

Case Management Policy



April 2003

VISION

Striving to break the juvenile crime cycle.

STATEMENT OF PURPOSE

Ensuring the provision of quality community and custodial services to maximise the capacity and opportunity of juvenile offenders to choose positive alternatives to offending behaviour.

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INTRODUCTION

Case management in the Department of Juvenile Justice is the central organising process of all client interventions. It enables the department to ensure that each young person receives the services and support they require, in order to maximise their capacity and opportunity to choose positive alternatives to offending behaviour.

The Case Management Policy provides a philosophy and framework for the provision of services to our clients. It references the theoretical underpinnings for evidence-based casework, and enhances the ability of juvenile justice workers to plan the most effective interventions for each individual client of the department. It also provides a practical model for all casework practice.

Importantly, the policy recognises the importance of young people's participation in the case planning process. The department acknowledges that young people have insight into the issues that have contributed to their offending behaviour and are often very aware of how these issues may be addressed.

The policy also reflects the changed roles of both community and custodial staff identified in the recommendations from the departmental review undertaken by the Council on the Cost and Quality of Government (COCQOG). The recommendations highlight the importance of streamlined communication between community and custodial staff and redefined casework roles and responsibilities for department staff.

Extensive consultation was undertaken during the development of the policy involving a range of stakeholders. These included departmental staff, key government agencies, non-government organisations working in the juvenile justice field and young people. I would like to recognise the contribution of these people, which are evident throughout the policy.

The department recognises the complex and demanding nature of our work. To this end, case management is a critical tool in guiding juvenile justice staff to identify and meet the needs of young offenders. Adherence to the framework and principles set out in this policy will ensure that young people gain the maximum benefit from the department's intervention.

All staff of the department must ensure that they familiarise themselves with the policy, and comply with the case management model it provides.

I welcome the introduction of this new case management policy, and the opportunity it provides to improve casework services to those young people who have contact with the department. I look forward to the outcomes that will be achieved from the successful implementation of the policy.

DAVID SHERLOCK
Director General

PART A – ABOUT THIS POLICY

1. PURPOSE

The purpose of this policy is to provide a philosophy and framework for the provision of services to the clients of the Department of Juvenile Justice.

Case management is a fundamental tool in achieving the department's stated purpose of "striving to break the juvenile crime cycle", and ensures the provision of services that consider young people as individuals and address their offending behaviour. The ultimate aim of case management in the department is to assist young people to choose positive alternatives to offending behaviour.

This policy aims to provide a systematic approach to working with young people who have contact with the juvenile justice system. It references the theoretical underpinnings for evidenced-based casework that will enhance the ability of juvenile justice workers to plan the most effective interventions for each individual young person

Those who are required to provide casework services to young people are in a unique position to assist the young person to decrease their involvement in the criminal justice system. At times the role of the caseworker is extremely challenging and requires a strong commitment and belief in the young person's ability to change. The results of well-planned casework can be very rewarding for both the young person and the caseworker.

2. LEGAL CONTEXT

This policy is based on legislation and international conventions, national standards and departmental policies. It should be read in conjunction with the relevant policies, standards and procedures relating to work with young offenders. All staff must ensure that they both understand and comply with all legislation relevant to working with young people.

2.1 Policies

- Custodial Transfer and Placement Policy
- Code Of Conduct
- Community Bail and Supervision Support Program Policy
- Language Services Policy
- Internal Reporting Policy
- Management of Suicide and Self Harm Policy
- Resolution of Client Complaints Policy
- Design and Use of Incentive Schemes Policy
- Harassment Free Workplace Policy and Procedures
- Client Protection Policy

- Occupational Health and Safety Policy
- Youth Level Service – Case Management Inventory
- Specialist Services Policies
- Management Plan to Minimise the Likelihood of Escapes from Juvenile Justice Centres
- Girls' and Young Women's Action Plan
- Aboriginal Over-representation Strategic Plan

2.2 Standards

- Australasian Standards for Juvenile Justice Custodial Facilities

2.3 Procedures

- Intensive Programs Unit Operational Procedures Manual
- Juvenile Justice Community Operational Procedures Manual
- Juvenile Justice Centre Operational Procedures Manual
- Community Bail and Supervision Support Program Procedures
- Case Management Procedures
- Specialist Services Procedures
- Interdepartmental procedures

2.4 Legislation

- *Children (Detention Centres) Act 1987*
- *Children (Detention Centres) Regulation 2000*
- *Children (Criminal Proceedings) Act 1987*
- *Young Offenders Act 1997*
- *Bail Act 1978*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Privacy and Personal Information Protection Act (1998)*

2.5 United Nations Conventions

Australia is a signatory to several international conventions that have a bearing on this policy. Parties who are signatories to international conventions are required by the appropriate United Nations body to report regularly on implementation and observation of these instruments.

The department has an obligation to acknowledge these conventions and be mindful of providing services to young people that comply with the principles noted in the conventions. Case management staff should be aware of the:

- United Nations Conventions on the Rights of the Child (CROC)

- United Nations Rules for the Protection of Juveniles Deprived of their Liberty
- United Nations Standard Minimum Rules for the Administration of Juvenile Justice (Beijing Rules)
- United Nations Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines)

2.6 Other Agency Policies

Service provision to young people on juvenile justice orders will be most effective if accompanied by affirmative action to address disadvantage that may have contributed to the young person's offending behaviour. To this end the broader engagement of services to assist the young person is essential to achieving change in their life. This requires that juvenile justice staff work with other departments and agencies that have contact with young people. Casework staff should be mindful of the legislation, policies and procedures that guide these organisations.

2.6.1 Department of Community Services

Department of Juvenile Justice staff are mandatory reporters to the Department of Community Services. All departmental staff must be familiar with the *NSW Interagency Guidelines for Child Protection Intervention 2000* and thoroughly conversant with the department's Client Protection Policy. This policy details departmental staff requirements in order to ensure compliance with the reporting requirements in the *Children and Young Persons (Care and Protection) Act 1998*.

3. COMMON TERMS

In this policy:

Allied Health File refers to a specific file containing a young person's health services, Psychologists or Alcohol and other Drug Counsellors information.

Assessment refers to a process of collecting, organising and analysing information in order to determine what action is required to address the needs of a young person.

Assistant Manager (Client Services) refers to a person who manages a team of specialists and also maintains the integrity of case management in a custodial setting.

Carer is a person who, while not a parent of the child, has actual custody of the child. A carer may include a relative, friend of the young person's family, residential care workers or foster parents.

Case Conference refers to a meeting held either in the community or in custody, in order to ensure that the services required by a young person are organised appropriately and that all stakeholders are aware of their respective roles and responsibilities in the young person's case plan. When the young person is not present at the case conference it is then referred to as a case discussion. If the young person is not present it is important that participants in the case conference do not finalise decisions without the young person being consulted.

Case Discussion refers to a meeting with the young person's family, guardian or significant others to discuss the various areas to be addressed in a young person's case plan. A case discussion is a case conference for which the young person is not present. The worker must note why the young person was not able to attend. If the young person is not present it is important that participants in the case discussion do not finalise decisions without the young person being consulted.

Case Plan refers to the documentation of the proposed action and goals to be taken to address the young person's offending related needs, safety and welfare. The plan identifies the actions required to address the young person's needs, the time allocated to achieve these actions and specifies the roles of those participating in the proposed action. Such plans should ensure that there is no confusion for the young person, family and significant others about the goals, timelines and responsibilities identified in the case plan.

Case Planning refers to all planning in relation to the young person's offending behaviour, safety and welfare. Planning should focus on the young person's needs as they relate to their offending behaviour whilst ensuring that the young person's welfare and safety are addressed. Throughout case planning the worker, wherever possible, should collaborate with the young person, family and significant others.

Case Review refers to a process involving a staff member working with young people in a JJC / JJCS / IPU and their supervisor. Reviews occur on a monthly basis to update a case plan or to negotiate and recommend changes to a case plan. The review may include discussions about support structures, training and other assistance a staff member may require to offer a more effective service to the young person.

Client Services Meeting (CSM) refers to a group of staff in a custodial setting. This includes the Assistant Manager (Client Services), Unit Manager, Unit Coordinators, Youth Officers, Education Staff, Psychologists, Alcohol and Other Drug Counsellor, Programming staff, Medical staff and Operational support staff. Relevant community staff are also able to attend to a CSM as required. The CSM convenes to discuss the strategies and plans to meet the needs of young people in a custodial centre.

"C" File refers to the young person's community case management file.

Client Information Data System (CIDS) refers to the electronic collection of data for all young people involved with the department.

Criminogenic Needs refers to a young person's needs in relation to offending behaviour; criminogenic needs are either static or dynamic risk factors.

Department refers to the New South Wales Department of Juvenile Justice.

DET refers to the NSW Department of Education and Training.

“D” File refers to the young person’s detention centre case management file.

Director General, unless otherwise stated, refers to the Director General of the department.

DoCS refers to the NSW Department of Community Services

Guardian is a person with all the duties, powers, responsibility and authority, which, by law, parents have in relation to their children.

IPU refers to Intensive Programs Unit.

IPU Manager refers to a person who manages and coordinates a group of JJ Counsellors who provide counselling and support for young people on court orders in an IPU.

JJC refers to Juvenile Justice Centre.

JJ Counsellor refers to a Juvenile Justice Counsellor.

JJCS refers to Juvenile Justice Community Services.

JJCS Manager refers to a person who manages and coordinates a group of JJOs, who provide supervision and support for young people on court orders in a JJCS.

JJO refers to a Juvenile Justice Officer.

NSW Child Protection Guidelines 2000 refers to guidelines developed to set out in practical terms a framework for interagency cooperation. The guidelines are designed to assist professionals and agencies with their work with young people and their families.

Risk Assessment refers to the assessment carried out in a detention centre to determine the risk of violence or harm to both the young person and others.

Services refers to casework strategies and programs provided both within and external to the department.

Significant others are those people that contribute in some way to the young person’s life. This may include siblings or extended family, youth workers and counsellors in the community.

Specialist refers to a person who has carriage of case management with a counselling component.

Staff refers to people employed by the Department of Juvenile Justice on a permanent, temporary, casual or fee for service basis (including sessional supervisors and mentors).

Unit Coordinator refers to a person who is responsible for a team of more than three or more Youth Officers during a work shift in a custodial setting. A Unit Coordinator is responsible for providing casework services and supervision to young people in a custodial setting.

Unit Manager refers to a person who is responsible for a team of unit coordinators and youth officers in a residential unit of fifteen or more young people. A Unit Manager is responsible for providing casework services and supervision to young people in a custodial setting.

Unit Meeting refers to a meeting where the Unit Manager, Unit Coordinator/s and Youth Officers on duty at that time, discuss and review casework strategies for those young people residing in the unit. A Unit Meeting may also include health and other support staff within the Centre as required.

Violence Risk Information Report (VRI) refers to a computer based report that gathers existing violence related information about mandated young people from departmental databases.

