

# **Individual Management Plan**

## **Serco Immigration Services**

### **Immigration Detention Centre Individual Management Plan Policy and Procedures**



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## 1. POLICY

An Individual Management Plan (IMP) is central in the management of each Person in Detention.

The IMP will be the mechanism for the formal capture of all data relevant to the management of the individual.

The IMP will be a dynamic document subject to continual updating and improvement.

The creation of the IMP will include input from the Person in Detention, the Personal Officer, Health Services Manager, Case Manager, and all Clients Service Officers (CSOs) who interact with People in Detention.

Serco's approach to the development of Individual Management Plans (IMPs) sits within the framework of the Department of Immigration and Citizenship (DIAC) Case Management.

## 2. AIM

To detail processes and responsibilities for the timely and comprehensive development and implementation of Individual Management Plans (IMPs) for every Person in Detention to ensure the delivery of risk management and needs-based services and support.

## 3. PROCEDURE

### 3.1 Introduction

The Centre Manger has a direct responsibility to implement IMPs for each Person in Detention. This responsibility includes the requirement to:

Identify the welfare, cultural and religious requirements of a Person in Detention no later than 24 hours after their reception

Allocate each Person in Detention to a Personal Officer who will meet regularly with the Person in Detention

Within five days of arriving, develop and implement an IMP for every Person in Detention, in conjunction with the Health Services Manager (HSM)

Participate in a weekly review of the IMPs with DIAC Regional Management, Case Managers, the HSM or more frequently as directed by the DIAC Regional Manager

### 3.2 IMP Management

The Senior Care Manager/Senior Operations Manager will be responsible for the management of the IMP processes.

The IMP will be a hard copy document or file included in the Person in Detention's Dossier. This document or file will be labelled "Individual Management Plan". The IMP will be retained in a lockable file in the area where the Person in Detention is accommodated or in a central area in the IDC.

There will be an individual plan for each Person in Detention.

All Serco and DIAC staff with information who can contribute to the management of the Person in Detention will be expected to contribute to this Plan.

It is important that information entered is in sufficient detail so as to enable all readers to fully understand what is written.

The IMP will be compiled by:

- The Personal Officer of the Person in Detention
- Any CSO with information relevant to the Person in Detention
- Any Client Service Manager (CSM)
- The Health Services Manager
- Any other Serco/DIAC staff member with information to contribute to the management of the Person in Detention

Whenever a Person in Detention is transferred to another site or Centre, the IMP will accompany the Person in Detention.

Entry of information into the IMP does not remove a requirement to enter this information into the Service Provider Portal (SPP).

It is important that all Serco staff recognise the importance of ensuring that any undertakings made in the development of the IMP are delivered.

To this end, all staff must seriously consider what is being proposed to ensure that any undertakings are achievable.

### 3.3 IMP Approach

The Serco IMPs will:

- Complement DIAC Case Management
- Provide evidence of duty of care by Serco staff
- Document the needs of People in Detention and define the program responses set in place to address those needs, and associated staff responsibilities
- Provide a means by which the needs of People in Detention can be monitored and evaluated

- Establish a documentary trail to satisfy Serco's own internal operational needs, contract performance management requirements, other internal and external audit needs and the requirements of external agencies such as the Commonwealth Ombudsman, the Human Rights Commission, Detention Advisory Committee and the Coroner
- Be a point of reference for the Health Services Manager
- Where a minor is involved, the IMP will have the best interests of the child as a primary consideration

### 3.4 IMP Content

As a minimum, the following information will be collected and recorded in the IMP:

