Offender Services & Programs
Corrective Services NSW

Policy for Criminogenic Program Planning and Scheduling

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1   Policy statement and purpose

Corrective Services NSW (CSNSW) provides a range of programs to inmates in custody and to offenders in the community which target the criminogenic needs of the highest risk offenders and which meet the corporate goals of:

- contributing to a reduction in re-offending and return to custody;

- heightening community confidence in the justice system;

- enhancing community safety.

Offenders assessed as program eligible using a CSNSW accredited risk assessment tool are prioritised for criminogenic programs. The policy primarily refers to the *core* criminogenic programs identified by Custodial Case Management Units in the case plan; and reflected in the Case Plan Intervention Report (CPIR) that are part of Intervention Pathways (IP); that is:

- Sex Offender Programs (SOP)

- Violent Offender Therapeutic Program (VOTP)

- Intensive Drug and Alcohol Treatment Program (IDATP)

- EQUIPS (and as part of POIC, HIPU and YAOP)

- RUSH and/or CONNECT (and as part of POIC, HIPU and YAOP)

Program planning meetings for local, non-residential programs are held in three-month intervals so that interventions addressing specific offending behaviour can be scheduled. As all residential intensive programs are run as rolling groups, planning occurs more regularly, on the basis of participants completing and a new treatment offer being made. Procedures for Intensive Therapeutic Programs outline this process in more detail.

At non-residential planning meetings the current program schedule is reviewed, and a draft program plan is developed for program delivery over the following six months. This program plan is based on Offender Services and Programs (OS&P) resources being shared across custodial and community locations. Following the meeting, the planned program dates are entered into the Offender Integrated Management System (OIMS) as 'intention to run' schedules.

This policy has three related purposes:

- to maximise program delivery to offenders/inmates with highest criminogenic risk and need;

- to ensure program resources are shared across Community Districts and Custodial Clusters;

- to provide adequate advance notice of where and when programs will commence via the OIMS scheduling module. This advance notice of program 'intention to run' is critical to supporting case management processes and informing key stakeholders such as the Serious Offenders Review Council (SORC) and the State Parole Authority (SPA).

2   Application

This policy applies to:

- All CSNSW staff across custodial and community corrections who are responsible for the planning, scheduling and/or delivery of programs listed in the CSNSW Compendium of Offender Behaviour Change Programs (D16/378421).

- CSNSW compendium programs that are delivered face-to-face in custodial and community settings.

The primary application of this policy is to the non-residential programs e.g. EQUIPS, RUSH. Annexure A of this document only applies to Custody-based residential therapeutic programs such as IDATP, SOP and VOTP; however they will comply with other planning and scheduling procedures applicable to their specific program. HIPU and YAOP programs should also adhere to their procedures for the purpose of planning.

It does not apply to:

- Specialised community-based treatment programs such as at Forensic Psychology Services (FPS).

- NSW Correctional Centres that are subject to Operating / Management Agreements (a 'contract') and operated or managed either by the State or a private service provider will be required to meet the Service Specifications and Key Performance Indicators as detailed in respective contracts.

- The planning and scheduling of CSNSW compendium programs that are delivered via LiViT.

The Assistant Commissioner, Offender Management and Programs (OMP) has oversight for implementing this policy. The Group Director, Offender Services and Programs (OSP) through the Director State-wide Services and Director State-wide Programs is responsible for monitoring compliance with the policy.

Governance and Continuous Improvement has responsibility for performance monitoring and reporting against associated Service Specifications and Key Performance Indicators.

3   Implementation guidelines

Planning meetings are convened by Regional Support Managers (RSM) or delegated Manager of Offender Services & Programs (MOSP) to plan and schedule the delivery of compendium programs for their region. A schedule of programs is developed for delivery over the following six months taking into account Offender Services and Programs (OS&P) staff working across custodial and community locations.

The plan is developed using the template at D17/498492, and is based on:

- Available resources;

- The number of offenders/inmates in each location who have been identified as program eligible and have sufficient time remaining on their sentence or supervision order;

- The program/s identified for completion in the offenders' case plans.

It is recommended that the following staff attend these meetings:

- the relevant Regional Support Manager

- the Cluster MOSP

- the relevant Community Corrections Director

- the relevant Community Corrections Managers

Other staff such as Senior SAPOs may attend if required.

Program delivery in accordance with the program plan is primarily the responsibility of OS&P staff. However, while Community Corrections Officers (CCOs) are not required to facilitate or co-facilitate, they may offer to do so in order to increase local program capacity, and if trained and local resources permit.

To enhance continuity of community program delivery in offices where there are scheduled programs, a Programs item should be included on the agenda at the monthly Community Corrections staff meeting. This allows the Cluster MOSP to attend and be included where possible.

4   Governance of program planning

4.1   The Regional Support Manager

Following are the tasks of the Regional Support Manager:

- Convenes the planning meetings.

- Circulates the minutes of the previous planning meeting, together with the draft program plan and agenda, to all relevant stakeholders. Agenda items are to include:

  a. CSNSW Offender Program and Facilitation Standards (D14/404041);

  b. Self-assessment template (D16/400653) and the WHS risk assessment;

  c. Issues arising from previous plan;

  d. Creation of new plan;

  e. General business.

- Addresses any issues and actions arising from the meeting.

