

Youth Co-Responder Team Program Evaluation

Department of Children, Youth Justice, and Multicultural
Affairs

4 August 2023



Nous Group acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of country throughout Australia. We pay our respect to Elders past, present and emerging, who maintain their culture, country and spiritual connection to the land, sea, and community.

This artwork was developed by Marcus Lee Design to reflect Nous Group's Reconciliation Action Plan and our aspirations for respectful and productive engagement with Aboriginal and Torres Strait Islander peoples and communities.

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1 Executive summary

The (former) Department of Children, Youth Justice, and Multicultural Affairs (DCYJMA) engaged Nous Group (Nous) to conduct an evaluation of the Youth Co-Responder Team (YCRT) Program. The YCRT Program is a joint initiative of DCYJMA and the Queensland Police Service (QPS), which sees Youth Justice staff and QPS officers working together to provide services to young people at risk of entering, or currently interacting with, the youth justice system.

The evaluation is occurring in two parts: a 'Program Evaluation' and an 'Outcome Evaluation'. The Program Evaluation seeks to review the extent to which the intent of the program is clear between Youth Justice and QPS and across sites, to assess early outputs and outcomes of the program and to make recommendations regarding data collection and reporting. This report provides the outcomes of the Program Evaluation.

The Outcome Evaluation seeks to demonstrate the impact of the program. The Outcome Evaluation will commence in August 2023, with the final report to be delivered in December 2023.

The YCRT Program has been established in eight sites and a further five will roll out this year

The Program commenced in 2020 and has since rolled out to a total of 13 locations:

- Cairns, Townsville, Rockhampton, Logan, and Moreton were operating at a 24/7 capacity by 1 July 2020.
- Mackay commenced in March 2021.
- Brisbane North and Gold Coast commenced in April 2021.
- Across February and March 2023, a further five sites were announced: Hervey Bay, Ipswich, Mount Isa, South Brisbane, and Toowoomba.

The most recent five sites are out of scope for this evaluation as they are just setting up, but the learnings from this evaluation should be considered in their establishment.

In the eight established YCRT Program sites that are the focus of the evaluation, teams have been put in place which generally consist of five QPS officers and five Youth Justice staff in each location. The Youth Justice staff are newly funded positions, where QPS draw on existing officers from local stations to fill the YCRT Program positions. The YCRT Program model varies slightly by location, but at its core it sees a QPS officer paired with a Youth Justice staff member with access to a vehicle, to provide a close-to 24/7 service of proactive and reactive outreach activities, with the intent of preventing youth crime.

The program is supported by multi-layered governance that sees joint central management between QPS and Youth Justice. Each site has a 'Hub Coordinator' from QPS generally at the Sergeant level, and a 'Team Leader' from Youth Justice.

Strong collaboration between Youth Justice and QPS assisted the roll out of the program and its ongoing refinement through implementation

The establishment and operation of the YCRT Program required significant collaboration between Youth Justice and QPS, who each play critical roles in youth crime, but historically operate quite separately. Each organisation brings significant differences in practice, approach, culture, systems, training and philosophy to juvenile policing and youth justice.

The joint QPS and Youth Justice central management team developed a program logic, operating procedures, and data collection processes. At the start, these documents were created by each organisation for their respective staff, in consultation with the other organisation. Over time, more joint guidance, leadership, and governance has been introduced which has been positive for the sense of 'one team' across both organisations.

The YCRT Programs' central management team has made concerted efforts since the commencement of the program to establish and refine high quality data collection processes. The implementation of a consistent and centralised data collection system through Microsoft Teams, and two major updates to the data fields, has seen improvements in the data available for evaluation. Further adjustments to support collection of outcomes are recommended – covered below.

The YCRT Program is engaging with young people and their families to reduce and prevent youth crime

The YCRT provides joint QPS and YJ rapid response to young people at risk of engaging with or becoming further entrenched in the youth justice system. The Program delivers a range of different engagements with young people, including¹:

- Direct support for young people at risk of committing offences
- Direct support for 72 hour plans
- Direct support for young people subject to youth justice supervision
- Direct support for young people on bail
- Direct support to a young person on electronic monitoring
- Watchhouse engagements
- Referrals to support agencies
- Programs attended and supported

This support is delivered through the following activities:

- Provide support for young people subject to an electronic monitoring device as part of their bail conditions, including responding to low level alerts
- Support young people to comply with bail conditions
- After hours support for young people on 72-hour plans and MACP for greater service responsiveness
- Provide prosocial engagements with young people and families
- Support relocation to a place of safety
- Continued facilitation of support to engage with services
- Engage and connect young people and/or their families
- Patrols of hot spot areas
- Respond to groups of young people congregating in public places
- Advocate for diversionary options for young people
- Supporting de-escalation of young people

The presence of both a QPS officer and a Youth Justice staff member in each of these activities, with the intent of addressing matters that can reduce the incidence of youth crime in a way that extends and changes the way QPS or Youth Justice could respond alone, makes this program unique.

The YCRT Program provides an opportunity for QPS to access the networks, skills, and training of Youth Justice workers to benefit policing goals. For Youth Justice workers the YCRT Program provides an

¹ PROGRAM LOGIC: Youth Co-Responder Teams(YCRT) model

opportunity to work alongside police who can patrol, access intelligence and work in community in ways that bring about safety and prevent entry into youth justice.

Since commencement, the YCRT program has made approximately 85,000 'engagements' with young people and/or their families across the sites in total. In the period of July to December 2022, YCRT Program made over 26,000 engagements with young people and/or their families. Of these young people:

- 64% were male
- 51% had no prior youth justice or child safety involvement
- 49% identified as Aboriginal and/or Torres Strait Islander
- 29% were under 14 years old
- 7% were high on the Serious Repeat Offender Index (SROI)

These demographics vary significantly by site, due mostly to local population demographics.

YCRT Program works across the youth justice continuum

YCRT Program relies on referral networks and connections to existing support services.

Each engagement generally lasts less than 15 minutes, although a significant proportion (43%) are longer, enabling activities like re-engagement with young people and their families. Repeated engagements with the same young person can occur over the course of weeks/months, enabling the development of rapport and trust.

While engagements are used as an opportunity to build rapport and offer support to young people and their families, and repeat engagements with young people are common, YCRT is not designed to provide an intensive level of case management.

However, the 24/7 nature of the program is unique, and enables existing programs that support higher risk young people to draw on the resource to provide after-hours contact. This is generally through activities such as conducting bail compliance checks, supporting 72 plans and Electronic Monitoring Device (EMD) support in some locations. In this way, the YCRT Program is an important supporting program to others in the youth justice suite that are focused on high-risk young people.

YCRT Program staff generally perceive the program to be implemented effectively and see value in the program

The evaluation conducted interviews with YCRT Program staff from both organisations in central management, as well as site visits or virtual meetings across each site. YCRT Program staff in each location were also offered the opportunity to participate in a survey, which received a high response rate (n=68). This engagement received consistent themes that staff perceive the program to be delivering significant value to achieve the intended outcome of preventing or reducing youth crime, over and above what could be achieved by either organisation alone.

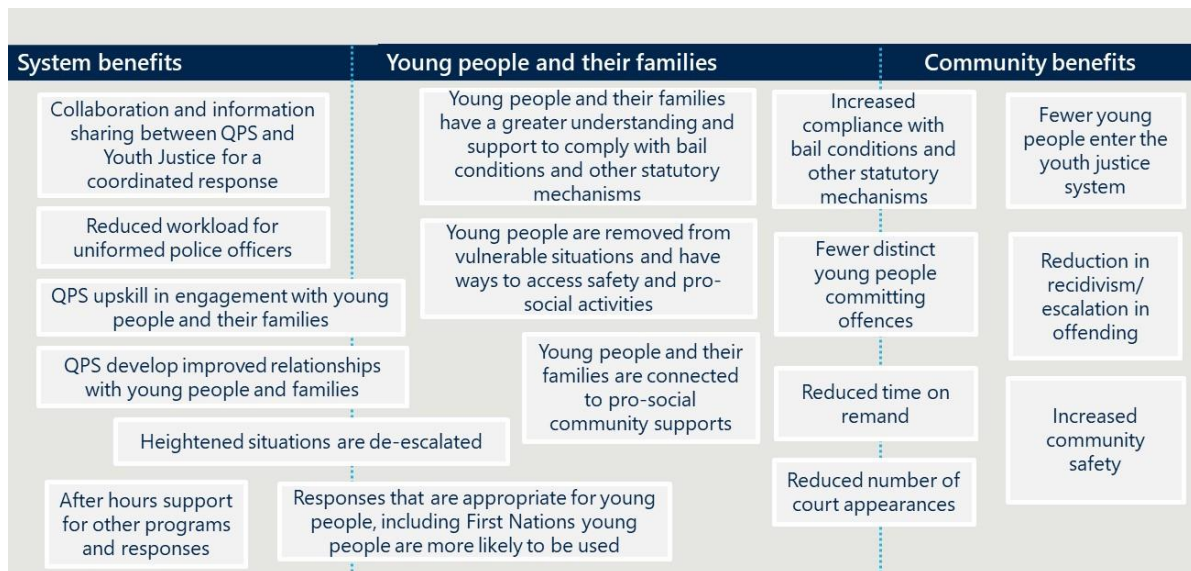
A strong degree of collaboration between QPS and Youth Justice within the YCRT Program was reported. The feedback was overwhelmingly positive that QPS and Youth Justice staff work collaboratively together through information sharing and mutual knowledge and capability transfer.

For YCRT Program staff, usually on the Youth Justice side who have been involved in the program for two or three years, there was consistent feedback that implementation has continued to mature over time. Staff report continuous improvement in program guidance, data collection and induction for new staff. They acknowledge that each of these areas can continue to improve, but recognise the support provided by central management and opportunities for cross-site learning have been instrumental in implementation to date.

The potential benefits of a co-response model for the system, young people and their families, and the community have been clarified and agreed between Youth Justice and QPS for focus in the Outcome Evaluation

Part of the aim of this Program Evaluation is to clarify the benefits of the YCRT Program, as they are perceived by both Youth Justice and QPS. This preliminary program assessment aims to ensure the YCRT Program is ready to undergo an Outcome Evaluation.

Through a 'benefits mapping' workshop with central management stakeholders from both organisations, clear agreement was reached on the benefits of the program. These were grouped into benefits for the 'system', 'young people and their families' and the 'community' more broadly.



These benefits were put to all currently serving YCRT Program staff to seek their view on the most important benefit they observe in their site. The benefit most commonly ranked first across both Youth Justice and QPS was 'Collaboration and information sharing between QPS and Youth Justice for a coordinated response'. This demonstrates the commitment to, and value observed by both organisations to a co-response model.

While the intent, benefits, and target cohort is clear, the most effective use of YCRT Program resources requires further exploration through the Outcome Evaluation

There is variation in the proportion of effort each site spends on in-scope activities, and with different cohorts of young people. While the evaluation found that all sites are operating within the scope of the model, and with a common intent, the extent to which the resources were being deployed in the most effective way to achieve the intent is unclear. For example, where the YCRT Program is deployed to support high-risk young people, the nature of the model means they have less time to spend with at-risk young people. YCRT Program staff across sites expressed they felt they spent too much time with young people at the higher end of the risk spectrum, while they felt they could have more impact with the young people who were less entrenched in the system.

Where the YCRT Program spends its effort varies by site due to locational demographics (some areas have high numbers of young people on bail or in watchhouses, some have very few), the relationship with the local Youth Justice Service Centre, and the depth and connection to local intelligence regarding 'up and coming' youth offenders. Sites are seeking greater clarity and direction about where their efforts are *best spent* to have the greatest impact, within the broad scope of what they *can* do.

Understanding the relative impact of activity types and differing cohorts of young people will need to be a focus of the Outcome Evaluation to provide this guidance. In the meantime, there is an important role for the central management team to not only provide guidance on scope,

but on how best to achieve the intended objective in each location. The YCRT program logic, which will underpin the outcomes evaluation, identifies both youth that are 'at risk' and 'at high risk' of offending and reoffending as target groups for the program. The YCRT Program is progressing well in implementation, but there are changes to data collection required to enable a successful Outcome Evaluation later in 2023

Ultimately, the Program Evaluation finds that the YCRT Program model has been successfully implemented across eight sites, noting a further five are being introduced. The locations are operating the model as intended, with some variation between sites in terms of emphasis of activity type, resourcing models and delivery capacity. However, the locations are generally generating sufficient patterns of activity to allow successful evaluation.

The program is supported by effective governance and the efforts to continue to support implementation and model refinement are progressing. Analysis of activity by location indicates that some are facing implementation challenges including an ability to maintain stable staffing of teams.

We propose an Outcomes Evaluation is conducted as planned from August to December 2023. This will focus on previously agreed lines of enquiry in the existing Monitoring and Evaluation Framework, and consider the impact of collaboration, governance, and resourcing models on the outcomes and value for money of the program.

To ensure the Outcome Evaluation offers an accurate understanding of the YCRT Program we recommend the following steps are undertaken to ensure evaluation readiness:

1. Adjust the YCRT Program forms to:
 - a. more clearly delineate the primary activity, purpose of engagement and outcome
 - b. better capture referral information; and
 - c. link engagements that occur with 'alternative' contacts to the young person of interest.

All YCRT Program staff need further training and guidance to ensure the forms are filled in consistently. This must occur prior to the Outcome Evaluation to increase the usefulness and confidence of the data. Nous provides detailed guidance for these improvements in this report.

2. Deploy surveys:
 - a. The capability development of QPS officers in juvenile and family interactions is described as a key outcome. To capture the extent to which this is occurring, a survey mechanism of QPS officers entering and exiting the YCRT Program needs to be deployed. This has been designed by Nous for QPS to roll out.
 - b. Conduct QPS-wide surveying to understand the awareness and perception of YCRT the Program across QPS. This has been designed by Nous for QPS to roll out.

Beyond the analysis of the routine program data, the Outcome Evaluation will also need to conduct additional activities to understand the impact of the program. There is an inherent challenge in understanding the impact of this program due to it being focused on prevention and a relatively light-touch model that works alongside other programs. These two factors mean that it is challenging to demonstrate that an outcome did not occur (i.e. young people did not go on to commit further or escalating crimes) because of the program. Nous is preparing to use a variety of techniques to understand the impact, including comparative analysis between locations with the YCRT Program and those without, and detailed case studies of the experience of YCRT Program staff, young people and their families, and local referral partners.

2 YCRT Program overview and purpose of evaluation

This section provides an overview of the YCRT Program, including how it came into being and its policy intent, and the purpose of this evaluation.

2.1 The YCRT Program delivers round-the-clock support to young people at risk of, or currently, interacting with the youth justice system

The YCRT Program was launched in March 2020 to provide 24/7 co-responder teams

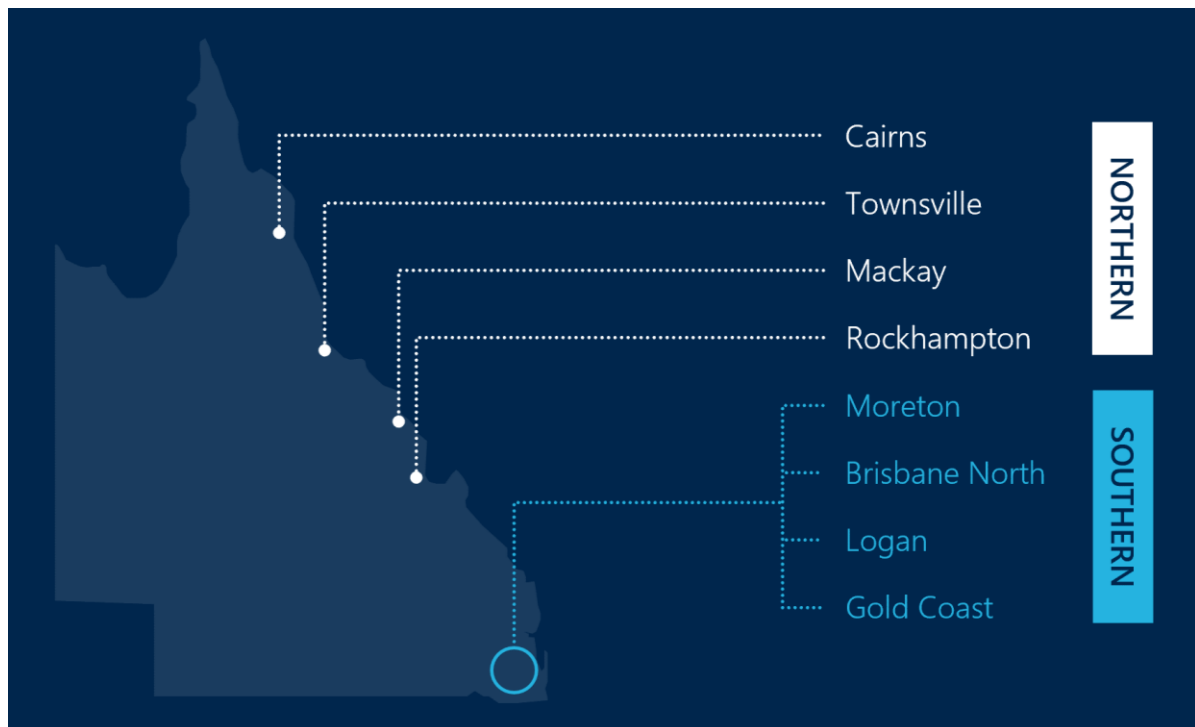
The origins of the Youth Co-responder Team (YCRT) Program arose from Action 3 of the Queensland Government's Five-Point Plan and its commitment to keep the community safe. The implementation and operation of the Plan aligns closely with the Government's *Working Together Changing the Story: Youth Justice Strategy, 2019-2023*, which highlights a continued commitment to target efforts to intervene early, keep children out of court, keep children out of custody, and reduce youth offending. Queensland Government's 2021-22 budget allocated \$11.9 million for the initiative, which was renewed in 2022-23. In the 2023-24 Budget, \$96.2 million over 4 years was committed in the to continue the co-responder model and expand YCRTs into Toowoomba, Mount Isa, Ipswich, South Brisbane, and the Fraser Coast.

The teams involve Youth Justice workers from (former) DCYJMA and police officers from QPS. They are responsible for engaging young people aged 10 to 18 who are at risk of entering the youth justice system, or who require additional support to comply with court ordered bail conditions and statutory orders.

The YCRT Program has been established in eight original locations, as seen in Figure 1. Youth Justice divide the locations into a 'Northern' and 'Southern' governance structure, which is further explained below.² An additional five sites were announced in 2023: Hervey Bay, Ipswich, Mount Isa, South Brisbane, and Toowoomba. These sites are out of scope for the evaluation, but the learnings from this evaluation should be considered in their establishment.

² It is intended that the Program will transition to a regionalized governance structure in late 2023.

Figure 1 | YCRT Program locations in scope for the evaluation



Youth Justice site governance is centralised, while QPS report to their local leadership and the central team

All sites have the basic premise of QPS and Youth Justice working together to operate co-response shifts. The teams are led by a QPS Hub Coordinator and a permanent Youth Justice Team Leader in each site. They work together to ensure a cohesive YCRT Program response and rectify issues as appropriate. In most locations they are supported by five permanent Youth Justice staff and five rotating QPS officers.

