

Case Management Policy

The Youth Justice NSW (YJNSW) practice framework incorporates a suite of principles that contribute to effective service delivery; a fundamental component is 'case management'.

Case management influences key processes in YJNSW. For workers, it guides a number of practices throughout the supervisory period. For children/young people, it is a platform that ensures their voice informs (and is accounted for throughout) all aspects of the day to day management of their case.

Sound case management also serves the function of assisting YJNSW to work towards achieving the wider strategic goals of the Justice department.

The case management policy applies to all YJNSW employees who directly coordinate or oversee the delivery of case management.

The policy outlines principles of effective case management and also explains the function and utility of case management within the context of four practices:

1. Assessment
2. Case planning
3. Implementation and monitoring
4. Case plan review

Details on administrative review are also provided given the role of evaluation and quality assurance processes in determining whether case management practices are provided with the level of integrity all workers and the division strive to uphold.

The policy recognises the importance of empowering children/young people through developing and enhancing their skills and strengths, thereby promoting an approach to case management that clearly respects and recognises the child/young person's contribution to the case management process.

It is fundamental that workers view case management and the policy as one single element of effective service delivery that cannot be isolated from other key principles. Employees should refer to the YJNSW practice framework to ensure other integral considerations are also reflected in their day to day management of children/young people.

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1 Scope

This policy outlines how case management is implemented in Youth Justice NSW (YJNSW). It incorporates four components of case management; assessment, case planning, implementation and monitoring, review and closure.

The policy applies to all YJNSW employees who directly coordinate or oversee the delivery of case management.

2 Purpose

The purpose of this policy is to facilitate consistent and effective case management across the division.

3 Principles of effective case management

The following principles underpin case management in YJNSW. Case management:

- is based on sound assessment
- is collaborative, client-centred and values children/young people's agreement to partake in the processes at all times
- addresses and is responsive to individual needs
- is informed by approaches and includes interventions that are evidence-based
- fosters children/young people's skills, strengths, self-determination and self-efficacy
- takes into account children/young people's culture, perspective, abilities, social context and developmental stage
- includes children/young people's family and other support systems
- respects the rights and dignity of children/young people
- adapts to changes in children/ young people's priorities and circumstances
- is time-limited and delivered in a timely manner
- is supported by good record keeping.

4 Case management in practice

Case management in YJNSW involves coordinating services and interventions to help children/young people reduce reoffending and build their capacity to attain positive life outcomes. Effective case management:

- assesses children/young people's criminogenic needs
- supports children/young people to achieve their goals
- implements interventions that assist children/young people to develop skills that will help them reduce reoffending
- monitors and reviews progress.

Case management is underpinned by the YJNSW practice framework and enhanced by workers' use of core effective practice skills (CEPS).

4.1 Assessment

Assessment is the starting point of effective case management. It involves gathering and analysing information to identify the factors that contribute to a child/young person's offending as well as developing an understanding of the child/young person's current circumstances.

The assessment process guides intervention. The Youth Level of Service Inventory-Australian Adaption (YLS/CMI-AA) is an actuarial risk assessment tool that informs service delivery. From assessment, workers can identify a child/young person's risk, need, and responsibility factors.

Holistic assessment includes screening for cognitive functioning and mental health issues, alcohol and other drug issues and referring a child/young person for further psychological assessment where required. In detention, assessment also considers immediate and ongoing risks to safety and security, which has an impact on the types and levels of interventions that a child/young person can engage in at a particular time in detention.

The frequency/intensity of intervention with a child/young person is determined by the assessment process. The required number and type of contacts for a child/young person under YJNSW supervision in the community is defined in the 'Risk/Need Schedule of Standards for community supervision' (Appendix 1).

Assessment is an ongoing process. It must be reviewed periodically and in response to new information or significant changes in a child/young person's circumstances. This helps to keep intervention focussed on the most important areas of risk and need for a child/young person.

4.2 Case planning

Case planning is based on comprehensive assessment of a child/young person's criminogenic needs and their risk of reoffending.

Case plans are comprised of:

- goals a child/young person has agreed to work towards
- steps and strategies to achieve each goal
- criminogenic needs and other personal goals to be addressed in the future (on hold).