- Requests permission from the Director State-wide Programs via an email business case if there is an intention to deliver any compendium programs outside the standard manner of delivery, e.g. accelerated program, rolling or open groups.

- Ensures the standard scheduling of EQUIPS programs is 11 weeks to include a final week to provide feedback to the participants. This feedback in the final week is not counted as program dosage or towards treatment hours but ensures that compliance with the CSNSW Offender Programs and Facilitation Standards is met.

- Approves final program plans and places into their relevant EDRMS container

  o EDRMS 20/32342 for Community Corrections District – Metropolitan East

  o EDRMS 20/13596 for Community Corrections District – Metropolitan West

  o EDRMS 20/32249 for Community Corrections District – North

  o EDRMS 20/32248 for Community Corrections District – South

- EDRMS 20/32247 for Community Corrections District – West

- Reviews the progress of the plan after three months – to liaise with the relevant MOSPs to identify any issues in that previous three-month period and to forecast and record program delivery for the **next six months.** Even though the following three months are accounted for, the intention of the forecast ensures that there is a proposed six-monthly schedule of programs by locations available at all times.

4.1.1 EQUIPS Program Delivery Scheduling

EQUIPS program delivery is defined in the 'Policy for Implementation, Delivery and Integrity Monitoring of the EQUIPS suite of programs' (D14/444894).

Some flexibility in relation to EQUIPS program scheduling is allowable following consultation and approval from the RSM. However policy clearly states the following (Policy for Implementation, Delivery and Integrity Monitoring of the EQUIPS suite of programs Section 6.2):

"When delivering a program in a flexible manner to meet the needs of the individuals or the location, the number of hours delivered is NOT to be reduced. That is, while a program may be 'accelerated' (e.g. completed in less than 10 weeks) every EQUIPS program must deliver 40 hours of treatment. The minimum standard for an accelerated program is completion of the 40 hours in no less than four weeks (or five sessions per week) AND no more than two sessions of the program (four hours) are to be run in a single day. This maintains the therapeutic intent of allowing offenders to have time to process material and practise new skills. **Condensed programs (i.e. reducing the number of hours delivered) are not an acceptable method of delivery.**"

4.2 The Cluster MOSP

Following are the tasks of the Cluster MOSP:

- Reviews the LMS reports to determine the accreditation credentials of potential facilitators and co-facilitators. Full instructions to check the LMS for a team's training status are at this link: The LMS for Managers.

- From this information, reviews staff training needs and identifies and addresses gaps by liaising with the State-wide Programs Team (via the RSM) for any identified training needs.

- Ensures that sufficient qualified staff are available to deliver programs in both custody and community.

- Communicates with relevant managers for specific custody-based units located in the local cluster e.g. State-wide Manager Specific Needs; Manager, Additional Support Unit, to be aware of programs running in those areas.

- Discusses with the SSAPO/SAPO the programs to be run in custodial/community locations.

- Identifies trained facilitators to deliver scheduled programs within custodial and community locations, including consideration of a single facilitator if resources do not allow for co-facilitation of programs where endorsed by the relevant manager (Community Corrections Manager, Cluster MOSP) following an appropriate work health and safety assessment. Exceptions to this are the facilitation of EQUIPS Domestic and Family Violence, community programs that are run during the evening and when engaging external facilitators.

- Communicates with the RSM at the three-month review and enters any newly scheduled programs into OIMS as 'intentions to run'.

5 Program participant eligibility and suitability

Details of the eligibility criteria for each program (including caveats for those found 'program ineligible' i.e. 3 misconducts in 12 months), as well as reasons that an offender may be assessed as unsuitable for each program can be found in the CSNSW Compendium of Offender Behaviour Change Programs (D16/378421).

Criminogenic program eligibility is determined by the use of a CSNSW accredited risk assessment tool. Objective program eligibility assessment tools are not to be over-ridden for the purpose of placing an offender into the program either in custody or in the community.

In custody, offender eligibility for criminogenic programs is determined by the Custody Triage Risk Assessment Scale (TRAS). The TRAS measures the risk of a return to custody.

In community, offender eligibility for criminogenic programs is determined by the Level of Service Inventory – Revised (LSI-R), designed to identify the offenders' risk and needs with regard to recidivism more generally. For offenders who have been released from custody into community supervision, custodial case plans will remain active and will be reviewed through community case planning processes to prioritise program participation.

In the event that an offender's custody-based case plan does not identify them as program eligible – but they are assessed as program eligible based on their LSI-R score, their case plan must be updated to an EQUIPS related step as per Assistant Commissioner Community Corrections Memorandum 2020/08. Further, if there is evidence associated with increased live risk of reoffending requiring immediate intervention, the Community Corrections Manager may discuss the referral with the MOSP who must then make a recommendation to the RSM. The RSM may seek advice from the Director, State-wide Programs if required, however the final decision about the appropriateness of the referral will be made by the RSM.

5.1 In custody

In custody, program eligible offenders are identified by the use of the Criminogenic Program Eligibility Overview (CPEO). The CMU is also responsible for undertaking the assessment of program eligible offenders to determine their final program pathway through the use of the Most Appropriate Pathway (MAPP) tools. This includes an assessment of program participation suitability. The Procedures for the use of the Intervention Pathways Supporting Tools (D20/0398600) provides further information on determining program eligibility and suitability.