- The name of the Person in Detention
- The accommodation allocated to the Person in Detention
- Any special or preferred dietary needs
- Visitors' details
- The welfare needs of the Person in Detention, including mental and physical health
- The cultural needs of the Person in Detention
- The religious or spiritual needs of the Person in Detention
- Who the Person in Detention's Personal Officer is
- Any identified developmental needs
- Any program needs of the Person in Detention. This will include a mapping of preferred and/or intended programs
- Any activity needs of the Person in Detention. This will include a capture of the preferred activities/hobbies/sports and interests of the Person in Detention
- Any requests or complaints
- Staff observations
- Staff concerns
- Any related behavioural management issues
- Any health related issues
- Any arising pertinent welfare or assistance needs of the Person in Detention
- Any matters the Personal Officer/CSOs consider material to the welfare of the Person in Detention
- Any matters the Personal Officer/CSOs consider material to the interaction with the Person in Detention
- The current Security Risk Assessment for the Person in Detention
- The Individual Allowance Program balance. This is particularly relevant prior to a transfer or discharge

### 3.5 Other Relevant Procedures

This Procedure must be read in conjunction with the following Serco PPMs:

- Reception and Induction

- Interaction with People in Detention
- Personal Officer
- Programs and Activities
- Case Management
- At-Risk Management
- People in Detention - Under 18 Years
- Records Management
- Transfer and Discharge

### 3.6 IMP Development

In conjunction with the Health Services Manager (HSM), the Senior Care Manager/Senior Operations Officer will ensure that an IMP for every Person in Detention is developed within five days of their arrival and that it is implemented. CSOs will use the SPP to regularly record and upgrade all IMPs.

Managers will also check to ensure that the required level of detail and qualitative information is being achieved.

The Centre Manager will establish a reporting system to ensure he or she is aware of any shortfalls in the development of each IMP within the timeframe required by the contract.

The Centre Manager will keep their Serco Regional Manager and the DIAC Regional Manager informed of any impediment presented by the numbers of People in Detention or the turnaround of those People in Detention, which may impact on the development and implementation of IMPs within the timeframe required by the contract.

### 3.7 IMP Review

Serco will participate in a weekly Department review of the Individual Management Plans with the Department Regional Management and the Health Services Manager, or as required by the Case Manager or Regional Manager.

The review of IMPs will be conducted by a multi-disciplinary committee of DIAC, Serco and HSM staff and will be chaired by the Senior Care Manager.

The objective of the IMP review process is to ensure the assessed needs and risks presented by each Person in Detention are addressed in a timely and comprehensive manner.

Following each Department review, any required changes must be updated in the IMPs within 24 hours.

Actions arising from the weekly Department review must be implemented within the agreed timeframes. Records of the actions, the agreed timeframe, and when the action was completed must be maintained for auditing purposes.

### 3.8 IMPs - Audit Trail

The Centre Manager will require senior managers to spot check a number of IMPs on a monthly basis to establish:

- That IMPs are being completed
- The IMPs are adequately capturing the needs of People in Detention
- That there is a good capture and fit between what is documented and the needs of People in Detention
- Any CSOs who require further development or assistance to enable them to adequately complete the IMPs
- That the IMPs are being reviewed weekly
- That the actions identified in each Person's IMPs are being appropriately addressed by the Serco staff member responsible

This monthly check will be supported by a report to the Centre Manager from each manager detailing the IMPs checked and subsequent findings.

### 3.9 IMP - Staff Training

ASPAC Training will ensure that the Induction Training undertaken by Serco staff before assuming duty at an IDC includes a component on IMPs. This training will include the roles and responsibilities of Serco staff to implement IMPs in a manner which complements DIAC's Case Management and meets contractual requirements.

### 3.10 Audit of IMPs

The National Assurance Manager will establish an audit program which will include the auditing of IMPs to ensure contractual compliance.

Regional Managers will conduct checks of IMPs to complement the National Audit Plan issued by the National Assurance Manager.

### 3.11 Continuous Improvement

The Centre Manager will implement a Continuous Improvement Plan which will draw upon Serco's corporate approach to Continuous Improvement, embracing the application of proven techniques and instruments.

This Continuous Improvement Program will ensure that IMPs effectively coordinate services and support to People in Detention in accordance with the contract and benefit both People in Detention and DIAC.