**Offender Services & Programs
Corrective Services NSW**

Policy for Implementation, Delivery and Integrity Monitoring of the EQUIPS Suite of Programs

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Policy for Implementation, Delivery and Integrity Monitoring of the EQUIPS suite of programs

1   Policy statement and purpose

Corrective Services NSW is committed to delivering criminogenic programs which will assist offenders to:

- understand the factors that led them to offend; and

- acquire skills to enable them to independently manage their risk of re- offending.

This contributes to meeting the corporate goals of:

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

- heightening community confidence in the justice system; and

- enhancing community safety.

This policy has been developed to standardise the implementation, delivery and integrity monitoring of the EQUIPS suite of programs.

EQUIPS is a suite of programs designed to be delivered to offenders assessed as higher risk and addresses factors related to recidivism in a manner that is flexible and adapted to the individual.

2   Application

This policy applies to all staff and external providers involved in the implementation, delivery and integrity monitoring of the EQUIPS suite of programs across custodial and community corrections.

Those 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 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 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   EQUIPS Program Overview

EQUIPS is a suite of therapeutic programs developed by Corrective Services NSW to reduce the risk of reoffending. The suite is based on a Cognitive Behavioural Therapy (CBT) approach and designed to increase participation opportunities for offenders in both custodial and community settings. Offenders complete a self-management plan and an offence map, event map or an impact map as part of each program (excluding EQUIPS Maintenance).

The programs which make up the EQUIPS suite are:

- EQUIPS Foundation

- EQUIPS Addiction

- EQUIPS Domestic and Family Violence

- EQUIPS Aggression

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- EQUIPS Maintenance

There are 5 modules in the EQUIPS Foundation, Addiction, Domestic and Family Violence and Aggression programs. Each module is made up of 4 x 2 hour sessions, equating to a total of 40 hours per program. Together, these programs provide 160 hours of program delivery, which can be added to by participation in Maintenance.

EQUIPS Maintenance provides a semi-structured rolling group environment that allows participants to reflect on their recent experiences and provides an on-going maintenance group for offenders. Each Maintenance session should run for 1-2 hours. There is no minimum or maximum number of sessions offenders are required to attend. Offenders must have completed at least one full EQUIPS program prior to referral to EQUIPS Maintenance.

The structure and content of each EQUIPS program is responsive to needs across offender groups, including Aboriginal, Culturally and Linguistically Diverse (CALD), young adult offenders and female offenders.

3.1   EQUIPS Foundation

EQUIPS Foundation is a general offender program, available to all eligible and suitable offenders regardless of offence type. The program aims to reduce re-offending by addressing general criminogenic needs, meaning all offenders can benefit from participation in it. EQUIPS Foundation specifically caters for the needs of program eligible offenders who do not meet the criteria for violence, sex or addiction interventions.

EQUIPS Foundation can be used either as a stand-alone program or as part of an offence-targeted pathway, which could include one or more of the EQUIPS offence-specific programs. This provides the flexibility to tailor a pathway which takes account of an offender's time to release or supervision end.

3.2   EQUIPS Addiction

EQUIPS Addiction is designed to address addictive behaviour of program eligible offenders and to provide participants with a pathway to support services for addictive behaviours. The program includes group process and self-management planning sessions but is not offence-specific so does not require offenders to discuss details of their offences. Consequently, offenders develop an impact map rather than an offence map. EQUIPS Addiction helps participants to link their learning to their personal experience of addiction.

3.3   EQUIPS Aggression

EQUIPS Aggression targets both instrumental and expressive forms of aggression, but not intimate partner or family violence. It is designed to increase participants' ability to manage difficult life events and minimise aggressive behaviour. Participants develop an offence map as part of this program.

3.4   EQUIPS Domestic and Family Violence

EQUIPS Domestic and Family Violence is designed for all perpetrators of domestic and family violence. It explores issues related to understanding abusive behaviours; core beliefs, moods and emotions; and victim impact. The program examines relationship skills and includes self-management planning. Participants develop an offence map as part of this process. The program

encourages participants to increase their level of accountability in regard to the impact of their behaviour.

The Practice Standards for Men's Domestic Violence Behaviour Change Programs sets out the standards for the delivery of EQUIPS Domestic and Family Violence. To meet Standard 1.7 two facilitators are required to deliver the program, ideally one female and one male facilitator. Two same sex facilitators are however allowed if one of each cannot be assigned to a program. At least one of the facilitators must have significant experience in delivering men's domestic violence behaviour change group programs. They must also receive supervision which, within CSNSW, may include individual or group supervision, observations, Program Development Workshops etc. Both facilitators must also have completed relevant CSNSW training for the delivery of EQUIPS Domestic and Family Violence. Unlike the other EQUIPS programs, training waitlisted facilitators cannot be allocated to co-facilitate EQUIPS Domestic and Family Violence.

Standard 1.2 requires that the safety and needs of domestic violence victims and children are prioritised. CSNSW has a responsibility to provide victims of domestic violence with information relating to domestic violence or family support services and/or a referral to a domestic violence (DV) or family support service nearest to their residential location. The safety and needs of children are addressed by proxy via contact with the caregiver/guardian.

3.4.1 EQUIPS Domestic and Family Violence in Custodial Corrections

Senior Services and Programs Officers (SSAPOs) are responsible for:

- Ensuring the partner referral form is completed before an offender commences EQUIPS Domestic and Family Violence in custody.

- Contacting the victim of the current offence to provide information relating to DV or family support services and to offer referral to a DV or family support service.

- For details of how to record offers of partner support in OIMS, refer to Annexure 1.

If the partner accepts the offer of referral to a DV support service, the SSAPO then:

- Contacts the Community Corrections office nearest to the location of the victim to determine whether there is an existing Memorandum of Understanding (MOU) between Corrective Services NSW and the relevant Domestic Violence Support Service setting out the obligations of the external agency concerning the provision of victim support.

If an MOU is in place, Community Corrections then refers the partner to the support service. If there is no MOU in place, the SSAPO refers the victim to Victims Services, Communities and Justice.