In cases where offenders are identified for treatment in a High Intensity Program Unit (HIPU), Macquarie Intensive Program (MIP) or Priority Offender Intervention Centre (POIC) the respective procedures provide more information regarding eligibility, suitability and responsibilities.

5.2 In community

Community Corrections Officers (CCOs) are responsible for determining program eligibility and suitability for offenders under community based supervision orders.

Community case plans are based on the offender's risk of reoffending, as determined by the LSI-R. Offenders with an identified reoffending risk of medium and above are deemed program eligible and must have an EQUIPS related step included in their case plan as per Assistant Commissioner Community Corrections Memorandum 2020/08.

6 Community Corrections Program Planning and Scheduling

This section sets out the responsibilities of OS&P and Community Corrections staff involved in scheduling community based compendium programs.

6.1 The Community Corrections Manager

- Following are the tasks of the Community Corrections Manager in preparation for the program planning and scheduling meeting: Review the automatically generated Program Referral Report for the office.

- Filter the report based upon Status Date and Status to prioritise offenders

- Reviewing and collating the information on the type and frequency of local program needs for the relevant office/s by consulting the following resources:

    a. The Program Referral Report
    b. Feedback from staff regarding perceived program needs
    c. Local knowledge of service gaps/key demand areas

6.2 The Regional Support Manager or Cluster MOSP

Following are the tasks of the RSM or delegated Cluster MOSP during the program planning and scheduling meeting:

- Ensures that the current program schedule is brought to the meeting ready for review, as well as some blank schedules (see D17/498492) for use during the meeting.

- Takes the minutes of the planning meeting and saves these in the relevant EDRMS container.

- Reviews the success of the schedule of the programs run to date; and considers the programs scheduled for the remainder of the period.

- Discusses any issues affecting localised needs and answers the following key resourcing questions such as:

    o Likelihood of offenders attending on a particular day or time of the day
    o Access/transport issues
    o Available resources
    o Localised needs regarding logistics are identified which may impact on scheduling

- Confirms fully resourced Community group rooms are available as outlined in the OS&P and Community Corrections Management Support Agreement (MSA).

- Compiles a **draft** program plan for the next six months, based on all the information collected. This new program plan is created using the blank schedule at D17/498492.

- Sets the date for the next planning meeting.

6.3   Program bookings and travel costs

- If there are sufficient offender numbers in each community location to commence programs, it is OS&P's responsibility to get the facilitator(s) to the offenders. The costs for facilitator travel and accommodation are the responsibility of OS&P.

- If there are insufficient offender numbers in each community location to commence programs, then it is Community Corrections responsibility to get the offenders to the facilitator e.g., bringing two or three offenders from three different reporting offices to one location.

- The costs related to the transport of offenders are the responsibility of Community Corrections. As offenders are Community Corrections clients, selection of suitable venue and cost of room hire are also the responsibility of Community Corrections.

- If OS&P choose (for OS&P reasons) to run a program in a location other than that specified by Community Corrections, OS&P are to pay the cost of any associated room hire.

Note: OS&P do not incur costs for refreshments throughout the duration of a program or end of program events.

6.4   Tasks following the Community Program Plan meeting

6.4.1   Community Corrections

Community Corrections Managers ensure that the program plan for their location/s is disseminated so that CCOs remain aware of scheduled programs and the eligibility criteria (see Section 5). All staff at each community location should be made aware of the program schedule, and of any relevant referral criteria, and are able to incorporate this into assessment and planning for offenders.

Community Corrections Officers (CCOs) are then responsible for assessing program suitability as part of the normal case planning process for all supervised offenders, through the use of the relevant Practice Guide for Interventions (PGI's), PGI 1.3 Program Readiness and PGI 1.4 Readiness to Change, as well as using the program schedule to inform availability of programs (and see 6.5).

The CCO must update the case plan for all eligible offenders who are assessed as suitable to reflect the individual's requirement to attend the next available program and open the relevant program line for each offender in OIMS if not already active ("refer" to the program), unless there are extenuating circumstances which prevent them from inclusion. Such circumstances must be documented in the case plan.

If an alternative intervention strategy (or non-CSNSW program) is to be used instead of available programs, the CCO must include a comment in the case plan explaining the rationale for not including an offender on the list of participants.

Any offender found unsuitable is to be re-assessed by the CCO at each case plan review.

6.4.2   The Cluster MOSP

- Enters all of the programs planned in the cluster for the next six months as 'intentions to run' in OIMS. The convention for entering the course code for each program is a 5/4/3/2 model using letters in the location/program/sequence/year e.g. CTYDOEQFO00120.

- Considers budget implications (i.e. staff over-time, travel or accommodation) to be considered as part of the region-based budget and advises the RSM of estimated costs using the template for projected overtime and travel expenditure for budget scheduling purposes

- Identifies trained staff availability to deliver scheduled programs. If gaps in staff training are identified, the RSM and Cluster MOSP should work with the State-wide Programs team to develop a staff training schedule.

- Identifies how many external facilitators need to be engaged to facilitate scheduled programs and take steps to engage External Facilitators as per The Policy for Engaging External Program Facilitators (D14/444792).

