



# Multi-agency collaborative panel terms of reference

## Context

The Youth Crime Taskforce (the Taskforce), formerly known as the Youth Justice Taskforce, was established in February 2021 to address serious youth offending in Queensland. The Taskforce aims to provide a whole-of-government response to target recidivist youth offending.

One of the action areas of the Taskforce was for Youth Justice Services to identify the young people who are identified as requiring a collaborative response, through the Serious Repeat Offender Index (SROI) and develop a process for working with these young people. This included the establishment of multi-agency collaborative panels (MACP) which aim to improve the coordination of services to meet the needs of young people, identify and address systemic issues and increase community safety.

## Authorising environment

MACPs are established under section 282I of the [Youth Justice Act 1992](#). The terms of reference should be read in conjunction with the [Youth Justice Act 1992](#).

The following documents also inform the development of these terms of reference:

- [Best practice guide for multi-agency collaboration](#)
- [Information sharing and services coordination for children charged with offences memorandum of understanding](#)

## Target cohort






Young people who score 6+ on the SROI are to be referred to as the Collaborative Response Cohort (CRC). Due to the complex backgrounds and needs of the CRC, a multi-agency response to service delivery is to be applied, with Youth Justice Services taking responsibility as the lead coordinating agency at the MACP level.

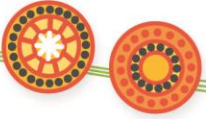
If a MACP has capacity it may consider accepting referrals for young people who have been *charged with an offence*, but who have scored less than 6 on the SROI based on service response needs. Young people who are *at risk of being charged with offences* are not currently within the scope of MACP.

## Purpose

Section 282J of the *Youth Justice Act 1992* states: “the purpose of the MACP system is to coordinate the provision of services, including assessments and referrals, to meet the needs of particular children”.

MACPs contribute to reducing offending by collaborating to:

-  Improve coordination of service delivery for the Collaborative Response Cohort to address their identified risks and needs to contribute to a reduction in the young person’s offending
-  Prioritise access to services to address identified need areas
-  Identify themes and trends to improve service responses
-  Problem solve, address local barriers and enable best use of existing resources
-  Improve information sharing across key agencies to support to reduction in reoffending for target group



## Responsibilities

In accordance with and guided by section 282M of the *Youth Justice Act 1992*, the MACP will meet to discuss the following, relating to the CRC:

- share information and coordinate service delivery to ensure cohort needs are being met
- identify relevant resources of members and other entities
- **agree on recommendations to give to each other** about assessing and responding to needs and offending behaviour
- **take the action** required under the recommendations
- **monitor the implementation** of recommendations and **review their effectiveness**
- Invite and facilitate contributions from all members with knowledge, experience and resources.

Specifically in relation to the local CRC, all panel members are responsible for nominating particular young people they believe require further discussion at MACP level, specifically where:

- the risk of a young person offending has escalated, or other key risk is being identified by an agency
- there is negative progress on a young person's goals
- there is significant change in young person's circumstances or events
- there is a significant barrier to the young person receiving a service that aligns with their goals
- there is a change in a young person's surrounding service system (either positive or negative).

When nominating specific young people to be discussed, panel members should also identify any key questions or issues to be discussed at the MACP in relation to that

young person. They should also consider gathering information about young person and family perspectives to bring to the MACP.

Panel members cannot direct other entities on how to conduct their business and operations, but the MACP will aim to work in a collaborative way to ensure that the current and emerging needs of young people and their families are being met. Panel members will take responsibility for their areas of service to ensure action is being taken on recommendations and will raise any issues with implementation with the MACP for escalation.

*Each panel member will identify barriers that prevent young people's risks and needs being met (including general welfare, cultural, health, housing, social support needs); proactively bring solutions to barriers and prioritise access to services; bring knowledge relevant to their portfolio to assist in reducing young person's reoffending and reintegration into community; and agree on, implement, and review recommendations to address barriers.*

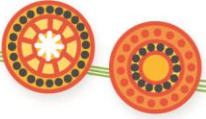
## Panel membership

The MACP will comprise of representatives from government and non-government agencies in accordance with section 282K of the *Youth Justice Act 1992*.

To fulfill the responsibilities under section 282M(a) of the *Youth Justice Act 1992*, panel members must have appropriate knowledge, experience and decision-making authority.

## Chairperson

The MACP Coordinator or other role as designated by the Regional Director, Youth Justice Services will chair and facilitate the MACP meetings. The chairperson will ensure the MACP is functioning in accordance with the terms of reference.



The chairperson will also ensure necessary secretarial functions (such as arranging, communicating and documenting meetings) are fulfilled by either themselves or by a nominated supporting staff member from their organisation.

