

Case Management Procedures

These procedures outline the responsibilities of community employees and managers in undertaking case management with young people in the community and in contributing to case management with young people in custody.

The procedural steps in this document relate to:

- Section 1:** Tasks that are relevant to all sections
- Section 2:** Assessment
- Section 3:** Case planning
- Section 4:** Monitoring and implementation of the case plan
- Section 5:** Case review
- Section 6:** File management

Youth Justice Caseworkers, Assistant Managers, Area Managers, Senior Practice Officers, Psychologists, and Professional Development Psychologists have responsibilities in these procedures.

Table of Contents

Section 1: Tasks relevant to all sections	3
Section 2: Assessment	5
Section 3: Case planning	8
Section 4: Implementation and monitoring	10
Section 5: Case plan review	11
Section 6: File management	13
References	16
Document information	16
Document history	16

Section 1: Tasks relevant to all sections

Role	Responsibilities
Youth Justice Caseworker (YJCW)	<ul style="list-style-type: none"> • Clarify your role with the child/young person on an on-going basis throughout supervision. • Take the cultural, religious, language, learning/cognition, and other needs, of all participants in case management into account. • Consult with your supervisor and any other relevant workers (e.g., psychologists, Aboriginal staff) on how to adapt your intervention to these needs. • Collaborate with parents/guardians/extended family members and other relevant supports. This includes external services the child/young person is involved with and is essential if they are a client of Family and Community Services or the National Disability Insurance Agency. • Maintain continuity in case management when a child/young person enters and exits custody, in collaboration with Centre staff assigned to case management responsibilities. • Record all completed or attempted contact (e.g., interviews, phone calls, home visits, or other correspondence) with the child/young person, family, or service providers in a CIMS case note as soon as possible and no later than 5 business days from contact. • Record direct contact only, with the child/young person in a 'Supervision' case note • Keep C file and CIMS up to date • Inform children/young people of the contents of reports or records kept about them. (Guidelines for child/young person access to division files can be found in the Privacy and Personal Information Protection Act, 1998. • Update CIMS sections as required and no later than close of business every Friday (e.g., contact details, program participation) <ul style="list-style-type: none"> - Note: Alerts and incidents must be added to CIMS immediately. • Maintain children/young people's privacy and confidentiality wherever possible under legislation. • Retain all forms on file. • Identify and address health and safety issues, in line with the Field Work Safety Policy and Field Work Safety Procedure.
Psychologists	<ul style="list-style-type: none"> • Provide psychological assessments, case formulation and treatment plans for young people when required • Complete Confidential Psychological Reports • Provide psychological interventions for young people • Assist YJCWs in assessment and intervention • Provide advice and support to Assistant Managers and Area Managers

<p>Assistant Managers</p>	<ul style="list-style-type: none"> • Provide on-going consultation to YJCWs, and approval where necessary, for case management activities. • Respond to family and child/young person feedback about their experience with Youth Justice – recommend local or central changes where required to the Area Manager. • Address formal and informal complaints made by children/young people and others. • Monitor the quality of case management practice, in line with the Practice Framework. • Check that critical information is recorded in CIMS and on file in a timely manner (e.g., alerts, incidents, initiation of breach). • Identify developmental opportunities, where needed, to enhance workers' knowledge and skills in working with children/young people. • Liaise with the Senior Practice Officer and the Area Manager about practice and case management issues and/or recommendations on case management with individual children/young people.
<p>Area Managers</p>	<ul style="list-style-type: none"> • Provide oversight and direction of casework, in line with Youth Justice policies and procedures and the practice framework. • Provide oversight and monitoring regarding complex and/or high-risk children/young people. • Conduct regular file audits to ensure quality of service delivery to children/young people and adherence to agency policy and procedure. • Liaise with other Area Managers and Centre Managers to facilitate effective case management. • Implement local changes or recommend central changes where issues arise or in response to feedback. • Monitor staff workloads and ensure sufficient resources are available for staff.
<p>Senior Practice Officers (SPO)</p>	<ul style="list-style-type: none"> • Provide support, advice, and other needed assistance around case management to Assistant Managers, Area Managers and Centre Managers. • Escalate issues or key themes in relation to case management to the Regional Director

Section 2: Assessment

When to use this section

Use this section to undertake an initial assessment with a child/young person and to guide on-going assessment. Initial assessments are completed:

- prior to the completion of a full background report, or
- within 6 weeks of the child/young person receiving community supervision, or
- within 6 weeks of the child/ young person commencing bail supervision, if the child/young person has been subject to bail supervision longer than 4 full weeks.