6.5 Confirming community offender program suitability

Only those offenders who are assessed as program eligible using a CSNSW accredited risk assessment tool are to be allocated to programs as per Section 5 of this policy. Objective program eligibility assessment tools are not to be over-ridden for the purpose of placing an offender into a program. After meeting eligibility criteria, suitability for group placement should be assessed. Community Corrections Officers are responsible for assessing program suitability as part of their normal case planning process. There is no requirement to undertake specific suitability assessments, or to record suitability assessments in OIMS, other than via the case plan/relevant case notes. However, tools such as the Treatment Readiness Questionnaire and Motivational Interviewing can be utilised if appropriate.

In determining program suitability, the following should be considered:

- How would the program be targeting factors linked to the participant's risk of re-offending?

- Is the offender willing to engage at this time? If not, have strategies been developed to encourage engagement?

- Is there enough time on the order for the offender to undertake the program?

- Is the offender capable of functioning in a group?

- Are there any special needs or areas where assistance is required in order to increase the likelihood of success?

- If the offender is not referred now, what options will be available later?

- If the offender is female, does she require additional support to participate in a predominantly male group? (Except in the case of EQUIPS DFV, which are to be comprised only of participants of the same gender.)

Resistant offenders can be referred to programs, but should be worked with, both in the group and in supervision using the PGI's relevant to the program and session, to improve motivation and engagement.

Note that it is not appropriate to allocate an offender to a program knowing that their community order will expire prior to the date of completion of the scheduled program. Any deviation from the standard delivery of the programs should be discussed with the Regional Support Manager. Offenders who do commence a program but whose CSNSW supervision order expires prior to completion **cannot** continue to attend program sessions under any circumstances.

6.6   Allocating offenders to a community program schedule

The Community Corrections Manager disseminates the program referral list for the office to supervising CCOs to prioritise offenders for inclusion in scheduled programs based on the case plan step *Status Date* and *Status*. The details of identified offenders from the program referral list are to be communicated to the Community Corrections Manager allowing sufficient time for collation of the final list of 10-16 participants.

Note that while male and female offenders can be mixed in EQUIPS Foundation, Addiction and Aggression groups they <u>cannot</u> be mixed in EQUIPS Domestic and Family Violence groups.

Four weeks prior to the scheduled start date of each program

The Community Corrections Manager collates the final list of 10-16 eligible and suitable candidates who have been identified to participate in that specific program and sends this list to the Cluster MOSP.

Note: A minimum of 10 offenders is required for a group to start and at no time should the group exceed 16 active participants.

The supervising CCOs must complete or revisit the Program Readiness PGI with the offender and let offenders know times and dates for the scheduled program. If any offender refuses placement, the reason is recorded in OIMS. The CCO should notify the Community central contact person (liaison officer) and the Cluster MOSP of any changes or additions to the list at any point prior to the program commencing. The MOSP then provides the final list of participants to the facilitator.

On receipt of the list of candidates, the facilitators of the program or MOSP/SSAPO, in cases where there are two External Facilitators, will amend the 'intention to run' schedule on OIMS and build out actual dates and times. The facilitators, or MOSP/SSAPO, in the cases where there are two External Facilitators, will then allocate the offenders on the list to the specific occurrence of the program. A maximum of 16 offenders can be allocated to a group at any one time.

The CCO ensures motivation and program readiness is addressed in any supervision interviews through the use of relevant PGI's.

Two weeks before the program commences

- If the finalised list containing 10-16 participants only has not been provided by the Community Corrections Manager:
    - The MOSP should raise this with the RSM.
    - The RSM will then contact the Community Corrections Manager.
    - If the list has still not been provided prior to the scheduled start date, the RSM will then contact the relevant Community Corrections Director with a request that they intervene.
    - If the intervention fails, the program will be cancelled or postponed by the Cluster MOSP.

If the planned program is not able to go ahead, a discussion is held between the Community Corrections Manager and Cluster MOSP regarding possible solutions, e.g. a different program or alternative time (*see Managing Program Attrition, Section 8.1*) or redeployment of resources elsewhere.

Following this discussion, the 'intention to run' for the cancelled program is to be deactivated on OIMS by the MOSP and the reason and authority noted in the Program Occurrence comments field.

If resources are being redeployed and a program will run in another location than initially planned, then following the deactivation of the original program, a new 'intention to run' is to be created.

The Community Corrections Manager is to:

- Provide contact details for the following to the MOSP:
  - Site Manager during business hours, Director for after-hours program delivery
  - Central contact person (liaison Officer)
  - Administration Assistant name, email address and contact number for external facilitator data entry purposes where two external facilitators are delivering a program
  - Security provider name, contact number
  - Update the MOSP with any changes to above contact details

One week before the program commences

Supervising CCOs issue reminders to offenders in the community via phone, SMS, interview, or other means as appropriate.

The Cluster MOSP:

- Arranges for new OS&P and external facilitators to attend induction into the Community Corrections office a minimum of one week prior to program commencement.

- Ensures that program facilitators, including external facilitators, know the program schedule, location and site contact details prior to program commencement.

- Provides contact details for the following to all facilitators:
  - Site Manager during business hours, Director for after-hours program delivery
  - Central contact person (liaison Officer)
  - Administration Assistant name, email address and contact number for external facilitator data entry purposes where two external facilitators are delivering a program
  - Security provider name, contact number

The Community Corrections Manager is to induct new OS&P staff or external facilitators into the office by providing local operating procedures or risk assessments covering things such as: arrangements made for program rooms; parking; tea and coffee; static security; bathrooms; emergency contact; duress alarm use and security responder procedure; and the issuing of swipe access card and/or keys.