The case plan is a dynamic document that guides work with a child/young person. It must be:

- current
- clear and specific
- reflect the child/young person's perspective (and what is important to the child/young person)
- achievable
- used and discussed regularly in supervision
- altered in response to the child/young person's progress and to changes in their needs, interests, and motivation
- written in the child/young person's words
- developed in collaboration with the child/young person

The case plan must include within steps and strategies delivery of relevant CHART modules and modules from other endorsed programs.

4.3 Implementation and monitoring

Implementation involves the action and monitoring of steps and strategies set out in the case plan. Throughout implementation, workers are required to:

- provide practical resources, where needed, to support children/young people's efforts and help them to overcome barriers to change
- support children/young people to manage difficulties and setbacks in achieving their goals
- provide children/young people opportunities to practice newly learned skills in real-world situations and to learn from experience
- help children/young people to consider potential benefits and obstacles and role-play or rehearse any required actions for tasks that the child/young person is responsible for
- advocate for the child/young person with other services and stakeholders, where needed
- communicate with all people involved in the case plan to share and gather relevant information, with the child/young person's knowledge and consent
- link learning, observations and feedback throughout intervention (e.g. in CHART) to the child/young person's goals
- monitor the case plan to make sure it is aligned with the child/young person's current needs, circumstances and priorities and adjust as needed
- clearly agree on actions with the child/young person between sessions that will help them achieve their goal(s).

4.3.1 Referral to external services

Where it isn't possible for YJNSW to address a goal or need in the case plan, workers should refer children/young people to an external agency in their community. Workers may also refer children/young people to an external service to help them establish supportive ties in their community or to assist them throughout and beyond their involvement with YJNSW.

Children/young people must consent to referral and it must be linked to a goal they are motivated to achieve. In addition, workers should clearly explain the role of all agencies involved in a child/young person's plan and provide practical assistance to attend appointments where needed.

4.3.2 Case conferences

Case conferences are a key component of sound case management. Case conferences facilitate the coordination and planning for work completed by multiple parties to achieve a child/young person's goals (as documented in the case plan). YJNSW caseworkers in the community have the professional discretion to determine the necessity and frequency of case conferences defined by the child/young person's case plan. Within custody, case conferences are held at particular intervals; an initial case conference occurs within four weeks of admission or receiving a control order, then progress case conferences occur as needed with the discharge case conferences in the final eight weeks. Community caseworkers are expected to attend case conferences in custody and assist custody caseworkers who facilitate and arrange the discharge case conference.

Case conferences must have a clear purpose that is communicated to all who are attending.

Children/young people should:

- be asked to invite support people to attend their conference
- know who is attending and why they have been invited, before the conference
- leave a conference with an understanding of the actions that have been decided, who is responsible for them and how the actions benefit them.

4.4 Case plan review

The case plan review focuses on the suitability and effectiveness of a child/young person's case plan. It canvasses whether the case plan is progressing towards its intended outcomes and the reasons why.

The case plan review process has three components:

- i. a worker review of the case plan in collaboration with the child/young person
- ii. a case noted record of the worker's reflection on the young person's case plan progress
- iii. a manager's review of the effectiveness of workers' case management approach

Case plan reviews must occur every 8 weeks, or sooner in response to significant changes in the child/young person's circumstances (e.g. entry to or exit from detention).

4.4.1 Case plan review with a child/young person

Components of effective case plan reviews include:

- Collaboration between the worker and the child/young person
- Review of the child/young person's progress in the case plan
- Modification of goals based on the outcomes of the review

While informal case plan review occurs during most interactions and on an ongoing basis between children/young people and their caseworker, the formal case plan review meeting assesses the case plan as a whole.

4.4.2 Manager's review

Components of an effective manager's review include:

- a review of the case plan progress including supporting documentation
- checking planning and implementation are in line with YJNSW case management principles and the practice framework
- guidance and/or mentoring to worker in relation to the case plan.

4.5 When a case plan review cannot be completed

Where a young person is not in contact with YJNSW, and a worker is unable to review the case plan in collaboration with the young person, an Issues/Concerns case note must be completed to advise the manager of the young person's situation and what is being done to re-engage them. As soon as the young person has re-engaged in supervision, a Case Plan Review must be completed with them.

