

Detainee Risk Management Plans Procedure

Essential Summary:

Audience

Youth Officer

Unit Supervisor (the person for the time being in charge of the unit; includes the Unit Manager and Shift Supervisor)

Unit Manager

Assistant Manager

Youth Justice Caseworker (Custody) Centre Psychologist

Centre Manager (the person for the time being in charge of the centre)

When to use this procedure:

Use this procedure when an individualised, flexible management plan is required for a young person whose behaviour:

- poses a significant risk to themselves and/or others
- cannot be managed using the Incentive Scheme/case management framework
- is not responding to the Incentive Scheme or the issuing of Misbehaviour Reports
- requires them to be segregated from the general population for 24 hours or more

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DOCUMENT DETAILS

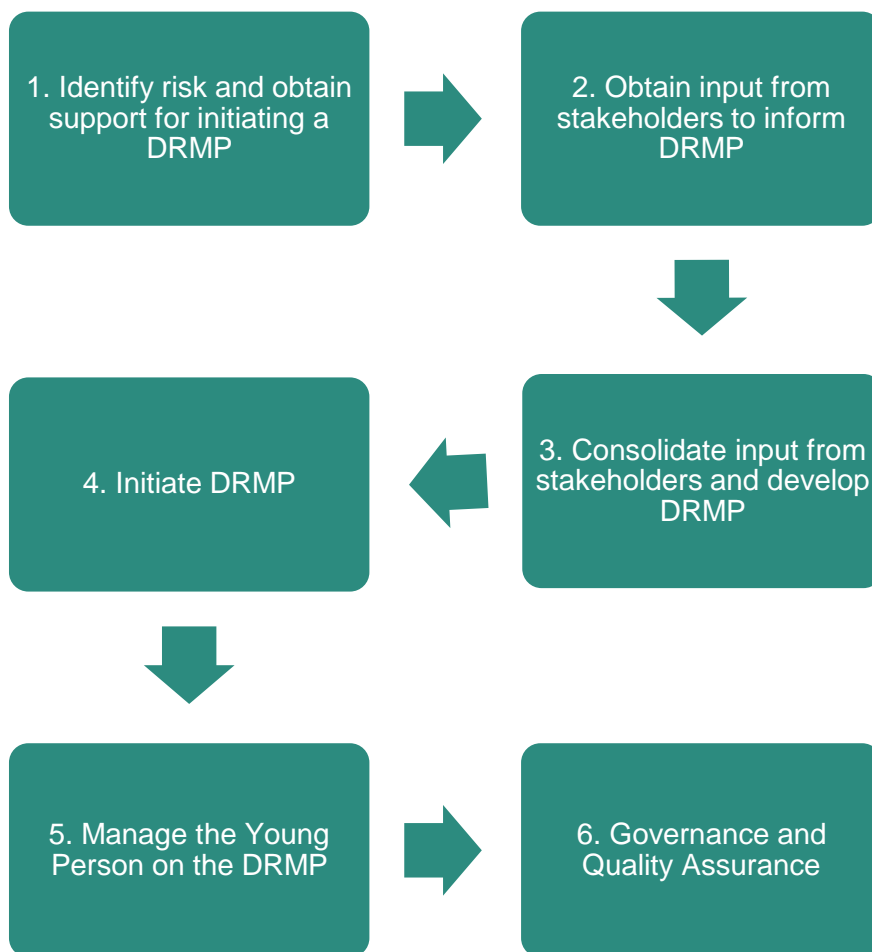
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1 Purpose

The purpose of this procedure is to provide steps for how to develop, implement and review a Detainee Risk Management Plan (DRMP)

2 Process Map

Developing an Initial Detainee Risk Management Plan



3 Procedural Steps

Step 1 – Identify risk and obtain support for initiating a DRMP

Responsibility: Unit Manager (Mainstream Units)

Tasks

Identify ongoing behaviour/s that are resulting in an increased risk to safety and security, and that have been unsuccessfully managed through mainstream routines, the Incentive Scheme, Case Management or the Misbehaviour process.

Consult with the Assistant Manager and clearly identify:

- the behaviour/s that will be addressed by the plan
- whether the young person's behaviour poses a risk to themselves, employees, other young people, or the physical centre environment
- reasons for why the young person's behaviour cannot be managed through mainstream routines, the case management framework, the Incentive Scheme or Misbehaviour Reports
- strategies that have been exhausted on the unit
- the overall goal to be achieved by the DRMP

If the Assistant Manager determines that a DRMP is required, continue with procedural steps. If a DRMP is not required, follow advice of Assistant Manager to implement alternative management strategies.