## Core membership

In accordance with section 282K, the MACP will comprise of representatives from the departments that are mainly responsible for any of the following matters—

- Aboriginal and Torres Strait Islander services;
- child protection services;
- corrective services;
- disability services;
- education;
- housing services;
- public health services;
- youth justice services, and
- police service.

If a panel member is unable to attend a scheduled meeting, they **must** send a proxy in their place. The proxy will be adequately briefed and prepared prior to the meeting.

Panel members may invite supporting staff within their organisation in consultation with the panel chairperson as to the purpose and requirement, to ensure that the chairperson maintains the integrity of MACP system.

## Other invited stakeholders

The MACP core members may also invite Service Providers (non-government agencies that provide a service to children) and other Prescribed Entities to attend and participate in the MACP. Service Providers will need to complete a form on [department's corporate website](#) to become a service provider or prescribed entity. These stakeholders may comprise an informal supporting network committed to the purpose and responsibilities of the MACP.

## Aboriginal and Torres Strait Islander representation

It is imperative that MACPs have panel membership from government and/or non-government agencies that are responsible for Aboriginal and Torres Strait Islander services. Where relevant Community Controlled Organisations should also be invited to actively participate in discussions relating to Aboriginal and Torres Strait Islander matters.

While the MACP should seek the cultural advice and wisdom of First Nations panel members, it is the shared responsibility of all panel members to ensure that MACP processes are culturally safe, respectful and actively work toward the goal of improving outcomes for Aboriginal and Torres Strait Islander young people, families and communities.

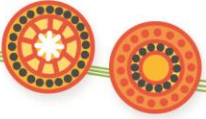
## Referral to MACP

Young people within the CRC will be routinely referred to the MACP based on their SROI score during the previous month. It is expected that all CRC will be accepted by panel members. As Youth Justice are the custodians of the SROI list, they will be responsible for completing and providing to all panel members a [Multi-agency collaborative panel information form](#) for each new CRC prior to each MACP.

All panel members can complete a referral for any additional young people within the target cohort (not CRC), by providing a [Multi-agency collaborative panel information form](#) to all other panel members. The panel members must collectively decide whether or not to accept the referral, considering the young person's individual circumstances and the capacity of the MACP.

## Meeting format

The MACP will meet on a regular basis (at least monthly). The time and duration of each



meeting will be set and agreed upon by panel members.

Out-of-session, emergent meetings can be called by any panel member and will be held in the same format.

Meeting locations will be set and agreed upon by panel members. The preference is for meetings to be held in-person; however, panel members can use technology that will reasonably enable active participation in discussions.

Meetings will follow the format provided in the [Multi-agency collaboration panel meeting agenda and minutes](#).

## Operation of the MACP

### Preparation for MACP meetings

#### Documentation

The following documents will be provided to all panel members **at least one week prior** to the scheduled meeting to allow adequate time for all panel members to effectively prepare:

- [Multi-agency collaboration panel meeting agenda and minutes](#)
- The Serious Repeat Offender Index (SROI) list which will identify the CRC based on data from the previous month
- [Multi-agency collaborative panel young person information forms](#) for any new referrals
- Updated [Multi-agency collaborative panel young person information forms](#) for young people nominated for a detailed case discussion
- Youth Justice Outcomes Framework individual progression reports for young people nominated for detailed case discussion
- Youth Justice Outcomes Framework local progression report demonstrating cross-cohort trends

The agenda proforma will be used [Multi agency collaboration panel Meeting agenda and minutes](#) and before sending it will be pre-filled with nominated CRC for Detailed Case Discussion and Broader system issues and cross-cohort trends for discussion.

Panel members are to review the documents prior to the meeting assessing service provision relevant to their agency (considering adequacy, challenges and barriers raised, ability or capacity to provide service individually).

Panel members will have an opportunity to nominate any additional specific CRC YP for the detailed case discussion and additional referrals. Nominations must be sent to the panel chair in writing **at least 3 days prior** to the scheduled meeting, and nominations should be based on the escalation points listed in "Responsibilities" above.

The following documents will be provided **at least 1 day prior** to the scheduled meeting:

- Updated [Multi-agency collaborative panel information forms](#) for additional young people nominated for a detailed case discussion
- Individual progression report for additional young people nominated for detailed case discussion

#### Apologies and proxies

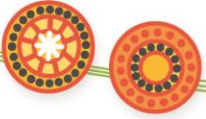
Panel members are to advise the panel chair of any apologies and / or proxy members in writing after the agenda is sent and **prior the meeting date**.