YLS/CMI-AA Assessment refers to the Youth Level of Service/Case Management Inventory – Australian Adaptation risk of re-offending assessment. This is completed when a young person is mandated by the court to accept supervision of juvenile justice.

Young person refers to a person under the supervision or in the custody of the Department of Juvenile Justice.

Youth Officer refers to a person who is responsible for providing casework services and supervision to young people in a custodial setting.

PART B – CASE MANAGEMENT

Case management in the Department of Juvenile Justice is the central organising process which ensures that each young person receives the services required to maximise their capacity and opportunity to choose positive alternatives to offending behaviour.

4. LEGAL PRINCIPLES OF CASE MANAGEMENT

Common principles, as stated in Section 6, *Children (Criminal Proceedings) Act 1987*, which underlie all of our interactions with young offenders, include:

- 4.1 "that children have rights and freedoms before the law equal to those enjoyed by adults and, in particular, a right to be heard, and a right to participate in the processes that lead to decisions that *affect* them;
- 4.2 that children who commit offences bear responsibility for their actions but, because of their state of dependency and immaturity, require guidance and assistance;
- 4.3 that it is desirable, wherever possible, to allow the education or employment of a child to proceed without interruption;
- 4.4 that it is desirable, wherever possible, to allow a child to reside in his or her own home."

In addition, the following principles are fundamental to case management practice:

- 4.5 that we recognise the inherent dignity, importance and individuality of each young person;
- 4.6 young people have a right to departmental services free from all forms of abuse and neglect, and focused on their development;
- 4.7 that we engage in the least intrusive intervention appropriate to the court mandated requirements of young people;
- 4.8 that we recognise the responsibilities involved in accepting the legal duty of care for young people, particularly those in need and/or at risk;
- 4.9 that we recognise the right of each young person to have input at all levels into their case planning process;
- 4.10 that we recognise the rights of the victims of offending behaviour and the interests of the community and encourage young people to take full personal responsibility for their behaviour;
- 4.11 that the department encourage young people to fully participate in all activities and programs that are provided or offered which will enhance their rehabilitation; we do understand the right of each young person to choose not to use the activities and programs provided by the department;

- 4.12 that we give due recognition to the importance of the family in the life of the young person, and encourage consultation with and involvement of the family or significant others wherever appropriate;
- 4.13 that we recognise the need to work with young people in a culturally appropriate way;
- 4.14 that we stress the need for cooperation and consultation with government and non-government agencies which have services to offer young people; and
- 4.15 that, while guidance and assistance to the young person is our first priority, we are required to exercise direction and control when appropriate.

5. THE FOCUS OF CASE MANAGEMENT

5.1 Young Persons in the Community

Case management in Juvenile Justice Community Services has its focus in five main areas:

- 5.1.1 the supervision of young persons to ensure that they successfully meet the conditions stipulated by the court;
- 5.1.2 the provision of services that address the young person's offending behaviour and maximise the capacity and opportunity of the young person to choose positive alternatives to offending behaviour;
- 5.1.3 the involvement of the young person's family and/or significant other individuals or agencies in the young person's case plan;
- 5.1.4 the coordination of services within and outside the department to maximise their potential benefit to the young person, and their effective and efficient use; and
- 5.1.5 to provide seamless case management services to those young people who move from a community to a custodial setting and then return to the community.

5.2 Young Persons in Custody

Case management in Juvenile Justice Centres has its focus in six main areas:

- 5.2.1 ensuring that young persons can serve their custodial sentence in a secure, safe and humane environment which is most appropriate to their individual needs;
- 5.2.2 provision of a continuum of services which ensures that a young person's period in custody is used to address their offending

behaviour and focuses on maximising the capacity and opportunity of the young person to choose positive alternatives to offending behaviour when they return to the community;

- 5.2.3 all young people in custody are allocated a JJO/JJ Counsellor regardless of whether the young person has a community supervision order. Allocation is the responsibility of the JJCS/IPU Manager. The young person's place of residence will determine which JJCS/IPU office is responsible for custodial intervention;
- 5.2.4 involvement of the young person's family or significant other individuals or agencies (where appropriate) in the young person's case plan;
- 5.2.5 coordination of services within and outside of the department to maximise their potential benefit to the young person, and their effective and efficient use; and
- 5.2.6 in consultation with juvenile justice community services, provide a seamless case management service to young people who move from a community to a custodial setting.

6. FUNDAMENTAL PRINCIPLES OF CASE MANAGEMENT PRACTICE

As a result of the case management process, the following outcomes will be achieved:

6.1 Offender Focused Casework

Offending focused casework requires that during the assessment of the young person we assess as a priority the patterns and situational factors that directly relates to the young person's offending behaviour. This involves undertaking a close analysis of the circumstances associated with the young person's previous and current offending behaviour. By conducting this analysis we are able to assist the young person to understand their thoughts, feelings and behaviour in high-risk situations. Offender focused casework does not exclude assessing the young person's developmental needs, rather it has an emphasis upon addressing areas that contribute to offending behaviour.

6.2 Participation

All young persons will be actively encouraged to participate in the department's case management process.

Participation acknowledges that young people are legitimate stakeholders in the organisation and that their views and concerns are necessary for appropriate service provision. Participation refers to young people having a say in decisions and processes that affect their lives. This requires that staff inform young people about decision-making processes as well as how to review and appeal decisions that have been made.

This also refers to a commitment of juvenile justice staff to promote the principles of participation by spending meaningful time actively listening to the thoughts, views and feelings of young people.

Departmental staff need to use their powers responsibly and to exercise considerable skill in involving young people in decision-making. Participation however does not infer a right of veto for the young person over decisions that are made. Staff are still required to make decisions about a young person's life that the young person may or may not agree with. The worker, however, has an obligation to explain their decision to the young person. Decisions must be based on an assessed casework need.

6.3 Strength Building

Strength building should be viewed as a developmental process for young people at critical moments in their lives.

Strength building requires the maintenance of an environment where young people are able to develop and build on their strengths. The following strategies foster strength building:

- acknowledge that developing strengths is an important developmental process;
- focus on maintaining and building on the young person's strengths and protective factors;
- develop a culture that promotes finding solutions with young people;
- be receptive when a young person wants to talk about problems or progress; and
- provide mentors or support structures for young people who are facing high risk situations.

6.4 Evidence Based Practice

Young people will be provided with services that have proven effectiveness based on research and best practice.

There is considerable research that indicates, "what works" in reducing offending behaviour. Interventions need to go beyond simply attending to the welfare needs of young people. Therefore, if casework is to be effective, interventions must be targeted and designed to meet the offending needs of young people.

The "what works" literature provides guidance as to the required content for effective case management and programs. These are set out in five principles:

- Risk principle
- Needs principle

- Responsivity principle
- Integrity principle
- Professional discretion principle

The *risk* principle states that services should be matched to the risk level of the offenders. Evidence suggests that the majority of resources such as services and programs should be directed to medium and high-risk offenders, identified on the basis of standardised assessment of re-offending risk.

The *needs* principle states that the goal for intervention should be the reduction of dynamic risk factors directly associated with offending risk. In practice, within the Department of Juvenile Justice these factors are assessed by means of the Youth Level of Service/Case Management Inventory – Australian Adaptation (YLSI/CM-AA).

The *responsivity* principle refers to the principle of matching the mode and style of services to the preferred learning style and abilities of offenders. Responsivity factors include personality, learning capabilities, and the current level of motivation of the offender. Responsivity factors are relevant in considering client suitability for participation in services and programs.

The *responsivity* principle also recommends corresponding, where possible, of the young person's characteristics with those of the youth officer, juvenile justice officer or counsellor undertaking the intervention. For instance, in a case where a young person exhibits high levels of anxiety it is best to place the young person with staff who demonstrate high levels of interpersonal sensitivity.

The *integrity principle* ensures that the case management process is delivered in the way it has been intended. This requires that staff need to be appropriately trained, resourced, monitored and supervised when undertaking case management with young people.

The *professional discretion* principle requires staff to utilise their professional knowledge and judgement when undertaking case management. Professional discretion should only be applied for logical and well founded reasons where casework outcomes can be improved by the application of this principle. An example may be that staff rearrange the priorities identified in a case plan based on their judgement that the young person will benefit from such a change.

6.5 Framework for Effective Case Management

The department provides services to young people who are legally mandated or required to participate in the juvenile justice system. It is important to acknowledge that these young people are receiving support and assistance involuntarily. Reviews of casework in an involuntary setting have identified key elements of effective interventions.

- **Role Clarification** – requires exploration of the role of the department with the young person. Providing the young person with clear information reduces confusion about the role of juvenile justice staff, the court order, the purpose of the intervention, the extents and limits of the department's authority, what areas of interventions are not negotiable and which interventions are negotiable. Role clarification also provides clarity about what the young person would like to achieve as a result of juvenile justice intervention.
- **Problem Definition** – requires acknowledging problems and issues the young person has identified, and ranking these in order of importance. It is necessary to spend time exploring with the young person the problems and issues that have contributed to their involvement in the juvenile justice system. This is also an opportunity to discuss and identify the strengths of the young person that will enable them to achieve their case plan goals.
- **Contracts/Case Plans** – requires setting specific goals with the young person, and identifying tasks, strategies or solutions to achieve the identified goals. These goals should address the young person's offending behaviour. It is important that the contract is written either by the young person or in the young person's language. Contracts/case plans assist the young person to take responsibility for their choices and actions.
- **Context** – requires understanding the young person and their world. There is extensive evidence that suggests there are many social causal factors that may contribute to offending behaviour. Social isolation, homelessness, unemployment and poverty are examples of why a young people may enter the juvenile justice system. In the course of developing intervention plans with marginalised young people the worker should be mindful of the need to advocate for access to appropriate services.
- **Modelling Pro-Social Behaviour** – requires modelling of the values and actions that are not criminal. Showing young people pro-social behaviour such as attending appointments on time, returning phone calls and using appropriate language reinforces appropriate behaviour. It is also important to challenge inappropriate behaviour; the young person then understands that the worker does not approve of anti-social behaviour or rationalisations for it.
- **Rewarding Positive Behaviour** – requires provision of rewards for or reinforcement of pro-social actions and comments. The most powerful reward is to praise the positive actions of the young person. If the young person consistently demonstrates pro-social actions it is important to negotiate a reward that is meaningful so that the young person understands this reward directly relates to their positive actions.

7. CASE MANAGEMENT WORK PRACTICE

7.1 Equity

All young persons will have equal access to the case management process. Equity refers to providing services to young people regardless of their age, gender, culture, sexuality, disability, or religious or spiritual affiliation.

Given the diversity of young people involved with the juvenile justice system it is important that all casework interventions acknowledge the young person's specific needs. Interventions that target young people from diverse backgrounds need to take into account the young person's particular experiences. When working with young people staff need to consider whether the intervention is suitable to all young people or whether the intervention targets a specific group of young people. Consideration must also be given to the gender or cultural background of the staff implementing specific casework interventions.

