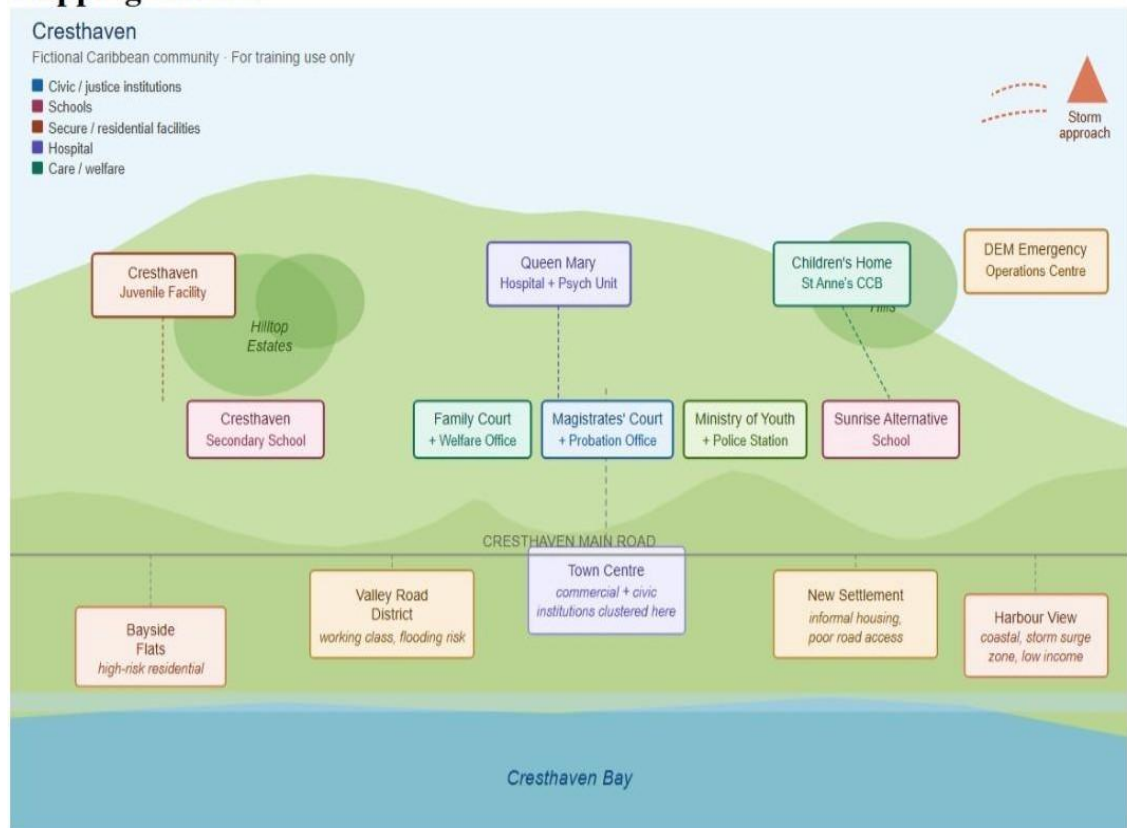


Cresthaven — fictional Caribbean community map for the vulnerability mapping exercise



- Bayside Flats + Harbour View — coastal storm surge zones, high-risk youth concentration
- Valley Road + New Settlement — flooding risk, informal housing, poor road access post-storm
- Hilltop Estates + Green Hills — elevated, lower flood risk; shelters likely located here

For the vulnerability mapping exercise: A Category 3 hurricane approaches from the east. Bayside Flats and Harbour View are in the primary storm surge zone. Valley Road floods from the river. New Settlement road access will be cut within hours. The juvenile facility, hospital, and children's home are inland but elevated road access may be blocked. The DEM operations centre is the designated coordination hub. The probation office and magistrates' court are in the town centre — accessible by foot but likely without power.

SCENARIO 1 — JAYLEN

Day 1 · Session 2 · RTH regulation tools and applied practice

Age	15
Lives in	Bayside Flats, Cresthaven
Living with	Aunt (four children of her own)
Current status	On probation
School	Sunrise Alternative School (three days a week, when he attends)
Key history	Mother deceased; raised by grandmother (now deceased); victim of sexual abuse; history of self-harm

Jaylen is 15 and lives with his aunt in Bayside Flats. His mother died in a road accident when he was nine. His father works on a fishing vessel and is away from home for weeks at a time. After his mother died, Jaylen was raised by his grandmother. She died eight months ago. He now lives with his aunt, who has four children of her own and is doing her best in a household that has more need than capacity.

Jaylen was arrested at 14 and charged with wounding. He had stabbed a boy from the neighbourhood who had been sexually abusing him for two years. That history emerged during the police investigation but was not formally recorded as a mitigating factor in the case file passed to the court. It appeared briefly in the social inquiry report — one sentence, noted under background — but by that stage the report had been prepared under significant time pressure and the referral pathways for victim support were unclear. No agency made a formal referral. The court did not request further information. His file records the offence as wounding. The context is present in the system — in fragments, across different agencies — but no single person holds the complete picture.

Before sentencing Jaylen was held on remand at the Cresthaven Juvenile Facility for six weeks. He appeared before the magistrate three times during that period — twice for mention, once for sentencing. On each occasion he said very little. The magistrate noted in the record that he appeared “unengaged.” He was placed on probation for twelve months.

Jaylen has a history of self-harm — cutting, concealed under long sleeves. In the Caribbean heat, long sleeves are noticed. They have been noticed. No one has asked about them. He has never been referred to mental health services. He attends Sunrise Alternative School three days a week when he attends at all. His probation officer describes him as “cooperative but guarded.” His teacher at Sunrise says he is “not a problem in class — just absent, even when he’s sitting right there.”

