

Wellbeing of People in Detention

Serco Immigration Services

Immigration Detention Centre Wellbeing of People in Detention Policy and Procedures

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1. POLICY

The Serco approach to service delivery is to ensure that Immigration Detention Centres (IDC) provide humane detention conditions and operate with respect for human dignity.

All People in Detention will be treated by Serco staff fairly and with dignity and respect.

There will be tailored Individual Management Plans which are based on assessed needs and designed to ensure the wellbeing of the individual Person in Detention.

The achievement of wellbeing will be in accordance with the structured DIAC Case Management processes and through close liaison and coordination with the Health Services Manager.

2. AIM

To ensure and promote the health and wellbeing of all People in Detention by providing staff with an overview of the Serco approach to achieving wellbeing for People in Detention.

3. PROCEDURE

3.1 Introduction

The health and wellbeing of People in Detention in an IDC will have both physical and psychological components, which will frequently overlap.

Many People in Detention may present with the impacts of accumulated adverse life experiences and may be both psychologically fragile and have extensive unmet needs which will have to be addressed to ensure their wellbeing whilst in detention.

This procedure recognises the several dimensions of wellbeing of People in Detention and details Serco's holistic response to this challenge.

3.2 People Services

The range of services that comprise the strategies to achieve wellbeing of People in Detention include:

3.3 Reception and Induction

Serco's commitment and engagement to the wellbeing of People in Detention will commence at Reception and Induction.

The Reception and Induction will focus on identifying the needs of each individual Person in Detention and on the provision of information about the IDC.

The Reception and Induction process will contribute to the wellbeing of People in Detention by relieving their immediate concerns and by providing a psychological and physical safe haven.

The information collected during the reception and Induction process will initiate an Individual Management Plan for each Person in Detention (refer to Serco's *Individual Management Plan PPM*).

3.4 Programs and Activities

These are key components of the IDC environment and of the people services available to People in Detention (refer to Serco's *Programs and Activities PPM*).

The Senior Care Manager will oversee the development of a monthly Programs and Activities Plan. Through a process of consultation with People in Detention, the Plan will reflect the needs and preferences of People in Detention.

The Plan will include the delivery of structured and unstructured Programs and Activities designed to provide educational and recreational opportunities, and provide meaningful activities that will:

- Enhance the mental health and wellbeing of individuals in Immigration Detention
- Contribute to positive interpersonal relations
- Improve the institutional climate of the IDC
- Contribute to the security of the IDC and the safety of People in Detention and those who work in the IDC

The Plan will be submitted to the DIAC Regional Manager for approval before implementation.

The Senior Care Manager will ensure that the Plan is widely distributed to IDC staff, including to:

- All senior managers
- Operations Managers
- Client Service Managers (CSMs)
- Client Service Officers (CSOs)
- Religion Liaison Officer (RLO)
- People in Detention
- DIAC staff
- Health Services Manager
- Other relevant service providers

3.5 Health Services

The Centre Manager will take all reasonable safety precautions to prevent injury, illness or loss arising out of the provision of Services.

The Centre Manager will also oversee the establishment of a rigorous and accredited Occupational Health and Safety (OH&S) system in the IDC to ensure all facilities, fittings and equipment are safe, clean, serviceable and fit for purpose.

Damaged or unserviceable items will be withdrawn from use immediately and replaced as soon as possible. Any hazards will be identified with multi-lingual signage.

During the Reception and Induction process People in Detention will be advised of the availability of health services. This will be reinforced by the display of health promotional material and the advocacy of CSOs, Personal Officers and the Health Services Manager (HSM) staff.

The Senior Care Manager and staff will work closely and cooperatively with DIAC staff and those of the HSM to provide a holistic service to improve the health and wellbeing of People in Detention.

3.6 Religion and Wellbeing

Religious freedom will be supported by Serco staff in the IDC which will present a multi-faith-friendly environment. It is recognised that a person's spiritual identity can give hope, meaning, optimism and security and that for those individuals who find value in their personal beliefs this can affect diet, relationships, clothing and activities.

3.7 English Language Training

A key component of the developmental aspect of the Programs and Activities Plans will be English language instruction.

3.8 Social Activities

The Senior Care Manager and the Religion Liaison Officer will establish a range of activities for People in Detention to develop relationships and increased social support, fostering a sense of community. People in Detention will be encouraged to make suggestions for such activities.

3.9 Computer Access

Computer and email access will be available to People in Detention through computers located in internet cafes and common areas, unless People are in Border Screening Detention (see Serco's *Communication Services for People in Detention PPM*).

Computers will be available to People in Detention to perform functions such as word processing, spreadsheets, internet and email.

The computers will also enable a continued contact with family and friends in home countries.

3.10 TV, Other Media and Library Services

People in Detention will be afforded access to free-to-air television and other broadcast services where available, covering news, current affairs, politics, arts and culture and sport, unless People are in Border Screening Detention (see Serco's *Communication Services for People in Detention PPM*).