Assessment will inform:

- the YLSI/CMI-AA
- court reports
- case management with the child/young person
- whether further specialist assessment is required.

Procedural steps

Role	Responsibilities
Youth Justice Caseworker (YJCW)	<p><i>Initial Assessment</i></p> <p>Step 1 - Preparation</p> <ul style="list-style-type: none"> • Review available information prior to contacting the child/young person. • Discuss responsivity issues in consultation with your supervisor. <p>Step 2 - Information gathering</p> <ul style="list-style-type: none"> • Obtain or update necessary information to complete the Client Details Form on CIMS. • Explain to the child/young person (and all third parties) at each appointment/discussion: <ul style="list-style-type: none"> - the purpose of their contact with Youth Justice, and of the assessment. - the limits of confidentiality - how their information will be used and where it will be stored. • Discuss the criminogenic domains in the Assessment Guide in at least 2 interviews with the child/young person. <ul style="list-style-type: none"> - For children/young people in the community, at least one assessment appointment must be conducted in their home. If logistics or safety prevents this, alternative arrangements can be made with the approval of the Supervisor. • Request child/young person (and caregiver, where required) consent to contact relevant third parties to gather information, using the <u>Client Consent - Exchange of Information Form</u>.

	<ul style="list-style-type: none"> • Gather information from other relevant sources. • Administer the YLS/CMI-AA. <ul style="list-style-type: none"> - Note: The first YLS/CMI-AA is marked as 'Entry'. Subsequent YLS/CMI-AAs are marked as 'Follow Up' or 'Exit'. <p>Step 3 – Review your completed assessment with your supervisor and the child/young person.</p> <ul style="list-style-type: none"> • Discuss the assessment with your supervisor, particularly your understanding of the specific criminogenic risks/needs requiring intervention and responsivity factors requiring attention. • Refer the child/young person through CIMS for a psychological assessment as required. <ul style="list-style-type: none"> - Note: Children/young people with an arson-related or sexual offence must be referred for a psychological assessment. Your Supervisor and local psychologist will then consult with you to determine if the assessment is needed. • Submit a request to vary the level of service if the level of service allocated to the child/young person is inappropriate for their risks/needs. • Provide feedback to children/young people and their families about the assessment, discussing both the child/young person's strengths and their identified needs. This provides a foundation for case planning. <p><i>Ongoing Assessment</i></p> <ul style="list-style-type: none"> • Review the assessment periodically and in response to new information or significant changes in a child/young person's circumstances. • Re-administer YLS/CMI-AA when: <ul style="list-style-type: none"> - additional information becomes available about a child/young person that changes their level of risk/need - there has been a significant change in the child/young person's life that would impact on their presenting risks/needs - it has been 6 months since the last YLS/CMI-AA was administered - the child/young person's supervision in the community is ending.
<p>Psychologist (YJCO)</p>	<ul style="list-style-type: none"> • Consult with the caseworker to gather existing information once the referral has been allocated. • Determine whether the referral is appropriate in collaboration with the Assistant Manager. • Conduct a face-to-face assessment with the child/young person and if necessary, their guardian (face-to-face or by telephone). • Explain to the child/young person/guardian the purpose of their assessment. • Explain to the child/young person/guardian the limits of confidentiality, prior to each assessment/discussion. • Request consent from the child/young person (and their guardian, where required) to contact any additional persons required for the assessment using the <u>Client Consent - Exchange Information Form</u>. • Provide the YJCW with feedback regarding the assessment and further recommendations when relating to Self-harm, suicide, mental health or behavioural assessments.