A Case Plan Review case note does not need to be completed every eight weeks for a young person in adult custody, or when a young person has a warrant out for their arrest. An initial Issues/Concerns case note must be entered in CIMS to summarise the young person's situation, their next court date (if known) and any action that YJNSW is taking. Each office must keep track of the young people with community-based orders who are in adult custody or have active warrants, to ensure that case management begins as soon as the young person re-engages in supervision, exits custody, or their matter is dealt with by the court.

4.6 Administrative review

Administrative reviews are important for workers and the division as they promote consistency, compliance and accountability in service delivery. An administrative review is undertaken periodically by either area managers, senior practice officers or quality assurance. It constitutes part of the internal auditing process of YJNSW.

4.7 Transitions exit planning and file closure

Transitions are points of significant change in the child/young person's involvement with YJNSW. This includes transition from detention to community supervision, transition to a new location/new supervisor and exit from supervision.

Children/young people and their workers should explicitly plan for transitions. Transition planning should consider the supports and resources a child/young person requires to consolidate their skills and to address the likely challenges/changes they may encounter. This is to maintain continuity of service (where relevant) and facilitate children/young people's successful integration into their community.

There should be substantial continuity in planning between detention and community because the child/young person's long-term needs remain the same across both settings. However, children/young people often have unique risks and needs on entry to, or exit from, detention and these should be addressed. This includes planning to assist children/young people attain bail.

It is particularly important that exit from supervision is well planned. If needs or goals remain on exit, workers are responsible for referring a child/young person to suitable services and facilitate engagement with that service. In addition, children/young people are required to develop and practise relapse prevention strategies well before exit. More broadly, workers need to foster children/young people's skills, self-efficacy, and agency throughout intervention, so they are better prepared for the completion of their legal mandate.

4.8 Filing down community orders

Filing down a young person's community order means suspending supervision of their order. The young person is still subject to the conditions of the order (e.g. be of good behaviour, attend court if required), but is not being actively supervised by YJNSW. YJNSW can resume supervision of a filed down order before the order is completed, by informing the young person in writing of their requirement to re-engage in supervision. The *Risk/Need Schedule of Standards* outlines the requirements for suspending supervision, for young people who are assessed as having a low level of service requirement and risk of re-offending.

Orders which cannot have supervision suspended, or be filed down include:

- Parole Orders
- Community Service Orders if CSO hours are not complete.

Good Behaviour Bond's, Probation Orders, Suspended Sentences, Community Correction Orders and Conditional Release Orders, can be filed down.

Bail with supervision can also be filed down, however the court must be informed when this occurs. Refer to *The Bail Policy* for more information.

5 References

Bail Act 2013

Children (Criminal Proceedings) Regulation 2011

Children (Detention Centres) Regulation 2015

Children (Community Service) Act 1987

Children (Criminal Proceedings) Act 1987

Children (Detention Centres) Act 1987

Children and Young Person's (Care and Protection) Act 1998

Joint Operational Practice Guidelines To accompany the Memorandum of Understanding Between Department of Family and Community Services, Community Services And Department of Justice, Juvenile Justice About Children or young people who are shared clients of Community Services and Juvenile Justice, 2014

Juvenile Justice Practice Framework

Memorandum of Understanding Between the Department of Justice, Juvenile Justice and the Department of Education and Communities In relation to the support of young people in Juvenile Justice Centres and Education and Training Units and planning for their transition to the community

Memorandum of Understanding Between Department of Family and Community Services, Community Services And Department of Justice, Juvenile Justice About Children or young people who are shared clients of Community Services and Juvenile Justice, 2014

Memorandum of Understanding between the Justice Health & Forensic Mental Health Network, and Department of Justice, Juvenile Justice

Privacy and Personal Information Protection Act (1998)

Supervision Guidelines

Young Offenders Act 1997

6 Document information

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7 Document history

Version	Date	Reason for Amendment
1.0	1.10.2016	Case Management Policy Released
1.1	13.04.2021	Added policy information about what should occur when a case plan review cannot be completed. Changed JJNSW references to YJNSW. <i>Risk/Needs Schedule of Standards</i> updated to show that parole orders must not be filed down. Updated next policy review date to 2022.