It is important that we acknowledge the inherent barriers that may exist due to isolation, marginalisation and victimisation. Our ability to provide sensitive and effective interventions may be enhanced by observing the following guidelines:

- acknowledge the young person's individual circumstance, including the significance of their specific background;
- avoid jargon and clichés about specific backgrounds;
- attend training in diversity;
- take steps to actively combat discrimination in the workplace; and
- be familiar with resources and services relevant to diverse groups.

Guidance for working with specific young people should be sought from staff from relevant backgrounds, the department's NESB committee, the Aboriginal unit or relevant community agencies.

7.2 Efficiency

Young persons should receive those services within an appropriate timeframe and whenever possible meet their individual needs without over-servicing and duplication of services. Comprehensive assessments and professional judgement must ensure that the young person is not inappropriately drawn further into the juvenile justice system.

7.3 Client Service

Young persons should be provided with services that meet their individual needs. Current research highlights the importance of matching offending interventions to the individual needs, characteristics and learning styles of young people. In particular it is important to acknowledge that young people have varying learning styles. Some examples of delivery methods for

learning are role-play, group work or utilising an elder from a cultural group. Asking a young person through the assessment process about how they best learn skills is important. This will assist staff to meet the young person's individual needs and identify appropriate services.

7.4 Accountability

Mechanisms of accountability in service delivery need to be clearly demonstrated. It is essential that managers are aware of the case management services in their area or location. Managers are required to provide ongoing supervision and support to their staff around casework interventions. Effective supervision will enhance the performance and accountability of the juvenile justice worker. The process of supervision assists the juvenile justice worker to develop skills and competencies, increasing the worker's level of self-awareness, and ensures that the juvenile justice worker understands that all aspects of service delivery will be monitored and reviewed.

7.5 Recording of Information

The recording of all departmental interventions with or about young people is essential to effective case management. Recording casework information is a means of accountability to the young person and the organisation. Recording interventions ensures continuity of service, particularly to those young people who move between a community and custodial setting.

All records (electronic or otherwise) should be made as soon as possible after the intervention or event so as to ensure a high level of accuracy. File records should always note the date, time and essential details of the contact and any further actions required as a result of each intervention. All records must be signed in person or electronically. It is important to note only the facts of the intervention, and to avoid any comments based on hearsay or opinions unsupported by documented evidence.

At times case management staff may be required to recall information for legal purposes, through attendance at court or to quote a specific intervention in a court report/document. Correct recording of information will assist staff to respond in a truthful and accurate manner.

In general, young people involved with juvenile justice should be aware of the contents of any reports or records kept on departmental files. Guidelines for client access to department files can be found in the *Privacy and Personal Information Protection Act, 1998*.

All case management files must be kept in a secure location.

7.5.1 Electronic Case Management

Information on the Client Information Data System must be recorded and updated when relevant information is obtained. The information

on the Client Information Data System informs staff of critical events, court outcomes, movements and casework interventions. The accuracy of this information contributes to the continuum of service, safety and the appropriateness of interventions.

7.6 Freedom of Information

Any current case management records and reports prepared by juvenile justice should be made available to the young person upon request. All requests for information about clients, past or present, should be directed to the Freedom of Information officer in the legal branch of the department. The guidelines for client access to files and Freedom of Information requests and processes can be found in the *Privacy and Personal Information Protection Act, 1998*.

7.7 Confidentiality

Confidentiality is an obligation that restricts the department from using or disclosing any information in a way that is contrary to the interests of the person or organisation that has provided it in the first place. Staff should clarify their position with the young person regarding disclosure of information discussed or obtained throughout the department's intervention.

Staff should be familiar with the department's *Privacy Policy 2002* prior to releasing private information about a young person to any person, professional or otherwise. If the young person's written permission is required, this must be recorded on the department's consent document and signed by the young person. If consent is not obtained the reasons for this should be noted in the young person's file.

7.8 Code of Conduct

Any person employed by the Department of Juvenile Justice is governed by the department's Code of Conduct. All staff are required to be familiar with the Code of Conduct and ensure it is implemented throughout the department's services.

7.9 Duty of Care

The legal concept of one owing a Duty of Care to another emanates from the common law. If one is found to owe such a duty, and one fails to observe it, another may pursue the party for negligence. Central to the concept of the duty is the notion of the "neighbour" principle - in other words, we all have a duty to our "neighbour's" to behave responsibly and not expose others to risk of harm through our own actions. Who is our "neighbour" in some cases may be open to dispute, but in the context of DJJ, it is clear that such a nexus exists between staff and those young people we work with (as well as other staff).

As to whether such a "neighbour" relationship exists may be at times a question for determination by courts - where one person's behaviour could be said to have caused the injury of another. However, a court will examine whether or not the injury or damage was so remote as to exclude liability on the part of the alleged liable party.

As indicated, in the context of the Department of Juvenile Justice, it is clear that all staff owe such a duty to those young people we work with (and other staff) to be careful in their workplace. Indeed, the Children (Detention Centres) Act 1987 imposes specific responsibilities that go beyond being careful - see in particular sections 4 and 14 of the Act (duties specified to be the responsibility of the Director General, but operationally delegated down to staff within the Department). In addition, the *Occupational Health and Safety Act (2000)* and the *Occupational Health and Safety Regulation (2001)* impose additional duties on all staff to behave responsibly towards their neighbour's i.e. other staff. Staff must meet the requirements discussed in these Acts and the department's OH&S Risk Management Procedures.

7.10 Supervision and Support

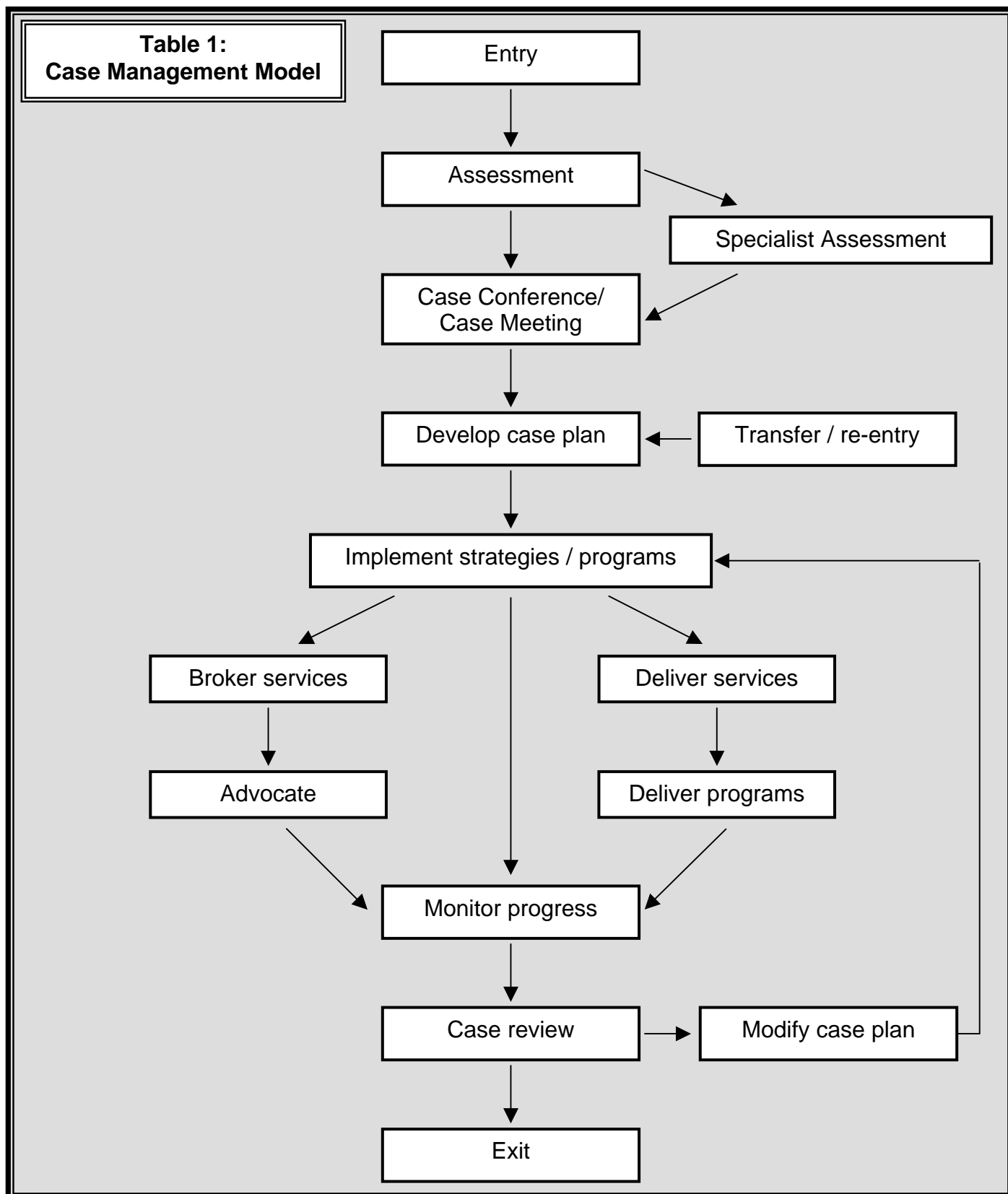
Supervisors are responsible for ensuring that all case management interventions are based on effective practice. It is also recognised that case management of young offenders can be challenging. The case review process and regular staff meetings are an opportunity for supervisors to:

- provide quality leadership, strategic direction, motivation of staff and promote a positive morale;
- support and enable an evaluative culture;
- introduce new work practices which are flexible enough to respond to change;
- consider the needs of staff, particularly those working in challenging or isolated environments;
- assess and manage risks in order to minimise potential harm;
- assist staff to fully utilise their work potential through development of new skills;
- manage staff performance by setting measurable and achievable goals;
- respond effectively to poor work performance;
- ensure that young people receive the best possible services to meet their needs identified through casework;
- promote the development of resources to meet the needs of effective case management; and
- develop effective partnerships with other agencies and organisations to optimise effective case management.

PART C – CASE MANAGEMENT IN PRACTICE

8. CASE MANAGEMENT MODEL

The case management model adopted by the department is a sequenced process with clearly defined stages. This model is depicted in Table1.



While the process of case management is outlined in the relevant Procedures Manuals, the following principles direct the operation of case management:

9. ENTRY

Entry is the initial contact between a young person and the department. Intake staff are required to assist the court in identifying the supports and services that will assist those young people who should be diverted from the juvenile justice system. Intake also involves facilitating bail through removal of barriers to the granting of bail by the court. If the court requires juvenile justice intervention it is important to engage the young person through building a trusting and consistent relationship.

A young person may enter the juvenile justice system through an admission to a detention centre. This is usually a time of extreme anxiety due to the young person's separation from their community. The initial focus is on the engagement of the young person before they are provided with information and induction into the detention centre.