	<ul style="list-style-type: none"> • Complete a Confidential Psychological Report (CPR) to communicate assessment information, case formulation and treatment plan where psychometric or actuarial tests have been administered, • Provide the PDP a copy of your CPR for approval no less than 1 week prior to the report due date. • Provide the YJCW with a copy of your CPR within 4 weeks of receiving the referral • Update the child/young person's Details Tabs (e.g., Disability) in CIMS as required. • Place any protocols and other relevant documents on the child/young person's S File. • Close psychologist referral on CIMS.
Professional Development Psychologist	<ul style="list-style-type: none"> • Endorse assessments and reports written by Psychologists.
Assistant Manager	<ul style="list-style-type: none"> • Review all assessments and related documentation. • Check caseworker referrals for specialist assessments, in consultation with the psychologist. • Provide consultation and coaching throughout the assessment process. • Liase with the Senior Practice Officer regarding complex children/young people or other issues throughout assessment.
Area Manager	<ul style="list-style-type: none"> • Monitor the assessment process to ensure that staff adhere to case management policy and related procedures and the YJNSW Practice Framework. • Facilitate staff development through training, peer supervision, and other development opportunities for staff in assessment.

Section 3: Case planning

When to use this section

Use this section to undertake case planning with children/young people who have a current community or custodial order. Case planning:

- is based on comprehensive and on-going assessment
- commences at the beginning of a supervised order
- is on-going throughout a young person's involvement with Youth Justice
- includes transition and exit planning.

Case plans are completed within 6 weeks of receiving an allocation (in certain circumstances this can be extended as negotiated with the Assistant Manager)

Procedural steps

Role	Responsibilities
Youth Justice Caseworker (YJCW)	<ul style="list-style-type: none"> • Agree, with the child/young person, on the people who will be involved in developing the case plan. • Develop specific, measurable, agreed, realistic, and time-framed (SMART) goals based on criminogenic needs as well as a list of SMART future goals/issues using a collaborative problem solving approach. • Assign steps and strategies to each active goal that: <ul style="list-style-type: none"> - are small, practical actions - are time framed - provide the child/young person with opportunities to develop and practise skills - help the child/young person learn about their behaviour and thinking patterns - take into account children/young people's family, education, work, cultural, and other commitments. • Identify people who will support the child/young person to achieve their goals and complete steps/strategies. • Ensure delivery of relevant CHART modules (and other endorsed programs) are reflected in the strategies section of the case plan • Discuss the contents of the plan with the child/young person's family and advise any support people of their role in the plan in collaboration with the child/young person. • Consult unit psychologist and include psychological intervention in case plan if necessary <p><i>Transition planning</i></p> <ul style="list-style-type: none"> • Review and update the case plan to include steps and strategies that support the child/young person transition to a new location or worker, or to prepare for their exit from custody. • Provide a detailed handover to one of the following people, as relevant: <ul style="list-style-type: none"> - Caseworker or Assistant Manager of the YJCO if a young person is changing location or worker - unit manager or delegate if a child/young person enters a detention centre. <p><u>Note:</u> Goals should not change significantly between custody and community. However, steps and strategies may need to be amended. For children on long term remand or</p>