3.4.2 EQUIPS Domestic and Family Violence in Community Corrections

In accordance with the Standards outlined above, the Community Corrections Assistant Commissioner's Memorandum 2012/09 emphasised that the safety of women and children must be given the highest priority and it sets out the procedures to be followed by Community Corrections Officers (CCOs) to implement the standards. The Community Corrections Assistant Commissioner's Memorandum 2013/05 confirmed that the policy to support the standards had been added to the Community Corrections Policy and Procedures Manual Section E3 – Domestic violence minimum standards'. The standards also require that the following two documents be completed before conducting EQUIPS Domestic and Family Violence in the community:

- Memorandum of Understanding between Corrective Services NSW and the relevant Partner/Victim Support Service

- Partner/victim support referral form

Note: While EQUIPS Domestic and Family Violence is suitable for both male and female perpetrators, group gender composition cannot be mixed.

3.5 EQUIPS Maintenance

EQUIPS Maintenance provides the opportunity for on-going maintenance or 'booster sessions' for offenders who have completed EQUIPS programs. It is delivered in an open group format. Offenders must have completed at least one, preferably two, EQUIPS programs before they can be referred.

EQUIPS Maintenance helps participants to put into practice the skills and self-management plans they developed in EQUIPS group programs in real life situations in custody or the community. The program provides a semi-structured group environment where participants receive support to reflect on their recent experiences and acknowledge both setbacks and positive changes.

The group discuss common issues before revisiting the skills they learnt in EQUIPS.

4 Eligibility and Suitability for EQUIPS Programs

For all EQUIPS programs, program eligibility and suitability are determined by the use of Intervention Pathways supporting tools or case planning and assessment processes prior to the offender being referred.

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.

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).

4.1 In custody

In custody, program eligible offenders are identified by the use of the Criminogenic Program Eligibility Overview (CPEO). The CMU is responsible for undertaking the assessment of program eligible offenders to determine their final program pathway through the use of the Most Appropriate Program 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 Short Sentence Intensive Program (SSIP) the respective procedures provide more information regarding eligibility, suitability and responsibilities.

4.2 In community

In community 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 Community Corrections Policy and Procedures Manual Section D3.8.2 and Assistant Commissioner Community Corrections Memorandum 2020/08.

4.3   Custody to community

Final Case Plans remain active for offenders who exit custody and are released to community supervision. Offenders who have the requirement to complete an EQUIPS program in their case plan must be prioritised for community based program participation (or identified as a 'priority offender' in the Case Plan Intervention Report (CPIR)).

In the event that an offender's custody-based case plan does not identify them as program eligible – but they are medium and above risk based on their LSI-R score, following their release, their case plan must be updated to include an EQUIPS related step as per Assistant Commissioner Community Corrections Memorandum 2020/08.

5   Facilitator preparation for program delivery

Group facilitators (SSAPOs/ SAPOs/External Facilitators) are expected to have familiarised themselves with each program participant's offence and other relevant individual circumstances prior to the program commencing. Relevant information may be garnered from a variety of sources: criminal histories; police facts sheets; Sentence Assessment Report (SAR); or Judge's sentencing remarks (for sentences of 3 years or more). This ensures that the facilitators have a full understanding of the offence dynamics before working with the offender on developing an offence map. However, the commencement of a program should **not** be delayed if these documents are not available prior to the scheduled start date.

5.1   In custody

If the criminal histories; police facts sheets; or Judge's sentencing remarks (for sentences of 3 years or more) are not available on EDRMS a request form (D16/085120) is to be completed and emailed to the Sentence Administration Branch at sentence.admin@justice.nsw.gov.au, allowing sufficient time for the documents to be received and read prior to the start date of the EQUIPS group.

The Sentence Assessment Report (SAR), previously the Pre-sentence Report (PSR), is available in OIMs through the Case Management>>Documents Inquiry screen.

5.2   In community

The Community Corrections Officer is responsible for providing these documents to the program facilitators – for both CSNSW group facilitation staff and external facilitators.

If the Police Fact Sheets are not already on EDRMS or on the case file, the Community Corrections Officer is responsible for requesting the relevant documents.

For matters in the Supreme Court and the Court of Criminal Appeal, Judges' remarks can be found at http://www.austlii.edu.au/au/nsw/

5.3   OIMS Administration

The Cluster MOSP is responsible for confirming that the appropriate OIMS administration tasks

have been conducted prior to the commencement of an EQUIPS program.

- Program and schedule created using the naming convention specified in the Policy for Criminogenic Program Planning and Scheduling section 7.3

- Participants allocated to the program by:

    1. Opening relevant program line (e.g. EQUIPS Foundation, EQUIPS Addiction, EQUIPS Domestic and Family Violence, EQUIPS Aggression, EQUIPS Maintenance);

    2. Allocating offender to the specific program occurrence. *See Recording PROGRAM PARTICIPATION in OIMS (D20/0044534) for OIMS program procedures.*

- Ensuring all offenders with open EQUIPS program referral lines are allocated to a specific and current program occurrence.

- Closing any open EQUIPS referral lines for offenders not allocated to a specific program occurrence. *See Recording PROGRAM PARTICIPATION in OIMS (D20/0044534) for OIMS program procedures*.

The Case Plan Interventions Report (CPIR) provides the candidate list in custody – see *Policy for Criminogenic Program Planning and Scheduling* Section 7.3.

For community programs, the Community Corrections Manager will provide the Cluster MOSP with a finalised list of 10-16 participants <u>4 weeks prior</u> to the commencement of an EQUIPS program, the participants listed should then be allocated to the occurrence of the program. See *Policy for Criminogenic Program Planning and Scheduling* Section 6.6

6   Delivery of the program suite

6.1   Program group size

A minimum of 10 offenders is required for a program to start. A maximum of 12 offenders in custody and 16 offenders in community may be allocated to a group at any one time.

Once commenced, a minimum of 6 offenders is required for a program to continue as per standard delivery/facilitation; however, if group numbers drop below 6, alternative options to completing a program should be explored.

For further instruction on managing reduced group numbers, see Section 9.5 of this document.

6.2   Program delivery and scheduling

The standard delivery of each of the four 20 session EQUIPS programs is two sessions per week for 10 weeks.

The standard scheduling of EQUIPS programs is however 11 weeks. The additional week is scheduled to provide feedback to the participants as per Section 10 below. This feedback in the final week is not counted as program dosage or towards treatment hours, but it ensures compliance with the CSNSW Offender Programs and Facilitation Standards.

The four 20 session EQUIPS programs do however allow for some flexibility in program delivery if the standard delivery and scheduling approach is not suitable. If deemed necessary, more than two sessions per week can be scheduled (up to a maximum of 5) and up to two program sessions can be scheduled in a single day. For example, the number of program sessions delivered per week can be increased to accommodate offenders with cognitive impairment or learning difficulties.