The ability to intervene effectively in a young person's life and prevent re-offending depends very much on the initial engagement.

9.1 Engagement

In order to engage a young person it is essential to build a relationship based on trust; a trustworthy person is someone who is consistent and can be relied upon to follow up interventions discussed with the young person. Through trust and by modelling pro-social behaviour juvenile justice staff act consistently with the expectation that the young person will develop a more responsible social attitude. Staff whose values and behaviours do not match their actions lose credibility and respect with the young person they are trying to engage. The following guidelines for engagement also apply to interactions with the young person's family, guardians and significant others:

- Demonstrate respect for individuals
- Be punctual
- Be courteous
- Be friendly and honest
- Act professionally
- Be reliable
- Be accountable

9.2 Principles in relation to entry

- 9.2.1 Intervention must be based on sound assessments, must be appropriately targeted, and must ensure that the young person is not inappropriately drawn further into the juvenile justice system.

- 9.2.2 The initial assessment should be conducted in the least intrusive manner to obtain the necessary information. The young person's thoughts and views must be considered throughout the intervention.
- 9.2.3 The young person should understand the role of the Department of Juvenile Justice. This includes:
 - ensuring the accountability of young persons who have offended; and
 - considering staff and community safety.
- 9.2.4 Interventions are noted on the Client Information Data System.
- 9.2.5 In custody the focus is the return of the young person to their community.
- 9.2.6 All young people must have access to a legal representative when attending court.

10. ASSESSMENT

Assessment is the starting point for the department's work with the young person. The assessment process is an opportunity for workers to model pro-social behaviour by reinforcing personal responsibility and accountability.

Assessment involves gathering and analysing information so as to ascertain the level and type of risk posed by, and the criminogenic needs of, the young person. In order to provide an accurate assessment the worker may need to see the young person on a number of occasions. Assessment may require referral to specialist services for input and expertise. The assessment process should relate directly to the purpose of the assessment, that is bail, remand or sentencing.

In the pre-sentence stage the worker needs to consider:

- the present ability of the young person to take personal responsibility for their actions and the level of empathy for their victim;
- the perceived threat that the young person poses to their victim/s and community safety;
- the young persons understanding of the high risk environments that may lead to offending behaviour;
- the pattern and history of previous offences;
- the learning style of the young person;
- factors in the young person's life that are associated with risk of re-offending;
- parental/guardian capacity and commitment to be involved in change and supervision requirements (monitoring of contact with peers and involvement in positive alternatives);

- protective factors or strengths which can be built upon and direct the young person toward a more positive lifestyle; and
- health, mental health, disability, intellectual disability and/or other issues that may be a barrier to participation in a case plan.

Social circumstances that are relevant to offending behaviour include:

- dependence on alcohol and other drugs;
- peer influences;
- antecedents and current legal status;
- lack of involvement in education, training and employment;
- level of income or poverty;
- social isolation;
- lack or type of accommodation or homelessness;
- neglectful, abusive or difficult family relationships or criminogenic family background; and
- physical, developmental, mental health or intellectual disability.

Assessment requires that we do not view a young person in isolation. There may be a number of circumstances that have contributed to offending behaviour.

The young person should feel comfortable to ask questions and raise concerns throughout the assessment process. A collaborative problem solving approach encourages participation of the young person and other relevant sources throughout the juvenile justice intervention. At times staff are required to verify information obtained from the young person.

Upon completion of an assessment the young person should be clear about what is expected of themselves and of juvenile justice services.

Assessment of young persons is conducted for seven main purposes:

- the diversion of young people from the juvenile justice system;
- to identify risks to the young person, staff and others
- the provision of Background Reports or other reports requested by the Court;
- to complete a Youth Level of Service/Case Management Inventory – Australian Adaptation to establish the young person's level of risk of re-offending;
- to identify appropriate custodial interventions;
- to determine the need for appropriate specialist programs / services and other agencies; and
- to establish a young person's case plan based on their priority needs.

10.1 Principles in relation to Assessment

- 10.1.1 The initial assessment of young persons usually occurs in Juvenile Justice Community Services. However, assessment needs to reflect the developmental nature of adolescence and hence is an ongoing process.
- 10.1.2 The process of assessment should be conducted in the least intrusive manner to obtain the necessary information.
- 10.1.3 The assessment process should maintain a focus on the offending behaviour of the young person. Consideration must be given to the young person's level of risk of re-offending as well as the risk of violence the young person may pose to staff and the community.
- 10.1.4 However, the assessment process should ensure that all of the systems within which a young person operates (social, cultural, educational, familial, peers, personality, behaviour, attitudes, health) are taken into account. This provides a coordinated and integrated approach to assessment through contact with appropriate services and stakeholders.
- 10.1.5 Young persons must be clearly informed of the purpose of the assessment, the scope of the assessment and the staff member's legal responsibilities in relation to such issues as duty of care and confidentiality.
- 10.1.6 Young people should not be expected to provide the same information on numerous occasions. Where a number of assessments take place within the department, information must be available for subsequent assessments to avoid repetition of information gathering.
- 10.1.7 Where more than one person is involved in the assessment process (for example assessment for specialist programs), each person, including the young person must have a clear understanding of his or her area of responsibility in the assessment process.

10.2 Assessment for Background Reports

- 10.2.1 Background Reports are requested under Section 25 (2) (a) of the *Children (Criminal Proceedings) Act, 1987*.
- 10.2.2 Juvenile Justice Officers/Counsellors have the sole responsibility for preparing or updating Background Reports.
- 10.2.3 Assessment for the provision of a Background Report requested by the Court is guided by Clause 6, *Children (Criminal Proceedings) Regulation 2000*, which states:

"For the purposes of Section 25 (2) (a) of the Act, a background report must be in such form as the Attorney General may from time to time approve and must deal with such of the following matters as are relevant to the circumstances surrounding the commission of the offence concerned:

- a) the person's family background;
- b) the person's employment;
- c) the person's education;
- d) the person's friends and associates;
- e) the nature and extent of the person's participation in the life of the community;
- f) the person's antecedents;
- g) the person's disability;
- h) such other matters as the Children's Court may require;
- i) such other matters as the prosecutor considers appropriate to include in the report."

10.2.4 Background Reports and related issues can be found in the department's Director General's instructions.

10.2.5 A Background Report requires the JJO/JJ Counsellor to ascertain an appropriate sentencing option based on the assessment process. Staff should be aware that the manager is able to recommend a sentencing option.

10.2.6 Assessment is also required for the provision of a range of reports including Parole, Serious Young Offenders Review Panel, Specialists, Forensic, Breach, Revocation and Variation of Conditions Reports. Those preparing these reports must take into consideration all of the principles of assessment.
The preparation and procedures for Serious Young Offenders Review Panel Reports is contained in the SYORP Procedures Manual.

10.3 Assessment of Risk of Re-offending - Youth Level of Service/Case Management Inventory

The Youth Level of Service/Case Management Inventory – Australian Adaptation (YLS/CMI-AA) was developed for use by juvenile justice staff to aid in assessment and case planning activities with young offenders. Use of

a structured process of risk/needs assessment for these purposes is considered best practice in a criminal justice setting.

The inventory is an assessment instrument that focuses on risk factors known to be associated with re-offending, as well as strengths or protective factors that are assets to build on with the young person. The inventory should assist the worker to concentrate on relevant case management strategies. The inventory can be administered at regular intervals by the JJO / JJ Counsellor to determine the changing needs of the young person.

When we assess young people we need to consider both:

- Static Risk Factors – unchangeable factors such as the young person's offending history; and
- Dynamic Risk Factors – changeable factors such as peer associates and anti social attitudes.

The YLS/CMI-AA is to be completed when a young person is made subject to either a supervised order or a control order. When the inventory is completed the young persons overall score will determine:

- the risk of the young person re-offending;
- the frequency and structure of supervision required; and
- the type of program interventions that will meet the young person's individual needs. (Refer to the YLSI – AA Guidelines 2002)

10.4 Violence Risk Assessment

The Violence Risk Information Report (VRI) will also assist staff in identifying and assessing young people who have a history of incidents, offences and alerts that relate to violence. When assessing young people the VRI will advise staff when a young person has a history of violence.

11. SPECIALIST ASSESSMENT

- 11.1 Specialist Services within the department include the Forensic Psychology Program, Sex Offender Program, Violent Offender Program, Alcohol and Other Drug Program, Arson Related Offences Program and the Intensive Programs Unit. The department also utilises the specialist services of a range of community agencies as required.
- 11.2 Assessment for Specialist Services is provided when specifically requested by the court or where there are indications of the need for specialist services. Staff should discuss with their supervisor the issues / behaviours a young person may have in order to determine the need for a Specialist assessment.
- 11.3 The relevant referral process is to be followed for each specialist service. The assessment and referral process is detailed in the Specialist Programs Operations Manual.

12. CASE CONFERENCES

The case conference can provide the mechanism by which the information obtained from the assessment procedure is coordinated and integrated into a case plan. It brings together the young person, their family or guardian, juvenile justice staff, appropriate specialist staff, education staff and relevant government and/or non-government stakeholders. As such it is a crucial part of case planning.

12.1 Principles of Case Conferences

The case conference is a participative process and hence the young person must be encouraged to participate. Where a young person does not participate, the process should be referred to as a case discussion. In these instances a note should be made in the case conference summary of the reasons the young person was not able to attend. If the young person is not present it is important that participants in the case conference do not finalise decisions without the young person being consulted.

- 12.1.1 Case conferences should be used, either in the community or in custody, to ensure that the services required by a young person are organised appropriately and that all stakeholders are aware of their respective roles and responsibilities in the young person's case plan. As a planning process, the case conference must consider the young person's court order and other critical dates.
- 12.1.2 Case conference arrangements must always take into account the special needs of the young person, for example disability, culture, support needs and educational needs. The chair is required to plan for the requirement of an interpreting service or cultural support.
- 12.1.3 In a custodial setting the case conference should be coordinated by the Unit Manager or delegate in consultation with the JJO/JJ Counsellor. The JJO is required to ensure that participants from the community (family or significant others, agencies and services) are in attendance. The Unit Manager or delegate is then required to chair and coordinate the distribution of the case conference summary.
- 12.1.4 In a community setting the JJO/JJ Counsellor is required to chair and coordinate the case conference. There may be times when the JJO/JJ Counsellor identifies that a specific case conference may involve complex negotiation. In this case the Manager (JJCS/IPU) may be required to chair the case conference on behalf of the JJO/JJ Counsellor. The JJO/JJ Counsellor is then required to coordinate the distribution of the case conference summary.
- 12.1.5 When the young person has involvement with DoCS, negotiation should occur as to whether the DoCS or JJCS/IPU Manager will chair the case conference and which agency will take on the primary casework role.