	<p>control orders, responsibility for maintenance of the case plan may be transferred to the custodial worker (as negotiated).</p> <ul style="list-style-type: none"> • Discuss responsibilities in case plan implementation with Centre staff when a child/young person enters custody. The child/young person should be present for this or informed of each worker's role following the discussion. • Assist the child/young person to maintain links to the community whilst they're in custody. This may include family, education, employment and other relevant community links. <ul style="list-style-type: none"> - <u>Note</u>: Consider referral to a Joint Support Program (JSP), in consultation with the Assistant Manager (YJCO). • Support children/young people on remand, in collaboration with Centre staff, to apply for bail and meet any bail requirements. • Consider a referral to the Waratah program, for children/young people on a control order, to support their transition back to the community. • Consider if the child/young person is eligible for 24(1)c Conditional discharge • Arrange and lead the discharge case conference, for young people in custody, in consultation with centre staff at least 6 weeks prior to their release. This should cover: <ul style="list-style-type: none"> - case plan goals, steps, and strategies - key supports for the child/young person during the first few weeks after release - accommodation after release - the child/young person's transport from the centre - details of the child/young person's initial supervision contact. <ul style="list-style-type: none"> - <u>Note</u>: Although not required to arrange or lead other case conferences in custody, attendance at all other custodial conferences (when invited) is expected. <p><i>Exit planning</i></p> <ul style="list-style-type: none"> • Incorporate exit needs into planning at every stage of the case planning process. • Review the case plan with the child/young person at least 6 weeks before exit to ensure it caters for the child/young person's needs, including requirements of the child/young person's legal order. • Involve the child/young person's parent/guardian(s) in exit planning and hold a case conference with external services working with the child/young person where necessary. • Complete CHART relapse prevention module • Complete all tasks on the exit case plan. Where tasks cannot be completed, determine other strategies and steps to meet the need • Provide the child/young person with details of local services they can contact if they need assistance after supervision is complete (in circumstances where the child/young person has refused to accept referrals but may seek support from the service after supervision has ceased)
Assistant Manager	<ul style="list-style-type: none"> • Provide support and advice to caseworkers who request advice with setting goals or devising relevant steps or strategies for particular children/young people • Monitor that case plan development occurs within 6 weeks of allocating a file to a caseworker • Ensure thorough handovers occur with custodial staff or other offices when a child/young person transitions & that this occurs within an appropriate time frame • Check exit planning is carried out when required and also considered at all stages of the case planning process

Section 4: Implementation and monitoring

When to use this section

Use this section to implement and monitor case plan steps and strategies.

Procedural steps

Role	Responsibilities
Youth Justice Caseworker (YJCW)	<ul style="list-style-type: none"> • Action the steps and strategies of the child/young person's case plan. • Monitor the progress of the case plan and make changes to the plan where needed. This includes: <ul style="list-style-type: none"> - recognising children/young people's achievements and strengths - identifying and expanding strategies that are working well, and modifying strategies that aren't working well - addressing obstacles as they arise - integrating new information or changes in a child/young person's circumstances into the case plan - identifying and responding to changes in the status of future or 'not yet' case plan items. • Address crisis and other immediate needs, as required, alongside case plan implementation. • Offer assistance if the child/young person has any fines. • Organise, attend, and document case conferences with the child/young person and relevant supports, as required. <p><i>For children/young people in custody</i></p> <ul style="list-style-type: none"> • Action responsibilities in the case plan. <u>Note:</u> Goals should not change significantly between custody and community. However, steps and strategies may need to be amended. For children on long term remand or control orders, responsibility for maintenance of the case plan may be transferred to the custodial worker (as negotiated). • Arrange meetings or teleconferences with the child/young person and a centre worker to support case management.
Assistant Manager	<ul style="list-style-type: none"> • Support caseworkers to implement appropriate steps and strategies in case plans within a timely manner. • Monitor that case conferences are occurring where required and are consistent with the principles outlined in the case management policy. • Provide assistance to caseworkers where case plan implementation is being compromised by crisis situations.

Section 5: Case plan review

When to use this section

Use this section when reviewing a child/young person's case plan. Case plan review includes two components:

- Worker review of the case plan in collaboration with the child/young person
- A manager's review of the effectiveness of the workers case management approach.