The Hub Coordinator, usually a Sergeant, reports to their relevant Snr Sgt /OIC / Inspector, through to the Youth Justice Unit. The Youth Justice Unit is within the remit of the Assistant Commissioner Crime and Intelligence. The Hub Coordinator local crime management team monitor and assess local youth crime trends and intelligence to effectively task the team.

While YCRT is undergoing a transition to management by Youth Justice regions, with one YCRT Manager per region, the Youth Justice Team Leader currently reports to one of two regional AO8 positions (the sites are divided into 'Northern' and Southern'), and through to the Director of State-wide Services. The Team Leader is responsible for collating data and sharing information with Youth Justice colleagues to allow for targeted, coordinated responses to youth.

The YCRT Program operating model varies slightly by site

Most locations operate 24/7 with 3 shifts, except for the Wednesday night shift. The Wednesday night shift is only activated when an EMD is ordered within the site catchment. Mackay operates from Wednesday to Saturday due to lower local demand. On the other hand, Townsville has two teams to ensure that they can operate a fully 24/7 model and provide both proactive and reactive responses.

QPS uses existing officers to staff the YCRT Program, so the staffing approach differs in each location. For example, Mackay does not have a standalone Hub Coordinator position and QPS officers are rostered on to YCRT Program shifts as overtime. In other locations QPS officers from local stations are rostered on to YCRT Program shifts, usually for one-to-three-month periods, sometimes following an EOI, sometimes through direct selection. The models used in each location are summarised in Appendix A.

2.2 This evaluation aims to understand the implementation progress of the YCRT Program, and its preparedness to demonstrate impact

QPS and Youth Justice are committed to understanding the effectiveness and efficiency of the implementation and outcomes of the YCRT Program, in line with the YCRT Program Monitoring and Evaluation Framework that was developed in 2022. There are two phases of the evaluation as outlined in Figure 2.

Figure 2 | YCRT Program Evaluation Phases



The Program Evaluation used a mixed-method approach to understand the priorities and benefits of YCRT Program from QPS and Youth Justice separately and collectively. The approach included:

- Desktop review: Understand the current policies, systems, and procedures to carry out YCRT Program activities
- Program data analysis: Review quantitative datasets to identify trends and insights since the inception of the program
- Interviews with QPS and Youth Justice YCRT Program central management: Understand the initial establishment phase and how the governance, leadership and management of the program operates
- Site visits and virtual interviews with YCRT Program staff from all eight locations: Gain first-hand understanding of the YCRT Program experience and elaborate on insights from data analysis
- YCRT Program Staff survey: an online survey was issued to all currently serving YCRT Program staff from both Youth Justice and QPS to understand their perspectives of the program. The survey received 68 responses: 32 from Youth Justice and 36 from QPS.
- Benefits mapping workshop: Identify opportunities from QPS and Youth Justice separately and collaboratively to reach program objectives

The findings from this data collection and analysis are presented in this Program Evaluation report. The Outcome Evaluation will take place between August 2023 and December 2023.

3 Overview of YCRT Program set-up

This section provides an overview of how the YCRT Program was established in 2020.

When the Queensland Government announced the 5-Point Plan in March 2020, QPS and Youth Justice had until July of 2020 to get five YCRT Program sites operating at 24/7 capacity. For Youth Justice, that required rapid recruitment and QPS had to redeploy existing resources. Both parties worked together to pull together a broad operational plan to support the sites to understand and implement the model. Cairns, Townsville, Rockhampton, Logan, and Moreton were the first sites and were operating at a 24/7 capacity by 1 July 2020. Mackay commenced in March 2021. Brisbane North and Gold Coast were the latest additions, starting in April 2021. Sites were chosen based on the needs and demands of each region.

3.1 The program has a unique focus on early intervention/prevention through co-response

When the program was launched, the concept of Youth Justice and QPS working together in such a coordinated way was new. The YCRT Program was, and remains, a unique program that aims to bring the practice of Youth Justice officers into the earlier touchpoints that are typically had between young people and police, to reduce the number of young people entering the youth justice system. Operating as a close-to 24/7 model, this program provides after hours support that few other youth justice programs do, making it an important 'connector' program.

This unique way of working – both in terms of collaborative co-response and early intervention – required both organisations to carefully design the program in relatively uncharted territory.

3.2 Operational YCRT Program locations were quickly established, followed by a continued refinement of the model

Youth Justice and QPS had approximately four months to stand up the model in the initial five locations. This required rapid, collaborative design between the two organisations. Staff on both sides worked closely to develop the initial program logic and scoping documents, policies and procedures and establish recruiting and resourcing models. The central teams continue to support implementation in each site, including through continually updating, aligning, and sometimes merging guidance and documentation between the two organisations.

At initiative commencement, establishment was challenged by the COVID-19 pandemic. Central management was unable to travel to the sites, so they conducted online training for the initial site staff and provided set-up support in a remote capacity.

Early diagnosis of needs across sites were made and responded to flexibly. For example, Youth Justice ran cultural competency sessions for staff in some locations.

The establishment of a new model between two organisations, within a short timeframe and during COVID-19 was an impressive feat.

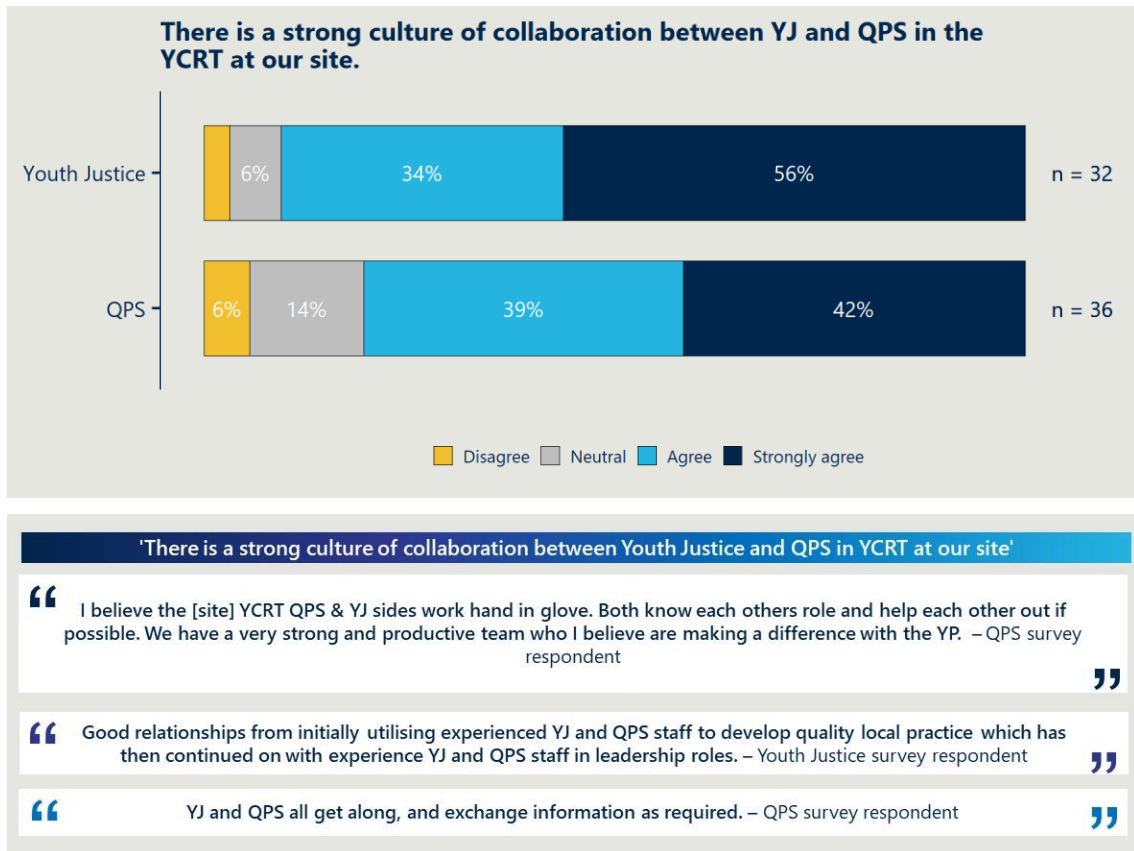
3.3 Youth Justice and QPS collaborated closely from the start

Staff within YCRT Program report a high degree of collaboration. This is a strong result considering the significant cultural differences present between the two organisations. As can be seen in Figure 3, 90% of Youth Justice respondents and 81% of QPS respondents to the Nous survey 'agreed' or 'strongly agreed' there is a strong culture of collaboration between the two organisations at their site.

Staff who report a high degree of collaboration attribute this to clear understanding of the intent of the model, leadership, and a sense of working toward a shared outcome. All respondents (n=10) who selected 'neutral' or 'disagree' were from one of three sites. These respondents often attributed their rating to a lack of information sharing.

This degree of reported collaboration should be seen as a success of the implementation process of the YCRT Program. The 'right' staff fit, collaborative leadership, and information sharing are critical elements to this achievement.

Figure 3 | YCRT Program staff responses to the survey question 'To what extent do you agree with the statement 'There is a strong culture of collaboration between Youth Justice and QPS in YCRT Program at our site''



4 YCRT Program outputs and early outcomes

This section provides an overview of what the YCRT Program has delivered to date in terms of engagements with young people and their families, and perceptions of the program’s outcomes for QPS.

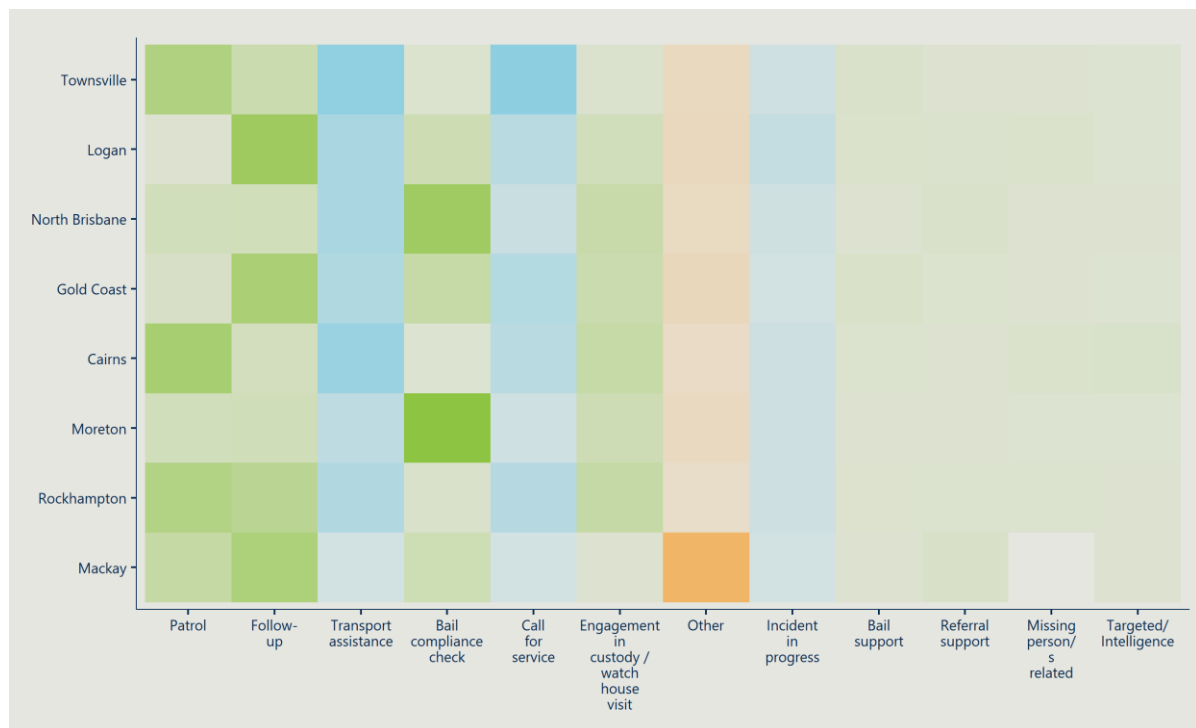
4.1 The core activities performed by YCRT Program vary by site

The focus of YCRT Program engagement purpose varies by location. YCRT Program sites reported the importance of achieving a balance between activities that are planned to support prevention (proactive engagements), and those that respond to requests for support from either community, QPS or Youth Justice (reactive engagements). The ability to direct YCRT Program teams to make best use of their time and resources is regarded as being a crucial success factor. The split of YCRT Program functions by site, broadly classified by this type of focus, is seen in Figure 4 below.

In northern locations except Mackay – Townsville, Cairns, and Rockhampton – the primary engagement purpose is patrolling. In Mackay, Gold Coast and Logan, the primary purpose of engagement is follow-up, whilst the primary purpose in Moreton and North Brisbane is bail compliance checks.

The colour coding relates to ‘proactive’ engagement – green, and ‘reactive’ engagement – blue.

Figure 4 | YCRT Program contacts by purpose and location



The aggregate proportion of effort spent on each activity across all sites is summarised in Table 1.

Table 1 | YCRT Program contacts by purpose across the state³

YCRT Program contacts by purpose across the state
21% Patrol (proactive)
18% Follow-up (proactive)
15% Transport assistance (reactive)
14% Bail compliance check (proactive)
11% Call for service (reactive)
10% Engagement in custody / watch house visit (proactive)
5% Other (other)
2% Incident in progress (reactive)
2% Bail support (proactive)
1% Referral support (proactive)
1% Missing person/s related (proactive)
1% Targeted/Intelligence (proactive)

Nous has used the classification of 'proactive' and 'reactive' for these engagement types that are defined by YCRT Program. However, there may be issues with the quality of the data and how 'purpose' is recorded. For example, the YCRT Program might have been conducting a patrol, but then provide transport assistance or referral support to the young people they meet. How this is recorded may be interpreted differently by different staff. Nous proposes an update to these data fields to clarify this in 5.3.4.

4.2 Contact length and outcomes indicates the YCRT Program offers a distinct service

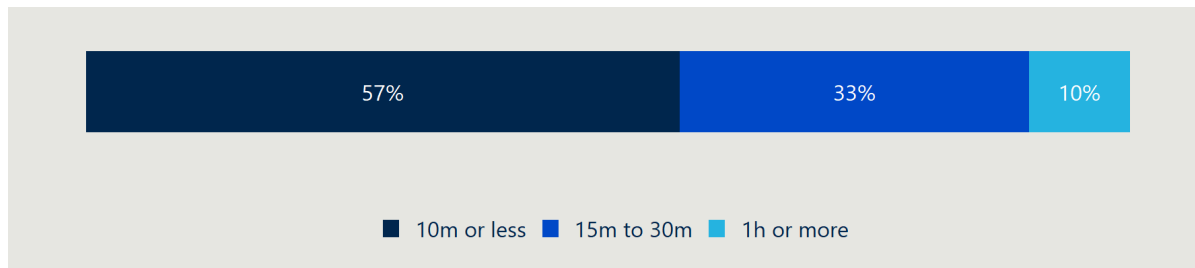
Many YCRT Program interactions are 15 minutes or longer in duration

The time per YCRT Program engagement is seen in Figure 5 below, which shows 43% of all interactions with young people are for greater than 15 minutes. The variation in time is likely to be correlated with specific activities but indicates that YCRT Program is spending more time in their engagements with young people in comparison to the time than QPS traditionally would be able to if engaging in their usual role. Mackay had a substantial number of long interactions with young people, where 27% of interactions

³ 72 hour plan contacts have been excluded from this table due to data quality issues (this activity was collected only in a 'free text' field).

lasted for 1 hour or more. This may be attributable to participation in Transition 2 Success and Project Booyah.

Figure 5 | YCRT Program duration of engagements with young people



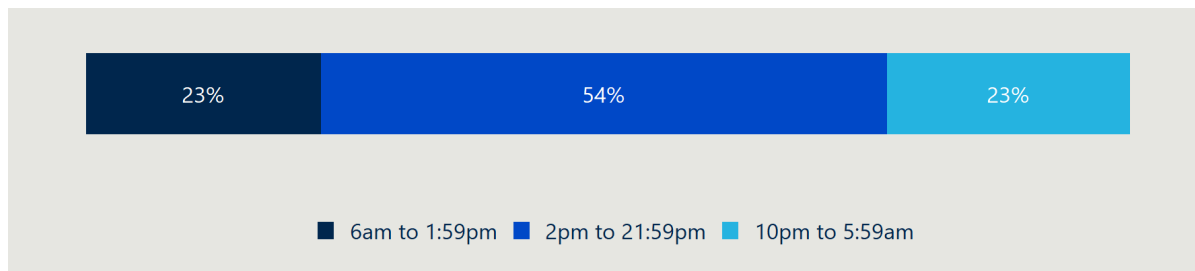
More than half of all interactions with young people occur between 2pm and 10pm, supporting supervision and opportunities to engage

The YCRT Program operates a close-to 24/7 model in most locations, with three shifts: 6am to 2pm, 2pm to 10pm, and 10pm to 6am. In most locations there is no Wednesday night shift (10pm to 6am). This is the case at all sites except Mackay, where YCRT Program operates for four days a week with no night shifts. As such, Mackay has been excluded for comparison to other locations, but included in aggregated data. Townsville is also different; with two crews and cars they can operate a 24/7 roster including the Wednesday night shift.

Most engagements with young people occur in the shift between 2pm and 10pm, as evident in Figure 6 below. The proportions of interactions by shift times differs slightly across locations. For example, Gold Coast has the highest number of 'early shift' interactions at 35%. In contrast, Townsville has 31% of interactions occurring between 10pm and 6am.

The variation in the number of engagements by shift can be explained by the different opportunities each shift presents. The afternoon (2pm-10pm) shift is the busiest by number of engagements. Staff consultation suggests the morning shift is used for tasks such as identifying a list of young people to focus on for the remainder of the day, participating in local stakeholder meetings and building awareness and rapport with local QPS stations and other services. These are critical tasks to ensure the YCRT Program conducts targeted engagements in the other shifts, has a strong referral network and is called upon appropriately by QPS. Fewer engagements during night shifts may be explained by resourcing, model implementation and the nature of engagements that occur during those times. QPS staffing challenges mean that at various locations, 24-hour rosters cannot always be met, resulting in the night shift occasionally being unable to be staffed. Further, no night shifts on Wednesdays across most locations would also skew total engagement levels by shift. Lastly, staff consultations revealed that night shifts were predominantly used for reactive work such as calls for service or watch house visits, and this shift time was not always appropriate for proactive or rapport-building engagements such as bail compliance checks or follow-ups. Staff felt night shifts were less busy, but still important as they were there 'just in case' to support young people in need.