- 12.1.6 Approval to conduct a case conference should be gained from the appropriate manager/supervisor prior to its organisation.
- 12.1.7 Following the case conference, the case conference coordinator/chair must ensure the case conference summary is completed in the prescribed format. Copies should be forwarded to all participants and placed on the appropriate casework files.

12.2 When to Hold a Case Conference

- When a young person is sentenced to a period of control a case conference should be held:
 - within a four-week period of entry to the centre;
 - at required intervals during the custodial sentence; and
 - at least one month prior to the young persons discharge if the order exceeds six months. The discharge case conference should include a representative (either in person or teleconference) of the Post Release Support agency and Probation and Parole Services (if required).
- When a number of agencies are involved in working with the young person.
- When the young person's situation has changed significantly.
- When the young person, their significant others or an outside agency request a case conference be held.
- When directed by the Manager/Supervisor.
- When the young person has involvement with DoCS a case conference should be considered in any of the following circumstances:
 - to determine roles and responsibilities;
 - when a case is being transferred to a new location;
 - upon the young person's entry into or out of home care;
 - when a placement breaks down;
 - when the young person attends the Children's Court on a Care Matter; or
 - when critical events in young person's life occur.

12.3 Chairing a Case Conference

- Ensure the case conference agenda has been sent to all participants one week prior to the case conference.
- Establish ground rules at the beginning of the case conference.
- Review the young person's legal mandate at all case conferences.
- Identify the length of time the case conference will require.

- Discuss confidentiality issues.
- Allocate a person to take notes throughout the case conference.
- Focus on the agenda items.
- Encourage all participants to discuss their point of view.
- Guide the young person through the process and encourage their participation.
- Call a break if required.
- Review all decisions upon completion of the case conference to ensure that all participants understand the various outcomes discussed in the case conference.

13. CASE PLANNING

13.1 Effective Practice

All strategies and interventions noted in a case plan must:

- be relevant to the young person's mandate;
- focus on reduction of offending behaviours as highlighted in the YLS/CMI-AA or identified in the assessment process;
- include negotiated goals and needs as discussed with the young person, and their family, guardian or significant others during the development of the case plan;
- consider referral to services in the young person's community to assist them to access services outside the juvenile justice system;
- address the individual learning styles of the young person;
- arrange contact with the young person based on their risk of re-offending;
- acknowledge the protective or strength factors which can be built upon;
- consider possible rewards for obtaining case plan goals; and
- ensure the ownership and commitment of the young person to the case planning process.

Barriers to the implementation of the case plan should also be considered and noted in the case management file. These barriers may relate to the young person's health, mental health, disability or family circumstances. It is important that when barriers are identified the worker endeavours to locate an agency or program that may assist the young person in an appropriate environment.

13.2 Principles of case planning

- 13.2.1 The case plan must identify the priority areas to be addressed, as identified by the young person's court mandate, the desired goals relating to offending behaviour, the young person's initial assessment and ongoing assessments, the Youth Level of Service/Case Management Inventory-Australian Adaptation risk assessment and issues reported in the Background Report.
- 13.2.2 The process of case plan development must involve consultation with and participation of the young person and their parents, guardians and/or significant others where appropriate.
- 13.2.3 All young people must have a case plan in the prescribed format. The case plan should be simple, measurable, achievable, realistic and have set time frames, and be focussed on successful community integration. The case plan must also outline the agreed roles and responsibilities of case plan stakeholders and any contracted service providers, and the expected time frames.
- 13.2.4 The case plan may also identify the negotiated rewards that will assist the young person in achieving the outcomes, including rewards for progressive achievements.
- 13.2.5 Any additional conditions imposed by the court, such as attending counselling or specialist programs, must be addressed in the case plan.
- 13.2.6 There must only be one case plan in existence for a young person, despite the existence of a number of concurrent service providers. All stakeholders should have a copy of the case plan, including the young person. A single case plan will ensure that there is a single agenda for each young person.
- 13.2.7 All young persons released on Community Service Orders must have a case plan in the prescribed format. In relation to Community Service Orders, the primary focus of the case plan should be the completion of the hours of community service. However, the case plan should also indicate the additional supports as highlighted in the YLS/CMI that may be needed to assist the young person to complete the order and meet any special needs they have in relation to their offending behaviour.
- 13.2.8 When a young person is admitted to custody and a current case plan exists, the case plan, casework information and all other relevant information must be forwarded by the JJO/JJ Counsellor to the relevant Juvenile Justice Centre within two working days. This case plan will provide information, facilitate effective liaison and form the basis of the custodial component of the case plan.

- 13.2.9 In the development and implementation of case plans, there needs to be recognition of the conflicting roles inherent in the process. That is, the supervision/social control role, on one hand, versus the support/advocacy/program implementation role, on the other. Case plans should seek to achieve a balance between these roles.
- 13.2.10 Further, the development and implementation of case plans must acknowledge an intervention continuum from skills development to intensive counselling, and a clear rationale for the depth of intervention.
- 13.2.11 The principles for working with young people who are involved with a number of agencies are outlined in the *Interagency Guidelines for Child Protection Intervention, 2000*. Casework staff should refer to these guidelines for direction when working with other agencies.
- 13.2.12 The case plan must be placed on the young person's 'C' and/or 'D' File as appropriate.
- 13.2.13 Effective case planning demands juvenile justice workers have the following competencies:
- Accurate risk assessment (risk of re-offending)
 - Ability to challenge anti social behaviour
 - Ability to motivate young people to address offending behaviour including victim empathy
 - Capacity to acknowledge the young person's strengths and achievements
 - Competence to coordinate and work in partnership with a variety of stakeholders
 - Ability to prioritise caseloads whilst offering an effective service to all young people
 - Responsiveness to the changing needs of the young person through reassessment of the case plan
 - Ability to provide the young person with choices about how they can achieve case plan goals
 - Ability to advocate for and obtain the resources required to address the needs of the young person
 - Ability to model pro-social behaviour throughout the case work intervention
 - Capacity to monitor and evaluate their own work practice
 - Accurate file maintenance and electronic data collection

13.3 Referral

The programs and services provided by juvenile justice may only deliver certain aspects of a young person's case plan. Other factors such as housing, education and income will also influence re-offending. Effective interventions take into account these risk factors and aim to coordinate and organise other agencies in assisting a young person to achieve long-term change. All interventions need to consider how the young person can be a successful participant in community life. The keys to engaging a young person in a program or service to meet their needs are:

- The program or service is located in the young person's community.
- Participation in the program or service is negotiated with the young person present.
- The young person is motivated to attend and is aware of what is expected of them.
- The appropriateness of the young person to the specific intervention/program.
- A shared commitment exists to achieve a common set of case plan goals.
- The young person is accompanied by the JJO/JJ Counsellor, Youth Officer or support person to the initial appointment.
- There is ongoing communication with the agency/program about the young person's progress or difficulties in achieving case plan goals.
- Feedback from the agency/program is acted upon.
- Resources (if required) are allocated to assist the young person to attend the agency/program.
- The program objectives are reinforced by the JJO/JJ Counsellor/ Youth Officer.

Referral to an outside agency/program must be well planned. It is preferential that the JJO/JJ Counsellor/Youth Officer has an in-depth knowledge of the agency/program. The agency/program should also have an understanding of young offenders and the juvenile justice system.

An agency/program visit should be arranged where it is possible before any referral occurs. This will assist the young person to understand:

- the criteria for entry to the agency/program;
- rules and guidelines of the agency/program;
- how the agency/program relates to the young person's case plan;
- expected timeframes for participation in the program; and
- that they have the ability to participate in evaluation of the agency/program.

13.4 Programs

Addressing offending behaviours through specific programs aims to assist the young person to recognise and address those factors that contribute to their offending behaviour. The delivery of offender specific programs may be through group work, individual casework or counselling, these programs are provided both within and outside the department. Interventions/programs should strive to have an offending focus. Research suggests that specific offending focussed interventions and techniques have demonstrated success with reducing re-offending.

Programs should target:

- Medium to high risk offenders
- Anti social attitudes and behaviour
- Offence related behaviour
- Poor problem solving skills
- Violence, substance abuse, sexual and other abuse
- Poor impulse control
- Limited cognitive skills
- Lack of work and employment skills
- Limited pro-social leisure and recreational skills

Techniques proven to be effective in reducing re-offending are:

- Development of new skills
- Active involvement of the offender through role play and group activities, with practical application to real life problems
- Provision of multiple opportunities to practice new skills
- Utilisation of cognitive and behavioural approaches
- Utilisation of a range of techniques within the one program to accommodate different learning styles
- Addressing two or more problems at the same time eg a program may include both anger management and substance abuse.

Effective interventions also acknowledge the young person's protective factors. Building upon the young person's strengths will enhance their opportunities to choose a non-offending lifestyle. It is possible that an agency or program may provide the young person with skills to build upon:

- family relationships;
- pro-social peers;
- education, employment or training; and/or
- recreational skills.

All interventions and referrals within a young person's case plan are to be based on consultation with and the participation of the young person.

For further information refer to the department's *Policy on Effective Programming*.

14. COMMUNITY CASE MANAGEMENT

This policy establishes standards of community supervision for young persons released on community based court orders. The purpose of the standards is to ensure consistent community supervision throughout the state, at a level that ensures community based sentencing options are seen as credible by the courts and the community.

This policy also establishes the standards against which staff are to be held accountable for the supervision of clients on community based orders.

14.1 Key Principles

- 14.1.1 All young people placed on a community based order are allocated a JJO/JJ Counsellor upon entry to the service. Allocation of a JJO/JJ Counsellor is based on matching the learning style and characteristics of the young person and the JJO/JJ Counsellor where practicable. The young person may request a review of the allocated JJO/JJ Counsellor where practicable. The JJO/JJ Counsellor is responsible for planning, monitoring, reviewing and implementing the young persons community case plan. The JJO/JJ Counsellor is required to advocate on behalf of the young person and ensure that the young person is able to access services and programs that will assist in reducing their offending behaviour.
- 14.1.2 The standards of community supervision, outlined in the schedule at Appendix B, provide the number and type of contacts that must at the very least be made, to ensure that the objectives of community based supervision are addressed. The casework requirements of a young person are determined by the young person's risk of re-offending which may vary the level and duration of contact far in excess of the stated minimum standards. The YLS/CMI-AA and other assessments will determine whether the young person is at high, medium or low risk of re-offending.
- 14.1.3 The standards established for the supervision of each young person must reflect the level of complexity of the young person's needs and case plan. Individual standards should reflect such factors as the nature of the offence, the perceived risk the young person poses to the community, the YLS/CMI-AA assessment, the young person's place of residence, their need for support, any court imposed conditions and the offender's previous history in the juvenile justice

system. Standards must also be agreed upon by the JJO/JJ Counsellor and their supervisor.

