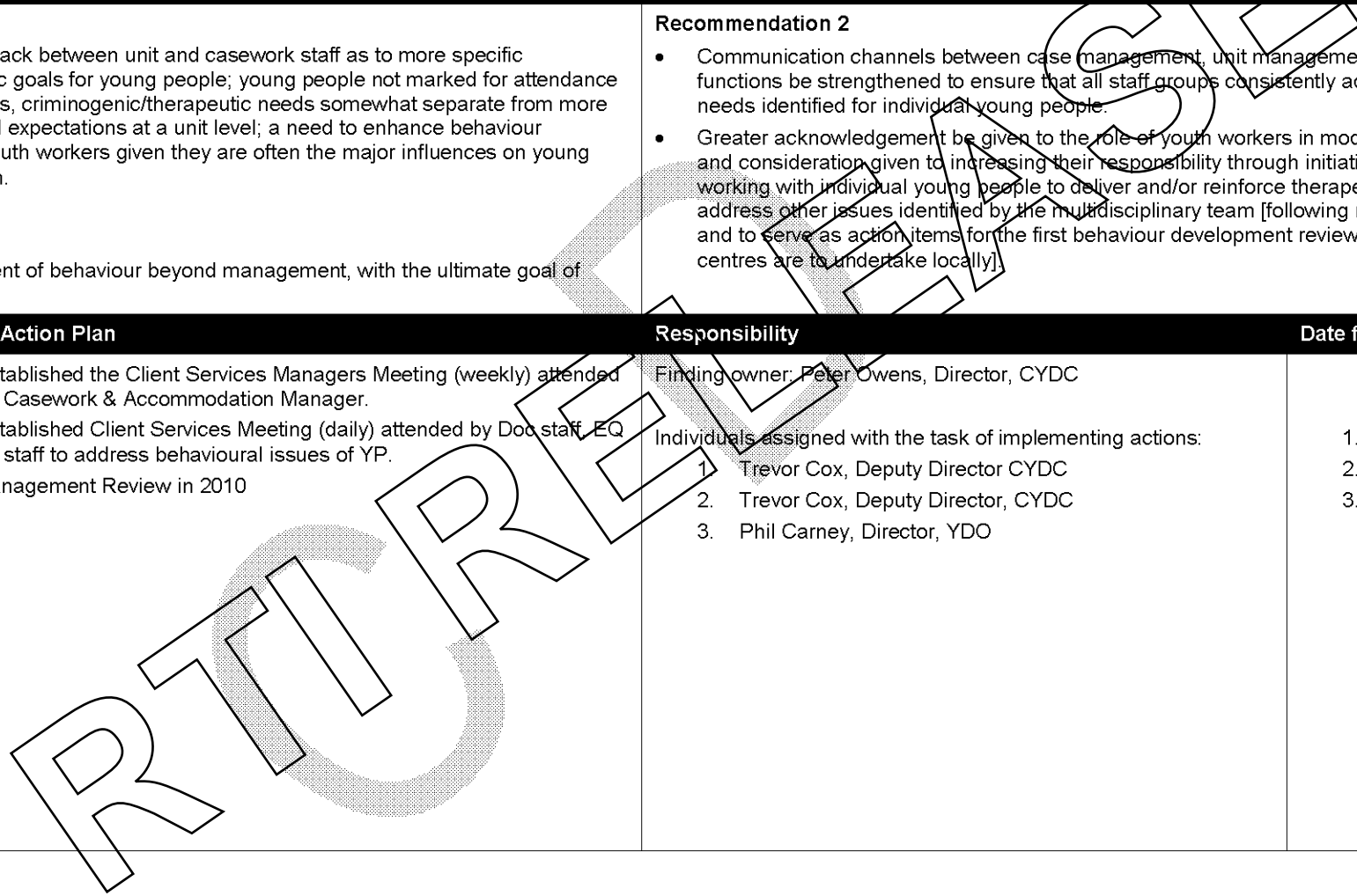
1. CYDC has established the Client Services Managers Meeting (weekly) attended by Programs, Casework & Accommodation Manager.
2. CYDC has established Client Services Meeting (daily) attended by Doc staff, EQ staff & Health staff to address behavioural issues of YP.
3. Behaviour Management Review in 2010

Finding owner: Peter Owens, Director, CYDC

Individuals assigned with the task of implementing actions:

1. Trevor Cox, Deputy Director CYDC
2. Trevor Cox, Deputy Director, CYDC
3. Phil Carney, Director, YDO

1. completed
2. completed
3. 30/06/10



Criteria: The policy, subordinate centre rules and training modules clearly define the role of staff in developing behaviour, in particular, youth workers, and staff understand the basis and intent of the centre's behaviour development system

Finding and implication	Recommendation
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Finding
 Objectives of existing behaviour development models require greater clarity as to management vs development, and should incorporate risk-needs-responsivity frameworks to consistently and continually target criminogenic needs; where possible beyond those behaviours more directly related to institutional compliance.