Figure 6 | YCRT Program hours of engagement with young people

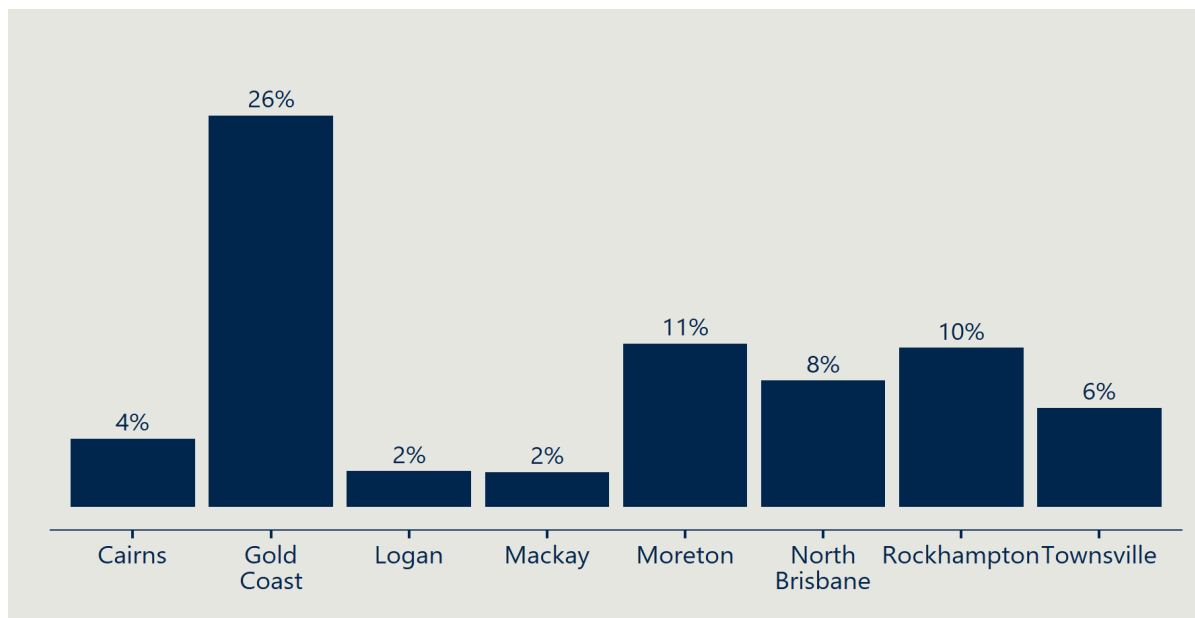


4.3 YCRT Program engages with young people who are at risk of offending, or reoffending

Current data indicates that the majority of YCRT Program engagements are with young people who are not involved with Youth Justice or Child Safety, though are considered to be at risk of escalating into the system without support. This means they do not have any current Youth Justice orders or court proceedings and/or any current engagement with Child Safety such as an open investigation and assessment, recent child safety notifications, or child safety orders. They may have had previous interactions with the QPS, Youth Justice or Child Safety, but are currently considered only 'at risk'.

With only 7% of young people engaged across the state by YCRT Program being on the SROI or CYOI list, YCRT Program is not currently directing its primary effort towards the highest-risk offenders. However, this varies across the sites. In Gold Coast, 26% of distinct young people engaged were on the SROI or CYOI list, evident in Figure 7 below. This likely due to population demographics and the focus of activities being on supervision.

Figure 7 | Proportion of distinct young people engaged who are on the SROI or CYOI list



Consultation with staff indicated there is variation in who they see as the target cohort for YCRT Program, which may be attributed to variation in the demographics of young people in the area or understanding and implementation of the YCRT Program model. In particular, the differences are in balancing proactive and reactive responses, and differentiating between 'at risk' and 'high risk' young people. This is partially informed by the demographics of young people in those areas.

YCRT Program engages with fewer First Nations young people than are present in the general youth justice cohort

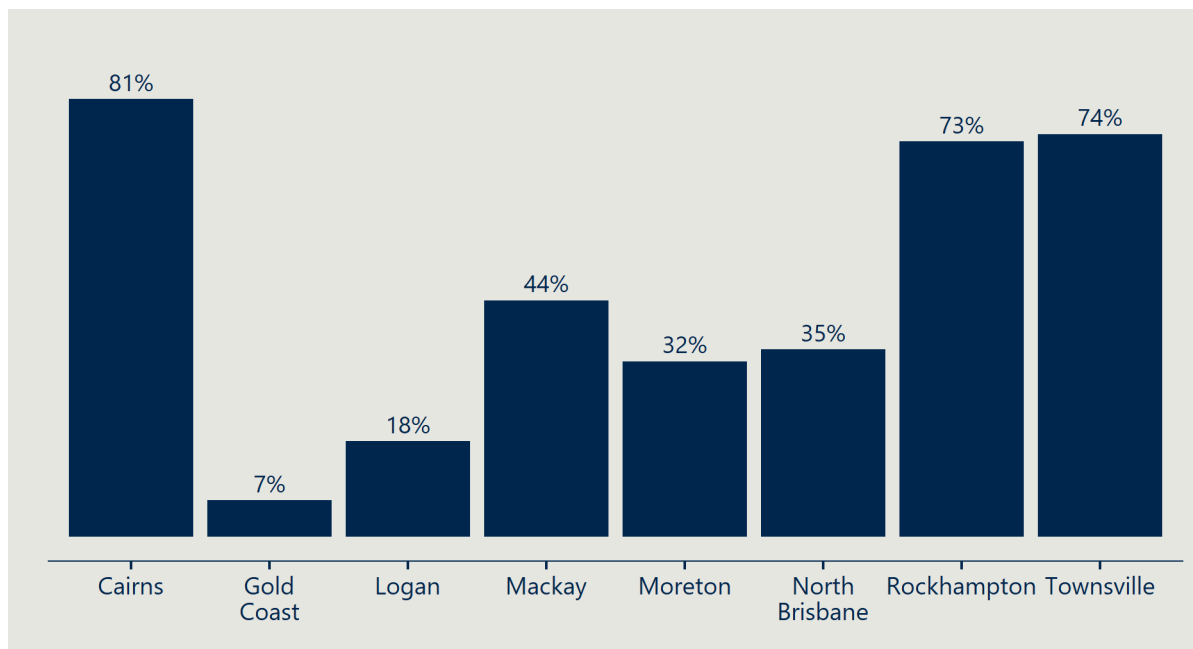
Between July and December 2022, YCRT Program across Queensland engaged 2,307 distinct young people. Of these young people, half (49%) identified as First Nations, compared to 58% of young people with a finalised charge⁴. Some sites saw a greater proportion of interactions with First Nations young people, as seen in Figure 8 below. As one of the key intended outcomes of the YCRT Program is to reduce the overrepresentation of First Nations young people in custody and on remand, the program should be engaging with this cohort as a priority. This will be further explored in the Outcome Evaluation.

YCRT staff interview reflections on reducing overrepresentation of First Nations young people in youth justice

“(YCRT teams are) breaking down the barrier and redefining the relationship between QPS and young people, specifically First Nations young people”

“Stats and data reflect that there is an over representation of First Nations young people in the Justice system, so we need to ensure that the program is culturally responsive in how we do business”

Figure 8 | Distinct First Nations young people engaged by YCRT Program



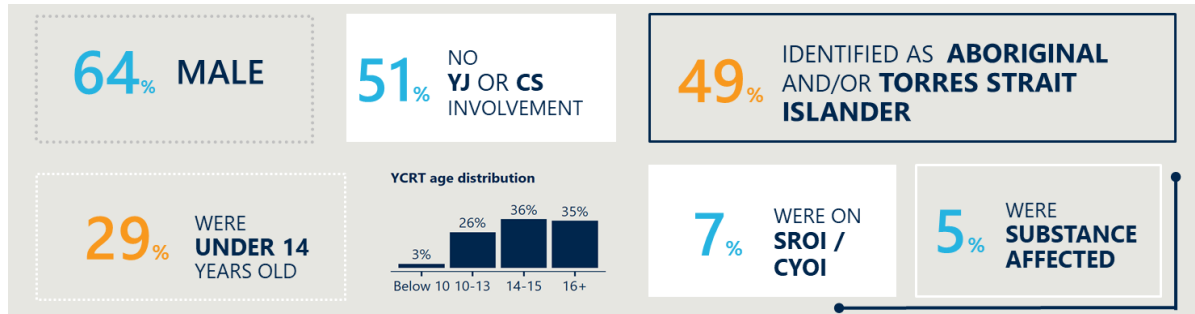
YCRT Program clients are younger, and more likely to be female than the general youth justice cohort

The YCRT Program engages with young people who may be different to the overall youth justice cohort. 29% of district young people engaged with YCRT Program were younger than 14 years, compared to 14% of young people of the same age with a charge finalised in court. Cohorts in Cairns and Townsville are the youngest across all locations, with 40% and 38% of the young people being younger than 14. Cairns, Townsville, and Logan had contacts with young people below 10. This is also in line with data and perspectives supporting that the program emphasises young people at risk, rather than already in the system.

⁴ <https://www.cyjma.qld.gov.au/resources/dcsyw/youth-justice/resources/yj-annual-summary-stats-courts.pdf>

36% of district young people engaged with YCRT Program were females, compared to 23% of females with charges finalised in court. Townsville had the greatest proportion of females at 44%.

Figure 9 | Profile of distinct young people engaged by YCRT Program



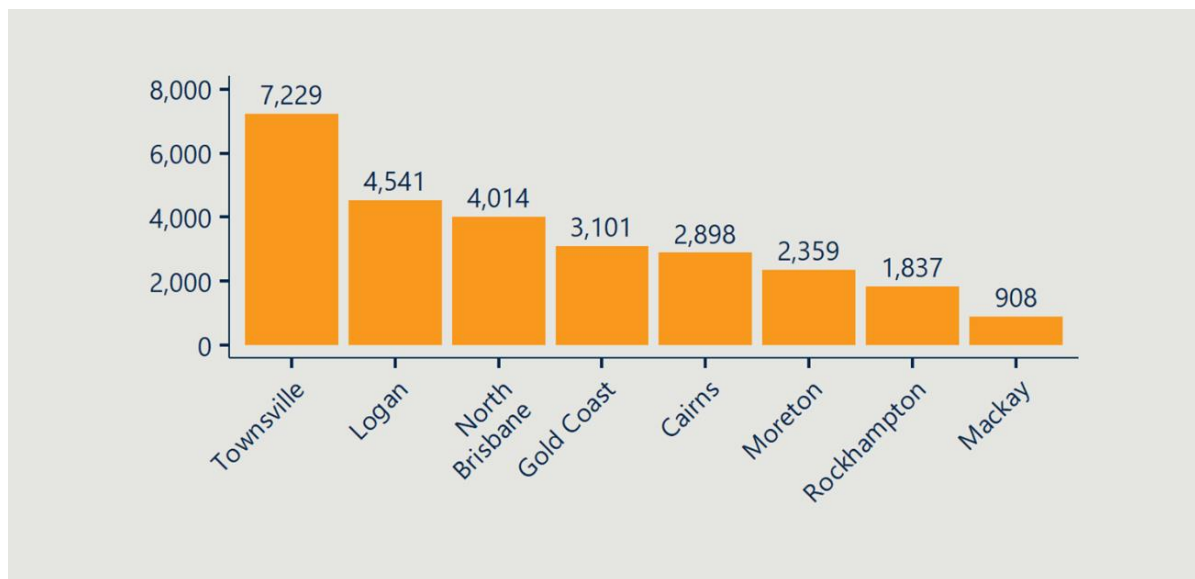
4.4 The YCRT Program has made over 26,000 engagements with young people and/or their families within the last six months

Resourcing models drive large variation in contact numbers

YCRT Program teams have engaged with many contacts across the state, as seen in Figure 10. Townsville had the largest number of contacts across locations, which can be explained by higher levels of resourcing and having two cars. Mackay had the lowest number of engagements due to its part-time operating model.

Some differences in recorded contacts can be attributed to the data quality and differences in data measurement approaches across the sites. Consults with YCRT Program staff showed that sites have different data collection practices and definitions of a contact, which can affect data records.

Figure 10 | YCRT Program contacts between 1 July 2022 and 28 December 2022, by location

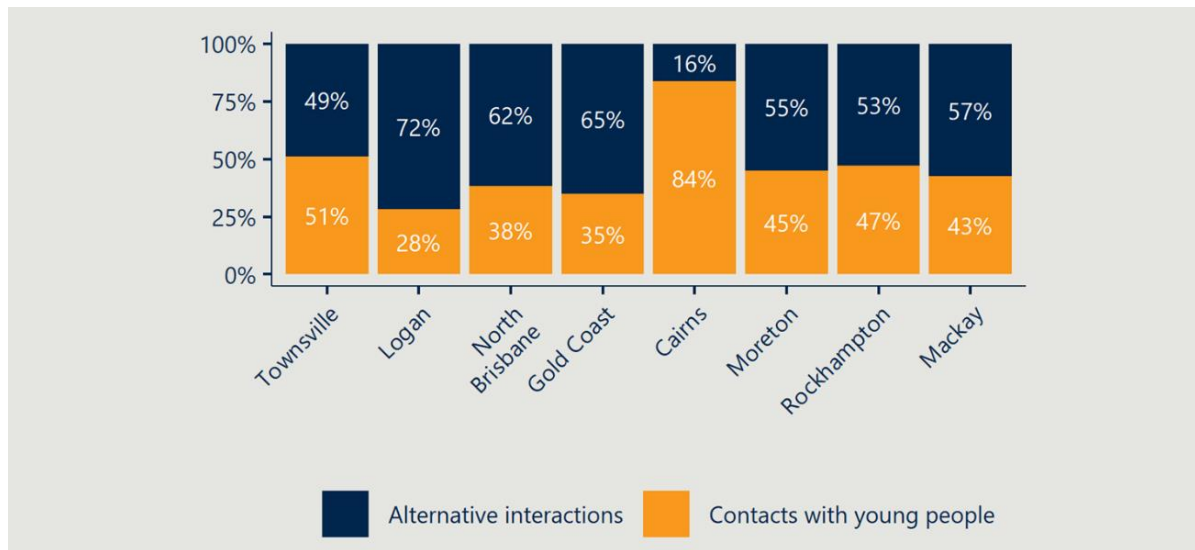


Engagements made by YCRT Program are recorded as either being with a young person, or as an 'alternative interaction'. An alternative is a contact with a parent, carer or other stakeholder related in some way to the young person, or an attempt to contact the young person by phone or in person (even if

unsuccessful). Alternative interactions are more likely to occur with follow-ups or bail compliance checks. The proportion of contacts that occur directly with young people or with their alternative, seen in Figure 11, also reveal variation in approach between the YCRT Program sites.

Logan has the greatest number of alternative interactions, where YCRT Program is more likely (72%) to engage with parents or guardians than with the young person. This is reportedly due to inconsistencies in data capture. In contrast, Cairns only engages with alternative contacts 16% of the time, likely due to the high number of patrol encounters.

Figure 11 | YCRT Program interactions and alternative interactions between 1 July 2022 and 28 December 2022, by location

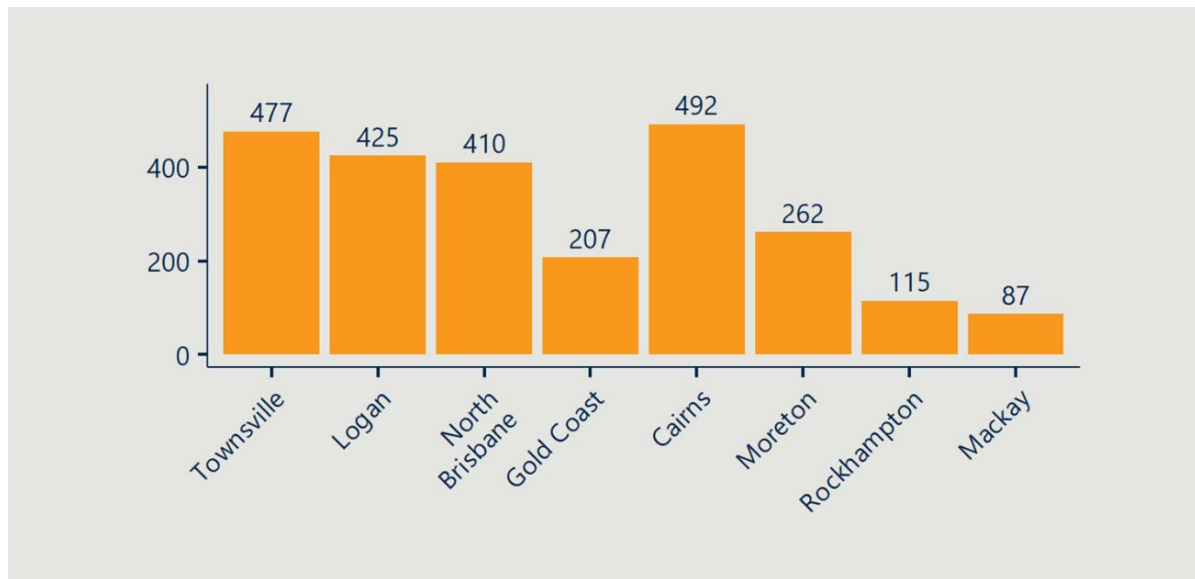


4.5 In some locations, the YCRT Program will make multiple contacts with the same young people

Townsville and Cairns have large numbers of distinct young people, for different reasons

Some YCRT Program locations engage with more distinct young people than other locations, as seen in Figure 11. Cairns engaged with the highest number of distinct young people despite having fewer total contacts than Townsville. A high number of distinct young people in Townsville is driven by the volume of interactions enabled by the two crews. A high number of engagements with distinct young people in comparison to total engagement in Cairns can be explained by a high volume of patrol encounters and focus on contacts with young people rather than alternative interactions.

Figure 11 | YCRT Program distinct young people engaged between 1 July and 28 December 2022, by location



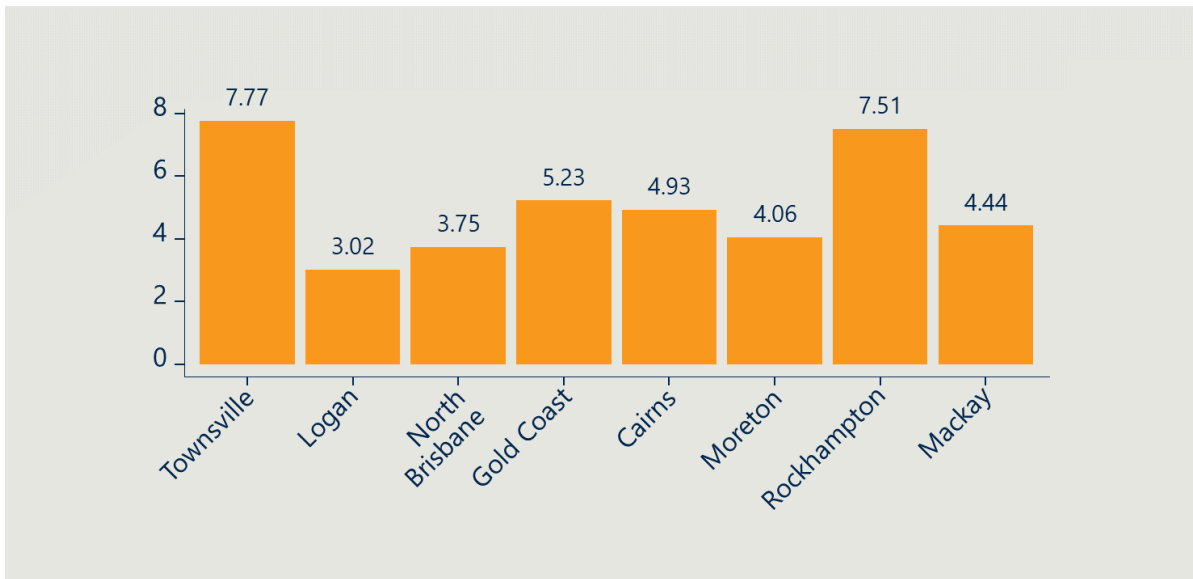
Townsville and Rockhampton are most likely to have repeat engagements with young people

YCRT Program can have repeat engagements with the same young people. The number of times a YCRT Program team in each location engages with the same young person is seen in Figure 12. Townsville and Rockhampton are likely to engage with the same young person seven times, while Logan will only engage with the same person three times.