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 practice new skills. Scheduling an additional week for the facilitators to provide feedback to participants must still be included if the program is accelerated.

Note: *Condensed programs (i.e. reducing the number of hours delivered) are not an acceptable method of delivery.*

Any deviation from the standard delivery of the programs should be approved by the Regional Support Manager. See *Policy for Criminogenic Program Planning and Scheduling* Section 4.1.

6.3   Treatment dosage

The risk principle, which guides treatment dosage, must be adhered to regardless of program delivery method. As referred to in the CSNSW Offender Program and Facilitation Standards Section 2.4, hours of treatment intensity required to match level of risk is defined as 200 hours for high risk offenders. The evidence for effective treatment of high risk violent and sexual offenders indicates up to 300 hours may be required to have an impact on risk reduction (Sperber, Latessa and Makarios, 2013).

Custody-based dosage requirements will be determined by the Intervention Pathway identified by the CMU. If the EQUIPS stream is the most appropriate program pathway for an individual and entered into the case plan, the intention is to ***allocate the individual to at least two, preferably three (or all four if there is a need) EQUIPS programs in one custodial location.***

6.4   Standard facilitation model

Prior to the commencement of a program, the Cluster MOSP is to confirm that the [Manager's Monthly Checklist](#) has been completed for the current month in custody and an up to date WHS inspection has been conducted in community locations.

At the discretion of the MOSP/RSM, EQUIPS programs - except for EQUIPS Domestic and Family Violence - can be delivered by a single facilitator as long as:

- The facilitator has completed all required training.

- The facilitator has co-facilitated the assigned program on at least 2 prior occasions.

- There is a maximum of 8 Program participants for day programs in community settings.

- Any WHS issues are duly considered and reasonable adjustment made where appropriate.

Note:

- Evening programs in community settings must always use a co-facilitation model, regardless of participant numbers.

- A co-facilitation model must always be used for community programs being delivered by external facilitators, regardless of participant numbers.

- **EQUIPS Domestic and Family Violence** adheres to the *Practice Standards for Men's Domestic Violence Behaviour Change Programs in NSW* which requires program delivery

using a co-facilitator model, preferably with one male and one female facilitator. However, where this is not possible, the use of same gender facilitators is acceptable. At least one of these two group facilitators must have significant experience in delivering men's domestic violence behaviour change group programs (See Standard 1.7).

- Both facilitators must also have completed all relevant CSNSW training for the delivery of EQUIPS Domestic and Family Violence.

7 Procedure for entering partner support offers for EQUIPS Domestic and Family Violence

CSNSW is required to adhere to requirements as set out in the NSW Government Practice Standards for Men's Behaviour Change Programs. The practice standards articulate the expectation of the NSW government in relation to MBCP providers, including the provision of victim support.

See Annexure 1 - Procedure for recording offers of partner support in OIMS. These instructions should be adhered to by any CSNSW staff member entering this information including Offender Services & Programs AND Community Corrections staff.

8 Attendance

To afford participants the best possible outcome in terms of skills, benefit and learning, they should attend all scheduled program sessions. There are times however, due to unforeseen circumstances, when a participant is not able to attend every session. When there is a genuine reason for non-attendance that is supported by evidence (such as a medical certificate) the participant should not be penalised.

Program participant can miss a maximum of 3 sessions of an EQUIPS program. Note however that the 3 missed sessions cannot be consecutive or from the same module. In the event that a participant misses two consecutive sessions due to the sessions being scheduled on the same day (i.e.: a morning session and an afternoon session) they must attend the subsequent session to ensure their continuance in the group. Non-attendance at the subsequent session will result in an automatic removal from the group.

All efforts should be made to retain the participants for the duration of the program. During the course of a program the SAPO (in custody) or the supervising CCO (in community), is responsible for monitoring participant attendance. In the event that a session or sessions are missed, they are also responsible for following up on and reinforcing program content with participants during subsequent contact and/or ongoing interviews. Any support given outside the group in custody, must be documented in OIMS under 01OSP > Program Support > Brief Intervention program engagement.

Absences must be managed in accordance with the following:

- In the community: all absences must be supported by evidence (e.g. hospital discharge papers, medical certificate, appropriate contact with employer etc.).

- In custody: all absences must be supported by evidence from Justice Health and Forensic Mental Health Network (JH&FMHN) or contact with Corrective Services Industries (CSI) employer, Education, or Custodial Corrections operational managers.

- Attendance and reasons for non-attendance must be accurately reflected in OIMS.

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- In order to maintain program integrity, offenders may miss **a maximum of 3** program sessions. These sessions cannot however be from the same module. This means that offenders cannot join a program group that has progressed beyond Session 3 of Module 1 <u>at any time</u>. Offenders who have missed more than 3 sessions must be removed from the program and the exit reason recorded in OIMS as per Annexure 2 – OIMS steps for recording exit reasons.

- When two external facilitators are delivering an EQUIPS program and a problem with a participant's attendance is identified, (e.g. the participant has missed 2 sessions, including missing 2 sessions in one module), their supervising CCO is to be notified so support can be provided. In the event that an offender misses 3 or more sessions, this is also to be reported to the Community Corrections manager for a decision to be made regarding the withdrawal of the participant from the program as outlined below.

- Community based offenders who miss 3 program sessions <u>may</u> be allowed to continue with program participation following a collaborative decision approach between the Community Corrections Manager and the cluster MOSP, in consultation with the RSM if required. It must be agreed that the circumstances related to the absences are extenuating and the Community Corrections Officer guarantees that case consultation with the offender and program support to reengage the individual will be provided through relevant PGIs. Any decisions relating to continuation in the program after 3 absences must be recorded in OIMS in the Programs screen and as a general case note.

If the decision is made to withdraw a participant based on absence, it must be recorded in OIMS.

NOTE: Support must be provided for offence mapping and victim impact sessions if the offender has missed one of the sessions and/or is struggling to comprehend the material. Support can take many forms and can be provided to the group, or to individuals, by providing program worksheets for completion in between sessions; or evidence of the supervising Community Corrections Officer using relevant exercises from the Practice Guide for Interventions. Community based offenders can also be referred to the CSNSW TAP website. The facilitator of custody based programs should use the 01OSP: Program Support using the 'Brief Intervention program engagement' module if engaging in contact outside the group program. Any additional support offered to the offender should be documented in case notes and in OIMS (see section 9.2 for further information).