During the program

The CCO liaises with the facilitators, monitors offender attendance, and follows up on and reinforces program content with offenders through subsequent contact or in any ongoing supervision interviews.

The CCO makes contact with those offenders who did not attend, in order to motivate them to attend the next session. The Practice Guide Interventions can be utilised for this purpose during contact and also to reinforce new skills learned in group programs.

7 Custody based program planning and scheduling

7.1 Cluster MOSP program planning meeting preparation

The Cluster MOSP develops/updates the program schedule for the next 6 months by:

- Consulting with staff to confirm staffing resources

- Giving consideration to the following:

7.1.1 Prioritising offender needs for criminogenic programs

- Consult the Case Plan Intervention Report (CPIR)

  The CPIR is a weekly updated report that is available on the intranet page Offender Services & Programs Reports. It identifies program eligible and suitable offenders and clearly indicates when a candidate is required to commence their case plan led pathway to ensure that the inmate obtains the intervention they require prior to their Earliest Release Date (ERD). See Annexure A for more information about using the CPIR.

- Considering offender population numbers to fill EQUIPS (BAU) Programs

- Scheduling RUSH Program, particularly for inmates that have RUSH included as a step in their case plan in preparation for other intensive programs such as MISOP or HISOP.

- Scheduling the TRIP program into the six-monthly program plan where a need exists for offenders in TRIP program approved correctional centres (identified by using the eligibility criteria outlined in the Compendium of Offender Behaviour Change Programs).

- Consideration should be given to scheduling EQUIPS Maintenance for inmates who have completed at least one, preferably two, EQUIPS programs identified in their case plan to increase dosage for program eligible offenders. The scheduling of EQUIPS Maintenance is dependent on benchmark targets for specific centres and availability of resources.

7.1.2 Prioritising sex offenders for RUSH and/or EQUIPS

As part of the Intervention Pathway model all sex offenders who meet the criteria for HISOP are to be referred to Real Understanding of Self Help (RUSH) and additional EQUIPS programs as indicated within their case plan. The SOP custody team will develop a list of offenders who require these programs prior to entry into HISOP. This list will be provided on a three-monthly basis to the local MOSP to allow for co-ordination with RSM in planning meetings. The offenders on these lists should be prioritised for entry into RUSH and EQUIPS.

As part of the Intervention Pathway model all sex offenders who do not meet the criteria for HISOP and who are assessed on the STATIC-99R as at least average (moderate/Level III) risk of sexual re-offending will be referred to one of the following treatment streams as based on their initial case plan:

- MISOP (including Community based MISOP)

- RUSH or Connect

- The EQUIPS suite of programs (excluding EQUIPS Aggression)

NB: The SOP custody team will develop a list of offenders who require any additional programs prior to MISOP. This list will be provided on a three-monthly basis to the local MOSP to allow for co-ordination with RSM in planning meetings

7.1.3   *Scheduling Remand Programs*

- Identifying the program scheduling and staffing requirements for remand inmates in centres where Remand DV and Remand Addictions, and RUSH or CONNECT on remand are run.

7.1.4   *Scheduling Wellbeing Programs*

While criminogenic programs are the first priority for program scheduling, wellbeing programs (or complementary criminogenic programs) should also be considered in the six monthly program plan where a need exists. These programs include the parenting programs and Out of the Dark. The provision of wellbeing programs is aligned with benchmarked targets in specific centres.

7.2   Custody Based Program Planning Meeting responsibilities

Responsibilities of those attending the three-monthly program planning meeting are as follows:

- The Cluster MOSP takes the minutes of the planning meeting.

- Review the success of the schedule of the programs run to date and consider the programs scheduled for the remainder of the period as prepared by the Cluster MOSP.

- Discuss if there are any issues affecting localised needs such as:
  - Likelihood of inmates attending at a particular day or time of the day
  - Access issues
  - Available resources
  - Budget implications (i.e. staff over-time, travel or accommodation)
  - Logistics which may impact on scheduling

- Compile a **draft** program plan for the next six months, based on all the information collected, ensuring relevant program targets are met through the schedule.

- This new program plan is created using the template at D17/498492 which is completed with a clear note of staff name, program name and program commencement dates. Each program in the plan needs to have an identified facilitator (and co-facilitator where required), or a clear plan to obtain one by the time the program will run.

- Set the date for the next planning meeting.

7.3   Tasks following the Custody Program Plan meeting

The Cluster MOSP enters all of the custody-based programs planned in the cluster for the next six months as 'intentions to run' in OIMS. The convention for entering the course code for each program is a 5/4/3/2 model using letters in the location/program/sequence/year e.g. BTHCCEQFO00120.

Four weeks prior to the intended start date:

The SSAPO:

- Consults the Case Plan Interventions Report (CPIR), available on the intranet, for the list of eligible and suitable offenders within the centre for the specific programs.

- Consults the Offender Schedule report in OIMS to identify any inmates with current program, education or Traineeship allocations to ensure any current commitments are not going to be impacted by placement into upcoming criminogenic programs.