Responsibility: Unit Manager (High Risk Units)

Tasks

Young people who are placed in the HRU will be assisted in their management with a DRMP. The decision to initiate a DRMP will coincide with the decision to be placed on the HRU.

Discuss the young person's specific risks and needs at the DRMP / HRU meeting.

Formulate and initiate the DRMP



Step 2 – Obtain input from stakeholders to inform the DRMP

Responsibility: Unit Manager

Tasks

Consult with unit employees (Youth Officers, Shift Supervisors) and the allocated Youth Justice Caseworker (Custody) to review available information about:

- behaviour observations and triggers
- strategies that have been tried on the unit
- prior incidents and/or misbehaviours
- current supervision arrangements
- young person's response to employees and other young people on the unit

Consult with the young person and discuss:

- strategies that may help them to manage their behaviour/s
- situational causes that trigger the behaviour/s

Consult with Justice Health employees and [REDACTED] from the Justice Health Registered Nurse (JHRN). This should include:

- diagnoses
- any withdrawal issues
- risk of self-harm
- treatment plan
- medication/s and/or any recent changes to medication
- side effects of medication

Consult with culturally appropriate employees where relevant, and the allocated Youth Justice Caseworker (Custody) to identify cultural needs and responsivity factors that need to be considered in the development of DRMP. [REDACTED]

Consult with the Education Training Unit (ETU) and collate information about:

- assessments
- current education plans
- young person's behaviour at school

Consult with the Centre Psychologist and request advice about:

- underlying issues that effect the responses and behaviour of the young person
- how to identify when young person is stressed and situations that are known to escalate young person's stress responses
- how to address and de-escalate young person's stress responses
- advice to assist unit employees supervising the young person
- young person's responses to prior periods of segregation and possible activities to minimise young person's stress if segregated
- how unit programs and activities can be modified to reduce risk and be more inclusive for young person
- requirements for counselling or psychological intervention
- strategies for managing both positive and difficult behaviour
- how to identify positive choices made by young person and possible incentives for positive change
- recommended frequency for room checks

If a psychologist is not available after hours, consult with the psychologist as soon as practicable upon their return to duty.

Consult with Public Service Association (PSA) representative if available

Responsibility: Centre Psychologist

Tasks

Provide advice to the Unit Manager and /or Client Services Meeting (CSM) as required. The advice provided will form part of the Detainee Risk Management Plan and offer guidelines for all unit employees.



Step 3 – Consolidate input from stakeholders and develop DRMP

Responsibility: Unit Manager

Tasks

Review and consolidate all information received from stakeholders in *Step 2*.

[Redacted]

When writing the DRMP, include:

- description of specific risk to be managed
- behaviour/s that must be addressed to minimise specific risk
- underlying causes of the behaviour/s
- indicators of escalating stress (if known)
- situational triggers known to escalate a young person's stress response
- planned intensive interventions
- requirements for segregation
- arrangements for the Young Person to be attended to by JHRN daily if DRMP includes continuous segregation
- strategies to help staff identify and de-escalate the Young Person's responses as provided by the Centre Psychologist
- all operational supervision requirements
- individualised daily routine
- directions regarding provision of items, meals and cutlery
- incremental goals targeted to reducing risks for the Young Person to work towards
- daily goals and rewards for Young Person
- clearly defined desired outcome of the plan

[Redacted]

Responsibility: Assistant Manager

Tasks

[Redacted] If DRMP requires segregation for 24 hours or more, consider the following:

- recommend a DRMP review as soon as possible to enable further input from Centre Psychologist
- the DRMP will need to be approved by the Director Custodial Operations or the Weekend on-call Duty Director before segregation can be extended beyond 24 hours
- comments should be added in approval section when verbal approval is obtained
- [REDACTED]

Determine next DRMP review date.

NB: DRMP reviews are necessary to progress the young person through the plan, and frequency of reviews must be responsive to the Young Person's need and changes to their level of risk. Refer to section Reviewing an Existing Detainee Risk Management Plan

If the centre psychologist position is currently vacant:

- arrange with the local YJCO Area Manager to utilise the community based psychologist
- advise Director Custodial Operations and Principal Psychologist if unable to access local community based psychologist

Responsibility: Centre Manager

Tasks

[REDACTED] confirm that the DRMP includes:

- input from the Centre Psychologist
- reason/s for extended segregation (if applicable)
- detailed description of problematic behaviour to be addressed and monitored
- strategies to manage and minimise risk behaviour/s
- programs/activities/items the young person may have access to
- supervision requirements
- next review date

Contact the Director Custodial Operations or Weekend on-call Duty Director, to obtain approvals as per the DRMP Approval and Recording Table.