9 Program completions and Exits

9.1 OIMS recording and referrals for early exits

There are some circumstances that result in the discontinuation of a participant from a group program. To ensure CSNSW meets requirements relating to appropriate case management and recording all discontinuances must be recorded in OIMS.

9.1.1 EQUIPS Process Line (custody and community)

The EQUIPS Process line has been created to allow for the accurate recording of the reason a participant exits a program prior to program completion.

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Participants can only be exited from a program prior to program completion in consultation with the Cluster MOSP for custody based programs and with the Cluster MOSP and the Community Corrections Manager for community based programs.

When a decision has been made to exit a participant from a program prior to completion in custody the SAPO is responsible for opening the EQUIPS process line in OIMS.

When a decision has been made to exit a participant from a program prior to completion in the community and one facilitator is a SAPO, the SAPO is responsible for opening the EQUIPS process line in OIMS. In cases where there are two external facilitators, the responsibility for opening the EQUIPS process line sits with the MOSP or delegate.

The EQUIPS Process line is located in the <u>Offender Programs and Evaluation Measures</u> screen. It is to be opened for any inmate who commences treatment in an EQUIPS program and exits prior to completion. The modules under the line provide the exit reasons.

See Annexure 2 – OIMS steps for recording exit reasons for the procedure and business rules pertaining to the use of the EQUIPS process line and modules in OIMS.

9.1.2   00 Notify IP Exit - Case Management (custody only)

In custody, all EQUIPS program participants have been identified as program eligible and suitable through the use of formal assessment tools and case planning processes.

The CMU meets periodically with offenders to discuss the progress of their case plan and the interventions that form steps in the case plan.

If, for any reason, an offender who has commenced treatment in an EQUIPS program not able to continue in the program, the CMU must be notified by the SAPO/SSAPO by opening a "00 Notify IP Exit - Case Management" referral in the Offender Programs and Evaluation Measures screen in OIMS.

9.2   Withdrawing a participant for therapeutic reasons

Where a participant's attendance is satisfactory but their engagement or behaviour in the program indicates an absence of new learning or application of skills, consultation should occur. In custody this occurs between the SAPOs and the SSAPO and in community, between the group facilitators and the supervising CCO. Any additional support offered to the offender should be documented in case notes and in OIMS (e.g. the CCO can support the offender using the appropriate PGI modules; the group facilitator may also schedule additional individual sessions using the 01OSP: Program Support line and 'Brief Intervention program engagement' module if engaging in any contact outside the group program).

If strategies have been implemented and documented and there is no improvement in the individual's performance, a decision can be made by the MOSP and/or Community Corrections Manager to withdraw the participant prior to completing the program. This decision should be made no later than Week Six for standard program delivery (or session 12 for an accelerated program) and reasons clearly outlined in the OIMS case notes as per Program Facilitator Session Comment & Case Note Writing and Recording Procedure (D20/0872195D15).

Should a decision be made to retain the offender in the program while their engagement and/or behaviour is managed, and they complete the required number of sessions, they should still be recorded as completing and receive a completion certificate. The final case note must clearly outline the limitations of their participation and any outstanding risk factors that have not been addressed.

If the decision is made to withdraw a participant for therapeutic reasons, it must be recorded in OIMS.

9.3   Cancelling a program or session or terminating a participant

In custody: the decision to cancel a program or a program session can only be made by the Cluster MOSP.

In community: the decision to cancel a program session can only be made by the Cluster MOSP. The decision to cancel a program can only be made by the Regional Support Manager (RSM) who will consult with the relevant Community Director and/or Community Corrections Manager prior to making the decision.

Group facilitators (SAPOs/SSAPOs/external facilitators) or Community Corrections Officers (CCOs) cannot withdraw or terminate a participant from any program without first seeking approval from their line manager. The reasons for considering withdrawal or termination of a participant from a program should be clearly communicated and documented in OIMS case notes.

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 to terminate a participant for any reason, it must be recorded in OIMS.

9.4   Significant change of circumstances

Offender suitability for program participation is determined through case planning processes. However, if during the course of a program the facilitator/s becomes aware of a significant change in a participant's circumstances that raises significant concerns about the suitability of the offender to continue participation in the program, the following should be adhered to:

- The facilitator notifies the SSAPO in custody, or the offender's supervising CCO in community, with an explanation of the concerns.

- If it is agreed that the suitability of the offender should be reassessed -
  In custody: the SSAPO consults with the SCMO of the centre.
  In community: the supervising CCO can reassess the offender's suitability.

- Consultation must occur with the relevant Manager/s before a participant is withdrawn (as per Section 9.1.1).

If agreement cannot be reached, the issue should be escalated to the Cluster MOSP.

If the decision is made to withdraw a participant due to a suitability issue, it must be recorded in OIMS.

9.5   Managing Program Attrition

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 MOSP and seek advice on how to proceed. For programs

in the community, the 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 participants to another group. There may however be occasions when the participant number drops below six, and those remaining are engaged and highly motivated to complete the program. In this case a program with less than six participants can be completed with only one facilitator for the remainder of the sessions provided Work Health & Safety (WHS) issues have been duly considered. Note that two program facilitators **must** be retained regardless of participant numbers if the program being run is EQUIPS Domestic and Family Violence; if the program is community based and being run in the evening; and/or two external facilitators have been engaged to deliver the program.

Consideration can also be given to a more flexible delivery method (e.g.: accelerated session scheduling) for completion of the remainder of the sessions. Any program scheduling changes must however be discussed with and approved by the Cluster MOSP and the RSM.

For all EQUIPS programs, if the decision is made to withdraw a participant for any reason after the program has commenced, it must be recorded in OIMS.

9.6   Program completion documentation

9.6.1   Recording Participation, Session and Case notes

As per the CSNSW Offender Program and Facilitation Standards, program facilitators are required to record offender participation, session comments and end of program case notes in OIMS. See Program Facilitator Session Comment & Case Note Writing and Recording Procedure (D20/0872195) regarding the procedure for the recording of EQUIPS participation, session and case notes.

In custody, the entry of offender participation, session and end of program case notes is the responsibility of the SAPO/s who facilitate the program. In community, where there is a SAPO and an external facilitator, data entry is the responsibility of the SAPO.