- Consults with CSI education and the Case Management Unit (CMU) if inmates are identified as having current allocations to an Aboriginal program, Education or a traineeship to ensure there are no scheduling conflicts

- Identifies specific offenders from the CPIR for placement in the planned group, prioritising by the status and due date of the program as specified in the CPIR. In the case that the due date for the program has passed, the offender should be placed into the relevant program as soon as possible. See Annexure A for more information about how to use the CPIR.

- Opens the relevant program line for each offender in OIMS if not already active.

- Allocates the offenders on the list to the specific occurrence of the program. A minimum of 10 offenders is required for a group to start. A maximum of 12 offenders in custody may be allocated to a group at any one time.

- Conducts program specific OIMS administration tasks.

- Notifies the Case Management Unit (CMU), CSI, Education and Custodial operational areas in the centre of the planned start date and the identified offenders.

  Note: In the event that an identified offender is subsequently determined unsuitable, as recorded in OIMS by the CMU, and that determination is unlikely to change prior to the commencement of this specific program, another offender can be identified from the CPIR using the prioritisation principles as stated above for an offer of treatment. The CMU should be notified of the newly identified offenders.

- Notifies the Cluster MOSP about any additional offenders on the CPIR whose intervention due date occurs before the next planned occurrence of that program.

The Cluster MOSP in collaboration with the RSM, SCMO and Classification determine the most effective way for the offender/s to receive appropriate treatment in compliance with the offender's case plan.

Two weeks prior to the scheduled start date:

The facilitator of the program will:

- Amend the 'intention to run' schedule on OIMS and build out actual dates and times.

- Meet with the offenders identified to participate in the program. The purpose of this meeting is to introduce themselves and to provide motivation and information about the dates and times of the scheduled program. This meeting is then recorded in OIMS under program support.

Note: Suitability for program participation has been determined previously through case planning processes. However, if during this meeting, the facilitator has significant concerns about the suitability of the offender to participate in the program the following should be adhered to:

a. The facilitator records the details of the meeting with a brief explanation of any suitability concerns under program support in OIMS.

b. The facilitator notifies the SSAPO with an explanation of the concerns.

c. If it is agreed that the suitability of the offender should be reassessed, the SSAPO consults with the SCMO of the centre.

d. If the offender is subsequently assessed as unsuitable, another eligible and suitable offender can be identified from the CPIR for participation in the program and the CMU notified of newly identified offenders.

e. If the suitability issue cannot be resolved, it should be escalated to the MOSP.

- Conduct program specific OIMS administration tasks and/or confirm that all OIMS data for the program is accurate and complete for each identified offender.

- Provide an updated list of inmate participants to all the relevant areas of the correctional centre, i.e.: CSI, Education, Custodial operational areas, CMU

If circumstances in custody result in a decision not to proceed with a planned program, the 'intention to run' program should be deactivated on OIMS and the reason and authority noted in the Program Occurrence comments field.

If resources are being redeployed and a program will run in another location than initially planned, then following the deactivation of the original program, a new 'intention to run' is to be created for the new location.

One week prior to the scheduled start date:

The facilitator issues reminders to inmates.

Provide a reminder list of inmate participants to all the relevant areas of the correctional centre, i.e.: CSI, Education, Custodial operational areas, CMU.

During the program:

The facilitator of the program:

- Monitors attendance and, where possible, follows up on and reinforces program content with inmates through subsequent contact or in any ongoing interviews.

- Conducts OIMS recording tasks as specified for the program.

- Completes saving documents/records to EDRMS as specified for the program.

8   Program Data Administration – Custody and Community

8.1   Managing program attrition

For both Community and Custody based programs, a minimum of 10 offenders is required for a group to start. The minimum number of participants for a group to continue running is 6.

Should a scheduled EQUIPS Aggression (EQAG)/Domestic and Family Violence (EQDFV)/or Addiction (EQAD) program approach the start date (within five working days) with less than 10 allocated participants, a decision can be made by the Manager Offender Services & Programs (for community programs, in consultation with the Community Corrections Manager) to swap the program to an EQUIPS Foundation (EQF) program in order to increase participation.

In OIMS, de-allocate the participants from the EQAG/EQDFV/EQAD (effectively suspending them back to the waiting list); deactivate the program (removing all sessions remaining) and create an intention to run for EQF. Allocate all of the participants for that program.

If group attrition occurs within the first two sessions of any program commencing and it is evident that these participants will not be attending/or returning to group, then new eligible and suitable offenders can be added to the existing group to backfill vacancies. This MUST occur no later than session three of any of the EQUIPS programs in order for the offender to be able to achieve a completion (i.e. maximum of three sessions can be missed but all three cannot be from the same module).

If the number of participants is *approaching* the minimum of six participants required to continue running, the facilitator should inform the Cluster MOSP and seek advice on how to proceed. The Cluster MOSP must consult with the RSM and Community Corrections Manager.

If the participant numbers fall below six, due consideration should be given to terminating the program and re-allocating (merging) participants to another group, this can be at another community location if appropriate. However, there may be occasions when the participant number drops below six and the program has progressed beyond session 12, yet the remaining participants are engaged and highly motivated to complete the program. In this case a program can be completed with less than six participants and programs, with the exception of EQUIPS Domestic and Family Violence, can be completed with only one facilitator for the remainder of the sessions, provided Work Health & Safety (WHS) issues have been duly considered.