8 Appendix 1 Schedule of standards

Risk/need schedule of standards for community supervision

These standards provide the **required number of direct contacts** for children/young people supervised in the community.

The **level of service** delivered to a child/young person **matches their assessed level of risk and need** (parts 1 and 2 of YLS/CMI-AA).

A decision to provide a different level of service can be made via **professional override**. An assistant manager must approve a higher level of service and an area manager must approve a lower level of service.

In addition to the standards outlined on the next page, it is important to note the following directions in relation to 'direct contact':

When allocated to a child/young person subject to a community order, a caseworker must:

- initiate contact by phone (or by letter if phone contact is unsuccessful) within 2 business days
- arrange initial direct (i.e., face-to-face) contact within 7 days of the allocation date OR within 3 business days of the child/young person's release from custody, if the child/young person has further involvement with YJNSW.

When allocated to a child/young person in custody, a caseworker must:

- Visit the child/young person within 7 days of admission, or contact via AVL/phone if distance prohibits a visit.
- Maintain fortnightly direct contact with the child/young person (when on remand) or monthly direct contact (when on control) – where distance from the centre prohibits direct contact, phone or video conferencing is acceptable.

Note: Less frequent contact may be approved by the Assistant Manager (Community)

When a young person is in adult custody

YJNSW employees do not need to undertake ongoing case management of young people who are in Corrective Services custody, but must monitor their court dates, so that they can be re-engaged if they return to the community while subject to YJNSW supervision.

Court reports must still be completed for young people who are in Corrective Services custody.

RISK/NEED SCHEDULE OF STANDARDS

Low

This model allows these young people to be filed down.

However:

- Other criminogenic needs not identified in the YLS/CMI-AA must be considered. Further assessment may give cause to seek approval for a higher level of service.
- If suspension of YJ supervision is not deemed appropriate, YJ may monitor the young person's progress for as much time as deemed necessary, not exceeding the duration of the legal order. Monitoring must consist of at least one direct contact per month. Monitoring should only be provided to low risk/need young people where office resources allow.
- These young people are not required to participate in endorsed programs, however, if deemed appropriate by the Assistant Manager, the intervention may still be delivered at an intensity reflective of their risk/ need level.
- If deemed appropriate by the Assistant Manager, the child/ young person may be referred to external services for ongoing support and YJ supervision may be suspended.

Medium

Minimum 2 direct contacts per month. Where possible 3-4 direct contact per month.

- At least 1 direct contact per month must be a home visit and include contact with a parent/guardian.
- Supervision should not be suspended unless in exceptional circumstances with documentation of rationale and approval by the area manager.
- Caseworkers should utilise CEPS and supervision should be structured to address criminogenic needs.
- These young people may be referred to external services to maximise community integration and to provide additional case plan support.

Medium-High

Minimum 4 direct contacts per month. Where possible 6-8 direct contacts per month (i.e. 2 direct contacts per week)

- At least 1 direct contact per month must be a home visit and include contact with a parent/guardian.
- Supervision should not be suspended
- Caseworkers should utilise CEPS and supervision should be structured to address criminogenic needs.
- These young people may be referred to external services to maximise community integration and to provide additional case plan support.

High

Minimum 6 direct contacts per month. Where possible, 8-10 direct contacts per month (i.e. 2 direct contacts per week).

- At least 2 direct contacts per month must include contact with a parent/guardian and at least 1 of these must be a home visit.
- Supervision should not be suspended
- Caseworkers should utilise CEPS and supervision should be structured to address criminogenic needs.
- These young people may be referred to external services to maximise community integration and to provide additional case plan support.

General rules

Direct contact is a face to face meeting between the young person and a Youth Justice employee or a Joint Service Provider.

Supervision can be in the office, at the young person's home or another location that is safe and provides appropriate confidentiality.

Parole orders must not be filed down.

Exceptions

Young people released on parole must receive a medium-high level of service for the first 3 months of supervision but can then be adjusted according to the YLSCMI-AA. When a young person is released from custody on parole, the assessment process for identifying their risk/need must start six weeks after their release.

Young people who receive a community-based order without a BGR must receive a minimum medium-high level of service for 6 weeks while an assessment and the YLSCMI-AA is completed.