When community programs are delivered by two external facilitators the community corrections office is responsible for entering offender participation and case notes information into OIMS.

When engaging two external facilitators to run an EQUIPs program the Cluster MOSP or delegate is required to send a copy of the Program Facilitator Session Comment & Case Note Writing and Recording Procedure document (D20/0872195) and the Attendance and Case Note Recording Template (D20/0872004) to the external facilitators.

Note: The MOSP is responsible for ensuring the Attendance and Case Note Recording Template includes the program code, name and MIN for each participant prior to it being sent to the external facilitators.

When there are two external facilitators, session comments and end of program case note data entry into the OIMS database is the responsibility of the managing Community Corrections Office.

Details relating to the provision of this information to the managing Community Corrections Office by the external facilitators is detailed in the Instruction page of the template document.

9.6.2   Certificate of completion

Following completion of an EQUIPS program, offenders will be awarded a completion certificate. A copy of the completion certificate for each EQUIPS program can be found in the program manual.

A digital completion certificate can be accessed through the program resources on the intranet, by going to the Offender Programs and Resources Page, select the appropriate EQUIPS program and then selecting the certificate link.

The completion certificate should be filled in with the relevant information and laminated, where facilities allow, before presenting to the participant.

Note: It is not necessary to include the surnames and/or signatures of facilitators on the certificate

In cases where there are two external facilitators, the facilitators should notify the Community Corrections Office to prepare the certificates prior to the final session for presentation to the participants at the final session.

A copy of the completion certificate is to be saved in the offenders Case File on EDRMS.

9.6.3   Saving participant work

Within 7 days of program completion, the CSNW facilitator - or in the case of two external facilitators, the assigned community corrections administration officer – saves copies of the following to the relevant offender case management file on EDRMS:

- Completion Certificate

The following are scanned and saved together as one document:

- All five offender self-management plans (one from each program module)
- Program specific map as below:
  - o EQUIPS Foundation - Event Map
  - o EQUIPS Addiction - Impact Map
  - o EQUIPS Aggression - Offence map
  - o EQUIPS Domestic and Family Violence - Offence Map

The naming conventions for these documents are:

EQUIPS (program name) – (program specific) Map and Self-Management Plans – SURNAME, First name – MIN0000XXXXXX – date completed (XX/XX/XXXX)

The facilitator (or assigned CSNSW staff member) should identify the EDRMS reference number for these documents in the case notes so that they are visible and accessible by other CSNSW staff involved in the management of the offender. Once saved correctly in EDRMS the hard copies of these documents can be destroyed.

Work completed by the participant during the program is to be offered to the participant to take with them at the conclusion of the program.

9.6.4   Participant evaluation form

The four 20 session EQUIPS programs have a program participant evaluation form that is to be completed by all program participants during the final session of the program. The program participant evaluation form can be found on the intranet in the resources list for the appropriate program.

The facilitator - or in the case where there are two external facilitators - the assigned CSNSW staff member should scan and save completed evaluation forms to EDRMS in the container for the specific EQUIPS program that was completed:

- Foundation 16/20500

- Addiction 16/20503

- Aggression 16/20502

- Domestic and Family Violence 20/33818

The naming convention for this document is:

EQUIPS (program name) – Program evaluation forms – Location - date completed (XX/XX/XXXX)

Once scanned into EDRMS, the hard copies of these documents can be destroyed.

10   Participant feedback session

On completion of the program, feedback must be given to the offender regarding their progress as outlined in the completion case note, as per the CSNSW Offender Program and Facilitation Standards.

This feedback is given during an individual session which should be scheduled in the week after the final program session is facilitated (i.e. within 7 days of the program ending). The session can be scheduled at any time that suits both facilitator and participant; however, participants are to be informed from the outset that the program is an 11 week commitment and the same group day/time can be used for feedback sessions. The focus of the session should be to provide feedback in regard to the offender's progress, focusing on positive change and recommendations for further programs.

This session should be recorded in OIMS as per Program Facilitator Session Comment & Case Note Writing and Recording Procedure (D20/0872195D15) Annexure B. - OIMS Steps for Recording Post-Program EQUIPS feedback session.

11   End-of-program celebrations

End-of-program celebrations **are not** to be held in custody or the community upon completion of EQUIPS programs. CSNSW sanctions the provision of End-of-program celebrations to mark the completion of intensive therapeutic programs only.

Program facilitators are also not permitted to take any food or drink in to share with the program participants during program delivery in custody or community locations.

12   Repeating EQUIPS programs

Case management tools and processes will determine the most appropriate program pathway for offenders. This may include participation in an EQUIPS program that has previously been completed by the offender within the past 12 months.

Evidence of an offender's behaviour deteriorating (e.g. intuitional charges) or significant changes in circumstance are considered during Case Planning. Those for whom it is recommended to repeat an EQUIPS Program will be listed in usual program planning and scheduling tools. See *Policy for Criminogenic Program Planning and Scheduling*.

13   Required training

The following training is required to facilitate the EQUIPS suite of programs:

- Group Work Facilitation (OPTGWF2), provided by Brush Farm Academy, or equivalent to that provided in the Plan and Conduct Group Activities Course (CHCGROUP403D), or similar qualifications from a registered training organisation

- Creative Group Work Skills - 2 blocks of 3 days each (total of 6 days), delivered by the State-wide Programs Team

- Introduction to Cognitive-Behavioural Therapy (CBT) – 1 day, delivered by the State-wide Programs Team

- EQUIPS Foundation – 3 days, delivered by the State-wide Programs Team

- EQUIPS Addiction, Aggression or Domestic and Family Violence – 2 additional days each, delivered by the State-wide Programs Team.

Individuals who have not completed training may still facilitate a group if:

- they are paired with a trained and experienced co-facilitator – as determined by the MOSP, the RSM or State-wide Programs; *and*

- they are scheduled to complete training within the following six month period.

This does **not** apply to EQUIPS Domestic and Family Violence. All facilitators of this program **must** have completed the relevant required training.

14 Program integrity and quality assurance process

14.1 Program development workshops

To support program integrity and quality assurance, the State-wide Programs team runs Program Development Workshops (PDWs).

PDWs are linked to the CSNSW Offender Program and Facilitation Standards (D14/404041) which support best practice in program delivery. In order to effectively run programs, staff are required to attend. Managers will be informed of staff member attendance requirements.

They are structured to assist staff in the delivery of program content, to support ongoing skill development and to discuss best practice when working with offenders in a group context.