High number of repeat engagement in Townsville can be attributed to their focus on developing rapport with young people through repeat engagements, as well as the work of the second crew which delivers 'target events'. High number of repeat engagements with Rockhampton can be explained by their collaboration with cultural group programs such as Gaba Arts, as well as watchhouse visits and the 72-hour plans support.

The relatively low number of repeat engagements may be explained by their focus on early intervention with young people not yet known to the system.

Figure 12 | Ratio of distinct young people engaged with YCRT Program, to YCRT Program contacts with young people, between 1 July 2022 and 28 December 2022 by location



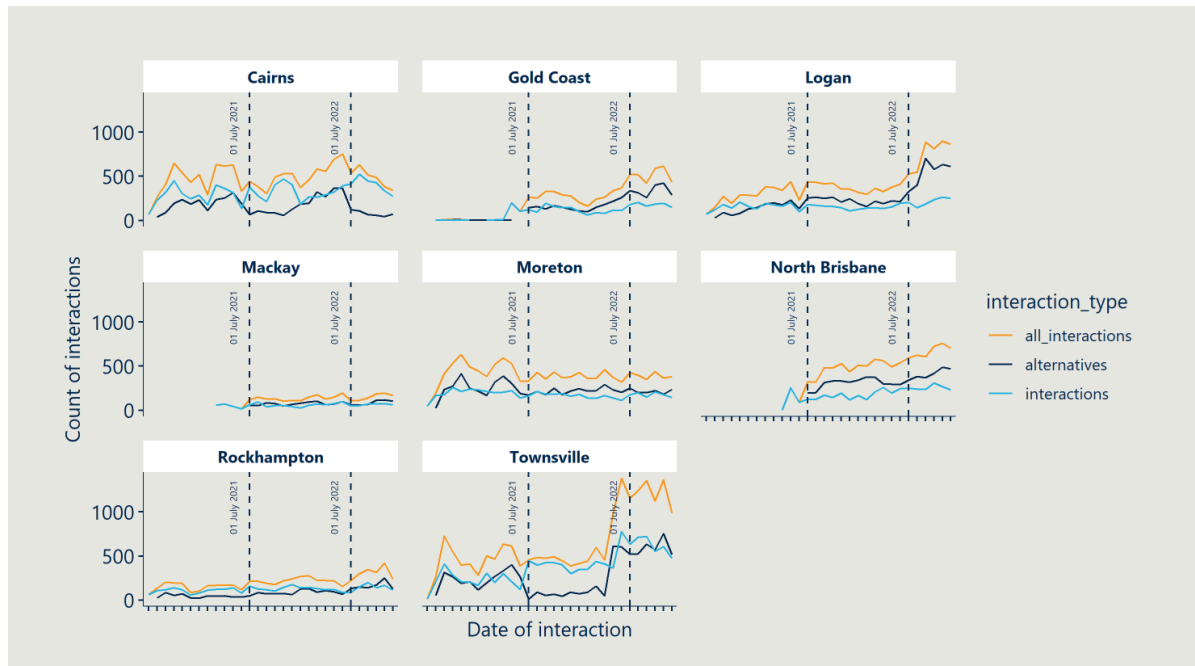
4.6 YCRT Program is expanding its reach through increasing interactions over time

Since commencement in 2020, the YCRT program has made approximately 85,000 engagements across all sites in total. YCRT Program interactions have increased with time, across most locations, as seen in Figure 13 below. Since July 2021, the trend for the number of interactions has not changed meaningfully in Mackay, Moreton, and Rockhampton. In Gold Coast, Logan, North Brisbane and Townsville, the previous 6 months have seen increasing number of interactions. In Townsville, this increase in interactions may be explained by the introduction of a second car supported by greater YCRT Program resources. Logan has

seen a sharp rise in the number of alternative interactions in the previous 6 months. It is unclear what may be driving this increase but may be attributed to changes in data collection methods.

In Cairns, Townsville and Moreton, changes in interaction data before and after 1st July 2021 indicate there may be explained by changes in data collection methods, rather than changes in YCRT Program functions and impact.

Figure 13 | YCRT Program interactions over time across locations



Comparing data over time is difficult, as data collection methods have changed and matured since implementation. The dotted lines vertical in the graphs indicate what is called a 'structural break' in the data. These are the points where the data collection fields or methodologies have changed, and can therefore artificially affect the trend line.

Conversations with YCRT Program staff reveals inconsistencies in data collection across sites and over time, particularly around the number of alternative engagements. Consistent data collection will contribute towards comparing implementation and outcomes across sites.

Changes in the data may also be explained by resourcing. Limited resources and capacity can affect the YCRT Program's ability to resource the shifts, which can explain reduced engagements compared to the level of engagement expected. We also anticipate that some engagements may not be recorded if YCRT Program team members have limited time.

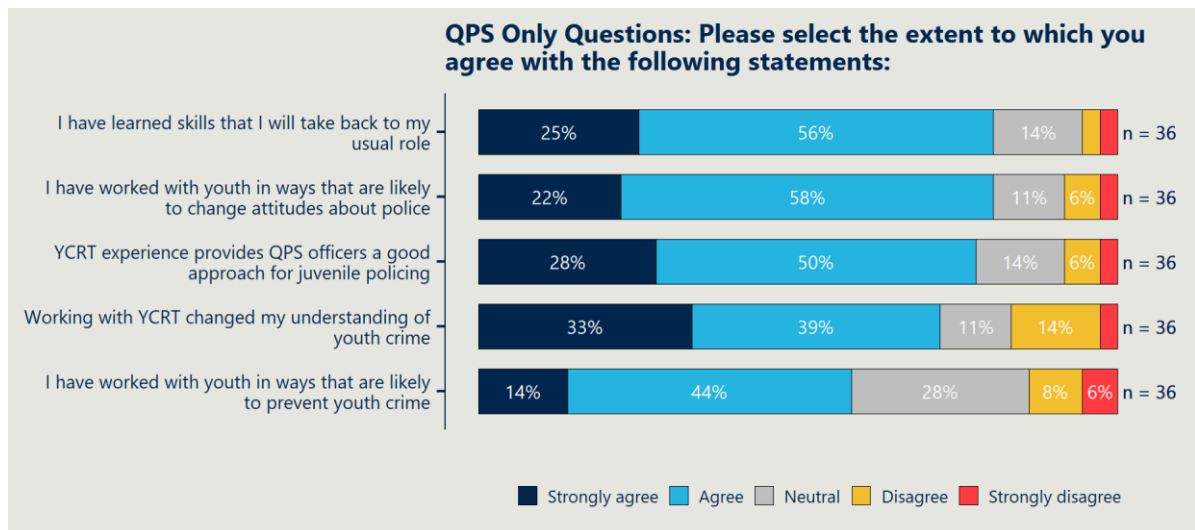
4.7 QPS officers report that working with the YCRT Program has an effect on their skills, knowledge, and general policing

One of the benefits of the program that came to light during the Program Evaluation is an uplift in QPS capability in relation to engaging with young people, which has changed their approach to policing. From the survey of current QPS officers performing YCRT Program roles, this appears to be a relatively strong outcome.

As shown in Figure 14, over:

- 70% of respondents report that YCRT Program has changed their understanding of youth crime
- 80% report they have learned skills they will take back to their usual role and
- 80% feel they have worked with youth in ways that are likely to change attitudes about police.

Figure 14 | QPS YCRT Program staff responses to the Nous survey regarding the effect of YCRT Program on their skills and knowledge



This indicates that the value of the YCRT Program goes beyond the program itself, creating opportunities for QPS officers to continue the impact of the program in their usual role. Further quantifying this benefit should be a focus of the Outcome Evaluation.

4.8 YCRT Program sites are building referral networks with local services

As a program aiming to reduce and prevent youth crime, it is critical that the YCRT Program has strong referral networks to connect young people and their families with appropriate services which can deliver more fulsome support.

YCRT Program sites have actively built referral networks with local services in each location. These are often with existing QPS and Youth Justice services (such as Project Booyah and Transition 2 Success), as well as NGO services across mental health, alcohol and other drug support, family support and cultural programs.

The Community Co-responder (CCR) is a program under the Intensive Bail Initiative. Its aim is to coordinate and follow up referrals to other community and welfare services as a diversionary and short-term response for young people with complex needs who are at a high risk of offending. If required, it can

be used by YCRT Program to coordinate after-hours access to crisis support, intervention, and diversionary activities. This service is not limited to young people on orders, bail, or other forms of youth justice supervision. This part of IBI is designed to work with young people at risk of entering or re-entering the youth justice system and acts to support the engagements with young people via YCRT Program with next day practical follow-up. As the YCRT program is not designed to provide case management, the connection to this program is important to play this function for those young people who require it.

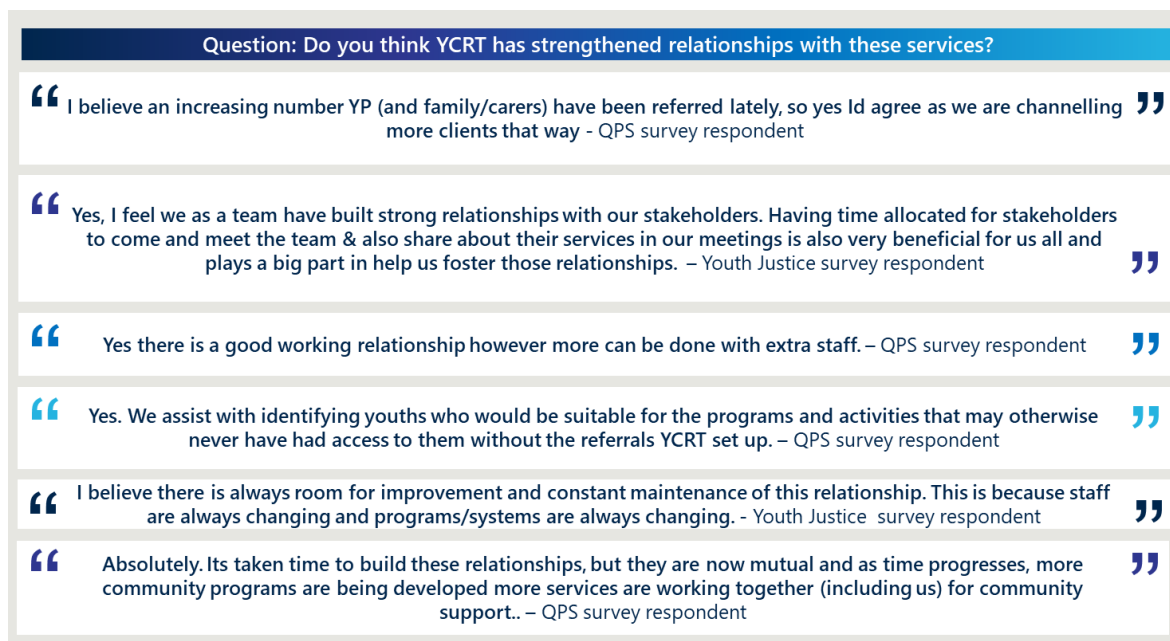
The CCR currently operates in:

- Gold Coast – Anglicare South Queensland (ASQ)
- Logan – Anglicare South Queensland (ASQ)
- Brisbane North – Youth Advocacy Centre (YAC)
- Moreton Bay – Kurbingui Youth Development Association
- Townsville – Townsville Aboriginal and Islander Health Service (TAIHS)
- Mt Isa – Northwest Queensland Indigenous Catholic support service (NWQICSS)

For YCRT Program staff working in these locations, the CCR services are generally reported as the most important services they can refer young people to. In some locations, YCRT Program staff report challenges with their CCR service. This will be explored further in the Outcome Evaluation.

As shown in Figure 15 below, YCRT Program staff feedback in the survey was very positive in relation to the way YCRT Program interacts with the local service network. An important theme is the need to actively build and maintain these relationships through proactive engagement, attending stakeholder meetings and working collaboratively.

Figure 15 | YCRT Program staff responses to the Nous survey question 'Do you think the YCRT Program has strengthened relationships with these services?'



YCRT Program staff also report there are several service types that YCRT Program report would be beneficial to be able to refer young people to, but they either do not exist in their location or have limited capacity:

- Emergency accommodation
- Programs/services for young people under the age of 12

- Mental health support (due to long waitlists)
- Domestic and family violence programs for victims/witnesses and perpetrators.

5 Preparedness for Outcome Evaluation

This section provides analysis of the extent to which the YCRT Program will be able to be evaluated for impact, and what the Department can do to best prepare.

The YCRT Program represents a collaboration between QPS and Youth Justice. Sharing a mutual understanding of goals, purpose and benefits is a threshold requirement for collaboration. For this reason, Nous conducted a benefits mapping workshop, where QPS and Youth Justice reflected upon the high-level purpose and objectives of the YCRT Program, and collaboratively mapped intended benefits and agreed upon target cohorts. The results of the workshop are presented in Sections 5.1 and 5.2.

An understanding of shared benefits is essential to evaluate the YCRT Program's economic impact and value-for-money assessments, which will form a part of the Outcomes Evaluation. Section 5.3 outlines current data challenges limiting the ability to report on outcome and proposes solutions to resolve them.

5.1 The YCRT Program works across the Youth Justice continuum

The spectrum of young people who come into contact with YCRT Program is broad, ranging from those who have not yet come to the attention of Youth Justice but have had some interaction with QPS, to those who are high risk and have already become deeply entrenched in the system.

At the lower end of the spectrum, the YCRT Program is working with young people who have not yet committed an offence, but who display risk factors that make them vulnerable to future criminal behaviour. At the higher end of the spectrum, the YCRT Program encounters young people who have committed serious offences or who have a history of repeated offending. These young people have high SROI scores and are considered a high risk.

The YCRT Program was designed to provide services for young people at risk of offending and re-offending. By leveraging the Youth Justice knowledge and expertise, the YCRT Program aims to prevent involvement with the youth justice system or escalation of offending behaviour. The approach means the program's interactions are voluntary and focus on building relationships between young people, their families and YCRT Program staff.

Nous delivered a benefits mapping workshop to identify the intent and impact of the YCRT Program from the perspective of the of the Department of Youth Justice, Employment, Small Business and Training and the Queensland Police Service. This contributed to a refined program logic which outlines the target groups, inputs, outputs/activities, and outcomes of the program.

Working across a wide spectrum of different risks level presents a challenge for YCRT Program sites to balance between proactive engagement with at risk young people and provision of support for a high-risk cohort. This challenge is often exacerbated by the limited time and resources that are available at each site. Balancing these two aspects is crucial to ensure that YCRT Program provides support to those young people who would benefit the most.

Figure 16 | Cohorts where YCRT Program may have the greatest impact



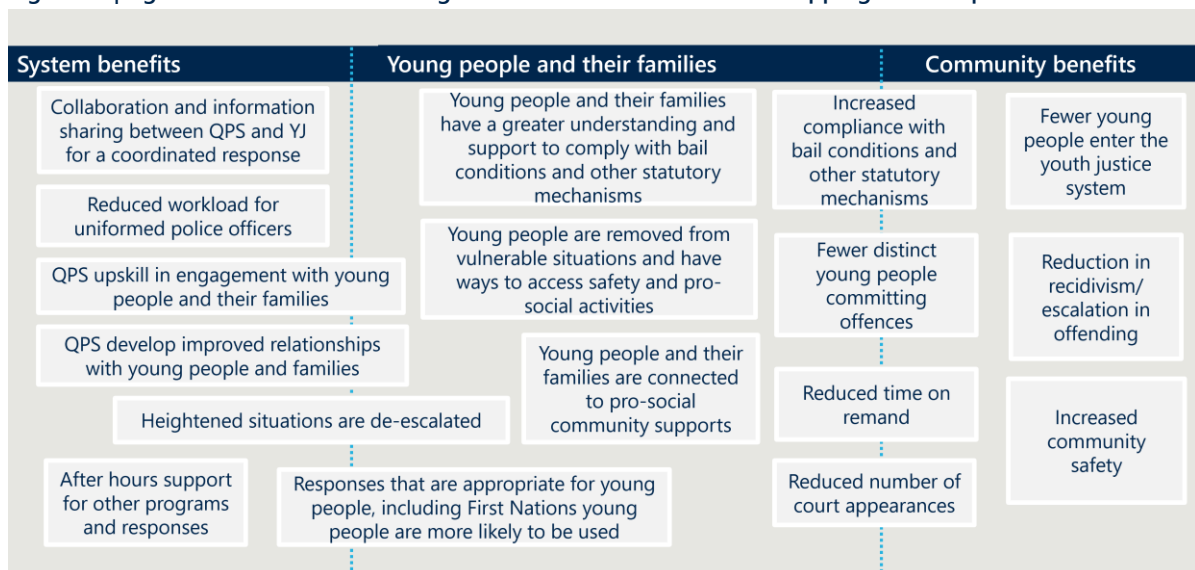
5.2 Many benefits of YCRT Program have been described for the Youth Justice and QPS systems, young people, and the community

The benefits mapping workshop highlighted three broad groups of benefits of the YCRT Program collaboration which build upon each other (Figure 17):

- **Systemic benefits** which involve holistic improvements across the justice system continuum. This includes the collaborative learning between the two agencies, allowing them to share knowledge and expertise.
- **Benefits for young people and their families**, resulted from a developed rapport between QPS and young people and their families. These benefits include greater compliance with statutory mechanism as well as increased connections with appropriate and culturally informed programs and service as well as pro-social community supports.
- **Community benefits** that result from a reduction of offending and reoffending, improved community safety and the overall well-being of young people.

It was agreed that YCRT Program activities are most effective in the immediate to short-term timeframe. YCRT Program has limited control over medium to long-term outcomes due to the short engagements and voluntary nature of young people's involvement. Nonetheless, YCRT Program contributes to the reduction of recidivism and increased community safety by being a supplementary service to other youth justice responses.

Figure 17 | Agreed benefits of YCRT Program identified in the benefits mapping workshop



5.3 Implications for data sources, collection, and analysis

5.3.1 Teams is the main source of data on outcomes and performance

The YCRT Program records data through Microsoft Teams reports. A report is a survey form aimed to capture operational data on all YCRT Program engagements with young people, their families and service providers. It contains a variety of question types: compulsory/optional, drop-downs/multiple choice and free text.

There are four types of reports:

1. **YCRT Program Report** – used when Co-Responders are engaging directly with the young person (face-to-face, phone or SMS).
2. **YCRT Program Alternative Interaction Report** – used when Co-Responders are engaging with someone else about the young person and the young person is not present (e.g., families, carers, or service providers), or an unsuccessful attempt to contact the young person.
3. **YCRT Program referral follow up report** – used in lieu of the YCRT Program report or YCRT Program Alternative Interaction Report when conducting follow up with a young person or family regarding referrals made.
4. **YCRT EMD reports** used to record Electronic Monitoring Device (EMD) engagements.

Co-Responders are responsible for collecting Teams data after every contact with an individual and/or their family, with both QPS and Youth Justice members providing combined answers. Each report creates a new entry of engagement on a central database on QPS MS Teams. Teams reports are standardised across all YCRT Program sites, are used as the main source of reporting, and are considered as a source of truth.

Teams reports serve as a valuable source of information regarding YCRT Program outcomes and performance. Specifically, these reports provide insights into outputs and short-term outcomes, i.e., the program's operational activities and the rationale behind them.