Role	Responsibilities
Youth Justice Caseworker (YJCW)	<ul style="list-style-type: none"> • Review the case plan with the child/young person every 8 weeks or earlier, in response to significant changes in the child/young person's circumstances. Discuss: <ul style="list-style-type: none"> ○ progress towards achieving each current goal on the plan ○ reasons why goals have progressed or not progressed ○ the relevance and priority of each current goal and the future goals/issues ○ the child/young person's evaluation of supervision, particularly the suitability and effectiveness of the case plan and case management approach. • Update the case plan as required, including updating the status of each goal: <ul style="list-style-type: none"> ○ Active- if the young person is working towards this goal. ○ On hold- if the goal is currently on hold while other goals are addressed, or the young person is not engaged in supervision for any reason. ○ Not achieved if the young person has not achieved the goal and will not be able to achieve it I.e. if a new goal has been chosen, or they are in custody and putting the goal on hold is not suitable. ○ Achieved if the goal has been successfully completed • Reflect on the suitability and effectiveness of your case management approach. • Document on CIMS (using the words in bold as a header for each section): <ul style="list-style-type: none"> ○ a brief summary of the case plan review with the young person ○ any additional details about the child/young person's progress that have not already been noted in the case plan review with the young person (e.g., successes, difficulties) ○ any changes in the child/young person's circumstances, or new information gathered since the last review, that impacts on the case plan or your assessment of the child/young person ○ changes you will make in your approach to intervention, including any obstacles that need to be addressed. ○ Other • Mark the CIMS Case Plan Review note as 'Ready to be Approved'. • Discuss the review with your manager. • Check your manager's Case Plan Review case note on CIMS and follow up any actions within the specified time frame, or by the next review if no time frame is specified. <p><i>Where young people are not able to participate in a case plan review e.g. due to being out of contact or their whereabouts is unknown</i></p>

	<ul style="list-style-type: none"> • Update the young person’s case plan on CIMS, placing their active case plan goals ‘On hold’. • Create an Issues/Concerns case note on CIMS with the following information; <ul style="list-style-type: none"> ○ a summary of why the case plan review could not be done. ○ any details of what progress the young person has made in their case plan that you are aware of ○ the steps you are taking to re-engage the young person in supervision. • Mark the Issues/Concerns case note as ‘Ready to be Approved’. • Discuss the review with your manager. • Check your manager’s comments on CIMS and follow up any actions within the specified time frame, or by the next review if no time frame is specified. • Complete a case plan review with the young person as soon as they re-engage in supervision. <p><i>For children/young people in YJNSW custody</i></p> <ul style="list-style-type: none"> • Arrange meetings or teleconferences with the child/young person and a centre worker periodically to facilitate case plan review. • Provide relevant information to the Client Services Meetings (CSM) via the Unit Manager. • Review progress in relation to your responsibilities in the child/young person’s case plan, including addressing exit needs, every 8 weeks and in response to pending release dates. • Check your manager’s comments on CIMS and follow up any actions within the specified time frame, or by the next review if no time frame is specified. <p><i>For young people in adult custody</i></p> <ul style="list-style-type: none"> • Create a CIMS Casework case note, summarising the young person’s circumstance including: <ul style="list-style-type: none"> ○ Their reason for being in adult custody ○ The next court date and appearance type (include information about bail application, appeal here if known). ○ Any ongoing YJNSW involvement, such as background reports, parole revocation reports, and suspended community orders. ○ How the young person’s court appearances will be monitored e.g. through a file resubmit system, or regular case plan review notes).
<p>Assistant Manager</p>	<ul style="list-style-type: none"> • Monitor that case plan reviews are occurring within expected time frames and are up to date. • Review CIMS documentation relevant to the case plan • Approve case plan review note • Create a matching case note with comments/actions for caseworker to review (e.g. Case Plan Review note for a completed case plan review or an Issues/Concerns case note if a case plan review could not be completed.

	<ul style="list-style-type: none"> • Discuss case plan progress with the caseworker. • Recommend amendments to the case plan or strategies to support the effective implementation of the case plan where needed. • Support caseworkers to keep track of young people who have suspended YJNSW orders in adult custody.
--	---

Section 6: File management

When to use this section

Use this section to guide administrative work related directly related to file management (CIMS and the C file)

The procedural steps in this document relate to:

- File allocation
- Key report dates for parole jurisdiction and SYORP
- Administrative review
- File closure