It may be possible to utilise a more time-efficient, flexible strategy (e.g. accelerating) for completing the remainder of the sessions and the facilitator should discuss this with the Cluster MOSP and State-wide Programs Senior Program Development Officer for the region.

For programs in custody, if at any time an offender is not able to continue in a program in which they have commenced treatment, the CMU must be notified by raising a referral in OIMS using the 00 Notify IP Exit - Case Management line in the Program Measures and Evaluation Screen.

8.2   Cancelling a program or session or terminating a participant

The decision to cancel a scheduled community based program can only be made by the Manager Offender Services & Programs after consultation with the Regional Support Manager and Community Corrections Manager.

For programs in custody, the decision can be made by the MOSP. Significant changes to program schedule should be discussed with the Functional Manager Security/Manager of Security of the centre to ensure Local Operating Procedures and security considerations are adhered to.

Group facilitators (SAPOs/SSAPOs/external facilitators) or Community Corrections Officers (CCOs) cannot cancel a program or session without having consulted with a manager. The Cluster MOSP will provide approval for the cancellation of a session of a program. The RSM will provide approval for the cancellation of a program after consultation with the relevant Community Corrections Director.

Group facilitators (SAPOs/SSAPOs/external facilitators) or Community Corrections Officers (CCOs) cannot withdraw or terminate a participant from a program that has commenced without having consulted with a manager (see section 8 in *Policy for the implementation, delivery and integrity monitoring of the EQUIPS suite of programs*).

The OS&P - Community Corrections Management Support Agreement (MSA) outlines the specific

roles and responsibilities for the cancellation of a session and/or program which is to be applied in conjunction with section 8.2 of this policy.

If no resolution can be reached at a local level, any issues should be escalated to Director Level (i.e. Director Community Corrections and Director State-wide Programs).

If the decision is made by the MOSP to terminate or withdraw a participant from a program in custody, the CMU must be notified by raising a referral in OIMS using the 00 Notify IP Exit - Case Management line in the Program Measures and Evaluation Screen. Note that this can only be done subsequent to information having been entered into the EQUIPS process line (see Policy for Implementation, Delivery and Integrity Monitoring of the EQUIPS suite of programs).

9   Definition of terms

Terms	Definition
CSNSW	Corrective Services New South Wales
EDRMS	Electronic Document Records Management System
MOSP	Manager of Offender Services and Programs
OIMS	Offender Integrated Management System
OMP	Offender Management and Programs
OSP	Offender Services and Programs
SAPO	Services and Programs Officer
SSAPO	Senior Services and Programs Officer
RSM	Regional Support Manager

Note: All references to SAPO are to be interpreted as references to Services and Programs Officer / Alcohol and Other Drugs Officer / Welfare Officer

10   Document history

Version	Date	Reason for Amendment
1.0	20/11/2020	Initial publication
1.1	08/08/2016	Included procedure for Pre-program Suitability Interview (PPSI) for custody and direction in ACCCM 2016/13 – EQUIPS Programs in the community
1.2	04/11/2016	Reformatted policy, removed all internal links, updated to be in line with OS&P Business Plan 2016-17
1.3	28/07/2017	Increase focus on EQUIPS Foundation, post-program requirements and clarification of various terms. (See detail in Memorandum 2017/02 by Director, State-wide Programs)
2.0	20/11/2020	Title changes, Addition of Intervention Pathway Policy and Procedures and changes to suitability and eligibility criteria

11 Annexure A – Using the Case Plan Intervention Report (CPIR)

The Case Plan Intervention Report is a report which identifies the individual case plan steps on all active case plans. It can be filtered by locations and by case plan steps to ensure that Cluster MOSPs, Senior Psychologist and Therapeutic Managers have an accurate source to determine the program requirements for their location and/or program.

The report will also clearly identify when a candidate is required to commence their case plan led pathway to ensure that the inmate obtains the intervention they require prior to their Earliest Possible Release Date (EPRD). This will assist staff in prioritising candidates, to ensure those requiring interventions are provided with it in a timely manner prior to their EPRD. The Case Plan Intervention Report is updated weekly and will be available on the intranet page Offender Services & Programs Reports

Therapeutic Managers, Senior Psychologists and Cluster MOSPs can filter the report by location and/or by program to identify the immediate, short term (1-3 months), medium term (4-6 months), and long term (over 6 months) needs for their specific program or Correctional Centre location.
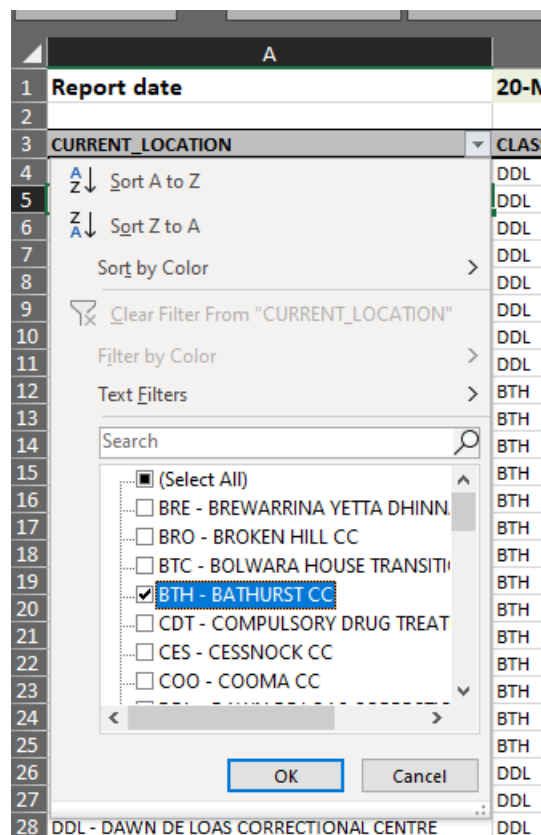
With the relevant location selected, you can see all case plan steps for each program eligible offender which specifies the intervention required for that case plan step.