5.3.2 Teams data changed three times over three years to accommodate the YCRT Program's changing needs and practices.

YCRT Program data collection changed three times over three years. The YCRT Program report and the YCRT Program alternative interactions report started as two separate data collection forms in 2020-21 aiming to serve as a data collection tool for five original sites. Two more forms – one of each interaction type – were created later that year to collect data on three additional sites. In 2021-22, the forms transitioned to two forms per site, equating to sixteen separate forms. These sixteen forms were then merged into two in 2022-23, and a third form - the YCRT Program referral follow up report - was introduced.

There is evidence that YCRT Program aimed to improve data collection practices and to maintain consistency of reporting. For example, most of the field's names remained the same across all years. In addition, many of the measures transitioned from a free text to drop-down lists in 2022-23 which drastically improved data quality.

Frequent changes in data collection practices coupled with the use of free text fields restrict an analysis of data prior to 2022-23. Although there was an improvement in data quality in 2022-23, there is an opportunity to further enhance data collection practices to ensure that YCRT Program is well-prepared for the Outcomes Evaluation.

YCRT staff interview reflections on data collection	
“	Referral data is not being collected. How do you capture outcomes in data?
“	(If) we did 500-550 alternatives (engagements), [we] only 300 have data
“	It's hard to know how successful our interventions are. We are not recording data. It's hard for us to say this kid stopped offending due to YCRT. If we can quantify that, somehow we can encourage other police officers to join YCRT as well.

5.3.3 In its current state Teams data is not fit-for-purpose to support the Outcome Evaluation

This section outlines data collection challenges and improvements that can be made in the Teams data collection process. Proposed data sources, analysis types and an evaluation readiness status for the longer-term outcomes will be outlined in Section 5.4.

Challenge 1: Current Teams data fields are not clear and are often incomplete.

Currently, data fields in the Teams forms are not clearly defined. Some values have significant overlap, while others are incomplete. This, in turn, limits the ability to accurately report on outcomes, and identify how outcomes are linked to particular types of YCRT Program engagements.

Two key variables - "Primary purpose" and "Outcome(s) for young person" - are not distinct and have overlapping values. For example, a primary purpose can be "Transport assistance" with "Transport - to place of safety" being an outcome. This leads to misalignments, for example when "Transport assistance" is selected as a primary purpose and "Early intervention" is selected as a primary outcome.

Nous proposes separating "Primary purpose" and "Outcome(s) for young person" into three mutually exclusive fields: "Primary activity", "Primary purpose", and "Primary outcome" defined as:

- Primary activity is an activity that YCRT Program staff delivers during an engagement such as transport, call for services or patrol.
- Primary purpose is the reason for the engagement, such as building rapport with a young person or their family or maintaining public safety.
- Primary outcome is the outcome of the engagement, such as de-escalating heightened situations or locating a missing child.

A list of suggests values for each field is provided in Table 2.

Having three separate and clearly defined fields ensures that the data adheres to the best practice of being 'mutually exclusive and collectively exhaustive' and maximises the informative value of existing reporting fields.

Table 2 | Suggested changes to primary activity, primary purpose, and primary outcome

Current	Suggested
Primary activity field does not exist	<p>Field name: Primary activity</p> <p>Field values:</p> <ul style="list-style-type: none"> • Bail compliance • Call for service • Delivery of pro-social activities

Current	Suggested
	<ul style="list-style-type: none"> Engagement in custody / watch house visit Follow-up Missing person/s related Patrol Referral support Transport Other (please specify)
<p>Field name: Primary purpose</p> <p>Field values:</p> <ul style="list-style-type: none"> bail compliance check call for service bail support engagement in custody / watch house visit external agency referral follow-up incident in progress missing person/s related patrol encounter targeted/ intelligence transport assistance other 	<p>Field name: Primary purpose</p> <p>Field values:</p> <ul style="list-style-type: none"> Build rapport with a young person or their family Provide advice (youth justice/Other) Provide other support (accommodation, suicide risk, child safety) Provide youth justice support (court, WH, custody) Public safety Young person's safety Other (please specify)
<p>Field name: Outcome(s) for the young person</p> <p>Field values:</p> <ul style="list-style-type: none"> Arrest Caution (custody diversion) Child Safety notification Court support Critical incident response Divert or relocate from public place Early intervention Emergency Examination Assessment Located missing child not applicable Notice to appear Provide youth justice / other advice Referral Released from custody Remanded in custody Restorative Justice Conferencing referral Reunite with parent / guardian / carer Sourced accommodation Suicide risk management plan Support provided for people Transition support Transport - court, watch house 	<p>Field name: Primary outcome</p> <p>Field values:</p> <ul style="list-style-type: none"> Arrest Caution (custody diversion) De-escalated heightened situation Located missing child/young person Referral made / Connected to pro-social supports Removed from a vulnerable situation (e.g., transport to place of safety) Young person complied with statutory requirements (e.g., bail conditions) Other (please specify)

Current	Suggested
<ul style="list-style-type: none"> • Transport - to place of safety • Transport – youth justice family support • Watch house visit • Not applicable 	

Challenge 2: There is inconsistent interpretation and use of data fields.

Current data collection lacks quality which limits the ability to perform a meaningful analysis. “Nil”, “not applicable” or “missing’ are the most prevalent responses for various fields. For example, more than half (54%) of engagements have ‘nil’ as a primary need, and 37% have ‘not applicable’ as a primary outcome. A quarter (25%) of alternative interactions do not have their length recorded.

The reasons for missing or nil values can be lack of appropriate drop-down options or lack of understanding of the field definitions. For example, the length of engagement has different drop-down values in the YCRT Program Report and YCRT Program Alternative Interaction Report, limiting the ability to compare across two reports.

Nous recommends standardising data fields as much as possible across the reports, reviewing data definitions to ensure that they are fit-for-purpose and easily understood, as well as providing consistent data collection training for Co-responders.

Challenge 3: The YCRT Program Alternative Interaction Report and Referral Follow Up reports have poor data quality.

The YCRT Program Alternative Interaction Report and Referral Follow Up reports are less mature than the YCRT Program report, which results in an undercount. For example, the YCRT Program referral follow up report had only 59 records over the 6 months period of June to December 2022. An undercount in alternative interactions was highlighted in the interview with YCRT Program staff.

Nous recommends reviewing the YCRT Program referral follow up report data collection practices, streamlining the process and providing training.

Challenge 4: Inability to link the YCRT Program Alternative Interaction Report to the YCRT Program report.

There is no young person identifier in the YCRT Program Alternative Interaction Report. Without a young person identified it is not possible to link Alternative Interactions to Primary Engagements or to the youth justice corporate data. As such, the full amount of a service delivery for a particular young person cannot be measured. Nous recommends including young person’s SPI and ICMS identifiers into the YCRT Program Alternative Interaction Report.

5.3.4 Summary of potential data collection improvements

Nous recommends updating the Teams reports to ensure that the data collected is relevant and useful for measuring the outcomes. Nous suggests:

- New values in “Primary activity”, “Primary purpose”, and “Primary outcome”,
- Inclusion of the young person identifier in the YCRT Program Alternative Interaction Report,
- Alignment of the drop-down values in the YCRT Program Report and YCRT Program Alternative Interaction Report, and

- Review of the data definitions for three reports to ensure they accurately reflect current practices and cover all possible outcomes.⁵

In addition, we suggest additional training to staff members to enhance the reliability of reported outcomes. This training should focus on promoting a shared understanding of data collection practices to ensure that the data is collected accurately. As a result, the data will be able to be effectively compared across different sites, further improving its reliability.

Nous acknowledges that this change will result in the fourth data collection re-design over three years and will require an additional work from the YCRT Program team. YCRT Program will need to change the forms, communicate changes with Co-responders and provide training. However, Nous believes that despite an initial investment, the change will lead to an easier and more straightforward data collection.

5.4 Assessment of current data collection against agreed benefits

Nous conducted an assessment to determine the availability and sufficiency of data to report on YCRT Program performance against the agreed outcomes. The results of this assessment are presented in the Table 3. After examining the data, Nous found that, at its current state, YCRT Program has limited information available to confidently report on the outcomes. Thus, Nous have identified potential areas for improvement that could help YCRT Program to overcome these limitations.

The data on short-term outcomes will be primarily sourced from the Team reports. Therefore, it is crucial to update Teams reports and provide sufficient training to Co-Responders to ensure the accuracy and reliability of the data. The section 5.3 and Appendix C highlight key areas for improving Teams data.

To delve deeper into areas that the Teams data does not cover sufficiently, Nous will supplement the analysis with additional surveys and engagements:

- **Survey of YCRT Program QPS officers at the time of exit.** This aims to understand the effectiveness of YCRT Program in capabilities up-lift of QPS officers. The survey will evaluate the YCRT Program QPS officers' confidence in their skills in de-escaping heightened situations and building rapport with young people and families. It will be collected as a YCRT Program QPS officers' self-assessment on exit.
- **Survey of non-QPS officers.** This will assess non-QPS officers' views about the appropriateness of responses provided by YCRT Program QPS officers.
- **Survey and interviews with young people and/or their families who have been engaged by the YCRT Program.** Will gather perspectives of young people/families about the level of access to pro-social activities and appropriate supports as well as their relationships with QPS officers. This data will be collected via a questionnaire and/or a series of interviews during the Outcome Evaluation.

For longer-term outcomes, such as offending and reoffending, Nous will use Youth Justice corporate data and QPS data (if available). Nous will collaborate closely with the Youth Justice Performance Reporting and Analytics as well as the QPS Research and Analytics teams to confirm the most appropriate and to determine the best matching technique for comparison cohorts.

By implementing these measures, the YCRT Program can ensure that it has sufficient data to report on its performance against the agreed outcomes during the Outcome Evaluation. Table 3 provides a structured mapping of each outcome to a proposed indicator, along with the most suitable data source, analysis type, and status. It should be noted that an outcome may have several indicators, and in such cases, the most closely related indicator is highlighted in bold.

⁵ As of 1 July 2023, these suggestions have been implemented and data collection has commenced.

Table 3 | Assessment of the availability and sufficiency of data to report on YCRT Program performance against the agreed outcomes

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
QPS touchpoints with young people are used as a relationship building and support opportunity	Number of populated records in the 'primary need' field	YCRT Program report: primary need	Throughput and outcomes analysis	No change to the field but need to promote shared understanding to ensure consistency	
	Young people and families feel that they have developed rapport with YCRT Program team	Survey or engagement with young people/ families	Thematic analysis	Does not exist	This can occur through the Nous evaluation
	QPS officers feel that they have developed rapport with young people and families	Survey of YCRT Program QPS officers on exit	Survey and thematic analysis	Does not exist	Will be designed by Nous to be implemented by the program
Young people are removed from vulnerable situations and have ways to access safety and pro-social activities	Engagements with a primary outcome: "Removed from a vulnerable situation"	YCRT Program report: updated primary outcome	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Engagements with a primary purpose: "Transport Assistance" and "Call for service"	YCRT Program report: primary purpose	Throughput and outcomes analysis	No change	This is a secondary option; we suggest using the 'updated primary outcome' measure instead
	Engagements with a primary outcome: "Transport – to place of safety", "Reunite with parent/guardian/carer", or "Divert or relocate from public place"	YCRT Program report: outcomes for	Throughput and outcomes analysis	No change	This is a secondary option; we suggest using the 'updated primary outcome' measure instead

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
		the young person			
	Young people and families feel that they have ways to access safety and pro-social activities	Survey or engagement with young people/ families	Thematic analysis	Does not exist	This can occur through the Nous evaluation
Heightened situations are de-escalated	Engagements with a primary outcome: "De-escalated heightened situation"	YCRT Program report: updated primary outcome	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	YCRT Program QPS officers feel that they successfully de-escalated most of heightened situations	Survey of YCRT Program QPS officers on exit	Survey and thematic analysis	Does not exist	Will be designed by Nous to be implemented by the program
	Non-YCRT Program QPS officers feel that YCRT Program successfully de-escalates most of heightened situations	Survey of non-YCRT Program QPS officers	Survey and thematic analysis	Does not exist	Will be designed by Nous to be implemented by the program
Appropriate diversion responses are more likely to be used	Engagements with a primary outcome: "Referral made" or "Caution (custody diversion)"	YCRT Program report: updated primary outcome	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Engagements with a primary outcome: "Referral", "Caution (custody diversion)", "Early intervention", "Restorative Justice Conferencing referral"	YCRT Program report: outcomes for the young person	Throughput and outcomes analysis	No change	This is a secondary option; we suggest using the 'updated primary outcome' measure instead
	Number of young people diverted by police to RJ conferences in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
	Pattern of diversion use in areas with YCRT Program compared to without	QPS data	Comparison analysis	Currently no access to the data	
	Non-YCRT Program QPS officers feel that YCRT Program officers successfully uses appropriate diversion responses	Survey of non-YCRT Program QPS officers	Survey and thematic analysis	Does not exist	Will be designed by Nous to be implemented by the program
Young people and families have access to appropriate support	Engagements with a primary outcome: "Referral made / Connected to pro-social supports"	YCRT Program report: updated primary outcome	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Engagements with a primary purpose: "Provided youth justice support" or "Provided other support"	YCRT Program report: updated primary purpose	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Engagements with a primary outcome: "Referral", "Caution (custody diversion)", "Early intervention", "Restorative Justice Conferencing referral"	YCRT Program report: outcomes for the young person	Throughput and outcomes analysis	No change	This is a secondary option; we suggest using the 'updated primary outcome' or 'updated primary purpose' measures instead
	Count of engagements with an answer "yes" to a question "Referral made"	YCRT Program report: Referral made	Throughput and outcomes analysis	No change to the field but need to promote shared understanding and better data collection practices	Currently, over 83% of the records report that a referral was "not canvassed"

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
	Young people and families feel that they have access to appropriate support	Survey or engagement with young people/ families	Thematic analysis	Does not exist	This can occur through the Nous evaluation
Young people and their families have greater understanding and support to comply	Engagements with a primary outcome: "Young person complied with statutory requirements"	YCRT Program report: updated primary outcome	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Engagements with a primary outcome: "Provide youth justice/other advice"	YCRT Program report: outcomes for the young person	Throughput and outcomes analysis	No change	This is a secondary option; we suggest using the 'updated primary outcome' measure
	Young people and their families feel that they have greater understanding and support to comply	Survey or engagement with young people/ families	Thematic analysis	Does not exist	This can occur through the Nous evaluation
Young people and their families have an improve relationship with QPS	Engagements with a primary purpose: "Build rapport with a young person or their family"	YCRT Program report: updated primary purpose	Throughput and outcomes analysis	Currently does not exist as a drop-down option	Propose to update the drop-down list for this measure
	Number of engagements with an answer "Allocated – young person requested"	YCRT Program report / YCRT Program Alternative Interaction Report: Were you allocated this task/incident or	Throughput and outcomes analysis	No change	This is a secondary option, suggest using the 'updated primary purpose' measure

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
		was it self-generated			
	Number of alternative interactions where a type of engagement is "Family engagement"	YCRT Program Alternative Interaction Report: Type of engagement	Throughput and outcomes analysis	No change to the field but need to promote shared understanding and better data collection practices	Currently, ~20% of records have blanks in this field
	Young people and their families feel that they have an improve relationship with QPS	Survey or engagement with young people/ families	Thematic analysis	Does not exist	This can occur through the Nous evaluation
	Number of charged offences in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	The number of charged offences can be influenced by external factors such as changes in legislation
Young people are less likely to be charged	Number of warnings/cautions in areas with YCRT Program compared to without	QPS data	Comparison analysis	The evaluation does not currently have access to this data	Corporate youth justice data does not have information on warnings/cautions
	YCRT Program QPS officers feel that young people are less likely to be charged because of their engagement with YCRT Program	Survey of YCRT Program QPS officers on exit	Survey and thematic analysis	Does not exist	Will be designed by Nous to be implemented by the program

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
	Number of young people with an answer "yes" to a question "Did young person/family engage with referral agency?"	YCRT Program Referral Follow Up Report	Throughput and outcomes analysis	No change to the field but need to promote shared understanding and better data collection practices	Currently, the YCRT Program Referral Follow Up Report has very few records
Young people and their siblings are engaging in support and pro-social activities	Number of young people with an answer "yes" to a question "Did agency engage with young person/family?"	YCRT Program Referral Follow Up Report	Throughput and outcomes analysis	No change to the field but need to promote shared understanding and better data collection practices	Currently, the YCRT Program Referral Follow Up Report has very few records
	Number of young people with an answer "yes" to a question "Did young person/family complete the program?"	YCRT Program Referral Follow Up Report	Throughput and outcomes analysis	No change to the field but need to promote shared understanding and better data collection practices	Currently, the YCRT Program Referral Follow Up Report has very few records
	Young people and their families are satisfied with their level of engagement in support and pro-social activities	Survey or engagement	Thematic analysis	Does not exist	This can occur through the Nous evaluation

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
		with young people/ families			
Increased compliance with bail conditions	Number of young people offending while on bail in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
	Number of young people getting their bail revoked in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
Reduced time on remand	Average number of days spent on remand by young people in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
Fewer distinct young people committing offences	Distinct young people with a charged offence in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
Reduced number of court appearances	Number of court appearances in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
Reduce in escalation in offending	Number of days in takes to escalate to a different SROI level for young in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	
Fewer young people enter the youth justice system	Distinct young people with a first lifetime offence in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	

Outcome	Indicator(s)	Proposed data source	Analysis type	Status	Comments
Increased community safety	Reoffending rates in areas with YCRT Program compared to without	Corporate youth justice data	Comparison analysis	No change	

Appendix A Site by site analysis

YCRT Program implementation and functions have varied across sites. Table 4 summarises the engagements across sites. Some variation in results is expected across sites, as implementation of YCRT Program is tailored in response to local needs around each site. Other variations can be explained by differences in:

- **Model implemented** | Most sites have implemented a 24-hour model, over 7 days. These sites have 3 shifts per day, except on Wednesdays, and use 1 car. The YCRT Program implemented in Townsville and Mackay has some differences. Townsville operates the YCRT Program with two cars, which allows for a greater number of engagements. Mackay operates 4 days a week, with no night shifts, which explains lower engagement numbers.
- **Resourcing** | QPS resourcing is inconsistent, which can affect whether shifts can go ahead. Resourcing pressures may also affect inclination to accurately collect and update data.
- **Data collection practices** | Across sites, data collection practices vary. Interpretation of data fields and completion of forms is inconsistent.