The Senior Programs and Activities Manager will ensure that People in Detention are able to access a library in the IDC, which will be established as a Multi-Cultural Resource Centre.

Library services will be suitable to the demographic and occupancy levels of People in Detention at a given point in time. Library holdings will include English and foreign language videos/DVDs; a selection of local, national and foreign language books, periodicals, and newspapers; and foreign language to English translation dictionaries.

The Library will also hold electronic and hard copies of the *Migration Act* and other relevant Australian legislation.

3.11 Other Services

A range of other ancillary services will be provided to People in Detention to assist in their physical and psychological wellbeing. These will include access to an IDC shop and a hair dressing facility.

3.12 Access to People Services

The Senior Care Manager will ensure equitable access by all People in detention to IDC programs and activities (refer to Serco's *Programs and Activities PPM* and *Individual Allowance Program PPM*).

The Senior Programs and Activities Manager will set in place a reporting regime to capture details of the attendance of People in Detention at programs and activities.

This will include the details of attendance; whether a Person in Detention attended a complete individual session and completed a series of sessions within a selected activity.

3.13 Individual Needs - Individual Management Plans (IMPs)

The Senior Care Manager/Senior Operations Manager will implement Individual Management Plans (IMPs) for each Person in Detention to support DIAC Case Management and implement measures to ensure the overall wellbeing of the person in detention.

Further requirements of Individual Management Plans are:

- To identify the welfare, cultural and religious requirements of a Person in Detention no later than 24 hours after arrival
- Allocate each Person in Detention 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 HSM
- To ensure that each IMP identifies and tailors ongoing care and services required for the wellbeing of each Person in Detention
- Participate in a weekly DIAC review of the IMPs with the DIAC Regional Manager, the HSM, or more frequently as directed by DIAC Regional Management

Individual Management Plans integrated with DIAC Case Management (and reviewed as required by the DIAC Case Manager – see Serco's *Individual Management Plans PPM*), will be key tools to track the wellbeing of each Person in Detention. They will be subject to regular review by the Senior Operations Manager and the Senior Care Manager (in consultation with other service providers, including health services) and will be recorded in SPP under the tab "work plans".

In circumstances where Serco staff have concerns about a Person in Detention's wellbeing that is beyond their capacity, these concerns should be brought to the attention of the DIAC Case Manager who will handle the matter.

3.14 Personal Officers

The Centre Manager will ensure the appointment of a Personal Officer for each Person in Detention. The objective is to personalise service delivery and to ensure the wellbeing of the Person in Detention, with the role of the Personal Officer being central to these purposes.

The allocation of the Personal Officer will occur as part of the Induction processes. Staff will explain the role of the Personal Officer to People in Detention during the Induction process to ensure that People in Detention are aware of their contact points for all concerns and issues.

Appointed Personal Officers will be required to have an open and trusting relationship which is conducive to two-way communications in their day to day interaction with the Person in Detention, and to engage with DIAC Case Management on a regular basis. It is important that Personal Officers inform relevant DIAC Case Managers of any unresolved welfare or wellbeing issues affecting the Person in Detention.

Personal Officers will make certain that People in Detention feel confident that they can communicate all issues without fear of negative consequences.

Personal Officers will monitor People in Detention's involvement in programs & activities, access to religious services, and ensure they have access to visitors.

3.15 Welfare Program

The Centre Manager will have a program for People in Detention consisting of a Welfare Officer and Personal Officers that runs at each IDC between 0900 – 1700 hours, Monday to Friday.

3.16 Environment which Promotes Safety and Security

The IDC environment will be conducive to the wellbeing of all who are within its boundaries.

The Centre Manager will establish a rigorous and accredited OH&S system in the IDC to ensure all facilities, fittings, equipment, implements and toys are safe, clean, serviceable and fit for purpose.

3.17 Visits and Wellbeing

The Centre Manager will establish a visits program to support the psychological wellbeing of People in Detention.

The CSM managing the visits area will ensure that all CSOs treat visitors with courtesy and respect.

The CSM and CSOs supervising visits will be attuned to instances where People in Detention do not receive any visits. This will be reported to the Senior Care Manager who in consultation with the Senior Manager Operations may arrange, with the approval of DIAC Regional Management, for visits from appropriate community groups.

The Senior Operations Manager will ensure that visits security is effective, but not oppressive (see Serco's *Visitor Management PPM*).

Personal Officers identify People in Detention who are not receiving visitors. Where practical, Personal Officers should encourage visitors, provide information on visiting and encourage People in Detention to communicate with family and friends outside the facility.

3.18 People in Detention Interactions

Serco CSOs will ensure that their interaction with People in Detention is sensitive to the circumstances and culture of each Person in Detention. Their training will ensure their cross-cultural competence.

Serco staff decisions will be directed at ensuring the health and wellbeing of each Person in Detention, and staff will not offer advice on any visa or immigration matter. Any immigration pathway inquiries must be referred to the DIAC Case Manager.