The State-wide Programs Team will be responsible for preparing for these workshops which will ensure ongoing support and learning. Staff will be consulted regarding PDW topics. The minutes from the PDWs are saved into EDRMS container 15/58365 (Program Development Workshop Minutes).

Note that PDWs **are not** intended to provide remedial support for underperformance or unsatisfactory performance issues of individual staff members. All performance management processes and procedures remain the responsibility of staff line management.

14.2 Program observations and feedback

To assist with staff development and quality assurance, State-wide Programs undertakes regular observations of EQUIPS program delivery. Program observations may be undertaken face-to-face (where a member of the SWP team attends a program session), via a video or an audio recording of a program session, or through a virtual live observation.

Prior notification of the exact day, time and session that will be observed may not be provided.

The SWP will liaise with MOSPs in relation to observations that are to take place in a correctional setting and with Community Corrections Managers for observations that are to take place in a community program setting. Program facilitator's are required to participate in all scheduled program observation sessions.

Observations will be recorded using a standardised template. Feedback will be provided to the individual program facilitators via a structured debrief interview process that will assist staff to reflect on their facilitation skills, as well as personal skills and working relationships in a program facilitation setting.

All of the completed documents that form part of a program observation process are accessible by the participating facilitator, the SWP team and Management and the participating facilitator's line manager.

Note: Program observations **are not** intended to for use as an individual staff performance or a staff management tool. All staff performance management processes and procedures remain the responsibility of staff line management.

15   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
SWP	State-wide Programs

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

16   Document history

Version	Date	Reason for Amendment
1.0	02/07/2015	Initial Publication
1.1	04/08/2015	Update of Forms
1.2	02/11/2016	Repaired broken links and format update
1.3	08/12/2016	Updated in line with amendments to Policy for Compendium Program Planning and Scheduling
1.4	15/12/2016	Included section on Post-program feedback session

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Version	Date	Reason for Amendment
1.5	28/07/2017	Updated in line with business plan objectives to increase program participation and dosage.
2.0	1/10/2020	To reflect system changes
3.0	3/11/2020	Updated in line with business practices
3.1	3/02/2021	All reference to Priority Offender Intervention Centre have been changed to Short sentence Intensive program

17   Annexures

17.1   Annexure 1 – Procedure for recording offers of partner support in OIMS

The <u>offer</u> of partner support must be recorded as an appointment in OIMS under the service line *Offer Partner Support (DV Standards).*

<u>Before</u> entering any data, use **Table 1 Additional Notes** at the end of these instructions to guide selection of *Module* and composition of free-text comments.

17.1.1   Summary of OIMS steps

1. Go to OIMS main menu>>Programs&Services>>Accredited Programs>>Offender Programs and Evaluation Measures screen

2. Enter MIN and execute query.

3. Insert new record line & select *Offer Partner Support (DV Standards)* from the List of Values (LOV).

4. Click on appointments tab and enter appointment

   Enter date/time of action (refer to **Table 1 Additional Notes**).

   Enter **Type** as 'Program session'

   Enter **Location** as offender location.

   Staff name will auto-populate.
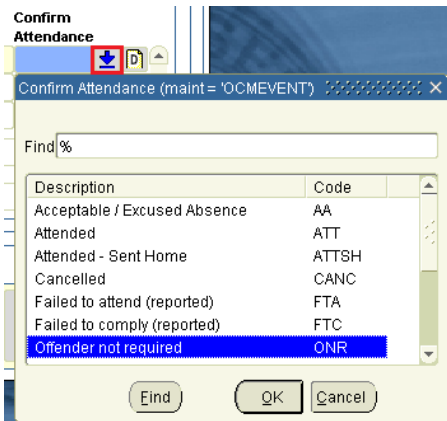
   Enter Phase as Offer Partner Support (DV Standards).

   Select the required **Module** from the LOV (refer to **Table 1 Additional Notes**).

   Enter comment (refer to **Table 1 Additional Notes**).

   Save.

   Copy the comment (using Ctrl+C).

   Click on the Confirm Attendance LOV and select *Offender Not Required.*

   Save.

5. In the Program/Services block, highlight the ***Offer Partner Support (DV Standards)*** service line.

6. Click on the Update Program Status button.

   Select **Service Referral Completed** from the Status LOV.

   In the **Comment**, paste the previously copied comment (Ctrl+V).

   Save. This action will auto-populate the comment and status change to Case Notes.

17.1.2   Worked example to record offer of partner support

The <u>offer</u> of partner support must be recorded as an appointment in OIMS under the service line *Offer Partner Support (DV Standards).*

<u>Before</u> entering any data, use **Table 1 Additional Notes** at the end of these instructions to guide

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selection of *Module* and composition of free-text comments.

- Go to OIMS main menu>>Programs&Services>>Accredited Programs>>Offender Programs and Evaluation Measures screen

7. Enter MIN and execute query.

8. In the Programs/Services block, click in the existing records and insert new record line (Ctrl+⬇).

9. Click on the list of values (LOV) and find *Offer Partner Support (DV Standards)* in the list (type "off" & find to filter list). Click to highlight it and click OK. In the comment field enter "First Contact Todays Date". Save and proceed to the appointment.

Click on appointments tab.

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Enter date/time of **final event** outcome (refer to **Table 1 Additional Notes** to guide your selection). Enter **Type** as 'Program session' and **Location** as offender location. Staff name will auto-populate. Enter **Phase** as *Offer Partner Support (DV Standards).*

10. In **Module** field– click on the LOV and select the required outcome (refer to **Table 1 Additional Notes** to guide your selection).

11. Enter comment (refer to **Table 1 Additional Notes** to guide your composition of comment). Save (Ctrl+S).

12. After the Save, the comment will be fully highlighted. Copy the comment using Ctrl+C on your

keyboard (we will use this copied comment later).