- 14.1.4 The standards for the supervision of each young person should also be set as a result of consultation and liaison with the young person and their family, guardian and significant carers.
- 14.1.5 Contact between the young person and their JJO/JJ Counsellor should be direct personal contact. However, in exceptional circumstances, the manager may approve contacts by telephone in place of direct contacts, for example where long distances must be travelled or concerns exist for the safety of workers. It should be noted that personal contact is essential and every effort should be made to maximise face to face contact.
- 14.1.6 Where young persons are geographically isolated from Juvenile Justice Community Services, it may be appropriate to organise supervision on a fee-for-service or voluntary basis with a specially approved person. The relevant manager must approve these arrangements and ensure that the service is appropriate to the young person.
- 14.1.7 The JJO/JJ Counsellor/ Voluntary/Fee-for-service supervisor must ensure that the young person and the young person's parents, guardians or significant others fully understand the requirements of the supervision agreement and the young person's case plan.
- 14.1.8 Parents, guardians and significant others should be present during home visits wherever possible. JJO's and JJ Counsellors should utilise field flexi time to achieve this involvement.
- 14.1.9 A record of all contacts with young persons, direct or otherwise, should be recorded in case notes on the young person's "C" file.
- 14.1.10 Similarly, casework issues raised with young persons, the young person's parents, guardians, significant carers or other stakeholders must be systematically and progressively recorded as case notes on the young person's "C" file.
- 14.1.11 Active supervision of a young person can only be suspended with the approval of the manager when case plan outcomes have been achieved. To determine a young person's ability to live an offence-free lifestyle the JJO/JJ Counsellor may reassess the young person using the YLS/CMI-AA before suspension occurs.
- 14.1.12 Prior to the suspension of active supervision a meeting is to be held with the young person and, wherever possible, their parent, guardian or significant carer, to determine the date and conditions of the suspension of active supervision. These meetings must be

documented as case notes and clearly outline casework outcomes achieved or the reasons for non-completion of the plan.

- 14.1.13 Where active supervision has been suspended, a letter is to be forwarded to the young person outlining the period of supervision completed so far and the outcomes achieved. The letter must clearly outline the young person's legal status and obligations for the remaining period of the order. A copy of the letter is to be placed on the young person's "C" file. If the young person is under 16 years of age, a letter must also be sent to the young person's parents or significant carers.
- 14.1.14 The letter should also clearly state that the young person, their parents or significant carers have the option of further contact with Juvenile Justice Community Services with a view to active casework involvement if the need arises during the remaining period of the supervision order. Supervision can be reactivated at any time during the period of the order.
- 14.1.15 A manager must not approve the suspension of active supervision for a young person who is deemed to be at significant risk and/or in need of support until appropriate arrangements or referrals are in place to provide for the safety or support of the young person. These arrangements, together with the consent of the supporting agencies, must be clearly documented on the young person's "C" file prior to approval to suspend supervision.
- 14.1.16 Breach action should be considered, in accordance with the departmental guidelines (Appendix C), where the order of the court is not being complied with. All forms of casework intervention should be attempted to ensure that the court order is being carried out. All proposed breach action must be referred to the relevant manager.
- 14.1.17 In order to achieve realistic casework intervention, active supervision must be provided for at least the minimum period specified in the Schedule of Standards for Community Supervision. Where a JJO/JJ Counsellor wishes to reduce the period of active supervision to under the specified minimum standard, approval must be given by the manager, with clearly detailed reasons as to the exceptional circumstances documented on the young person's "C" file.

15. CUSTODIAL CASE MANAGEMENT

15.1 Key principles

- 15.1.1 The focus of case management in custody is directed towards the young person's return to the community. Consequently, strong formal links must exist between community and centre staff to ensure that a young person's custodial period is used effectively to

maximise their capacity and opportunity to choose positive alternatives to offending when they return to the community. Custodial Units should promote a teamwork approach to case planning so that Unit staff work toward the young person's individual needs regardless of shift work and roster arrangements.

- 15.1.2 All young people placed on a remand or control order will be allocated a custodial Youth Officer upon entry to the centre. The allocation of a Youth Officer is the responsibility of the Unit Manager. Allocation of a Youth Officer is based on corresponding the learning style and characteristics of the young person and the Youth Officer where practicable. The young person may request a review of their allocated Youth Officer where practical. The Youth Officer is responsible for advocating on behalf of the young person and ensuring that the young person is able to access services and programs that will assist in reducing the young person's offending behaviour.
- 15.1.3 The department strives to maintain a continuum of service delivery for each young person as they move into and out of custody. The JJO/JJ Counsellor, in consultation with the Unit Manager, is required to participate in the planning, monitoring and reviewing of the young persons case plan whilst in custody. The Unit Manager is responsible for all case plans, however the JJO/JJ Counsellor must contribute to the young person's case plan, particularly in relation to community reintegration. The JJO/JJ Counsellor must ensure that when a young person is placed on a remand or control order the young person's case plan, YLS/CMI-AA assessment (if available) and other important aspects of case planning are forwarded to the Unit Manager within two working days (if practicable).
- 15.1.4 All young people in custody are allocated a JJO/JJ Counsellor regardless of whether the young person has a community supervision order. Allocation of a JJO/JJ Counsellor to all young persons in custody is the responsibility of the JJCS/IPU Manager. The young person's place of residence will determine which JJCS/IPU office is responsible for custodial intervention. (See Schedule of Standards for Custodial Casework in Appendix D)
- 15.1.5 Each Juvenile Justice Centre must have formal systems in place to ensure that operational decisions, e.g. in relation to transfers, granting of leave, inclusion in particular programs, etc, made for each young person take into account the young person's current case plan. Refer to *Detainee Placement Policy 2002* for intradepartmental transfers.

15.2 Practice Issues

- 15.2.1 When a young person is admitted to custody on a control order or remand a case plan must be developed. The case plan is

developed by the Unit Coordinator in consultation with the Youth Officer, JJO/JJ Counsellor and the members of the Client Services Meeting. The case plan is approved by the Unit Manager. All new admissions must be discussed at the first available Client Services Meeting.

- 15.2.2 The JJO/JJ Counsellor in consultation with the Unit Manager is responsible for planning, monitoring and review of the young person's case plan when a young person is admitted to custody on a remand or control. The Unit Manager is responsible for the coordination, monitoring, review and implementation of the young person's case plan when a young person is admitted to custody on a remand or control order. The allocated Youth Officer in consultation with the Unit Coordinator is required to implement the case plan. Roles and responsibilities are identified through the case conference process. It is the role of the Manager JJCS/IPU and Unit Manager to resolve all conflicts regarding roles and responsibilities of a case plan.
- 15.2.3 The JJO/JJ Counsellor is responsible for managing bail matters for their allocated young persons. This may involve ensuring that the young person seeks timely advice from their legal representative when they have been remanded in custody. It may also involve locating appropriate affordable accommodation for a young person who has been granted bail with a condition to live as directed by the Department of Juvenile Justice.
- 15.2.4 The JJO/JJ Counsellor is responsible for ensuring that all efforts are made to enable a young person to meet their conditions to enter bail. In some circumstances the centre may be in a better position to complete tasks regarding bail applications. In these circumstances the JJO/JJ Counsellor should negotiate with the Unit Manager regarding the distribution of tasks. The allocated Youth Officer may also assist with accommodation placements where the JJO/JJ Counsellor is less able to do so. Urgent bail reviews are followed up by the centre's Duty Manager.
- 15.2.5 The allocated Youth Officer, in consultation with the Unit Coordinator, is required to ensure that all interactions, interventions and referrals they have made are recorded accurately in a young person's casework file. The Unit Manager is responsible for maintaining the young person's casework file. All casework entries must be placed in the young persons "D" file.
- 15.2.6 The young person's legal representative is responsible for lodging bail and other legal proceedings. The Unit Managers are responsible for following up appeal proceedings (including Bail Applications in relation to the appeal), although they must liaise with the JJO/JJ Counsellor regularly. Unit Managers must ensure that the young person, their family members or significant others, JJO/JJ

Counsellor and legal representative have been consulted before a bail application or an appeal is lodged.

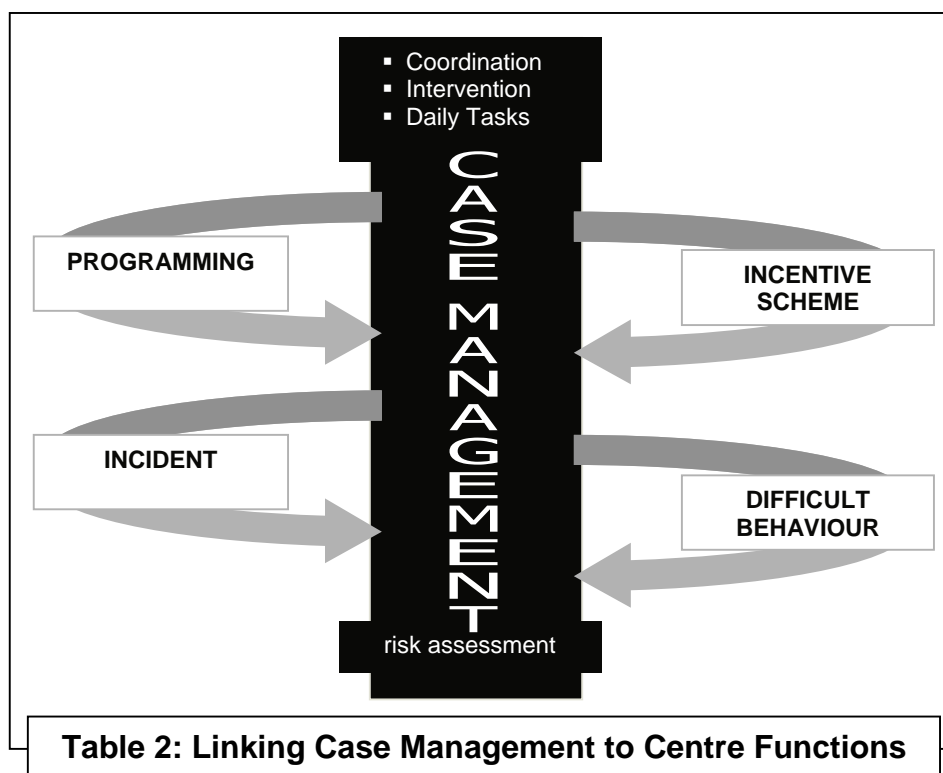
- 15.2.7 Allocated Youth Officers do not attend court or provide court reports for bail or appeal matters.
- 15.2.8 In order to maintain a community focus for the young person's custodial case plan, it is expected that the JJO/JJ Counsellor will participate in all custodial case conferences, even if by teleconference / telephone, for their allocated young persons.
- 15.2.9 It is expected that JJCS staff will lodge conditional release applications (if applicable) for young persons on control orders. It is expected that by the initial case conference a brief assessment to establish the young person's initial response and suitability for conditional discharge will have been completed.
- 15.2.10 The case conference outcomes will reflect the initial assessment and planning for conditional discharge. In some cases, dependent on length of order and suitability, a comprehensive case plan for release will be developed, whilst in other cases ongoing tasks will be formulated with a review date incorporated in the plan. If the young person is not prepared to take part in the initial assessment, or is precluded from conditional discharge for other reasons, ongoing casework should be undertaken by JJO/JJ Counsellor and centre staff.
- 15.2.11 The Client Services Meeting is chaired by the Assistant Manager (Client Services) and is responsible for bringing expertise to case management within a custodial setting. The Client Services Meeting also ensures that the young person's health, education, participation in offending focussed programs and progress toward community reintegration is addressed in the young person's case plan. The allocated Youth Officer/JJO/JJC may request that a young person's case be reviewed at a Client Services Meeting when casework issues or concerns arise. All casework notes generated from the CSM should be placed on the young persons "D" file.

