

# Detainee Risk Management Plan (DRMP) Policy

## Essential Summary

A *Detainee Risk Management Plan (DRMP)* is a risk management tool used to mitigate the high risk presented by young people, and to encourage positive behaviour, thereby reducing the risk of incidents and harm to the young person and others.

DRMP's need to be consistent in their application but designed individually for each young person as it relates to them. A DRMP includes input from the young person and all relevant stakeholders, on how they should achieve their goals.

The aim of this policy is to establish consistent, safe and effective DRMPs, in line with set standards, that allow young people to address their high risk behavioural concerns and to safely participate in the general routine of a centre.

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# Table of Contents

<b>1</b>	<b>Scope</b>	<b>3</b>
<b>2</b>	<b>Purpose</b>	<b>3</b>
<b>3</b>	<b>Definitions</b>	<b>3</b>
<b>4</b>	<b>What is a Detainee Risk Management Plan (DRMP)?</b>	<b>4</b>
<b>5</b>	<b>Principles of DRMP development</b>	<b>5</b>
<b>6</b>	<b>Legislative requirements and approval levels</b>	<b>5</b>
<b>7</b>	<b>Developing a DRMP</b>	<b>6</b>
	7.1 Decision to initiate a DRMP	6
	7.2 Developing a DRMP	7
	7.3 Use of segregation	10
	7.4 Instruments of Restraint	10
	7.5 Incentive Rewards	11
<b>8</b>	<b>Reviewing a DRMP</b>	<b>11</b>
<b>9</b>	<b>Finalising a DRMP</b>	<b>12</b>
<b>10</b>	<b>Governance and Quality Assurance</b>	<b>13</b>
<b>11</b>	<b>References</b>	<b>14</b>
	11.1 Legislation	14
	11.2 Policies	14
	<b>11.3 Procedures</b>	<b>14</b>
	<b>11.4 Forms</b>	<b>14</b>
	11.5 Resources	14
<b>12</b>	<b>Document information</b>	<b>15</b>
<b>13</b>	<b>Document history</b>	<b>15</b>

# 1 Scope

This policy applies to all Youth Justice New South Wales (YJNSW) employees working in a custodial centre who are required to develop and/or implement a DRMP, while supporting, supervising and managing a young person.

This policy applies to DRMP's developed in all units within YJNSW centres, including mainstream units, High-Risk Units (HRU) and the Enhanced Support Unit (ESU).

# 2 Purpose

The purpose of this policy is to clearly outline direction and expectations for all YJNSW employees of the:

- rationale behind the development, implementation and review of a DRMP
- processes for setting goals and benchmarks for progressing a young person through a DRMP
- importance of identifying risks and providing strategies to address these risks
- importance of the safe supervision and support of a young person placed on a DRMP
- minimum standards including: [REDACTED]
- legislative requirements and responsibilities in regard to a DRMP

# 3 Definitions

**Centre Manager** means the person for the time being in charge of the centre.

**Detainee Risk Management Plan (DRMP)** is a risk management tool used to mitigate the high risk presented by some young people, and to encourage positive behaviour, thereby reducing the risk of incidents and harm to the young person and others.

**Employee** refers to people employed by Youth Justice NSW on a permanent, temporary or casual basis.

**Must** indicates a mandatory action to be complied with.

**Relevant Stakeholders** refers to all relevant employees involved in the supervision and care of the Young Person. For the purposes of this policy the relevant stakeholders are:

- Youth Officers
- Shift Supervisors
- Unit Managers
- Assistant Manager
- Centre Manager
- Psychologist
- Alcohol and other drug counsellors
- Education employees
- Case Workers
- Programs officers
- Cultural supports
- WHS Chairperson
- PSA representative (Union)
- Justice Health employees

**Risk Assessment** refers to the assessment carried out in a Youth Justice Centre to determine the risk of violence or harm to both the young person and others.

**Should** indicates a recommended action to be complied with unless there are sound reasons for taking a different course of action

**Young Person** refers to all children and young people that YJNSW has a mandated responsibility to supervise, whether in community or custody.

**Youth Justice Centre (YJC)** refers to a place of detention of young people pursuant to the definition in the Children (Detention Centres) Act 1987

## 4 What is a Detainee Risk Management Plan (DRMP)?

A DRMP is a plan that provides management strategies to address ongoing challenging behaviours, that present a risk to the safety of a young person themselves, others and/or the security of a YJNSW centre. A DRMP also provides a young person with an opportunity, through agreed individual goals and strategies, to reduce risky behaviours with an aim to return to normal centre routines and participation in a wider selection of programs and activities.

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DRMP’s need to be consistent in their application but designed individually for each young person as it relates to them. A young person and all relevant stakeholders should be involved in the development of a DRMP, especially in goal and strategy setting.

The development of a DRMP allows YJNSW to implement an approach to behaviour management that clearly respects and encourages a young person’s contribution to their own behaviour management.

The overall purpose of a DRMP is to provide effective, safe and consistent structures for supervising young people, who present as high risk in YJNSW Centres by providing a clear plan through which a young person can progress, while reducing high risk behaviours.

## 5 Principles of developing a DRMP

YJNSW recognises the complex needs of young people in its care and the behavioural challenges with which they can sometimes present. YJNSW also recognises its obligations to maintain a safe workplace for all young people, employees and visitors at a centre.

[REDACTED]

- [REDACTED]
- [REDACTED]
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- [REDACTED]
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## 6 Legislative requirements and approval levels

Section 19 of the *Children (Detention Centres) Act 1987 (Act)* provides that a young person may be placed in segregation in order to protect the personal safety of that or any other young person, or of any other person.

In line with the *Act*, Clause 10(2)(b) of the *Children (Detention Centres) Regulations 2015* directs that segregation of 24 hours or more is 'carried out in accordance with a plan'. The DRMP is the plan that satisfies this legislative requirement.