Implication
 Some young people may not be adequately stretched in their behaviour, and addressing of their criminogenic needs may be isolated to more formal intervention processes.

Recommendation 3
 Criminogenic needs be more holistically targeted at a group level within points and rewards schemes. Such schemes should also permit greater flexibility to incorporate individual needs and associated behavioural goals [following recommendation 2].

Agreed Management Action Plan	Responsibility	Date for completion
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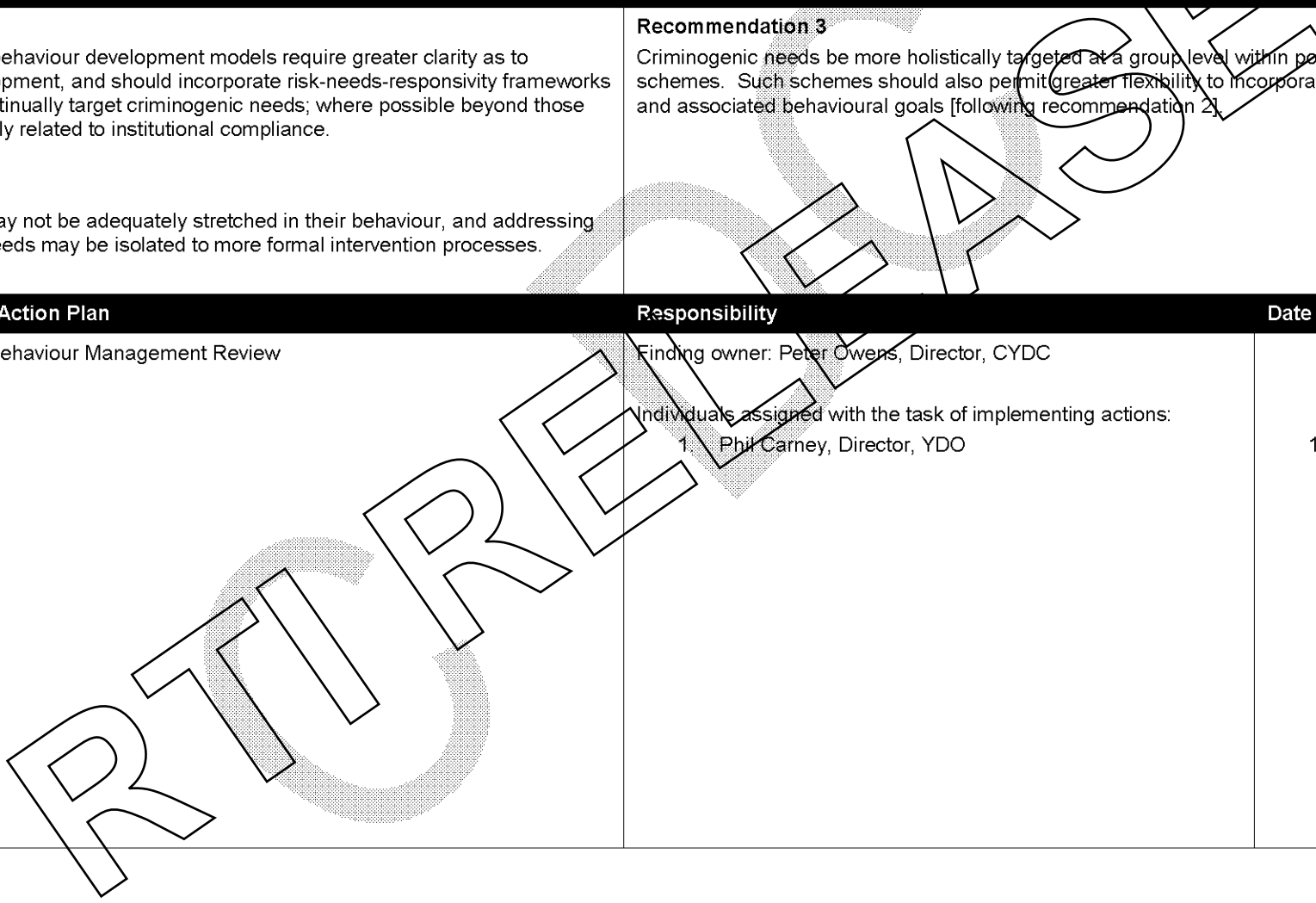
1. As above re Behaviour Management Review