15.3 Linking Case Management to Incentive Schemes

Case management in a custodial setting must be directly linked to incentive schemes. This allows for all centre functions to operate in unison, ensuring that the centre program and its unit programs effectively address the young person's offending behaviour and general behaviour whilst in the centre. This maintains program integrity, not only of case management and incentive schemes, but also of the centre program in its entirety. Integration of the incentive scheme and case management also ensures that behaviours being assessed in the incentive scheme have relevance to the young person's offending behaviour, general behaviour, emotional and social development, and eventual return to the community. Incentive schemes should not be

limited to promoting behaviour that is acceptable only within the detention environment and its daily routines.

The integration of the incentive scheme with case management ensures assessment and promotion of behaviours that are particular to the individual young person, as identified in each case plan. This includes behaviours that assist individual development, that promote pro-social group behaviour, and that can reduce the likelihood of re-offending. It assists the young person to take ownership for their behaviour and the resulting consequences and, more importantly, to make links between case management and changing particular behaviours in custody and upon return to the community.



16. CASE REVIEWS

16.1 Case reviews are a mechanism to:

- monitor and evaluate standards set for community supervision;
- monitor custodial interventions;
- ascertain risk levels;
- monitor and evaluate the achievement of outcomes and goals established in the young person's case plan;
- enable changes to a young person's case plan where barriers exist to the achievement of outcomes, or when circumstances change;
- ascertain whether casework issues identified in the initial case plan have been addressed;

- provide the JJO/JJ Counsellor/Youth Officers with opportunities to discuss additional casework strategies and programs which may be appropriate;
 - allocate the appropriate hours required to work with individual young people; and
 - document changes to the case plan.
- 16.2 JJCS/IPU Managers are responsible for monitoring and evaluating the young person's case plan for both community based orders and the community aspect of custodial orders at monthly case reviews. The face to face review should be based on the Case Plan Review Form prepared by the JJO/JJ Counsellor.
- 16.3 Compliance with file management and CIDS data collection can be monitored through the use of the Manager's Case Review Checklist. The checklist is an audit tool that is used at the discretion of the JJCS/IPU Manager to ensure that all required information is located on the young person's case management file.
- 16.4 The JJO/JJ Counsellor is required to contact the Unit Manager to review the young person's custodial case plan on a monthly basis.
- 16.5 The Unit Coordinator is required to review the Youth Officer's casework interventions on a monthly basis. A formal face to face monthly review should be based on the Case Plan Review Form prepared by the Youth Officer. The case review must be placed on the young person's "D" file. There are also opportunities for casework review and peer review at weekly Unit meetings.
- 16.6 Unit Managers are responsible for monitoring and evaluating the case plans of young persons and all casework carried out within their unit. The Unit Manager must consult with the Client Services Meeting to ensure that services within the centre are coordinated and appropriate to the needs of the young persons within their unit.
- 16.7 The Assistant Manager (Client Services) is responsible for the provision and overall review of case management services within their respective centres.
- 16.8 The initial case plan review should consider the following:
- the quality of the initial assessment;
 - the risk assessment rating based on the YLS/CMI-AA, the planned risk reduction strategies and activities associated with the young person's identified strengths;
 - any violence risks identified;
 - the quality of the case plan developed following initial assessment by the JJO/JJ Counsellor; and
 - the appropriate nature of interventions and level of contact established with the young person.

16.9 Subsequent reviews should consider the following:

- compliance with the number and type of contacts and program interventions established in the supervision agreement; or
- reasons for non-compliance;
- achievement of the outcomes established in the initial case plan, and any barriers encountered; and
- whether modifications need to be made to the young person's case plan.

16.10 Custodial case reviews should also:

- consider any issues that may place the young person or others at risk whilst in custody;
- ensure all reports and assessments are obtained to inform the case plan;
- consider any court matters and critical dates;
- involve pre-planning for exit strategies and interventions;
- ensure that programs and services meet the goals of the case plan;
- consider the classification of the young person;
- consider the young person's eligibility for early release; and
- ensure that relevant information has been recorded on the CIDS data system and "D" file.

16.11 The case planning and review process for young persons on remand in juvenile justice centres varies depending on whether the period of remand is short or long term. For the purpose of case planning:

- a short term remand period is defined as a period of remand which is expected to be two months or less; and
- a long-term remand period is defined as a period of remand expected to be greater than two months. The case planning process for young persons on long-term remand is essentially the same as for those on a custodial order.

16.12 Young persons on short term remand should be reviewed weekly until their immediate needs, safety and security are established through the Client Services Meeting.

16.13 The review period for young persons on long term remand and control orders should be set on an individual basis depending on the complexity of the case. Centre staff should ensure that the timeframe for review of a young person's case plan does not exceed one month.

17. TRANSFER OF CASE MANAGEMENT RESPONSIBILITY

17.1 Community

Where the young person is assessed as having no fixed place of abode, generally the case management responsibility is determined by the community area containing the Children's Court where the young person is to appear.

It is important to acknowledge the complex issues relating to transient young people who are highly mobile. Managers should be mindful to allocate these young people to workers with extensive experience and knowledge of transience, where possible.

17.2 Transfer of a young person to a permanent relocation

Transfer of case management responsibility will only occur when the young person and/or their family have identified that they intend to move to a new location. The reasons for transfer must be documented in the young person's file. The JJO/JJ Counsellor must ensure that the transfer is negotiated with the JJCS/IPU office where the young person will be residing. No transfer can occur until it has been endorsed by the JJCS/IPU Manager. The young person must be directed to make contact with the JJCS/IPU office in the area of relocation within seven working days of moving to the new location.

The JJCS/IPU Manager from the receiving office must ensure that an address check is carried out in the area of relocation within seven working days of the young person's relocation. Until this occurs the casework responsibility remains with the originating office. The address check needs to verify that the young person has moved to a new place of residence and whether that residence is suitable to the young person's case planning activities. The JJO/JJ Counsellor carrying out the address check also needs to ensure that the young person's new location will remain current for an extended period of time (that is more than 6 weeks). The result of the address check must be forwarded, with a recommendation on whether the young person can be transferred permanently, to the JJCS/IPU office in that area.

Transfers should cause minimal disruption to casework and service delivery, and standards of supervision must be adhered to throughout the transfer process. All relevant information, assessment, reports and current case plan should be provided to the new JJCS office within two working days of verification that the young person is residing at a new address. Any significant issues that need to be highlighted should be discussed between the JJCS/IPU Managers involved in the transfer. If a dispute arises the Regional Director in those areas must resolve the situation as soon as practicable.

17.3 Interim Transfer

Transfer due to the JJO/JJ Counsellor's leave of absence (i.e. annual leave) must be discussed and arranged two weeks prior to the leave occurring. The allocation of a temporary transfer is the responsibility of the JJCS/IPU Manager. The JJO/JJ Counsellor must contact, by way of phone or home visit, the young person to inform them that they will be on leave for a period of time, and provide the name of the staff member who will be their interim caseworker. The JJO/JJ Counsellor must ensure that the staff member accepting the temporary transfer has all the relevant documents, case plan and information before they are required to supervise the young person. This information should be placed in the front of the young person's "C" file.

The JJCS/IPU Manager needs to ensure that those young people who are at higher risk of re-offending are offered a continuum of service by way of face to face contact. The interim transfer of those at lower risk may only require phone or letter contact. The decision to prioritise interim transfer cases must be discussed prior to leave with the JJCS/IPU Manager and the supervising JJO/JJ Counsellor.

17.4 Custody

Procedures for the transfer of young persons in a custodial setting are clearly stated in the department's custodial transfer policy. When a young person is considered for transfer the young person's caseworks needs must be addressed as part of transfer planning. Refer to the *Detainee Placement Policy 2002* for guidance prior to transferring a detainee.

18. EXIT

Before a young person ceases formal involvement with the department, a review of the young person's achievements, based on the desired outcomes of the case plan, is required. Outcome evaluation is essential for measuring the effectiveness of departmental interventions. It is also an opportunity for the young person and their significant others to provide feedback about their experiences whilst involved with the department.

The exit process should be participatory and allow the young person and their family to identify issues or concerns regarding their involvement with the juvenile justice system. The Supervision and Termination Agreement Form (JJCS) should be completed with all young people exiting the department. JJCS/IPU Managers are responsible for acknowledging the feedback provided by young people and their families, guardians and/or significant others, and acting upon suggestions accordingly. In response to the feedback from young people, the department may be required to review case management procedures and/or services provided to young people. It is also relevant to acknowledge when services are effective and respond positively to the needs of young people.

The feedback resulting from an exit interview should not be a threat to a juvenile justice worker's professional autonomy; it should support the development of best

practice, both for the individual worker and the service as a whole. Evaluation and monitoring of services is a necessary aspect of evidence based practice. JJCS/IPU Managers have the discretion to interview a young person or their family, guardian and/or significant others before terminating formal supervision.

18.1 Exit Evaluation

It is recognised that it is difficult to evaluate all casework interventions as young offenders' needs may change for reasons outside the juvenile justice process. Although there are specific factors that are known to reduce re-offending, the young person should have made progress in the following areas before the exit process is considered:

- Reduction in offending behaviours
- Able to show empathy for the victim/s of offending behaviours
- Involvement in pro-social relationships
- Secure accommodation
- Secure education, employment and/or training
- Regular income
- Reduction or cessation of alcohol or other drugs
- Engagement in a community support service.

Other factors to consider are:

- Increased social competence, improved communication and advocacy skills
- Improved problem solving skills
- A positive sense of identity and self awareness
- A sense of purpose and motivation to achieve goals
- Optimism about the future

18.2 Exit Summary

When a young person is about to leave the formal involvement of the department, an exit summary of the young person's case plan outcomes and referral to other support services should be completed. This will occur:

- when a young person completes, or when active supervision is suspended on, a community supervision order; or
- when a young person is discharged from custody with no post release supervision or concurrent community supervision order.

Exit case plans should be placed on the "C" or "D" File and an exit notification placed on the CIDS data system.

19. POST RELEASE SUPPORT PROGRAM

The primary purpose of the Post Release Support Program (PRSP) is to support clients released from custody by comprehensively addressing barriers to reintegration and facilitating their successful reintegration into their communities.