Step 4 – Initiate DRMP

Responsibility: Assistant Manager

Tasks

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Responsibility: Unit Manager

Tasks

Discuss and explain DRMP with unit employees during team meetings. Ensure all employees involved with the young person are implementing strategies consistently.

Explain plan to the Young Person and confirm their understanding of the plan and goals.

Responsibility: Youth Justice Caseworker (Custody)

Tasks

Read the DRMP and become familiar with the strategies outlined. Seek clarification from your supervisor where necessary.

Support the Young Person to understand the DRMP and the strategies that will assist them to maintain positive behaviour.

Encourage the Young Person to engage with the Centre Psychologist as outlined in the plan, to address behaviours as appropriate throughout the review period.

Responsibility: Youth Officers and Shift Supervisors

Tasks

Read DRMP and become familiar with DRMP strategies and seek clarification or identify any issues with your supervisor.



Step 5 – Manage the Young Person on the DRMP

Responsibility: Unit Manager

Tasks

Provide all unit employees who are involved with the Young Person with clear directions and advice regarding the Young Person's routine and supervision arrangements.

Provide support as needed to enable the Young Person to access activities and programs as outlined in DRMP.

Direct unit employees to monitor and record all interactions with the Young Person. when DRMP includes periods of segregation.

Review advice from youth officers regarding the Young Person's behaviours and responses. Assess the Young Person's understanding of plan and requirements on a daily basis. Negotiate rewards with the Young Person where possible.

Aim to reduce restrictions imposed by DRMP.

Monitor the Young Person's behaviours in response to the DRMP daily.

Inform the Assistant Manager of any issues or concerns as they arise or any positive progress the Young Person makes towards reaching their goals.

If the Young Person has met their incentive goals, provide a weekly / daily incentive reward to the Young Person, as agreed in the DRMP.

Responsibility: Youth Officers and Shift Supervisors

Tasks

Follow all strategies described in the DRMP and notify the Unit Manager if any issues arise.

[REDACTED]

Observe how the Young Person is responding to the DRMP. Provide immediate feedback and/or positive reinforcement to Young Person during the day to remind them of their goals and requirements to progress through the plan.

Record positive and difficult behaviour responses daily using:

- [REDACTED]
- [REDACTED]
- [REDACTED]

Inform the Young Person of their achievements and earned rewards such as: access to programs, activities, TV as outlined in the plan.

Responsibility: Youth Justice Caseworker (Custody)

Tasks

Support the Young Person to understand the DRMP and the strategies that will assist them to maintain positive behaviour.

Follow all strategies described in the DRMP

Document the Young Person's responses to the plan and provide feedback to Unit Manager on the effectiveness of the strategies.

[REDACTED]

Encourage the Young Person to engage with Centre Psychologist as outlined in the plan, to address behaviours as appropriate.

Responsibility: Centre Psychologist

Tasks

Monitor the Young Person's behaviours in response to the DRMP and recommend updates to strategies and interventions at next review where applicable.

Notify the Unit Manager immediately if:

- any issues arise
- if there are any changes in the Young Person's behaviour
- if any positive progress is made towards reaching goals

[REDACTED]

Set contact frequency in line with identified mental health and/or self-harm issues. If the risk of self-harm is assessed as high, contact with the young person must be maintained daily.

Responsibility: Assistant Manager

Tasks

Confirm that the Duty Manager / Unit Manager have daily contact with the Young Person.

Confirm all DRMP supervision requirements and management strategies are followed.

Confirm the Young Person has daily access to JHRN.

Confirm the Young Person has access to Centre Psychologist as outlined in DRMP in line with level of risk identified.

Consult with the Unit Manager and assess if the is responding to the DRMP or if there are any escalating issues or concerns.



Step 6 – Governance and Quality Assurance

Responsibility: Unit Manager

Tasks

[Redacted]

Check that the Young Person has completed his allocated recreation times and if not, check that the reasons for non-compliance are documented.

Check that Justice Health and Psychologists have met with the Young Person, as required and that it is documented.

[Redacted]

[Redacted]

[Redacted]

Responsibility: Unit Supervisors

Tasks

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Responsibility: Assistant Manager

Tasks

[Redacted]
[Redacted]
[Redacted]

Organise DRMP review meetings and agendas when necessary and invite all relevant stakeholders.