Clause 10 also states that once segregation reaches 24 hours the Ombudsman must be notified; an automatic email notification is sent to the Ombudsman generated by the *Client Information Management System* (CIMS) when this occurs.

[REDACTED]

Description of power or responsibility	Reference	Decision maker	
		DRMPs with segregation	DRMPs without segregation
<b>DRMPs that include periods of segregation</b>  The segregation is carried out in accordance with a plan that is subject to monitoring by a psychologist and the person employed in the Department of Youth Justice as Assistant Manager.	Clause 10(2)(b), Children (Detention Centres) Regulation 2015	<b>Director Custodial Operations</b>  <b>On-call Weekend Duty Director</b>	<b>Centre Manager</b>  (role)

## 7 Developing a DRMP

### 7.1 [REDACTED]

[REDACTED]

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man [REDACTED]

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**7.2.2 Risk factors and strategies**

There may be a range of underlying factors contributing to a young person’s challenging behaviours. These factors must be given consideration and strategies designed around minimising them. Input from youth officers, psychologists, counsellors, employees from similar cultural backgrounds to the young person, and other stakeholders will assist in designing these strategies.

Young people can present with several physical and / or intellectual disabilities and/or mental health concerns. [Redacted]

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### 7.2.4 Goal setting

Setting clear and specific goals is a vital tool to encourage positive behaviours in young people. Incorporating goals into the DRMP is a fundamental part of the process to reduce risk. [Redacted]

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### 7.2.4.1 Clear and achievable goals.

A DRMP must provide a young person with clear and achievable goals, with the intention for them to return to normal unit routines, when the risk has been deemed to be satisfactorily reduced.

[REDACTED]

The acronym S.M.A.R.T is useful for setting goals:

- S- Specific (goals should be specific, succinct and clearly defined)
- M- Measurable (what metrics are to be used to determine if a goal is met?)
- A- Achievable (is the goal within the scope of the young person's abilities?)
- R- Relevance (does the goal make sense? will it assist in reducing risk?)
- T- Time Bound (is there set time-frames in which the goal needs to be achieved and are they clear and realistic?)

### 7.2.4.2 Approach versus avoidance goals

**Avoidance goals** are motivated by a fear of poor performance, to avoid a negative outcome e.g. I will not swear at staff. This phrasing can sometimes cause stress to a young person and contribute to a negative response.

**Approach goals** are goals focused on positive outcomes e.g. I will try to be respectful and calm when I speak with staff. The phrasing of this goal should encourage the young person to achieve their goal positively.

Both goals are seeking the same outcome, to protect employees and change the attitudes, beliefs and behaviours of the young person, however using the 'Approach Goal' method places less stress on the young person and often can be more successful than using the avoidance method. The aim of the approach goal is to make it clear to the young person what they should be doing rather than what they should not be doing and offer them an alternate behaviour. Almost all avoidance goals can be re-framed into an approach goal, however there may be times when an avoidance goal is the only option.

Other examples of Avoidance versus Approach goals are:

Avoidance Goals	Approach Goals
I will not disobey staff directions	I will attempt to follow all reasonable staff directions

I will not encourage others to misbehave	I will try to be a positive influence on others
I will not damage property	I will keep my surroundings clean and tidy

### 7.2.5 Communication of a DRMP

[REDACTED]

[REDACTED]

[REDACTED]

### 7.2.6 [REDACTED]

[REDACTED]

[REDACTED]

## 7.3 Use of segregation

NSW legislation provides that young people may be placed in segregation for the personal safety of a young person themselves, or another person.

It is a legislative requirement that a DRMP must be developed for a young person if a period of continuous segregation reaches 24 hours or more. (*Segregation Procedure*). The development of a DRMP for this reason, must be considered when the period of segregation has exceeded 12 hours and it is considered likely that the segregation will exceed 24 hours.

[REDACTED]

[REDACTED]

## 7.4 Instruments of Restraint

Youth Justice NSW is committed to achieving an environment that is safe and secure for both young people and employees. Protective equipment and instruments of restraint may be required at times when all other forms of intervention have been unsuccessful to manage

and / or settle a young person. (*Use of Force, Protective Equipment and Instruments of Restraint Policy*).

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## 7.5 Incentive Rewards

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## 8 Reviewing a DRMP

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## 9 Finalising a DRMP

The goal of the DRMP is to reduce any high-risk behaviours shown by a young person to allow them to participate in normal routines and centre programs without any concerns.

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Before finalising a DRMP the following must be considered:

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## 11 References

### 11.1 Legislation

- Children (Detention Centres) Act 1987
- Children (Detention Centres) Regulation 2015 Clause 10
- WHS Act 2011

### 11.2 Policies

- Behaviour Intervention Framework Policy
- The Policy for Applying Powers and Responsibilities under the Children (Detention Centres) Act 1987
- Incentive Scheme Policy
- Misbehaviour Policy
- Use of Force, Protective Equipment and Instruments of Restraint Policy

### 11.3 Procedures

- Detainee Risk Management Plan Procedure
- Detainee Assessments Procedure
- Risk Assessment Procedure
- Incentive Scheme Procedure
- Segregation Procedure
- Self-Harm, Attempted Suicide and Suicide Procedure

### 11.4 Forms

- [Redacted]

### 11.5 Resources

- [Redacted]

## 12 Document information

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<b>Title:</b>	Detainee Risk Management Plan (DRMP) Policy
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<b>Approver:</b>	Director, Policy & Practice
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## 13 Document history

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<b>Version</b>	<b>Date</b>	<b>Reason for Amendment</b>
0.1	September 2020	New Policy-developed in line with Shearer Report recommendations.

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