Finding owner: Peter Owens, Director, CYDC

Individuals assigned with the task of implementing actions:

1. Phil Carney, Director, YDO

1. 30/06/10



Criterion: Staff are consistent in their assessments of and responses to young people's behaviour; Rewards for spontaneous prosocial behaviour are emphasised over purely compliant behaviour; Rewards are appropriate and provide sufficient incentive for young people

Finding and implication

Recommendation

Finding

Some lack of understanding about specific behaviours expected of young people, coupled with (for some) inadequate and inappropriate rewards. Generally a one-size-fits-all approach better suited to managing behaviour at the lowest end of the spectrum.

Implication

Inconsistency between staff in applying the system; opportunity cost of not pushing young people beyond minimal institutional compliance towards behavioural goals designed to address their criminogenic needs (without losing sight of the former).

Recommendation 4

More specific behavioural expectations for young people be implemented designed to continually stretch the behaviour of individual young people (where appropriate, with increasing the number of rewards and/or widening their scope beyond the predominance of material rewards. As with recommendations 2-4, these should be driven by review mechanisms that seek greater buy-in from staff, young people and other stakeholders to improve consistency in applying the model.

Agreed Management Action Plan

Responsibility

Date for completion

1. This matter will be held for the Behaviour Management review in 2010

Finding owner: Peter Owens, Director, CYDC

Individuals assigned with the task of implementing actions:

1. Phil Carney, Director, YDO

1. 30/06/10

RTI RELEASED

BYDC implementation plan – behaviour development systems

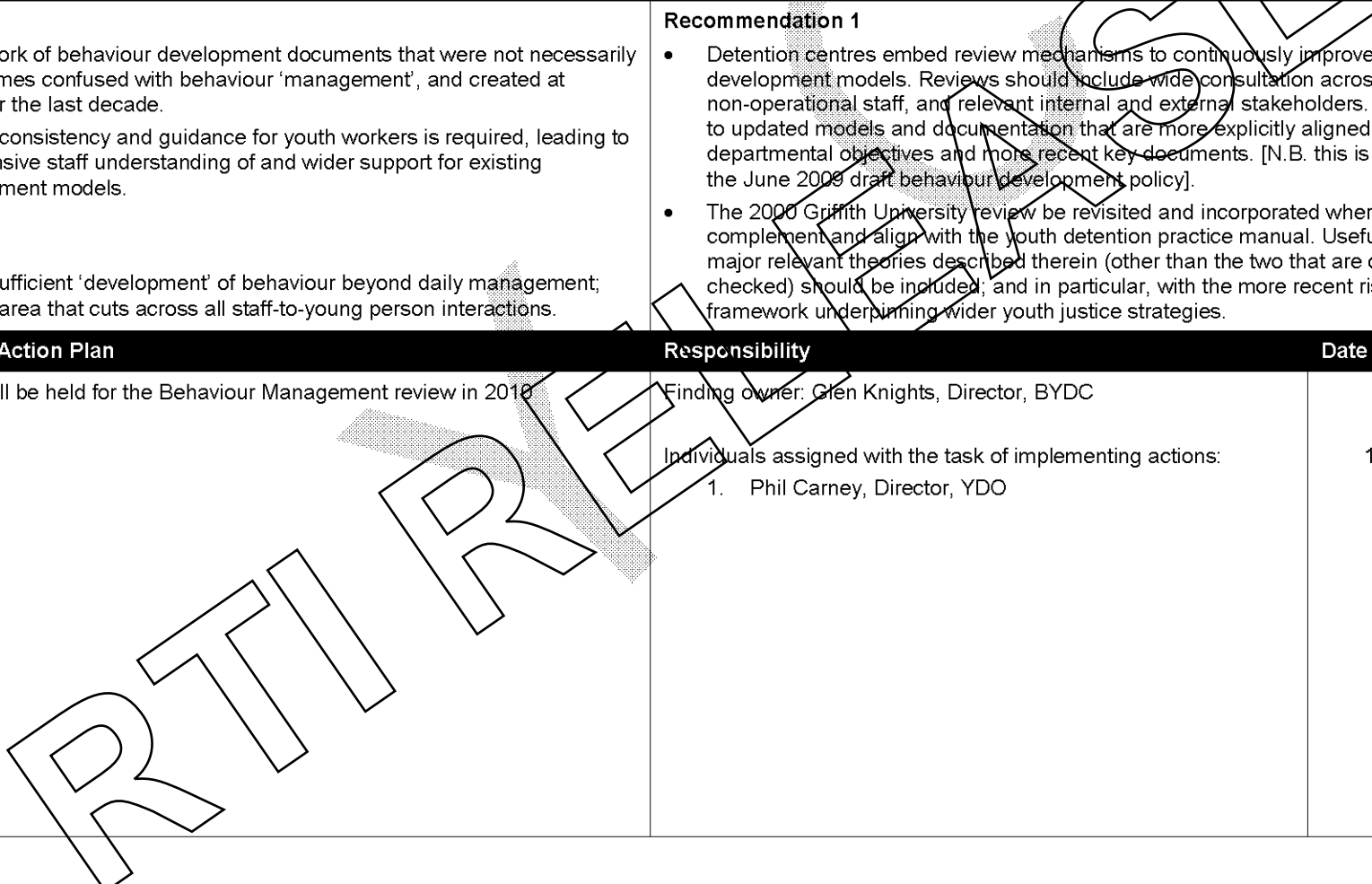
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Finding and implication	Recommendation
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<p>Finding</p> <ul style="list-style-type: none"> There was patchwork of behaviour development documents that were not necessarily consistent, sometimes confused with behaviour 'management', and created at different years over the last decade. Relatedly, greater consistency and guidance for youth workers is required, leading to a more comprehensive staff understanding of and wider support for existing behaviour development models. <p>Implication</p> <p>Staff inconsistency; insufficient 'development' of behaviour beyond daily management; stasis in this important area that cuts across all staff-to-young person interactions.</p>	<p>Recommendation 1</p> <ul style="list-style-type: none"> Detention centres embed review mechanisms to continuously improve their behaviour development models. Reviews should include wide consultation across operational and non-operational staff, and relevant internal and external stakeholders. Reviews should lead to updated models and documentation that are more explicitly aligned with wider departmental objectives and more recent key documents. [N.B. this is a key responsibility of the June 2009 draft behaviour development policy]. The 2000 Griffith University review be revisited and incorporated where possible to complement and align with the youth detention practice manual. Useful implications from major relevant theories described therein (other than the two that are continually name-checked) should be included; and in particular, with the more recent risk-needs-responsivity framework underpinning wider youth justice strategies.
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Agreed Management Action Plan	Responsibility	Date for completion
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<p>1. This matter will be held for the Behaviour Management review in 2010</p>	<p>Finding owner: Glen Knights, Director, BYDC</p> <p>Individuals assigned with the task of implementing actions:</p> <p>1. Phil Carney, Director, YDO</p>	<p>1. 30/06/10</p>
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Criterion: Staff continually role-model the following behaviours, and target their opposites: socially-acceptable manners including not swearing and anti-criminal and prosocial attitudes

Finding and Implication	Recommendation
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Finding
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Implication
 Inadequate development of behaviour beyond management, with the ultimate goal of offending reduction.

Recommendation 2

- Communication channels between case management, unit management and education functions be strengthened to ensure that all staff groups consistently address behavioural needs identified for individual young people.
- Greater acknowledgement be given to the role of youth workers in modifying behaviour, and consideration given to increasing their responsibility through initiatives such as key working with individual young people to deliver and/or reinforce therapeutic programs, and address other issues identified by the multidisciplinary team [following recommendation 1, and to serve as action items for the first behaviour development reviews that detention centres are to undertake locally].