Responsibility: Centre Psychologist

Tasks

Notify the Unit Supervisor and shift supervisors when counselling sessions with the Young Person have been completed.

Forward any relevant concerns noted to the Unit Supervisor.

Responsibility: Centre Manager

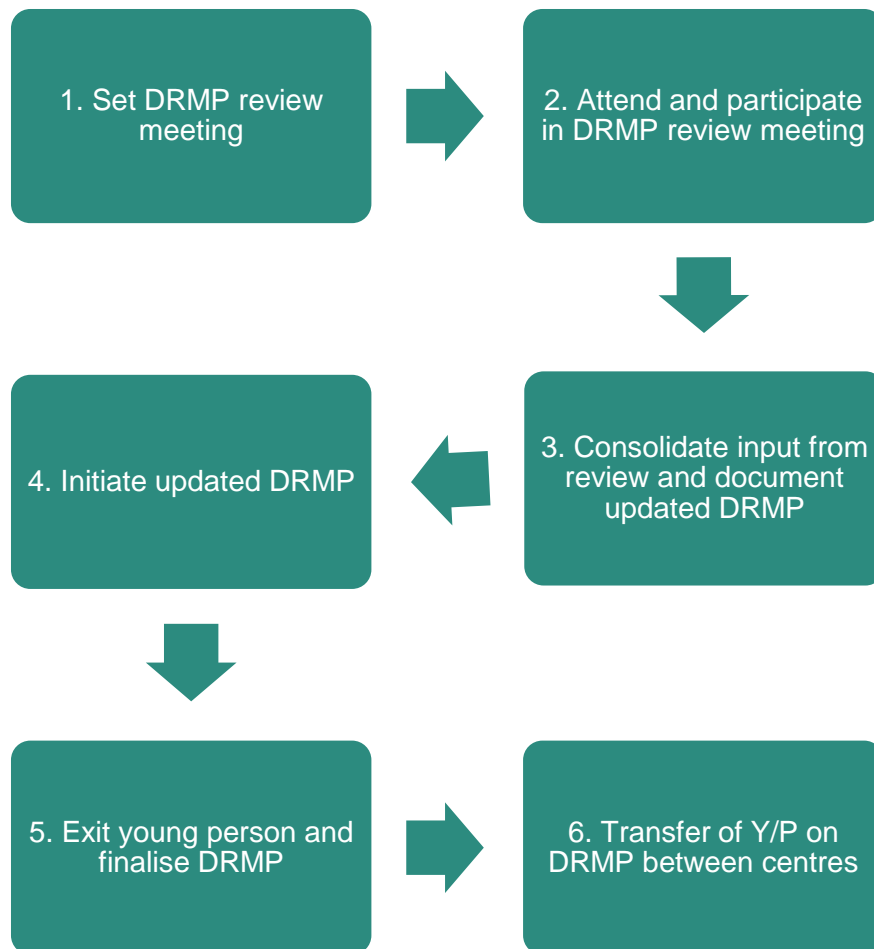
Tasks

Check DRMP principles and standards meet policy and legislation requirements.

Direct assistant managers to check DRMP compliance.

4 Process Map

Reviewing an Existing Detainee Risk Management Plan



5 Procedural Steps

Step 1 – Set review meeting for DRMP

Responsibility: Assistant Manager

Tasks

To assist the Young Person to progress through the plan, schedule DRMP reviews as necessary, ensuring the frequency of reviews is responsive to the Young Person's need and changes to their level of risk.

Schedule DRMP review meeting within stated timeframe and invite attendees:

- Unit Manager
- Psychologist
- Youth Justice Caseworker (Custody)
- Justice Health
- Culturally appropriate employees
- Chaplain (if relevant)
- Education Training Unit (ETU)
- PSA Representative if available

Responsibility: Unit Manager

Tasks

Obtain information to present at DRMP review meeting by consulting with:

- Youth Officers and Shift Supervisors who have direct involvement with the Young Person
- Centre Psychologist
- Education Training Unit (ETU)
- Justice Health
- Review of CIMS case notes
- Review of Misbehaviour Reports and Incidents
- Youth Justice Caseworker (Custody)
- Culturally appropriate employees where relevant

Prior to the review meeting, consult with the Young Person and discuss:

- What they think they have done well and not so well during review period
- What they would like to achieve or change in the next review period



Step 2 – Attend DRMP review meeting

Responsibility: Unit Manager and Youth Justice Caseworker (Custody)

Tasks

Participate in DRMP review meeting and discuss:

Responsibility: Assistant Manager

Tasks

[Redacted]
[Redacted]
[Redacted]
[Redacted]

Responsibility: Centre Manager

Tasks

Assess recommendations made from the DRMP review meeting.