Table 4 | YCRT Program engagements across sites

Between July and December 2022:	Townsville	Cairns	North Brisbane	Logan	Gold Coast	Moreton	Rockhampton	Mackay	Overall
Site information									
Differences in model implemented	2 cars	Standard	Standard	Standard	Standard	Standard	Standard	Operates 4 days a week, with no night shift.	3 shifts per day, 1 car, 24/7 (except Wednesday night)
Number of interactions	3,705	2,424	1,537	1,283	1,083	1,064	864	386	12,346
Number of alternative interactions	3,524	474	2,477	3,258	2,018	1,295	973	522	14,541
Distinct young people engaged	477	492	410	425	207	262	115	87	2,307
Most engagements last for a duration of:	10 mins or less	10 mins or less	10 mins or less	10 mins or less	10 mins or less	10 mins or less	15 mins to 30 mins	10 mins or less	10 mins or less

Between July and December 2022:	Townsville	Cairns	North Brisbane	Logan	Gold Coast	Moreton	Rockhampton	Mackay	Overall
Most engagements (including alternatives) occurred during the 2pm to 10pm shift.									
Engagement type									
Proportion of distinct young people engaged on SROI or CYOI:	6%	4%	8%	2%	26%	11%	10%	2%	7%
Proportion of distinct young people engaged who are First Nations:	3%	2%	10%	4%	12%	6%	6%	3%	5%
Top 3 Primary purposes of engagements	1. Patrol, 2. Call for service, 3. Transport assistance	1. Patrol, 2. Transport Assistance, 3. Engagement in custody / watch house visit	1. Bail compliance check, 2. Engagement in custody / watch house visit, 3. Transport assistance	1. Follow-up, 2. Transport assistance, 3. Bail compliance check	1. Follow-up, 2. Bail compliance check, 3. Engagement in custody / watch house visit	1. Bail compliance check, 2. Engagement in custody / watch house visit, 3. Follow up	1. Patrol, 2. Follow-up, 3. Engagement in custody / watch house visit	1. Follow-up, 2. Other, 3. Patrol	1. Patrol, 2. Follow-up, 3. Transport Assistance
YCRT Program response									
Percentage of engagements where a referral is made	2%	2%	15%	18%	10%	5%	20%	10%	8%

Appendix B Implementation insights and learnings

This section provides an analysis of the current state of program maturity across sites, observations regarding critical elements for site success, and considerations to strengthen the current sites and for future roll out.

The evaluation of the implementation aspects of the YCRT Program aim to understand the extent to which program fidelity is being achieved. While it is expected there will be local adaptation of the model, the extent to which this is purposeful and within the original scope of the program needs to be considered. There are three interrelated factors that contribute to program fidelity:

1. **Program design and operating model** –the extent to which the program design was appropriate to solve the originally stated challenge, the operating model effectively supports the design, and the scope of activities and cohorts is clear across locations.
2. **Leadership and governance** – the extent to which the strategic oversight and governance of the program from both Youth Justice and QPS is appropriate and supporting implementation.
3. **Performance reporting** – the extent to which the program is appropriately capturing outcomes to demonstrate impact and inform activity.

The evaluation found that implementation of the YCRT Program has been successful across the eight sites, but continued central governance, oversight and support is required to prevent a loss of program fidelity. Due to the broad scope of the program, the existing variation in operating model and differing emphasis between activities across locations, there is a risk that the program could lose focus without continued central guidance. This includes continued messaging and guidance on activity and cohort focus, alongside capturing of outcome evidence to further reinforce the value of specific activities and the program overall. Lastly, seeking continued and reinforced executive support for the program, particularly from the QPS side, is important to sustain buy in. These findings and implications are summarised in Figure 18 and detailed in Table 5.

Figure 18 | Program fidelity – findings and implications summary

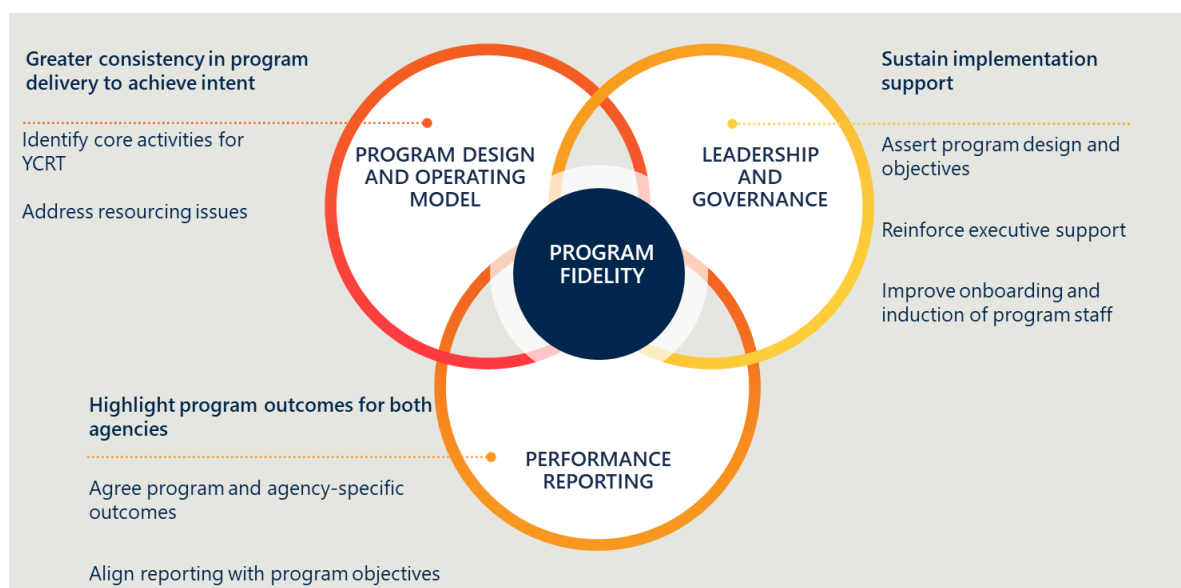


Table 5 | Implementation findings and implications

Domain	Findings	Implications
PROGRAM DESIGN AND OPERATING MODEL Support YCRT Program locations to focus on prevention and core activities	There is an opportunity to share activity and impact information across sites to achieve a better understanding of what activities are most important	There is an opportunity to clarify the rationale for YCRT Program activities and determine which should be prioritised by jointly assessing the merit of different activities across YCRT Program locations. The Outcome Evaluation should aim to determine relative value of YCRT Program conducting different activity types, along the spectrum of young people, to assist with focusing the effort of YCRT Program.
	While QPS stakeholders support YCRT Program, staffing has been challenging in some locations	QPS should consider options to ensure program staffing continuity.
LEADERSHIP AND GOVERNANCE Ongoing location support and tiered governance is needed to mature implementation	The joint agency approach to implementation support is becoming increasingly integrated	A devolution of the governance model from central to regional may risk program fidelity at this stage. Sites require additional guidance than is currently provided in the Roles and Responsibilities or program logic documentation that assists teams to not only know what is in scope, but how to best direct their effort in their location. A mechanism to efficiently record interactions and notes for young people not yet in either the Youth Justice or QPS system needs to be established for all sites to use.
	Senior QPS official support for the program objective is important to set an authorising environment	Alternative approaches to reinforce the views held by senior QPS officers regarding the YCRT Program, to promote the program, drive awareness of its role and support recruitment are required
	Consistent induction for new starters, particularly for leadership roles, may assist program stability	Consider revising induction and program guidance to better prepare QPS for their participation
PERFORMANCE REPORTING	Each organisation views the value of the program slightly differently	Further Teams data refinements are required to support the evaluation

Domain	Findings	Implications
Program reporting should highlight the benefits of collaboration to demonstrate value to partner agencies	The current data collection mechanisms are unlikely to capture the core outcomes	YCRT Program staff need further guidance and support to increase the quality of the data

5.1 Support YCRT Program locations to focus on crime prevention and core activities

Throughout consultation, and the benefits mapping workshop, YCRT Program staff described the intent of the program consistently: YCRT Program aims to prevent youth offending and reoffending through a co-response model that brings the practice models and referral networks of Youth Justice into the early touchpoints QPS have with young people.

With clear and consistent program intent, a level of model adaptation between sites is expected, and indeed a strength of the model. Model adaptation may take the form of directing effort toward particular activities and/or changes to the operating model. As has been previously discussed, the most distinct differences in operating model are seen in:

- Townsville. With two cars and crews, the Townsville site is the only one that operates a fully 24/7 roster and can more purposefully split its effort between 'reactive' and 'proactive' tasking.
- Mackay. Operating just four days a week and without a full time Hub Coordinator, Mackay conducts fewer engagements than the other sites.

These are deliberate adaptations of the model that have been created due to local demand and circumstances. The evaluation is particularly interested variations of the model that may not be as purposeful and/or are pushing the program outside its original intent.

5.1.1 There is an opportunity to share activity and impact information across sites to achieve a better understanding of what activities are most important

There are many activities that in scope for the YCRT Program. These activities are broadly categorised into:

- Proactive – activities that are planned and decided by YCRT Program staff in advance of each shift, and generally use intelligence and local knowledge to drive them.
- Reactive – activities that are in response to a call for service, whether by General Duties police officers, watch house staff or young people themselves.

As discussed in Section 4.1, the proportion of time each site spends conducting each activity type varies significantly. Activity type, and the cohorts of young people the YCRT Program interacts with are inherently linked. For example, conducting high levels of bail compliance checks will increase the interactions with young people at higher risk, compared to conducting patrols and responding to calls for service.

The drivers of tasking and therefore where effort is focused, are local demand, relationships, and intelligence

The activities conducted by the YCRT Program staff, and the cohorts of young people they interact with, is driven by:

- **Local demographics.** For example, in Mackay, there are very few young people who are high on the SROI, in custody or on bail. So that site has comparatively less interaction with 'higher risk' young people, and spends very little time conducting bail compliance visits, for example. On the other hand, 25% of the young people the Gold Coast site interacted with from July – December 2022 were high on the SROI, which is reflective of the demographic of the area. Similarly, North Brisbane and Moreton sites spent a comparatively large proportion of time conducting bail compliance visits due to the number of young people on bail.
- **Local relationships.** Some sites have a very close relationship to the Youth Justice Service Centre. In these instances, the YCRT Program staff may be more likely to interact with young people at higher risk. This is largely due to the 24/7 nature of the model, so YCRT Program is one of the few programs that can follow up on young people subject to other youth justice orders outside of hours. In locations with many young people on bail or in watch houses, conducting compliance and welfare checks takes up a lot of time.
- **Use of intelligence and local QPS priorities.** In some sites, QPS are looking carefully at the Chronic Youth Offender Index – which is a measure of risk of a young person being on a trajectory toward a youth justice pathway. Where local QPS leadership sees value and is invested in the early intervention of young people at risk, and this intelligence is being used, there is greater emphasis placed on proactive engagements with these cohorts.

While each of these three factors may drive what the YCRT Program staff do each shift, they are not equally weighted. Local demographics and therefore demands on the time of the YCRT Program staff will generally outweigh the ability to conduct proactive work identified through intelligence. This is the case in Brisbane North, which has a high level of intelligence and proactive planning yet spends most of the time conducting bail compliance visits. The only way to shift this, if it is the program intent, would be to provide guidance to sites in relation to the proportion of time they should be spending in each activity, and enable them to reject some tasking should it significantly disrupt the 'ideal' balance.

Many YCRT Program staff feel the program has greatest impact working with young people who are not yet known to Youth Justice or have just started to interact with QPS, but they are unable to focus here

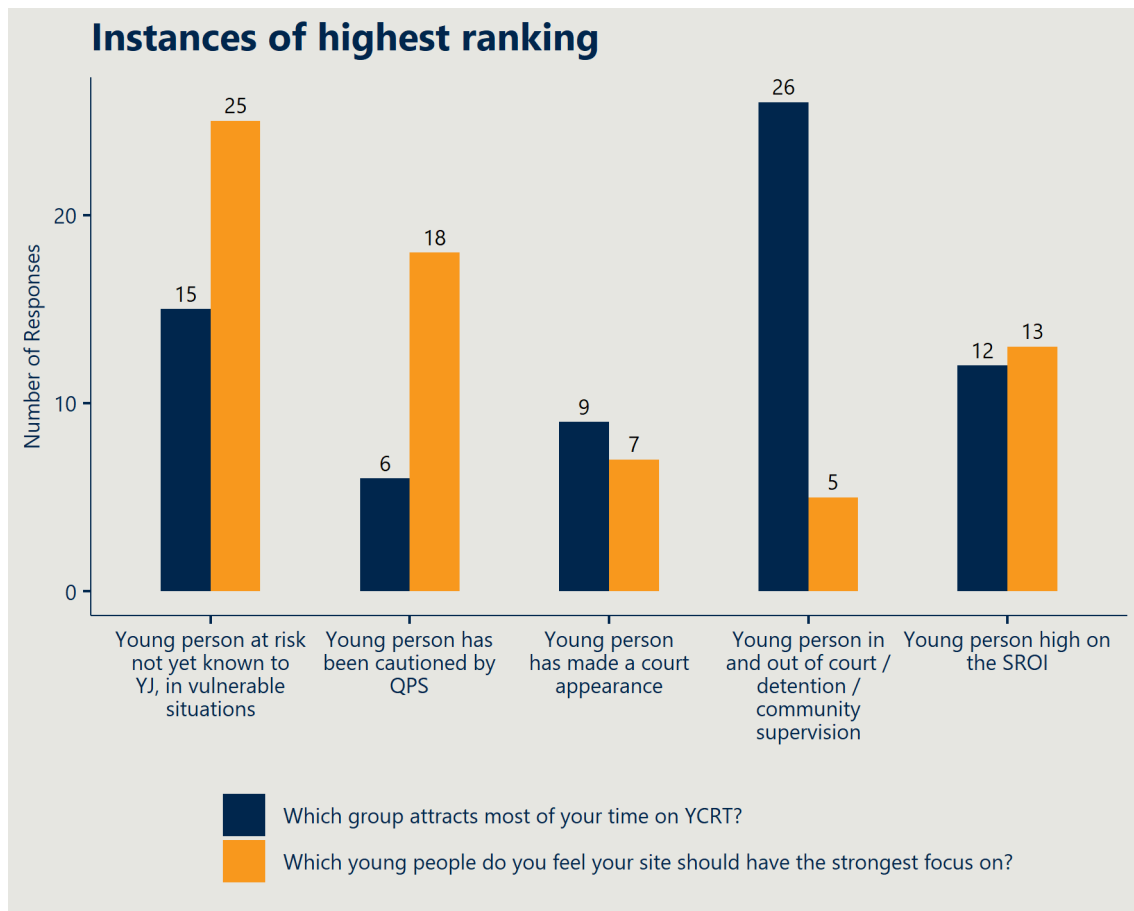
As shown in Figure 19, current YCRT Program staff feel they spend most time with young people in and out of court, in detention and under community supervision (shown in blue). However, this is the group they feel they should spend the least time with (shown in orange). There is a sense that young people at this end of the spectrum have a higher level of need, and therefore are already accessing other supports, for YCRT Program to have a distinct impact. This is objectively true when considering the operating model – the YCRT Program is a 'model of support, where most interactions are 15 minutes or less.

These young people may benefit from the more intensive support and case management provided by other existing programs. For these young people, the YCRT Program tends to be a 'connector' program, ensuring these young people are connected to more appropriate programs and/or provision of light-touch after hours support.

Spending time with young people who have already started to become 'entrenched' in the system, conducting bail compliance and other supervisory measures, means YCRT Program is unable to spend as much time as they would like with young people on the left-hand side of the spectrum. This is particularly the case outside of Townsville, where YCRT Program only has access to one vehicle, so choices about where and how to deploy the resource needs to be made in an environment of competing priorities.

Interestingly, most survey respondents felt the amount of time they spend with young people high on the SROI is about right. This is borne out in the data, which shows that young people high on the SROI generally make up only 7% of the YCRT Program engagements.

Figure 19 | YCRT Program staff ranking of where they currently spend time, and where they feel they could achieve greatest impact



The activities and young people to focus on for greatest effect need to be identified and communicated

While the intent of the YCRT Program is clear across sites, the way in which to achieve the intent is perhaps less clear. This is evident in the variation of activity that can be seen in the data, and the perceptions of YCRT Program staff. Many feel that the target cohort of the program, and the scope, still requires clarification. While the 'Roles and Responsibilities' document and the program logic is clear about what YCRT Program *can* do, the scope remains broad. This means where the relative effort in each site should be spent is unclear to some, and this can leave sites needing to respond entirely to local circumstances, resulting in them feeling as though they spend less time than is ideal with the most appropriate cohort of young people.

Question: What are the areas that need the most support to mature implementation?

- “ Clear guidelines and clear messaging to both QPS and YJ about scope and role – YJ survey respondent ”
- “ Agreed cohort and scope between QPS and YJ - YJ survey respondent ”
- “ Better understanding of what YCRT is trying to achieve and more training around this – QPS survey respondent ”

The demonstration of outcomes linked to particular activities and/or groups of young people will be important in building the evidence base for target cohort and scope. This is described further in Section 5.3 and will need to be a focus of the Outcome Evaluation.

IMPLICATIONS

- There is an opportunity to clarify the rationale for YCRT Program activities and determine which should be prioritised by jointly assessing the merit of different activities across YCRT Program locations.
- The Outcome Evaluation should aim to determine relative value of YCRT Program conducting different activity types, along the spectrum of young people, to assist with focusing the effort of YCRT Program.

5.1.2 While QPS stakeholders support YCRT Program, staffing has been challenging in some locations

When the program was established, Youth Justice were provided additional staff resources to fulfill the new YCRT Program roles, whereas QPS had to resource their YCRT Program roles through existing positions. It was decided that this would occur through rolling Expression of Interest (EOI) processes in each site, aiming for each position to be filled for between 3 and 6 months. This includes both the Hub Coordinator and YCRT Program staff positions. Not all sites use this model as previously described.

It can be difficult to attract QPS staff to the YCRT Program in some locations due to local resourcing pressures and perceptions of the program

Unfortunately, the EOI process for QPS staffing has not worked consistently in many locations, with officers either rotating in for shorter periods of time, officers being 'volun-told' to participate (i.e., tapped on the shoulder) and/or QPS staff shortages in the YCRT Program.

This is attributed by QPS staff to one of two reasons:

1. Local stations don't release officers, or release them for a shorter period, due to workload pressure facing their station. Because the YCRT Program uses the position number of the incoming officer, the home station cannot backfill the position. This causes significant resourcing challenges on the home station.
2. QPS staff don't apply in the EOI because they don't see participation in YCRT Program as being valuable for their career trajectory and/or don't perceive the YCRT Program as being the type of work they would like to do. This is likely to be reinforced by perceptions of the program held by some senior ranks. Where resourcing pressures are well known, officers may be even less likely to nominate themselves to participate in YCRT Program.

Lack of QPS staff consistency has a negative impact on the program

While the intent of the EOI process was sound, it is not working as intended. Where QPS staffing is highly variable, it leads to:

- QPS staff feeling less prepared to do the role than Youth Justice staff. This is due to less time in the role, as well as a less investment in role induction due to the high turnover making. This was an insight from the survey and is explored further in section 5.2.3.
- Disrupted internal dynamics, stakeholder relationships and rapport with families and young people. With high turnover of QPS staff, a reliance on on-the-job induction, and QPS staff who do not necessarily want to be in a YCRT Program position, staff report that the efficiency and effectiveness of teams can be affected. This is due to needing to upskill the new officer in the ways of working as a YCRT Program staff member, which can include new skills and ways of working in building rapport with young people, families, and other support services. Sometimes officers are not a 'good fit' in that they bring a different policing philosophy. This is more likely when an officer has been 'volun-told' to participate. At other times, the officer is still learning the new ways of working. In either scenario, this can make the work of the YCRT Program harder, or even damage existing relationships.

- Sites struggling to fulfill the 24/7 roster. Some locations have had to cancel shifts, as there must be one QPS officer and one Youth Justice staff member for every shift. Where there are QPS staff shortages, the 24/7 roster is very challenging. In some locations, such as Logan, the Hub Coordinator takes shifts, whereas most other sites have enough staff (generally) to have the Hub Coordinator quarantined to manage the site.