13. Click on the Confirm Attendance LOV and select *Offender Not Required.*

14. Save (Ctrl+S).

15. Next, conclude the Partner Support Offer action. In the Program/Services block highlight the **Offer Partner Support (DV Standards)** service line. Click on the **Update Program Status** button.
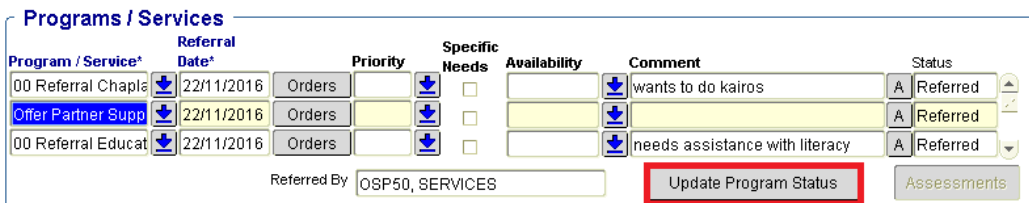
16. From the Status LOV, highlight Service Referral Completed. Click OK.

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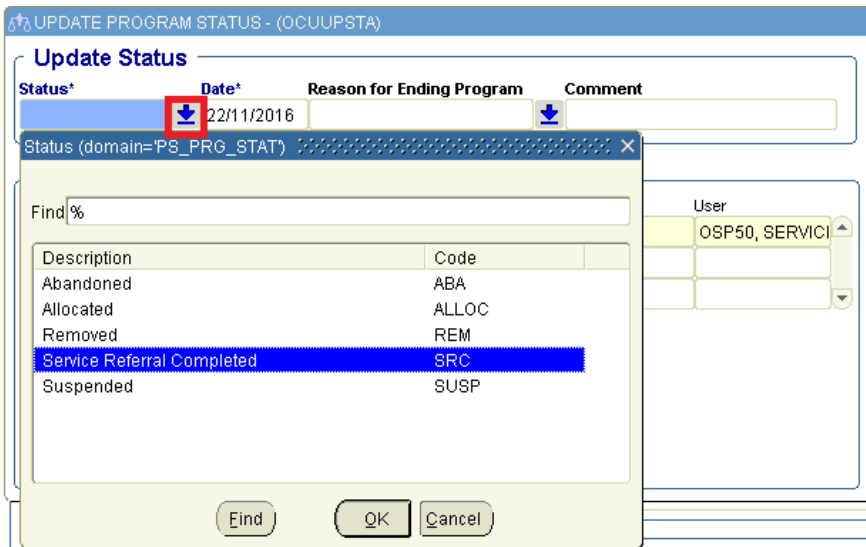
In the **Comment**, paste the previously copied comment (Ctrl+V on your keyboard). If this does not paste correctly, just re-enter the previously typed comment. Save (Ctrl+S).

17. This action will auto-populate to Case Notes (Case Management>>CaseNotes)

17.1.3   Table 1 - Additional notes

A guide for selection of the correct item from the module LOV and composition of appointment and update status comments

Module value	Use when	Comment to be entered
Accepted offer – ref Victims Services	Partner has accepted a referral for support to Victims Services	Partner accepted offer of support. Partner details forwarded to Victims Services
Accepted offer – ref MOU provider	Partner has accepted an offer of support to a support service that has a memorandum of understanding with a Corrective Services Community Corrections Office to provide support services.	Partner accepted offer of support. Partner details forwarded to the service with a memorandum of understanding with Corrective Services.

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Module value	Use when	Comment to be entered
Accepted offer – ref to other service provider	Partner accepts a referral to a Service other than Victims Services or a Service that has a Memorandum of Understanding with a Corrective Services Community Corrections Office	Partner accepted offer of support. Partner details forwarded by to other support service.
Declined offer- service refused	Partner declines to receive a support service	Partner declined offer of support. State reason if it is given by partner.
Declined- already engaged in a service	Partner already identifies they are receiving a support service	Partner informed that they are already receiving an appropriate support service. Record name of Service if partner is willing to disclose.
Attempt to contact partner unsuccessful	Attempt to contact partner is unsuccessful (it might be prudent to do a separate appointment record for each date/time attempts made)	In comments record reason. For example: • Message left on voicemail • Message left with third party • Number did not answer (ensure reasonable attempts made at varied days/times) • Invalid number – no further attempts made • Third party answered call, partner not known at this number
No current partner-no offer of support required	An offender identifies that they do not have a current partner	No current partner identified
Current partner details NOT disclosed	An offender does not disclose the details of their current partner	Offender refuses to disclose the details of a current partner.

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17.2 Annexure 2 – OIMS steps for recording program exit reasons
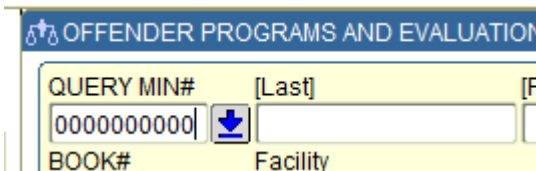
The EQUIPS Process Line is used to capture specific data as to the exit reason for each participant.

Summary of OIMS steps:

1. Go to OIMS main menu>>Programs&Services>>Accredited Programs>>Offender Programs and Evaluation Measures screen.

2. Enter MIN and execute query.

3. Insert new record line and select **EQUIPS Process Line** List of Values (LOV).

4. If you are using the **Equips Process** line it will look like this.

5. Enter a comment in the comment field: "Program Exit"

6. Save.

7. Make sure you are still on the same service line then

    a. Click on appointments tab and enter appointment

    b. Enter date offender was deallocated for the program in OIMS.

    c. Enter a one-minute marker (e.g. 9:00 to 9:01) for the time.

    d. Enter Type as 'Program session'

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e. Enter Location as offender location.

f. Staff name will auto-populate.

g. Enter Phase as Equips Process Line (depending which one you are using)

h. Select the required Module from the LOV (refer to Table 1).