Confirm:

- DRMP provides adequate supervision and access to activities and programs
- DRMP includes strategies to help the young person manage their behaviour
- desired outcome of the plan is clearly defined
- the Young Person is monitored daily while on DRMP

[Redacted]
[Redacted]
[Redacted]



Step 4 – Initiate updated DRMP

Responsibility: Assistant Manager

Tasks

Distribute reviewed DRMP and updated report via email to:

- all centre employees
- Justice Health employees
- Education Training Unit (ETU)
- Youth Justice Caseworkers (Community and Custody)

Responsibility: Unit Manager

Tasks

[Redacted]

Discuss and explain DRMP with unit employees during daily team meetings.

Check that unit employees who have direct involvement with the young person follow the agreed strategies.

[Redacted]

Explain plan to the Young Person and confirm their understanding of the plan and goals.

[Redacted]

Responsibility: Youth Justice Caseworker (Custody)

Tasks

Support the Young Person to understand the DRMP and the strategies that will assist them to maintain positive behaviour.

Support the Unit Manager with the ongoing review of the DRMP by documenting the Young Person's responses to the plan and providing feedback on the effectiveness of the strategies.

[REDACTED]

Encourage the Young Person to engage with the Centre Psychologist as outlined in the plan, to address behaviours as appropriate throughout the review period.

Responsibility: Youth Officers and Unit Supervisors

Tasks

Read and understand the updated DRMP and seek clarification or identify any issues with the Unit Manager.

Follow all strategies described in the DRMP.

Observe how the Young Person is responding to the DRMP. Provide immediate feedback and/or positive reinforcement to the Young Person during the day to remind them of their goals and requirements to progress through the plan.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

Inform the Young Person of their achievements and earned rewards such as: access to programs, activities, TV as outlined in their plan.



Step 5 – Exit Young Person and finalise DRMP

Responsibility: Unit Manager

Tasks

Gather information and evidence from review meeting to show that the Young Person is no longer required to be managed by a DRMP.

[REDACTED]

[REDACTED]

[REDACTED]

Provide comprehensive detail to clearly show risky behaviour is being managed adequately through normal processes and to justify closure of DRMP.

Provide a summary of how the Young Person responded to strategies on DRMP overall. Detail how the Young Person's goals will be ongoing and applied to mainstream case plan and CAMS goals.

CAMS goals must clearly reflect strategies from DRMP to manage risk.

Consult with unit managers and unit supervisors on which unit the Young Person should be placed.

Step 6 – Transfer of Y/P on DRMP between centres

Responsibility: Unit Manager

Tasks

[REDACTED]

Notify the Young Person of the transfer when it is safe to do so, keeping in mind that the young person may not wish to be transferred.

Responsibility: Assistant Manager

Tasks

Notify the Unit Manager of the decision to transfer the young person.

[REDACTED]

6 Approvals Table

Refer to the DRMP *Approval and Recording Table* for decision maker levels and recording of segregation in CIMS.

7 Supporting documents:

This procedure is supported by the following documents:

7.1 Legislation

- Children (Detention Centres) Act 1987
- Children (Detention Centres) Regulation 2015

7.2 Policy

- Detainee Risk Management Plan Policy
- JJNSW Policy of Applying Powers and Responsibilities under the Children (Detention Centres) Act and Regulations
- YJNSW Custodial Operating Model
- Enhanced Support Unit Operating Framework
- Self-harm and Suicide Prevention Policy

7.3 Procedures

- Segregation Procedure
- Misbehaviour Procedure
- Self-harm and Suicide Prevention Procedure

7.4 Forms

- [REDACTED]
- [REDACTED]
- [REDACTED]

7.5 Resources

- *DRMP Approval and Recording Table*

8 Document Information

Title:	Detainee Risk Management Plans Procedure
Business Centre:	Policy and Practice
Author:	Project Officer Custody
Approver:	Director, Director Policy & Practice; Director Custodial Operations
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Key Words:	segregation; risk; custody; behaviour; plan; incentive; DRMP, risk management

9 Document History

Version	Date	Reason for Amendment
0.4	30/09/2020	<i>Updated in line with Reform Project</i>
0.3	01/07/2019	<i>Updated in line with delegation changes Re: Executive restructure</i>
0.2	19/06/2017	<i>Updates made to DRMP templates on CIMS.</i>
0.1	07/02/2017	<i>Updates made as per delegations. Format updated.</i>