Procedural Steps

Youth Justice Caseworker (YJCW)	<p><i>On receiving the allocation:</i></p> <ul style="list-style-type: none"> • Check that the child/young person's legal order is correctly listed on CIMS • Confirm a physical copy of the order is on the 'C' file • Update CIMS supervising staff member field if you are not already listed <p><i>Noting key report dates for young people in custody</i></p> <ul style="list-style-type: none"> • Monitor scheduled court outcomes and follow up as required. • Determine requirement for SYORP or Parole Jurisdiction reports and note key dates <p><i>File closure:</i></p> <ul style="list-style-type: none"> • Complete an 'Exit YLS/CMI-AA • Update CIMS records to reflect the child/young person's exit • Close case plan items • Ensure program and JSP participation is closed off • Add an exit summary • Amend the supervision screen where a child/young person has been filed down
--	---

	<ul style="list-style-type: none"> • Provide the client with a letter advising that their Youth Justice supervision period has ended, reiterating contact details of relevant support services, and note any on-going requirements of their legal order if they have been filed down. • Submit 'C' file to Assistant Manager
Assistant Manager	<p><i>On receiving the allocation:</i></p> <ul style="list-style-type: none"> • Review the legal mandate to confirm it requires Youth Justice supervision and check that the court has provided all required documents • Allocate supervision of the legal order to a Youth Justice Caseworker (YJCW) within 5 days of the order being made <p><i>Noting key report dates for young people in custody</i></p> <ul style="list-style-type: none"> • Monitor children/young people who are SYORP clients and who are on control orders over 3 years to ensure that appropriate services and reports are provided. <p><i>File closure:</i></p> <ul style="list-style-type: none"> • Confirm YJCW has completed all exit/file down steps prior to entering 'C' file in to storage.
Area Manager	<p><i>Administrative review</i></p> <ul style="list-style-type: none"> • Conduct file audits (CIMS) every quarter • Incorporate components into the administrative review that are relevant and current issues / areas of improvement in the local office, as well as monitoring adherence to operational principles and directions including (but not limited to): <ul style="list-style-type: none"> -breach action initiated where necessary -compliance with RNR schedule of standards for community supervision - quality of record keeping (case notes) - delivery of interventions targeting criminogenic needs - referrals to JSP's and other services - YLS/CMI-AA administration completed within required time frames - checking review of case plans is being completed every 8 weeks <p><u>Note:</u> Not all principles and directions have to be audited at 8 week intervals, i.e.: Different aspects can be targeted in one review and others in the next review.</p> • Manage psychologist S files accordingly

References

Related Procedures, Resources, and Forms

Bail Supervision procedure

Bail Support (Court Intake and Remand Intervention) Procedure

Case Management Policy

Child Safe: Young People's Safety and Empowerment Questionnaire'

Guidelines- Child Safe Questionnaire Young people - Community Offices

Guidelines for consideration of Breach action

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

Joint Support Program (JSP) – Referral, Review and Exit procedure

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

Safe Operating Procedure - Field Work Safety

Supervision Guidelines

Supreme Court Further Release Application Procedure

Travelling and accommodation assistance for carers of detainees procedure

YLS/CMI-AA Guide

Relevant Legislation

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

Privacy and Personal Information Protection Act (1998)

Document information

Title:	Case Management Procedures
Business Centre:	Operations Unit
Author:	Operations Unit
Approver:	Executive Director, Youth Justice
Date of Effect:	1 July 2016
Next Review Date:	October 2022
File Reference:	20/05144
Key Words:	Case management, supervision, assessment, planning, case review

1 Document history

Version	Date	Reason for Amendment
1.0	1.7.2016	Amalgamation and updating of several existing procedures in line with the new Case Management policy
1.1	30.11.20	Changed JJNSW references to YJNSW and introduced procedure for <i>Child Safe: Young People's Safety and Empowerment Questionnaire</i>
1.2	16.03.21	Case plan review headings are in bold.
1.3	1.4.2021	Added policy information about what should occur when a case plan review cannot be completed. Removed requirement for the <i>Child Safe: Young People's Safety and Empowerment Questionnaire</i> to be completed Changed JJNSW references to YJNSW. Updated next review date to 2022.