i. Enter comment briefly describing any additional relevant details regarding the reason for exiting
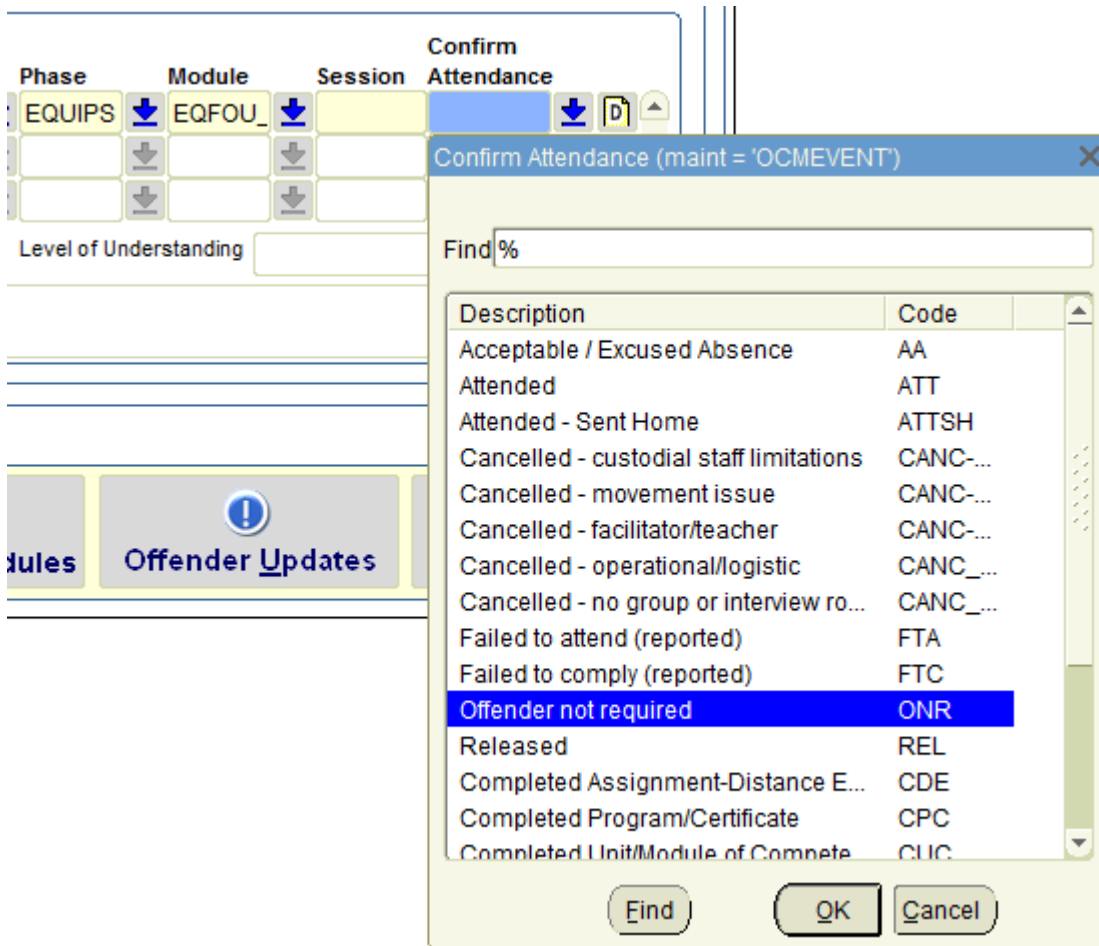
j. Save.

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k. Copy the comment (using Ctrl+C)

l. Click on the Confirm Attendance LOV and select Offender not required

m. Save.

8. Change the Program Status to Abandoned, paste the previously copied comment into the comment field (Ctrl+V)

9. Save and exit.

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17.2.2   Table 1 – Modules for Equips Process Line

There are 9 exit reasons in the EQUIPS process line. To capture data specific to the programs, each of these reasons is repeated with a program specific prefix.

In the OIMS Modules column in the below table, the program specific code has been replaced by "*<prefix>*" to indicate where the program specific prefix occurs in OIMS.

There are a total of 36 OIMS modules in the EQUIPS Process line, 9 for each of the 4 programs.

Program	Prefix		OIMS Modules
EQUIPS Foundation	EQFOU		*<prefix>*_Exit - Insufficient time
EQUIPS Domestic and Family Violence	EQDFV		*<prefix>*_Exit - Supported/compassionate
EQUIPS Aggression	EQAGG		*<prefix>*_Exit - Associations
EQUIPS Addiction	EQADD		*<prefix>*_Exit - Security
Ensure when recording an early exit that the correct module has been selected for the program.			*<prefix>*_Exit - Appeal
			*<prefix>*_Exit - Behaviour/misconduct
			*<prefix>*_Exit - Refused participation/therapeutic decision
			*<prefix>*_Exit - ICO reinstated
			*<prefix>*_Exit - Released to parole

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17.2.3 Table 2 – OIMS business rules for using EQUIPS Process line

Seq- program prefix	Description (OIMS module on appt line)	Responsible:	Business Rule	Further instructions/ details/other	OIMS Update Program Status	OIMS Appointment (Date and from/to time)	OIMS Attendance outcome (always relates to Offender)
1-EQFOU 10-EQDFV 19-EQAGG 28-EQADD	Exit - Insufficient time	Operational Manager	Insufficient time remaining on their order to complete the program.	Include brief description of reason in comment field (e.g. "Program commencement moved back due to lock-ins")	Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
2-EQFOU 11-EQDFV 20-EQAGG 29-EQADD	Exit - Supported/ compassionate	Operational Manager	Genuine & verified reason for not continuing program at this time including medical grounds or family (death, illness)		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
3-EQFOU 12-EQDFV 21-EQAGG 30-EQADD	Exit - Associations	Operational Manager	Participant has non-association in OIMS against another program participant.		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
4-EQFOU 13-EQDFV 22-EQAGG 31-EQADD	Exit - Security	Operational Manager	Removed by custodial		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
5-EQFOU 14-EQDFV 23-EQAGG 32-EQADD	Exit - Appeal Upheld	Operational Manager	Participant's sentence end date has changed due to an appeal being upheld		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required

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Seq-program prefix	Description (OIMS module on appt line)	Responsible:	Business Rule	Further instructions/ details/other	OIMS Update Program Status	OIMS Appointment (Date and from/to time)	OIMS Attendance outcome (always relates to Offender)
6-EQFOU 15-EQDFV 24-EQAGG 33-EQADD	Exit -Behaviour/misconduct	Operational Manager	Participant commenced Tx but has failed to finish		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
7-EQFOU 16-EQDFV 25-EQAGG 34-EQADD	Exit - Refused participation/therapeutic decision	Operational Manager	Participant commenced Tx but has failed to finish		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
8-EQFOU 17-EQDFV 26-EQAGG 35-EQADD	Exit – ICO reinstated	Operational Manager	Commenced participation in the program, however an intensive corrections order (ICO) has been reinstated		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required
9-EQFOU 18-EQDFV 27-EQAGG 36-EQADD	Exit - Released to parole	Operational Manager	Commenced participation in the program, however, the parole order has been reinstated or a manifest injustice application upheld		Abandoned	Administrative item only Record date of identification Enter a one minute marker (e.g. 9:00 to 9:01) for the time	Offender not required

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