Agreed Management Action Plan	Responsibility	Date for completion
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1. This matter will be held for the Behaviour Management review in 2010

Finding owner: Glen Knights, Director, BYDC

Individuals assigned with the task of implementing actions:

1. Phil Carney, Director, YDO

1. 30/06/10

RTI RELEASED

Criteria: The policy, subordinate centre rules and training modules clearly define the role of staff in developing behaviour; in particular, youth workers, and staff understand the basis and intent of the centre's behaviour development system

Finding and implication Recommendation

<p>Finding Objectives of existing behaviour development models require greater clarity as to management vs development, and should incorporate risk-needs-responsivity frameworks to consistently and continually target criminogenic needs; where possible beyond those behaviours more directly related to institutional compliance.</p> <p>Implication Some young people may not be adequately stretched in their behaviour, and addressing of their criminogenic needs may be isolated to more formal intervention processes.</p>	<p>Recommendation 3 Criminogenic needs be more holistically targeted at a group level within points and rewards schemes. Such schemes should also permit greater flexibility to incorporate individual needs and associated behavioural goals [following recommendation 2].</p>
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Agreed Management Action Plan Responsibility Date for completion

<p>1. This matter will be held for the Behaviour Management review in 2010</p>	<p>Finding owner: Glen Knights, Director, BYDC</p> <p>Individuals assigned with the task of implementing actions:</p> <ol style="list-style-type: none"> 1. Phil Carney, Director, YDO 	<p>30/06/10</p>
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RTI RELEASED

Criterion: Staff are consistent in their assessments of and responses to young people's behaviour; Rewards for spontaneous prosocial behaviour are emphasised over purely compliant behaviour; Rewards are appropriate and provide sufficient incentive for young people

Finding and implication	Recommendation
<p>Finding Some lack of understanding about specific behaviours expected of young people, coupled with (for some) inadequate and inappropriate rewards. Generally a one-size-fits-all approach better suited to managing behaviour at the lowest end of the spectrum.</p> <p>Implication Inconsistency between staff in applying the system; opportunity cost of not pushing young people beyond minimal institutional compliance towards behavioural goals designed to address their criminogenic needs (without losing sight of the former).</p>	<p>Recommendation 4 More specific behavioural expectations for young people be implemented designed to continually stretch the behaviour of individual young people (where appropriate, with increasing the number of rewards and/or widening their scope beyond the predominance of material rewards. As with recommendations 2-4, these should be driven by review mechanisms that seek greater buy-in from staff, young people and other stakeholders to improve consistency in applying the model.</p>

Agreed Management Action Plan	Responsibility	Date for completion
<p>1. This matter will be held for the Behaviour Management review in 2010</p>	<p>Finding owner: Glen Knights, Director, BYDC</p> <p>Individuals assigned with the task of implementing actions:</p> <ol style="list-style-type: none"> 1. Phil Carrey, Director, YDO 	<p>1. 30/06/10</p>