### MACP meetings

#### Quorum

The identified core panel members will form the MACP and the quorum will consist of half the number of members plus one. A quorum must be in attendance for decision-making associated with the conduct of the MACP.





## Agenda

MACP meetings will follow the [Multi-agency collaboration panel meeting agenda and minutes](#) proforma which provides the following standing agenda items to be used for the meeting:

- Previous minutes accepted and previous recommendation and escalation progress reported
- Oversight of Collaborative Response Cohort (monthly SROI list and new referrals)
- Detailed case discussion of nominated CRC YP (detention YP to be discussed first)
- Broader system issues and cross-cohort trends
- General housekeeping and other business

It is not the intention of the MACP to engage in case management activities. The MACP will only engage in detailed case discussions relating to specific young people from the CRC on an as-needs basis. Panel members do not engage in direct service delivery, but rather make recommendations to improve service delivery activities.

## Recommendations

At each standing agenda item, panel members, will actively generate solutions and agree on recommendations to address issues raised. Recommendations need to be specific, allocated and provided a reasonable timeframe for completion.

Progress of recommendations from the previous meeting will be reported at each monthly meeting, there is an expectation that action items be progressed within the meeting cycle in normal circumstances, unless otherwise agreed. Records of recommendations will be kept in the minutes in the “Recommendations Summary” section of the agenda proforma.

If a previous recommendation has not been able to be completed within the agreed timeframe or if it is decided that a recommendation is not feasible at the MACP level, then the chair will note the recommendations for escalation to the regional governance group.

## Escalations

Where matters are identified for further escalation as per the Governance section of the terms of reference. Records of escalation will be kept in the minutes in the “Escalation Summary” section.

## **Follow-up from MACP meetings**

### Meeting minutes and action items

The panel chair will forward the meeting minutes (including the current recommendation and escalation summaries) to all panel members and attendees **within 7 days of the meeting date**.

Amendments to the draft minutes can be requested and the panel chair may make amendments but must be tabled at the next panel meeting.

Meeting minutes will be tabled and ratified at the next panel meeting

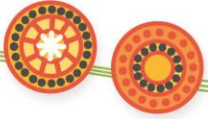
The meeting chairperson will be responsible of the storage and retention of all meeting minutes and records.

## **Governance**

### **Escalation points from MACP to Regional Governance**

As a guidance body for service delivery, it is important that MACPs are functioning effectively and efficiently.

Should there be a need for escalating matters beyond MACP, they can be escalated either:



1. on a 1:1 basis between Directors of the relevant agencies, or
2. raised through Regional Governance mechanisms.

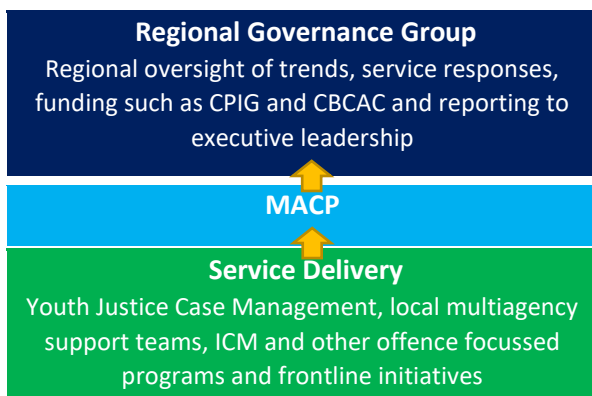
Where individual panel members disagree or are unable to action recommendations agreed by the panel, this may be identified by the chairperson, or other panel members and sought to be resolved outside of the MACP meeting with relevant Directors involved.

Where this occurs, information should be provided back to the panel as to the outcome of any relevant discussions held outside of the MACP meeting. Should an agreement not be able to be reached between Directors, this should be escalated to the Regional Governance Group.

As a matter of routine, monthly reports from the MACPs should be shared with the Regional Governance group outlining:

- Youth Justice Outcomes Framework local progression report
- Consistent barriers or system gaps identified
- Local themes or consistent trends are identified across the cohort
- Recommendations are unable to be implemented and require higher-level decision making or consideration.

## Escalation points from Regional



## Governance to the Youth Crime Taskforce Operational Leadership Group

In circumstances where the Regional Governance Group cannot resolve or action escalated recommendations or where they consider that local themes, trends or system gaps need to be further escalated, they will nominate a representative to appropriately brief their agency's Youth Crime Taskforce Operational Leadership Group representative.

## Versions

Version	Date	Comment
1.1	2021	New version
1.2	July 2022	Minor updates
1.3	September 2023	Major amendments, legislation, meeting format, governance