Serco staff must also be careful with any inadvertent or unintended comments (even if not "advice") that may unrealistically raise a Person in Detention's expectations in relation to their immigration pathway outcome.

Serco CSMs and CSOs will be visible and accessible to People in Detention. They will regularly make contact with People in Detention to build up confidence and mutual trust. This will be further facilitated by Serco staff identifying themselves in their interactions with People in Detention and by the wearing of name tags (first name only). The objective of this is to personalise service delivery and support.

Positive interaction between Serco staff and People in Detention will anticipate issues and prevent minor issues from becoming significant and adversely impacting on the wellbeing of a Person in Detention.

The Centre Manager will ensure CSOs have completed initial Induction Training, incorporating human rights, cultural awareness and conflict resolution skills, before commencing duty. This will be complemented by refresher training conducted at the appropriate time.

Serco CSMs will supervise the interaction of CSOs with People in Detention and will model the required standards.

3.19 IDC Culture

Through leadership and role modelling, the Centre Manager will establish the ethical and moral climate of the IDC. This will form the basis of the IDC culture.

The culture sought is one in which:

- People in Detention are recognised as fellow human beings
- The human rights of People in Detention are recognised and protected
- People service provision is transparent, conducive to and rewards the provision of quality care to People in Detention
- The early identification of care-related problems and issues is an elemental foundation
- The monitoring of the health and wellbeing of People in Detention is robust, consistent and vigilant

- Issues are responded to appropriately before they escalate and become incidents requiring reactive management and response
- Competent staff operates in a supportive work environment
- People in Detention are enabled and encouraged to communicate their concerns and issues to staff

The Centre Manager will convene an IDC Client Consultative Committee to provide a forum for consultation, identification of issues, awareness-raising and confidence-building, and to facilitate mutual understanding and trust.

The Centre Manager will establish and operate other mechanisms, including a complaints process, to obtain feedback from People in Detention (see below).

The Centre Manager will appoint a Religion Liaison Officer who will assist People in Detention with religious matters and coordinate all religious activities.

3.20 Duty of Care

The duty of care owed by DIAC to People in Detention flows to Serco as a service provider for DIAC. All Serco staff will have a duty of care towards People in Detention and can be individually or corporately held accountable for any breaches (see Serco's *Duty of Care PPM*).

3.21 Seeking People in Detention Feedback on Service Quality

The Centre Manager will regularly seek feedback from People in Detention regarding the quality of care being delivered and its impact on wellbeing. This will occur many times a day through the informal discussions and through a formal process (see Serco's *Complaints Management PPM*).

There will be regular Client Consultative Committee meetings with People in Detention. These forums will be used by the Centre Manager and his or her staff in attendance, to gauge the perceptions of the quality of care being delivered.

At any such meeting those People in Detention present will be encouraged to identify any issues relating to the care being afforded to them and the outcomes.

The Centre Manager will establish a complaints, feedback, requests and suggestion process at the IDC. This will allow a Person in Detention the opportunity and the means to raise any issues on their conditions of detention, including the provision of care. People in Detention will be advised as part of the Induction processes, of their right to complain and to whom they may complain. In addition, DIAC posters detailing complaints handling mechanisms are prominently displayed in multiple languages in the immigration detention facilities.

They will also be informed that the complaint process will be a confidential process, and one that they should feel comfortable with entering into should the need arise.

At applicable points throughout their stay in the IDC, including at discharge/transfer time, People in Detention will be invited to fill in confidential feedback questionnaires. These questionnaires will probe their perceptions of the quality of services provided to them and must be preserved for possible future DIAC-commissioned research.

The Senior Operations Manager will be responsible for the operation of the complaints system and will provide a weekly report on issues raised to the Centre Manager. These reports will, again, be preserved for possible future DIAC-commissioned research.

The Centre Manager will have an annual audit plan in place for the IDC. This plan will test many aspects of the performance of the IDC. This activity will also test the compliance being achieved at the IDC in regard to the required procedures.

These audits are required to test the service delivery to ensure the wellbeing of People in Detention.

3.22 Performance Management

There will be a diverse range of subjective and objective measures that collectively provide an indication of the health and wellbeing of People in Detention, details of which will be brought together through the development of the IMP (both on Paradigm and in the Person in Detention's Dossier) and its integration with DIAC Case Management. Measures will evolve over time by the collation of case notes and records of staff observations (see Serco's *Records Management PPM*), and may also include:

- Attendance at programs and activities, as well as at individual sessions
- Personal hygiene
- Medical appointments and treatment, addressing both physical and mental health
- Self-harm and suicide
- Withdrawal
- Behavioural problems
- Vandalism
- Anti-social behaviour and violence
- Escape attempts
- Complaints
- Any other indicators that signal a need for increased psychological support and/or referral to the HSM

As noted above, while some of these measures will be identified by formal processes, others will be discerned only by staff vigilance and awareness and the documentation of their observations. The Induction program will address this requirement.