The case plan step can be filtered to select a specific program.
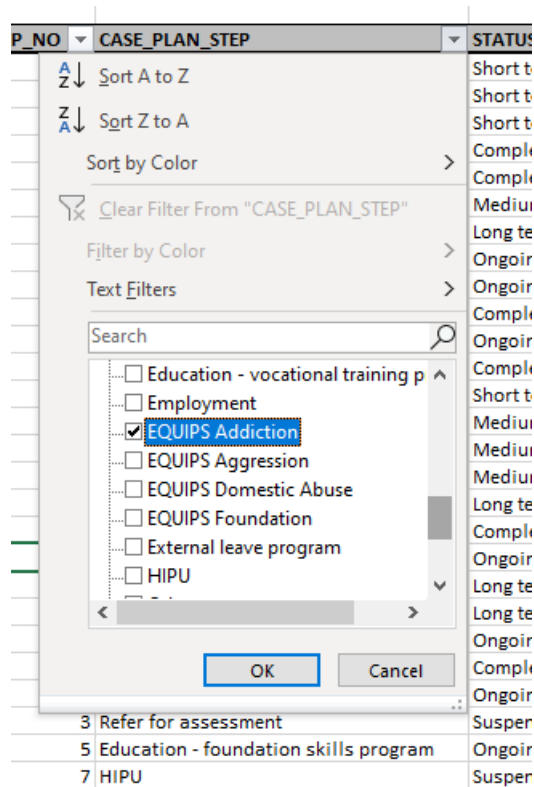
The "status" column gives an overview of the timeframe required for the commencement of the program. When viewed in conjunction with the "due date" column, this provides the information required to appropriately prioritise offenders for group placement.

P_NO	CASE_PLAN_STEP	STATUS	PPSI_OUTCOM	EPRD	START_DATE	DUE_DATE
4	EQUIPS Addiction	Short term (1-3 months)	Suitable	21/05/2020	21/08/2019	18/09/2019
11	EQUIPS Addiction	Immediate	Suitable	21/11/2021	8/10/2019	8/10/2019
1	EQUIPS Addiction	Ongoing	Suitable	24/06/2020	19/12/2019	19/12/2019
1	EQUIPS Addiction	Short term (1-3 months)	Suitable	24/09/2020	21/11/2019	19/12/2019
3	EQUIPS Addiction	Immediate	Suitable	5/10/2020	24/02/2020	24/02/2020

Those with the earliest due date, including those that have passed, have the highest priority for group placement.

When preparing the 6 month program schedule the Cluster MOSP can filter the "status" column for "immediate", "short term" and "medium term" to provide an indication of eligible offender population.
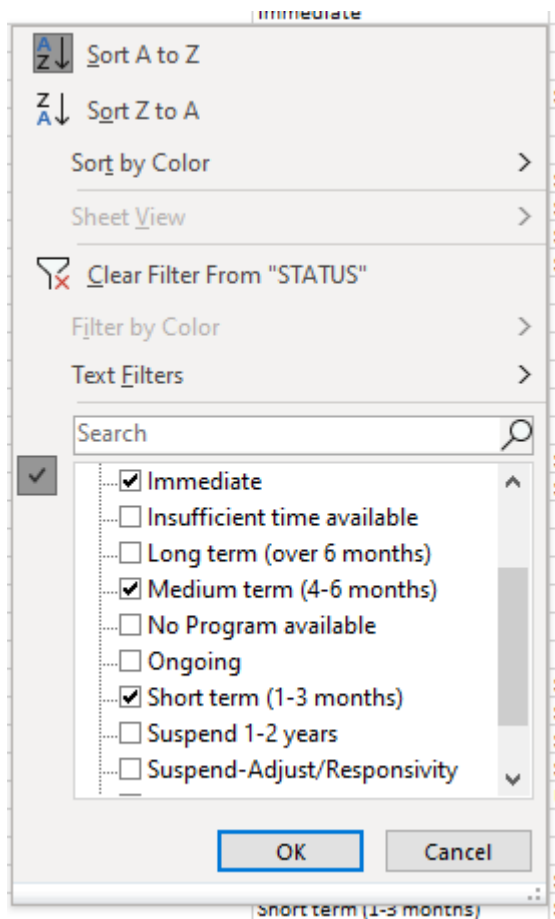
The "Classified to" column can be used by the Cluster MOSP when preparing for the planning meeting to account for impending offender movements.

Similarly the facilitator of a program can filter the spreadsheet in order to identify those with the highest priority for program treatment into their specific program as outlined in section 7.3 of this document.