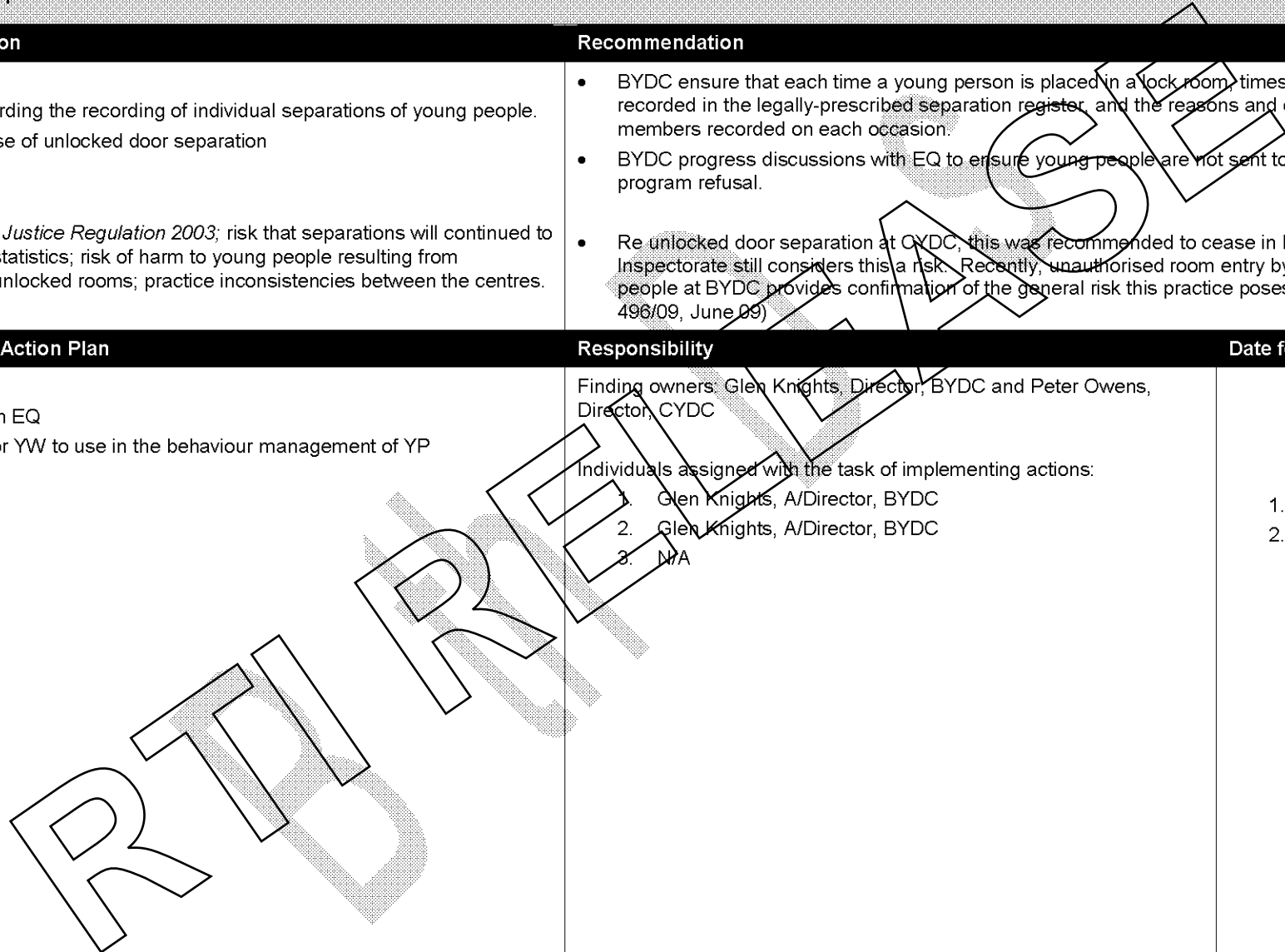


BYDC and CYDC implementation plan – monitored areas

N.B. Despite adverse findings relating to behaviour development plans at BYDC, no new recommendations are made to allow further progress on recommendations originally made in March 2008 and monitored biannually since.

Monitored area 2 – Use of force		
Finding and implication		Recommendation
<p>Finding Significant difference in rates of use – nearly double at CYDC.</p> <p>Implication Possible practice or coding inconsistency between the centres, beyond distortions caused by particularly challenging individual young people.</p>		<p>Business improvement opportunity Detention centres and/or appropriate service delivery units investigate further why the incidence of force per young person is markedly higher at CYDC. Consider reviving cross-centre monitoring mechanisms (Monitoring and Review committee ceased two years ago).</p>
Agreed Management Action Plan	Responsibility	Date for completion
<p>1. YDO to implement this task</p>	<p>Finding owners: Glen Knights, Director, BYDC and Peter Owens, Director, CYDC</p> <p>Individuals assigned with the task of implementing actions:</p> <p>1. Phil Carney, Director, YDO</p>	<p>1. 31/03/10</p>

Monitored area 3 – Separation		
Finding and implication		Recommendation
<p>Finding Non-compliances regarding the recording of individual separations of young people. At CYDC, continued use of unlocked door separation</p> <p>Implication Breach of the <i>Juvenile Justice Regulation 2003</i>; risk that separations will continued to be under-reported on statistics; risk of harm to young people resulting from unauthorised entry to unlocked rooms; practice inconsistencies between the centres.</p>		<ul style="list-style-type: none"> • BYDC ensure that each time a young person is placed in a lock room, times in and out are recorded in the legally-prescribed separation register, and the reasons and observing staff members recorded on each occasion. • BYDC progress discussions with EQ to ensure young people are not sent to Oak purely for program refusal. • Re unlocked door separation at CYDC, this was recommended to cease in March 2008. Inspectorate still considers this a risk. Recently, unauthorised room entry by multiple young people at BYDC provides confirmation of the general risk this practice poses (see BYDC IR4 496/09, June 09)
Agreed Management Action Plan		Responsibility
<ol style="list-style-type: none"> 1. implemented 2. underway with EQ 3. valid option for YW to use in the behaviour management of YP 		<p>Finding owners: Glen Knights, Director, BYDC and Peter Owens, Director, CYDC</p> <p>Individuals assigned with the task of implementing actions:</p> <ol style="list-style-type: none"> 1. Glen Knights, A/Director, BYDC 2. Glen Knights, A/Director, BYDC 3. N/A
		Date for completion
		<ol style="list-style-type: none"> 1. 31/01/10 2. 31/01/10



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