When considering a different model of resourcing and moving away from an EOI process, there is a balance to strike between having permanent staff in a YCRT Program, while supporting career progression opportunities, skills, and connection to the home station.

IMPLICATIONS

- QPS should consider options to ensure program staffing continuity.

5.2 Ongoing location support and tiered governance is needed to mature implementation

The YCRT Program has slightly different governance models on the QPS and Youth Justice sides, as described in Section 2. However, both organisations come together and provide central governance, oversight, and support to all sites. The central governance team between QPS and Youth Justice work closely and have achieved a high degree of collaboration. There is a need for this to continue, as described in this section.

5.2.1 The joint agency approach to implementation support is becoming increasingly integrated

While the central management teams of QPS and Youth Justice have worked collaboratively from the start, at commencement there was a tendency to develop separate QPS and Youth Justice guidance, host separate meetings and conduct training for each organisation. Over time, QPS and Youth Justice have worked to become not only more collaborative in their development of guidance, but in some cases have developed joint documents, are starting to host joint meetings and include each organisation in the other's YCRT Program training.

For example, the newly established Hub Coordinator and Team Leader joint meeting was a highly successful example of central management providing consistent messaging and allowing sites to hear from and learn from each other, across both organisations. It is important for a strong sense of collaboration that staff from both organisations feel as though they are receiving the same information at the same time and have a joint-view of the program modelled from the top.

As discussed in the program fidelity findings, despite a generally agreed intent for the program across sites, there remains concerns from some that the target cohort and program scope is unclear. Sites continue to seek greater guidance for how to make best use of their time.

Sites are struggling with the day-to-day logistics of tracking their engagements

One of the major operational challenges facing the YCRT Program is a lack of appropriate record keeping mechanisms for young people who are not yet in the youth justice system. As this is the cohort where YCRT Program feel they should be spending most time, it is critical that there is a systematic way to record interactions and next steps to be taken with these young people. While Teams records data for reporting purposes, it does not provide the information required to allow individual young people to be tracked and followed-up over time, including between shifts. Some sites have commenced creating their own Excel spreadsheets to get around this challenge but are finding the lack of systematic approach frustrating.

There is a challenge for government agencies holding what are essentially case notes on young people that are not currently involved in any Youth Justice order. Privacy, confidentiality and what constitutes appropriate notes in these circumstances all need to be considered.

Potential solutions to be explored include:

- Developing a standard Excel spreadsheet for all sites to utilise. This would be the lowest cost option and is already being implemented by some sites. However, the security of the data being stored, and the appropriateness of the records being kept would need to be explored.
- Creating an adaptation to Integrated Client Management System to allow for additional records to be made for young people without an existing file. This may have improved data security but creates a challenge of government holding what could be constituted as an official record on a young person who at this point has not done anything wrong. How the data is stored, accessed, and used would need to be determined to ensure there is no risk for perverse outcomes.
- A longer-term solution would be to incorporate YCRT Program into Unify. However, this is not likely to be possible for approximately two years.

The role of the central management team remains critical to support ongoing implementation maturity

Due to the need for continued guidance of sites in their scope and activities, refinement of processes and development of new systems, the central management team will continue to play an important role into the foreseeable future. While implementation has matured substantially since commencement, the model is still being bedded down, and may face increased pressure particularly in relation to scope as the response to Youth Justice challenges continues to evolve.

IMPLICATIONS

- The devolution of the governance model from central to regional will need to be well-planned and supported to ensure continuation of program fidelity
- Sites require additional guidance than is currently provided in the Roles and Responsibilities or program logic documentation that assists teams to not only know what is in scope, but how to best direct their effort in their location.
- A mechanism to efficiently record interactions and notes for young people not yet in either the Youth Justice or QPS system needs to be established for all sites to use.

5.2.2 Senior QPS official support for the program objective is important to set an authorising environment

QPS manages YCRT Program locations through local points. This devolved model of operational leadership differs to the approach taken by Youth Justice and allows QPS to respond to local priorities.

There is a generally high level of support for YCRT Program among senior QPS leaders

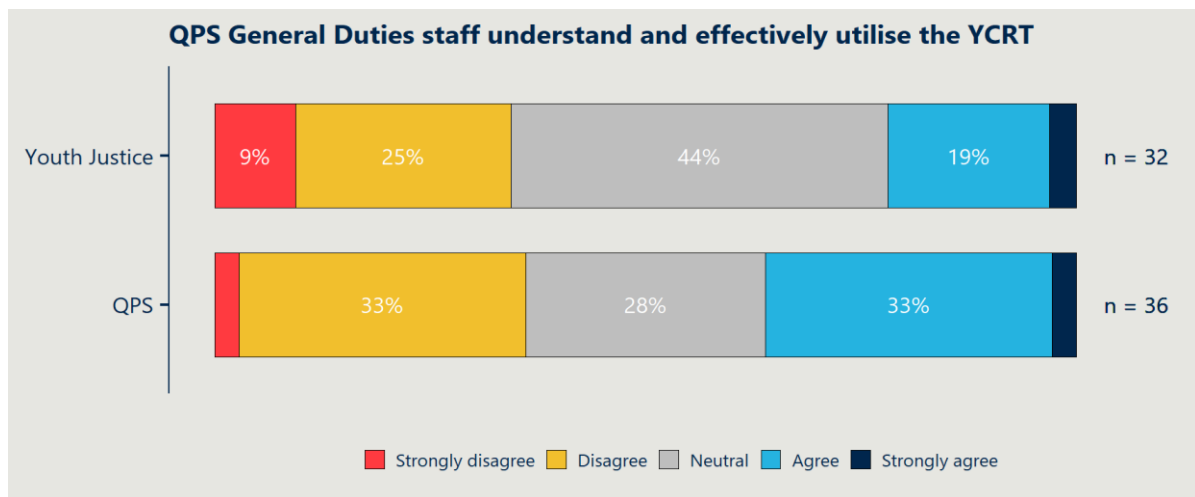
It is reported that particularly between the ranks of Assistant Commissioner to Inspector the value of YCRT Program is understood and promoted. However, translating this support from top to bottom, particularly through middle ranks such as Senior Sergeant and Sergeant is critical. QPS local operational oversight results in different interpretations of the focus for YCRT Program and its relative importance for local policing.

It is important to have clear and visible support for YCRT Program through all ranks, due to the influence of local priorities on where YCRT Program directs its effort, as previously described. Where prevention and early intervention with 'at risk' young people is not as highly valued as increased supervision of young people already high on the SROI, there is potential for YCRT Program effort to be skewed toward the high-risk cohort.

YCRT Program staff perceive there to be a low level of awareness of YCRT Program among QPS General Duties officers

In addition to reports that some leaders within QPS outside of YCRT Program do not fully support the YCRT Program, there is a strong perception among YCRT Program staff that QPS General Duties generally do not understand enough about YCRT Program to utilise the program effectively. As shown in Figure 20, this perception is held by staff from both organisations, but particularly from Youth Justice.

Figure 20 | Survey responses to the question 'To what extent do you agree with the following statement: 'QPS General Duties staff understand and effectively utilise the YCRT Program'

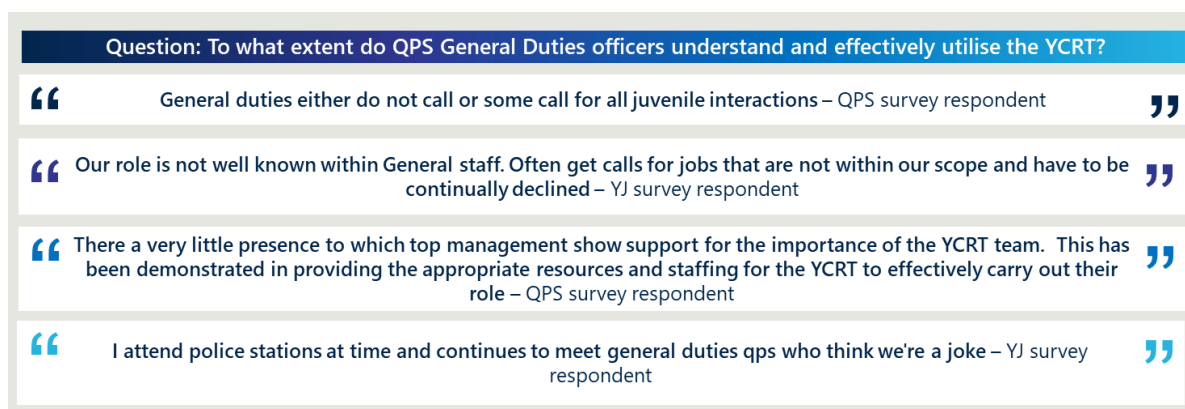


A lack of understanding of the YCRT Program scope and function among General Duties officers' results in:

- YCRT Program staff being unable to intervene where they see themselves as having most value – where a young person has been cautioned by QPS (see section 5.3.1). This is because QPS don't always call on the YCRT Program at this stage; and/or
- YCRT Program staff having to turn down requests for service from General Duties officers. This generally occurs where General Duties officers are dealing with a young person, but there is no requirement for a co-response. This can lead to frustration for both YCRT Program staff and General Duties officers. YCRT Program staff feel they are constantly re-explaining their role, and there can be a perception among General Duties officers that the YCRT Program is unhelpful. At times of high workload pressure for QPS and knowing that the YCRT Program role was not backfilled in the home station, any instance of YCRT Program not appearing to be helpful to General Duties officers can build frustration among non-YCRT Program police.

YCRT Program staff views on this issue are provided in Figure 21.

Figure 21 | YCRT Program staff responses to the Nous survey question 'To what extent do QPS General Duties officers understand and effectively utilise the YCRT Program?'



YCRT Program staff in some locations report General Duties officer understanding of YCRT Program to be improving with greater awareness-building activities. Some locations are making a concerted effort to visit and educate their local stations. Over time, more QPS staff will have rotated through the YCRT Program, which also builds a higher degree of awareness and understanding.

Improved support for the program at middle ranks, and awareness of the role and scope of the YCRT Program among QPS officers may have two flow-on benefits

It is important that there is broad understanding, acceptance, and promotion of the YCRT Program among QPS. While this is improving over time, with greater awareness, there may be:

- An increase in 'appropriate' calls for service and therefore increased YCRT Program engagement in diversion and early intervention. This would improve outcomes from YCRT Program and reduce frustration among QPS General Duties officers.
- An increase in interest from QPS officers in joining the YCRT Program, and increased willingness from stations to let officers go to YCRT Program. With improved perceptions of the value of the program, it may be less challenging to fulfil the QPS positions (noting that a level of permanency of positions is likely to be more effective).

IMPLICATIONS

- Alternative approaches to reinforce the views held by senior QPS officers regarding the YCRT Program, to promote the program, drive awareness of its role and support recruitment are required.

5.2.3 Consistent induction for new starters, particularly for leadership roles, may assist program stability

As previously described, COVID-19 travel restrictions at the commencement of the program created challenges to deliver face to face training to induct all the QPS and Youth Justice staff into their newly created roles. E-modules, guidance documents and some virtual sessions were created and delivered instead.

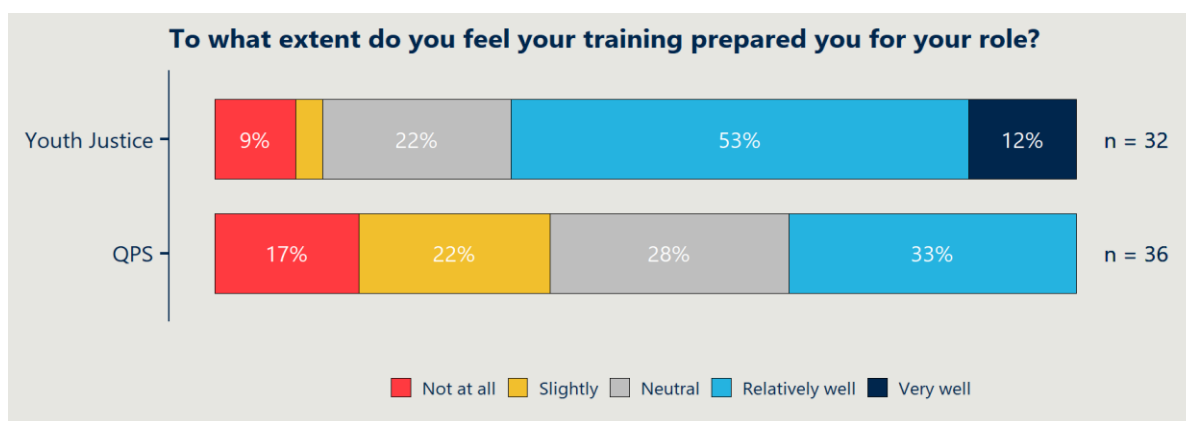
Since then, there has been some turnover in Youth Justice staff and considerable turnover in QPS staff per the QPS resourcing model. Staff on both sides report that when new staff arrive in a site the most common forms of induction process are through an induction with the relevant Hub Coordinator or Team Leader and then learning on the job. Sometimes face-to-face training is provided with the central team, and each organisation continues to run their own professional development processes which YCRT Program staff from each organisation may join into.

Recently, when Youth Justice recruited a casual pool of YCRT Program staff, training was delivered face-to-face in Brisbane and included a session from QPS. This was reportedly well received.

QPS feel less prepared to conduct the role than Youth Justice staff

The YCRT Program is dependent on teams understanding the objectives of the program, and for QPS officers, how this differs from General Duties. As shown in Figure 22 below, 65% of Youth Justice respondents to the Nous survey felt they were either 'relatively' or 'very' well prepared for the YCRT Program role. In contrast, 17% of QPS members reported feeling ill-prepared, or slightly/neural (50%) regarding their induction to YCRT Program.

Figure 22 | YCRT Program staff responses to the Nous survey question 'To what extent do you feel your training prepared you for your role?'



This is likely to be driven by the higher turnover of QPS staff which has two flow-on implications:

- they have less time to get used to the role before they are rotated out again, so will generally feel less confident than Youth Justice staff who have a much longer average tenure
- There is less opportunity and incentive to invest in a fulsome induction process.

It is also reported that oftentimes incoming and outgoing Hub Coordinators do not have any overlap and minimal handover. In these instances, the central management team aim to provide as much support as possible but acknowledge the handover process could be improved. As the Hub Coordinator is often the lead for each site, it is a critical role that requires a formal process of induction to ensure stability for each site.

Youth Justice staff reported significant variation in the attitudes and approaches to YCRT Program by police and this had a potential for negative impacts. Therefore, effective, and ongoing induction is required to prepare QPS and support program objectives.

Staff from both organisations see value in a more systematic induction process

YCRT Program acknowledges that a lot of the learning of the role does need to happen through working with experienced staff on shifts. However, due to the relatively high proportion of staff from both organisations who felt they could have been better prepared to conduct their role in YCRT Program, there is evidence to suggest a more systematic process is out in place, particularly for those in leadership positions.

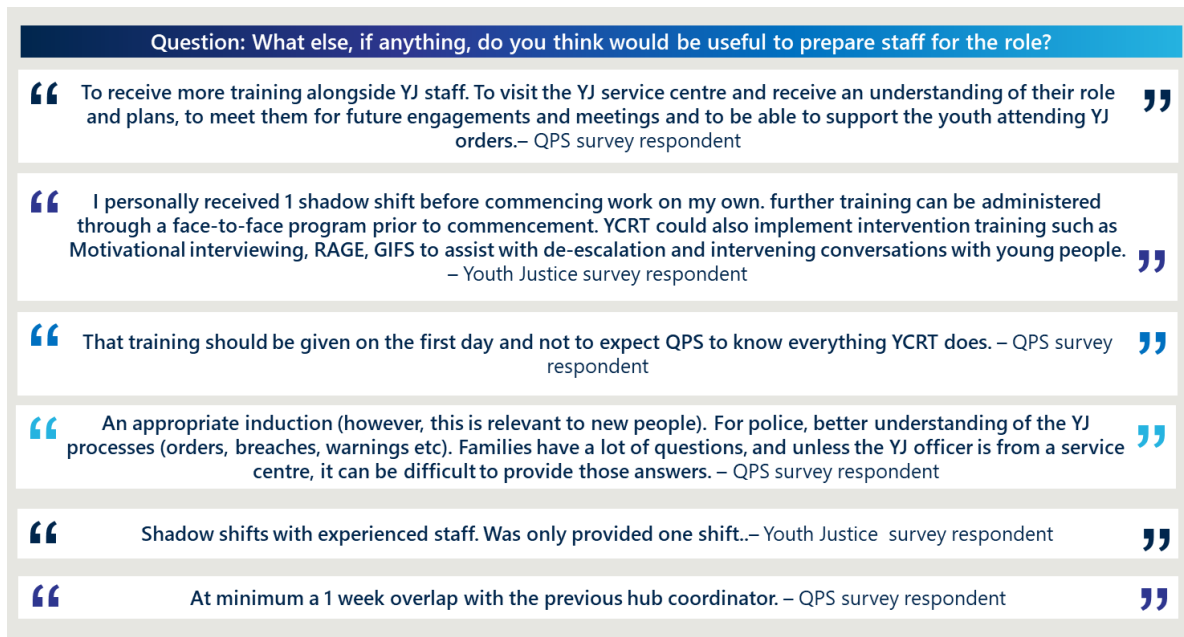
This may include:

- Providing standardised guidance to Hub Coordinators and Team Leaders about how to induct new staff
- Sending detailed materials to new starters ahead of their commencement

- Conducting two shadow shifts with experienced teams, at different times of day, prior to commencement.
- Ensuring Hub Coordinators and Team Leaders receive face-to-face training with central management and have at least one week of hand over with their predecessor.

Further ideas from current YCRT Program staff are provided in Figure 23.

Figure 23 | Qualitative responses to the Nous survey questions 'What else, if anything, do you think would be helpful to prepare staff for the role?'



IMPLICATIONS

- Consider revising induction and program guidance to better prepare QPS for their participation.

5.3 Program reporting should highlight the benefits of collaboration to demonstrate value to partner agencies

The YCRT Program needs to demonstrate that it is achieving outcomes, not only to secure ongoing funding but to ensure ongoing buy-in to the program from both organisations. This requires clarity of the perceived benefits of the program for each organization, and then ensuring the right data collection processes are in place to achieve this.