At least six weeks prior to the young person leaving custody, it is important for the JJO/JJ Counsellor and Youth Officer to develop a post release support plan. The young person's risk of re-offending depends very much on supportive social circumstances and community ties. Post Release Support Services provide a range of programs relevant to a young offender's successful reintegration into the community.

The engagement of a young person in the Post Release Support Service requires regular contact, prior to release, with the post release support worker. The young person's confidence and willingness to participate in the program depends on the engagement process.

The Post Release Support Program is a structured twelve-week program designed to achieve an overall reduction in the number of clients who re-offend after release from a juvenile justice centre. The Post Release Support Program is further enhanced with a brokerage system that supports clients without ready access to a Post Release Support Provider and, in particular, clients in rural and remote areas.

Principles of the Post Release Support Program are to:

- participate in the development of departmental reintegration plans before release and, in conjunction with departmental staff, facilitate the active involvement of clients, their families or other significant support networks and agencies;
- ensure clients leaving detention have access to appropriate, safe and secure accommodation, the resources required to maintain the accommodation, and income support;
- ensure clients leaving detention are provided with opportunities to participate in education, training and employment;
- link clients with appropriate support agencies;
- assist clients to attain and maintain adequate levels of physical and mental health;
- reduce isolation, promote independence, and enhance individual self esteem among clients returning to their communities;
- restore, maintain and enhance family relationships, where possible; and
- assist clients to develop essential living and survival skills.

Further information on the Post Release Support Program criteria and guidelines can be found in the *Post Release Support Program Operational Guidelines*.

PART D – IMPLEMENTATION AND MONITORING OF THIS POLICY

20. RESPONSIBILITY FOR POLICY IMPLEMENTATION

- 20.1 Each departmental manager is responsible for implementing and ensuring compliance with this policy.
- 20.2 The policy is to be introduced by managers at staff meetings and well planned local staff training.
- 20.3 The policy will be included in all future induction training for both community and custodial staff.

APPENDIX A - REFERENCES

1. Chapman, T, and Hough, M (1998), *A Guide to Effective Practice*
2. Caruana, R (1998), *Best Practice Framework for Program Intervention*
3. Howard and Johnson (2000), *An Investigation of the Role of Resilience-Promoting Factors in Preventing Adverse Outcomes During Adolescence.*
4. Trotter, C (1999), *Working with Involuntary Clients*

APPENDIX B - SCHEDULE OF STANDARDS FOR COMMUNITY SUPERVISION (December 2002)

INITIAL CONTACT		CONTINUING CONTACT	
ORDER	MINIMUM/TYPE	MINIMUM	TYPE
Recognisance	Within 7 days of the juvenile reporting. JJO/JJC to arrange Unit interview or home visit.	1 direct contact per month for 3 months.	1 contact per month must be a home visit.*
Probation (up to 12 months)	Within 7 days from the date of allocation. JJO/JJC to arrange Unit interview or home visit.	2 direct contacts per month for at least 4 months.	1 contact per month must be a home visit.*
Probation (greater than 12 months)	Within 7 days from the date of allocation. JJO/JJC to arrange Unit interview or home visit.	2 direct contacts per month for at least 6 months.	1 contact per month must be a home visit.*
Griffith Remand	Within 7 days of the juvenile reporting. JJO/JJC to arrange Unit interview or home visit.	1 direct contact per month for 3 months.	1 contact per month must be a home visit.*
Community Service Order	Within 7 days from the date of allocation. JJO/JJC to arrange Unit interview or home visit.	3 direct contacts per month with the young person. Weekly phone contact with placement supervisor, monthly contact with agency staff.	1 home visit and 1 agency / placement visit.*
Conditional Discharge Order s 24 (1)(c)	Upon discharge, young person to report to JJO/JJC within 2 days.	3 contacts per week for the first six weeks of conditional discharge order. At managers direction thereafter.	1 direct contact with family/carer per month.
Suspended Sentence	Within 7 days of date of allocation. JJO/JJC to arrange unit interview or home visit.	i) Weekly direct contact for the first 3 months. ii) 1 direct contact per month thereafter.	i) 1 contact per month must be a home visit.* ii) Thereafter alternating unit/home visits.*
Supreme / District Court Orders	Within 7 days of date of allocation. JJO/JJC to arrange unit interview or home visit.	i) Weekly direct contact for the first 3 months. ii) 1 direct contact per month thereafter.	i) 1 contact per month must be a home visit.* ii) Thereafter alternating unit/home visits.*
Parole	One month prior to discharge. JJO/JJC to visit or phone young person to discuss discharge arrangements. Within 7 days of release young person to report.	i) Weekly direct contact for the first 3 months. ii) 1 direct contact per month thereafter.	i) 1 contact per month must be a home visit.* ii) Thereafter alternating unit/home visits.*

*Home visits must be attended by the family or significant carer identified in the case plan wherever possible.

Note: Direct contact /interview with client - not telephone.

APPENDIX C - GUIDELINES FOR CONSIDERATION OF BREACH ACTION (June 2002)

Clients on court ordered supervision with JJCS

Note: The following guidelines are provided for Managers to consider breach action in given scenarios, with the emphasis being on accountability and quality casework intervention. All decisions should be casework driven and consider the individual young person's court mandate, offending behaviour and risk to the community.

ISSUE	RECOGNISANCE	PROBATION	GRIFFITH REMAND	COMMUNITY SERVICE ORDER	CONDITIONAL DISCHARGE ORDER 24(1)(C)	SUSPENDED SENTENCE	PAROLE
Failure to contact with required time period.	First warning letter to be sent by JJO/JJC directing young person to report.	Home visit undertaken. First warning letter issued by JJO/JJC directing young person to report. Manager advised.	First warning letter to be sent by JJO/JJC directing young person to report.	Home visit undertaken. First warning letter issued by JJO/JJC directing young person to report. Manager advised.	Home visit undertaken. File referred to manager. Warning letter by JJO/JJC directing young person to report.	Home visit undertaken. First warning letter issued by JJO/JJC directing young person to report. Manager advised.	Home visit undertaken. First warning letter issued by JJO/JJC directing young person to report. Manager advised.
Failure to respond to first warning letter.	Home visit undertaken. File referred to manager. Second warning letter sent by manager directing young person to report or face possible breach action.	Home visit undertaken. File referred to manager. Second warning letter sent by manager directing young person to report or face possible breach action.	Home visit undertaken. File referred to manager. Second warning letter sent by manager directing young person to report or face possible breach action.	Home visit undertaken. File referred to manager. Second warning letter sent by manager directing young person to report or face possible breach action.	Manager advised. Revocation report to manager, IPU / manager, JJCS.	Manager advised. Information forwarded to the Children's Court.	Manager advised. Information forwarded to the Children's Court in the parole jurisdiction.
Failure to respond to second warning letter.	Refer to manager for direction regarding breach action.	Breach action initiated.	Refer to manager for direction regarding breach action.	Breach action initiated.	Not applicable.	Not applicable.	Not applicable.

ISSUE	RECOGNISANCE	PROBATION	GRIFFITH REMAND	COMMUNITY SERVICE ORDER	CONDITIONAL DISCHARGE ORDER 24(1)(C)	SUSPENDED SENTENCE	PAROLE
Re offending (A plea of guilt or a finding of guilt)	Manager advised. Breach action considered. Reasons for non-breach action to be detailed on file.	Manager advised. Breach action considered. Reasons for non-breach action to be detailed on file.	Manager advised. Breach action considered. Reasons for non-breach action to be detailed on file.	Manager consulted regarding Breach action. Reasons for non-breach action to be detailed on file.	Manager advised. Written report to Manager, IPU / Manager, JJCS.	Manager advised. Information forwarded to the Children's Court.	Manager advised. Children's Court in the parole jurisdiction advised of conviction results.
Failure to comply with specific condition.	Manager advised. Consideration given to varying conditions.	Manager advised. Consideration given to varying conditions or laying breach application.	Manager advised. Consideration given to varying conditions.	Manager advised. Consideration given to varying conditions or Revocation Report to Manager, IPU / Manager, JJCS.	Manager advised. Review of strategies, warning letter or Revocation Report to Manager, IPU / Manager, JJCS	Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach or information to the Children's Court.	Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach or information to the Children's Court in the parole jurisdiction.
Poor response to supervision.	Referred to manager for direction and review of intervention strategies.	Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach action.	Referred to manager for direction and review of intervention strategies.	Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach action or information to the court.		Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach action or information to the Court.	Manager advised. Review of intervention strategies. Consideration of warning letter of possible breach action or information to the Court in the jurisdiction.

ISSUE	RECOGNISANCE	PROBATION	GRIFFITH REMAND	COMMUNITY SERVICE ORDER	CONDITIONAL DISCHARGE ORDER 24(1)(C)	SUSPENDED SENTENCE	PAROLE
Failure to reside as directed.	Manager advised. Review of issues, strategies and accommodation. Consideration of varying conditions.	Manager advised. Review of issues, strategies and accommodation. Consideration of varying conditions.	Manager advised. Review of issues, strategies and accommodation. Consideration of varying conditions.	Manager advised. Review of issues, strategies and accommodation. Consideration of varying conditions.	Manager advised. Review accommodation. Consideration of varying conditions.	Manager advised. Review of issues, strategies and accommodation. Consideration of information to the Children's Court.	Manager advised. Review of issues, strategies and accommodation. Consideration of information to the Children's Court in the parole jurisdiction.
Total non-compliance with supervision.	Referred to manager for direction.	Submitted to management for consideration of breach action.	Referred to manager for direction.	Submitted to management to initiate of breach action.	Revocation Report to Manager, IPU / Manager, JJCS.	Report of compliance with conditions of the suspended sentence to the Children's Court.	Report of compliance with conditions of parole to the Children's Court in the parole jurisdiction.

APPENDIX D - SCHEDULE OF STANDARDS FOR CUSTODIAL CASEWORK (December 2002)

Note: The following is a guideline only. The contacts by JJCS for custodial casework are determined by the individual needs of the young person as stated in the young person's case plan. **The case conference process will determine the requirements of both direct and phone contact.** It is recognised that contact may be dependent on the distance required to travel to the centre. In those situations where distance prohibits face to face contact the use of telephone or video conferencing may be required.

* Direct contact means face to face visits with the young person.

Short Term Remand (<i>Less than two months</i>)	Weekly direct* contact for the first 4 weeks or until the short- term custody case plan is developed. Direct* monthly contact for the following 3 months with fortnightly phone contact.
Long Term Remand (<i>Greater than two months</i>)	Bi monthly direct* contact or as determined by the case conference. Monthly phone contact.
Short Term Control (<i>Less than two months</i>)	Fortnightly direct* contact until initial case conference. Direct* contact as determined in the case conference or minimum monthly direct* contact with monthly phone contact.
Long Term Control (<i>Greater than two months</i>)	Fortnightly direct* contact until initial case conference. Direct* or phone contact as determined at the case conference.