5.3.1 Each organisation views the value of the program slightly differently

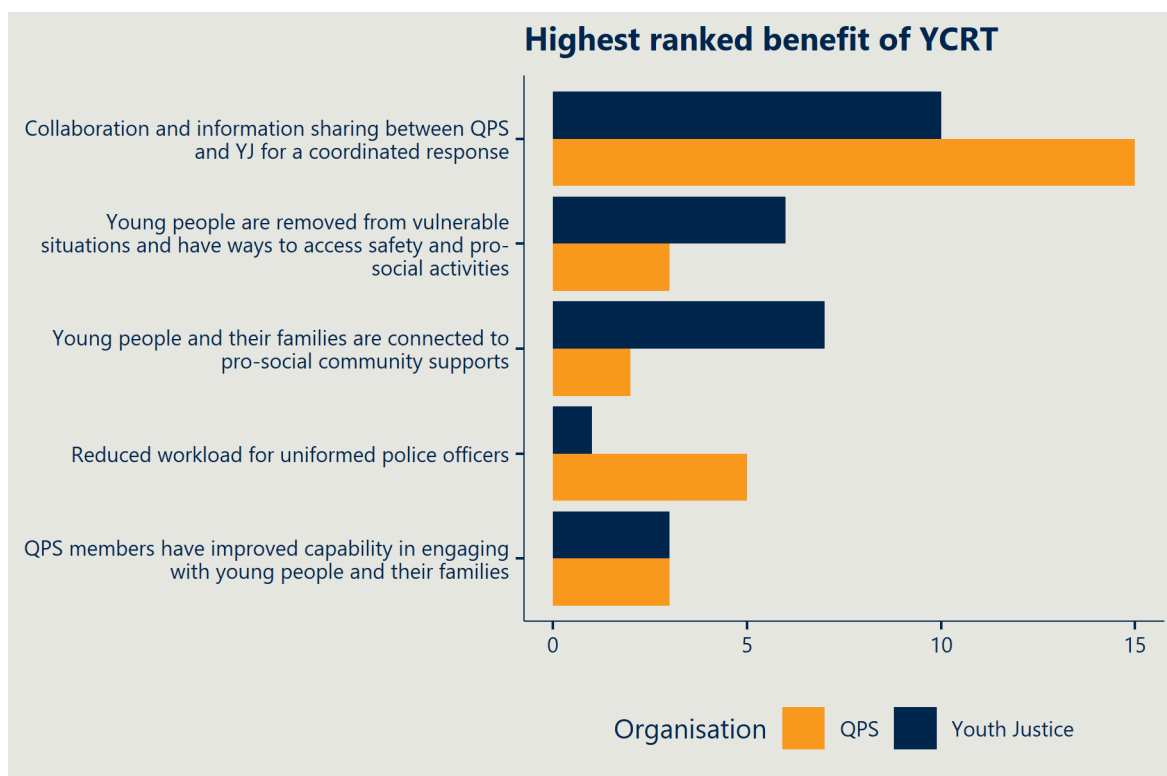
As previously described, key QPS and Youth Justice YCRT Program central management and senior leaders were involved in a 'benefits mapping' workshop. This process elicited the outcomes and benefits viewed as most important for the system, young people and their families, and the broader community.

All current YCRT Program staff were then asked to 'select and rank the top 5 benefits you think YCRT Program is delivering in your site'. As shown in Figure 24, the top-ranked benefit of YCRT Program for

both organisations was 'collaboration and information sharing between QPS and Youth Justice for a coordinated response'.

There is then a split between the organisations in the next ranked benefit. For QPS, a reduction in workload for uniformed police officers is the next most important outcome of YCRT Program. For Youth Justice, young people being removed from vulnerable situations and accessing safety and pro-social activities was the next most important outcome.

Figure 24 | YCRT Program staff responses to the question 'Please select and rank the top 5 benefits you think YCRT Program is delivering in your site'



While this is a relatively small sample size (n=68), the difference in perceived benefit of the program between organisations is important to explore and consider. For QPS YCRT Program staff, the importance of reducing the workload for uniformed police officers may be driven by the resourcing pressure home stations are under. This drives QPS YCRT Program staff members to feel that YCRT Program needs to effectively reduce the home stations' workload to justify their position in YCRT Program. This may be perceived as an immediate reduction in workload through co-responders reacting to a call for service from QPS officers that allows the QPS officers to continue with their other duties. It may also be interpreted as a longer-term outcome, whereby through early intervention and prevention of youth crime, the workload for uniformed police officers will reduce.

Due to the wording of the question, we are unable to say which interpretation was more likely for staff responding to the survey. Either way, it is important to consider the short and long-term implications of YCRT Program on policing workload, and how this can be measured and reported.

5.3.2 The current data collection mechanisms are unlikely to capture the core outcomes

The YCRT Program has made concerted efforts to improve the data collection that occurs in Teams through two major iterations so far. Each iteration has provided better quality data. However, YCRT

Program staff report that the current reporting processes are simultaneously too long and inefficient, while not capturing the data that will demonstrate impact. The initial Nous analysis of the Teams data has identified that the differential interpretation of key data fields, incomplete data (particularly in relation to referrals) and the structure of some data fields makes quantifying the activity and outcomes of the YCRT Program challenging.

This is described in detail in Section 5.

IMPLICATIONS

- Further Teams data refinements are required to support the evaluation
- YCRT Program staff need further guidance and support to increase the quality of the data

Appendix C Current state and suggested improvements for data fields

For Table 6, Table 7 and Table 8 a clear overview of the current state of each data field for each Teams report, as well as suggested improvements to enhance the quality of each report. Nous believed that by implementing these improvements, YCRT Program will be able to improve the accuracy and completeness of their reports.

Table 6 | Youth Co-Responder Team Report

Current	Suggested	Comment
Date of interaction/attempted interaction* <ul style="list-style-type: none"> • dd/mm/yyyy 	No change	
Hour of engagement * <ul style="list-style-type: none"> • 00:00 • 01:00 • 02:00 • 03:00 • 04:00 • 05:00 • 06:00 • 07:00 • 08:00 • 09:00 • 10:00 • 11:00 • 12:00 • 13:00 • 14:00 • 15:00 • 16:00 • 17:00 • 18:00 • 19:00 • 20:00 • 21:00 • 22:00 • 23:00 	No change	
Length of engagement with the young person * <ul style="list-style-type: none"> • Less than 2 minutes • 5 minutes • 10 minutes • 15 minutes • 20 minutes • 25 minutes • 30 minutes • 1 hour • More than 1 hour 	Length of engagement with the young person * <ul style="list-style-type: none"> • Less than 5 minutes • 6 to 10 minutes • 11 to 15 minutes • 16 to 20 minutes • 21 to 25 minutes • 25 to 30 minutes • 31 minutes to 1 hour • More than 1 hour 	Suggest adjusting interval lengths
District involved* <ul style="list-style-type: none"> • Cairns • Townsville 	No change	

Current	Suggested	Comment
<ul style="list-style-type: none"> • Townsville – car 2 • Mackay • Rockhampton • Moreton • North Brisbane • Logan • Gold Coast 		
QPS officer involved* <ul style="list-style-type: none"> • Police officer • PLO 	No change	
Were you allocated this task/incident or was it self-generated? * <ul style="list-style-type: none"> • Self-generated/follow up • Allocated – young person requested • Allocated – QPS requested • Allocated – Youth Justice requested • Allocated – other agency/NGO requested 	No change	
Was there a youth justice defined and escalated critical incident? * (Refer to engagement field definitions in MS Teams) <ul style="list-style-type: none"> • No • Yes – level 1 • Yes – level 2 	No change	
Is the contact related to ‘intensive bail supervision’* <ul style="list-style-type: none"> • Yes • No 	No change	
QPRIME number (QP/QI)	No change	
Location type* <ul style="list-style-type: none"> • Comm loc., Admin or profess • Community agency • Dwelling, home • Educational, school, training • Health, hospital, medical • Justice, court • Fast food, café • Retail, shopping centre • Park, skate park • Phone, text 	No change	

Current	Suggested	Comment
<ul style="list-style-type: none"> Recreational, sporting grounds Therapeutic, mental health Transport, train station, airport Watchhouse, police station Youth justice service centre 		
Job address	No change	
SPI*	No change	
ICMS	No change	
What type of client is the young person*	No change	
<ul style="list-style-type: none"> Child Safety Youth Justice Dual order (Child Safety and Youth Justice) Neither 		
Is the young person on the SROI (6+ list) or CYOI*	Is the young person on the SROI (6+ list) *	Suggest splitting this field into two separate fields because SROI and CYOI cover a different number of young people
<ul style="list-style-type: none"> Yes No Unsure 	<ul style="list-style-type: none"> Yes No Unsure 	
	Is the young person on the CYOI list*	
	<ul style="list-style-type: none"> Yes No Unsure 	
Date of birth*	No change	
<ul style="list-style-type: none"> dd/mm/yyyy 		
Age*	No change	
<ul style="list-style-type: none"> Number only 		
Gender*	No change	
<ul style="list-style-type: none"> Male Female Intersex Unknown Other 		
Ethnicity*	No change	
<ul style="list-style-type: none"> African Asian Caucasian Pacific Islander Aboriginal 		

Current	Suggested	Comment
<ul style="list-style-type: none"> Torres Strait Islander Both Aboriginal and Torres Strait Islander New Zealander Other 		
<p>Is the young person 'substance affected' or 'under the influence'*</p> <ul style="list-style-type: none"> Alcohol Amphetamines Cannabis Volatile substance Multiple (drugs, alcohol, volatile substance) Unknown, but affected None 	No change	
NA	<p>Primary activity*</p> <ul style="list-style-type: none"> Bail compliance Call for service Delivery of pro-social activities Engagement in custody / watch house visit Follow-up Missing person/s related Patrol Referral support Transport Other (please specify) 	Suggest creating a 'primary activity' field
<p>Primary purpose of contact with the young person *</p> <ul style="list-style-type: none"> Bail compliance check for service Bail support Engagement in custody/watchhouse visit External agency follow up Incident in progress Missing person/s related Patrol encounter Targeted/intelligence Transport assistance Other 	<p>Primary purpose*</p> <ul style="list-style-type: none"> Build rapport with a young person or their family Provide advice (youth justice/Other) Provide other support (accommodation, suicide risk, child safety) Provide youth justice support (court, WH, custody) Public safety Young person's safety Other (please specify) 	Suggest adjusting the primary purpose values
<p>Primary/emergent need (15 areas below) *</p> <ul style="list-style-type: none"> Bail support Attitudes/orientation Personality/behaviour 	No change	

Current	Suggested	Comment
<ul style="list-style-type: none"> • Leisure/recreation • Substance abuse • Peer relations • Family/parenting • Education/employment • Disability, focus & attention • Mental health/trauma • Domestic and family violence • Culture • Gender identity • Housing • General health • Nil 		
<p>Secondary need (15 areas below)</p> <ul style="list-style-type: none"> • Bail support • Attitudes/orientation • Personality/behaviour • Leisure/recreation • Substance abuse • Peer relations • Family/parenting • Education/employment • Disability, focus & attention • Mental health/trauma • Domestic and family violence • Culture • Gender identity • Housing • General health • Nil 	No change	
<ul style="list-style-type: none"> • Outcome of engagement * • Arrest • Caution (custody diversion) • Child Safety notification • Court support • Critical incident response • Divert or relocate from a public place • Early intervention • Emergency examination assessment (EEA) • Located missing child • Notice to appear 	<p>Primary outcome*</p> <ul style="list-style-type: none"> • Arrest • Caution (custody diversion) • De-escalated heightened situation • Located missing child/young person • Referral made / Connected to pro-social supports • Removed from a vulnerable situation (e.g., transport to place of safety) • Young person complied with statutory requirements (e.g., bail conditions) • Other (please specify) 	Suggest adjusting the primary outcome values

Current	Suggested	Comment
<ul style="list-style-type: none"> • Provide youth justice/other advice • Referral • Released from custody • Restorative Justice Conferencing referral • Re-unite with parent/guardian/carer • Remanded in custody • Sourced accommodation • Street check • Suicide risk management plan • Support provided for people • Transition support • Transport - to place of safety • Transport – court/watchhouse • Transport – youth justice family support • Watchhouse visit • Not applicable 		
Referral made (check box) * <ul style="list-style-type: none"> • Not canvassed • Not open to referral • Yes – youth justice funded (e.g., FLDM) • Yes – youth justice program (e.g., T2S) • Yes – QPS program (e.g., Booyah) • Yes – QPS referral (e.g., graffiti, drug diversion) • Yes – other organisation 	No change	
Was the young person compliant with the youth co-responder team? *	No change	
Please provide a summary of the interaction	No change	
Please provide surnames of QPS and Youth Justice member	Please provide surnames of QPS and Youth Justice member * (make compulsory)	Suggest making this field compulsory

Table 7 | YCRT Program Alternative Interaction Report

Current	Suggested	Comment
Date of interaction/attempted interaction* <ul style="list-style-type: none"> Dd/mm/yyyy 	No change	
District involved* <ul style="list-style-type: none"> Cairns Townsville Townsville – Car 2 Mackay Rockhampton Moreton North Brisbane Logan Gold Coast 	No change	
Was there interaction with any person * <ul style="list-style-type: none"> Yes No 	No change	
Hour of engagement (not compulsory) <ul style="list-style-type: none"> 00:00 01:00 02:00 03:00 04:00 05:00 06:00 07:00 08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 24:00 	Hour of engagement * <ul style="list-style-type: none"> 00:00 01:00 02:00 03:00 04:00 05:00 06:00 07:00 08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 	Suggest making this field compulsory and removing the 24:00 value to avoid confusion with the 00:00 value

Current	Suggested	Comment
Length of engagement (not compulsory) <ul style="list-style-type: none"> • Under 5 minutes • 5 Minutes • 10 minutes • 15 minutes • 20 minutes • 30 minutes • 40 minutes • 50 minutes • 60 minutes or over 	Length of engagement * <ul style="list-style-type: none"> • Less than 5 minutes • 6 to 10 minutes • 11 to 15 minutes • 16 to 20 minutes • 21 to 25 minutes • 25 to 30 minutes • 31 minutes to 1 hour • More than 1 hour 	Suggest making this field compulsory and aligning with the values from the Youth Co-Responder Team Report.
QPS officer involved (multiple options available) * <ul style="list-style-type: none"> • Police officer • Police liaison officer (PLO) 	QPS officer involved (only one option available) * <ul style="list-style-type: none"> • Police officer • Police liaison officer (PLO) 	Suggest allowing to select only one option to align with the Youth Co-Responder Team Report.
Is the contact related to 'Intensive Bail Supervision'* <ul style="list-style-type: none"> • Yes • No 		
Were you allocated this task/incident or was it self-generated? * <ul style="list-style-type: none"> • Self-generated/follow up • Allocated – young person requested • Allocated – QPS requested • Allocated – Youth Justice requested • Allocated – other agency/NGO requested 		
Type of engagement (not compulsory) <ul style="list-style-type: none"> • Attempted contact at residence • Family engagement • Phone call/text with family • Stakeholder engagement • School engagement • Other engagement 	Primary activity * (make compulsory) <ul style="list-style-type: none"> • Attempted contact at residence • Family engagement • Phone call/text with family • Stakeholder engagement • School engagement • Other engagement 	Suggest renaming this field to a 'primary activity' and making it compulsory
NA	Primary purpose* <ul style="list-style-type: none"> • Build rapport with a young person or their family • Provide advice (youth justice/Other) • Provide other support (accommodation, suicide risk, child safety) • Provide youth justice support (court, WH, custody) 	Suggest adding a primary purpose for an alternative interaction

Current	Suggested	Comment
	<ul style="list-style-type: none"> Public safety Young person's safety Other (please specify) 	
	<p>Primary outcome*</p> <ul style="list-style-type: none"> Information provided Referral made Other (please specify) 	Suggest adding a primary outcome for an alternative interaction
<p>Who was the contact with? (not compulsory)</p> <ul style="list-style-type: none"> Mother/stepmother Father/stepfather Grandmother Grandfather Uncle Aunt Carer Sibling Cousin Stakeholder Not applicable 	<p>Who was the contact with? * (make compulsory)</p> <ul style="list-style-type: none"> Mother/stepmother Father/stepfather Grandmother Grandfather Uncle Aunt Carer Sibling Cousin Stakeholder Not applicable 	Suggest making this field compulsory
NA	SPI of the young person*	Suggest adding an identifier for a young person who is the subject of the alternative interaction
NA	ICMS of the young person	
Summary of interaction/attempted interaction	No change	
Surname of QPS and Youth Justice members*	No change	

Table 8 | YCRT Program Referral Follow Up Report

Current	Suggested	Comment
Date of interaction/attempted interaction* <ul style="list-style-type: none"> Dd/mm/yyyy 	No change	
District involved* <ul style="list-style-type: none"> Cairns Townsville Townsville – Car 2 Mackay Rockhampton Moreton North Brisbane Logan Gold Coast 	No change	
Was there interaction with any person * <ul style="list-style-type: none"> Yes No 	No change	
Hour of engagement (not compulsory) <ul style="list-style-type: none"> 00:00 01:00 02:00 03:00 04:00 05:00 06:00 07:00 08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 24:00 	Hour of engagement * <ul style="list-style-type: none"> 00:00 01:00 02:00 03:00 04:00 05:00 06:00 07:00 08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 	Suggest making removing the 24:00 value to avoid confusion with the 00:00 value

Current	Suggested	Comment
Length of engagement* <ul style="list-style-type: none"> • Under 5 minutes • 5 Minutes • 10 minutes • 15 minutes • 20 minutes • 30 minutes • 40 minutes • 50 minutes • 60 minutes or over 	Length of engagement * <ul style="list-style-type: none"> • Less than 5 minutes • 6 to 10 minutes • 11 to 15 minutes • 16 to 20 minutes • 21 to 25 minutes • 25 to 30 minutes • 31 minutes to 1 hour • More than 1 hour 	Suggest aligning with the values from the Youth Co-Responder Team Report.
QPS officer involved* <ul style="list-style-type: none"> • Police officer • Police liaison officer (PLO) 	No change	
SPI	SPI*	Suggest making this field compulsory
ICMS	No change	
QPRIME number (QP/QI)	No change	
What type of client is the young person* <ul style="list-style-type: none"> • Child Safety • Youth Justice • Dual order (Child Safety and Youth Justice) • Neither • Not applicable 	No change	
Who was the engagement with? (multiple options available) * <ul style="list-style-type: none"> • Young Person • Parent/ Guardian • Other family member • Grandparent • Not applicable 	No change	
Referral type (multiple options available) * <ul style="list-style-type: none"> • ATSI Community Controlled Organisations • Community Corrections Order (CCO) • Community Youth Response Diversion (CYRD) • Cultural Connectedness and Support 	No change	

Current	Suggested	Comment
<ul style="list-style-type: none"> • Domestic and Family Violence Service • Education • Emotional Regulation / Anger Management • Employment / Job Network Support Service • Family Counselling • Family Led Decision Making (FLDM) • Family Wellbeing • Health • Housing / Accommodation • Integrated Case Management (ICM) • Legal Support • Mental Health / Therapeutic Support • Motor Vehicle related support (i.e., learner licence programs, driving courses) • Multi-Systemic Therapy (MST) • Navigate Your Health (NYH) • National Disability Insurance Scheme (NDIS) • Sex-offence Specific Therapeutic Intervention • Sexual Offence Victim Support • Sporting / Recreation • Substance Misuse Program • Transition to Success (T2S) • Youth and Family Support Service (YFSS) • other 		
Referral agency / NGO (free text)	No change	
Did young person /family engage with referral agency (not compulsory) <ul style="list-style-type: none"> • Yes • No • Not applicable 	Did young person /family engage with referral agency* <ul style="list-style-type: none"> • Yes • No • Not applicable 	Suggest making this field compulsory
Did referral agency engage with young person / family (not compulsory) <ul style="list-style-type: none"> • Yes • No • Not applicable 	Did referral agency engage with young person / family * <ul style="list-style-type: none"> • Yes • No • Not applicable 	Suggest making this field compulsory

Current	Suggested	Comment
<p>Did young person / family complete the program or get an outcome from the referral *</p> <ul style="list-style-type: none"> • Yes • No • Not applicable 	No change	
<p>Summary of interaction / attempted interaction / outcomes (free text)</p>	No change	
<p>Surname of QPS and Youth Justice members (not compulsory)</p>	<p>Surname of QPS and Youth Justice members *</p>	<p>Suggest making this field compulsory</p>