Your moment with Jaylen

Each sector receives a different moment in Jaylen’s week. Read your moment before the table discussion begins.

Sector	Your moment with Jaylen
Probation	Jaylen misses his third supervision appointment this month. When you call his aunt, she says he has not slept properly in days and has been sitting on the step outside at night. She says she does not know what to do with him.
Childcare (CCB)	Jaylen is placed at St Anne's on an emergency basis following a crisis at his aunt's home. He arrives with one bag. He refuses the meal offered, sits in the corner of the common room with his knees pulled up, and does not speak to any staff or residents for the rest of the evening.
Juvenile detention	Jaylen is back on remand following a breach. On his third night in the facility, he is found sitting on his bunk at 3am, rocking slowly. When the night officer asks if he is alright, he says he is fine. He is wearing a long-sleeved shirt in the heat.
Police — response	You are called to a report of a young man behaving erratically near the waterfront in Bayside Flats. By the time you arrive, Jaylen is sitting on the sea wall, silent, staring at the water. He does not look up when you approach.
Police — diversion unit	Jaylen has missed two consecutive appointments with your unit. You go to his aunt's house. She says he left an hour ago and she does not know where he went. He arrives back while you are still there. He does not meet your eyes. He smells of salt water.
Police — family conflict unit	You respond to a disturbance at Jaylen's aunt's house — a dispute between the aunt and her partner. Jaylen is in the house. He is not the subject of the call. He is sitting at the kitchen table watching everything with an expression you cannot read. When the dispute is resolved and you are about to leave, he catches your eye for a moment and then looks down.
Magistrates	Jaylen appears before you for a breach of his probation order. He is silent throughout. His legal aid attorney speaks on his behalf. When asked directly if he understands what is being put to him, he nods once. He does not look up from the floor.
Ministry of Youth	You receive a case summary flagged by the probation service: a 15-year-old male, Bayside Flats, has disengaged from three consecutive programmes in six months — a diversion programme, a school referral, and a community mentorship scheme. No single agency holds the complete picture. There is no coordinating case manager.
Psychiatric hospital	Jaylen is brought to the emergency department following a self-harm incident — cuts to his forearms, not life-threatening. He is medically cleared. He is to be discharged within 48 hours. His probation officer has not been contacted. His aunt has been called but has not yet arrived. Jaylen is sitting on the bed, arms wrapped around his knees, not speaking.

Sector	Your moment with Jaylen
Welfare / social services	You are assigned to complete a home assessment at Jaylen’s aunt’s address following a school referral. The household is crowded and the aunt is defensive — “we are managing fine.” Jaylen watches from the doorway of the back room. He does not come into the main room while you are there.
Schools / In School Suspension	Jaylen has been removed from class and is sitting outside on the bench for the fourth time this term. When you ask what happened, he shrugs. “Nothing. As usual.” He is wearing a long-sleeved shirt. It is a hot day.
School for deviant youth	Jaylen arrives at Sunrise Alternative forty minutes late. He sits at the back. He does no written work but he does not disrupt the class. At the end of the session he stays in his seat while the others leave. When you look over, he is still there, looking at the desk.

SCENARIO 2 — SHANIA

Day 1 · Session 3 · Suicide prevention ·

Age	16
Lives in	Valley Road, Cresthaven
Living with	Mother, stepfather, four younger siblings
Current status	No justice involvement
School	Cresthaven Secondary School
Key history	Two unrecorded disclosures about discomfort at home; three removals from class this term

Shania is 16 and lives in Valley Road with her mother, her mother’s partner — who is not her father — and her four younger siblings. She is the eldest. She has no justice involvement and no probation contact. She attends Cresthaven Secondary School but has been removed from class three times this term for what staff describe as aggressive and defiant behaviour. She is currently sitting on the bench outside the vice principal’s office — the same bench where students wait when they have been sent out.

Two years ago Shania told her Form teacher that her mother’s partner made her uncomfortable at home. She used those words exactly: uncomfortable. The teacher wrote it in a personal diary but did not report it formally. She said later she did not want to make trouble for the family. Last year Shania told the school counsellor the same thing, with slightly more detail. She said he came into her room at night. The counsellor’s notes from that session say: “presenting well, denies any issues at home.” Neither disclosure appears in any official record. Neither was shared with the child services department or the police.

This week something has shifted. On Tuesday Shania gave her best friend her phone. “I don’t need it anymore.” Her friend thought she was joking. On Wednesday Shania told her classroom teacher she was “tired of carrying everything.” The teacher logged it as a behaviour note. On Thursday morning, an officer from the police family services unit arrives at Cresthaven Secondary — not for Shania, but for a matter involving her younger brother, who was picked up the previous evening in connection with a minor incident near the bus terminal.

While waiting to speak with the vice principal, the officer sees Shania sitting alone on the bench outside the office. She knows the family — she has been to the house before, on a different matter. Shania looks up when she hears footsteps. She sees the officer. Then she looks away.

SCENARIO 3 — KEZIA

Day 1 · Session 4 · Integration workshop ·

Age	17 (turns 18 in seven months)
Lives in	New Settlement, Cresthaven
Living with	Great-aunt (recently placed, barely known to her)
Current status	On probation; breach under review
School	Sunrise Alternative School (three days a week)
Key history	Orphaned at 14; three residential placements; diversion breakdown; ageing out of care in seven months

Kezia is 17 and lives in New Settlement with a great-aunt she barely knows. She was placed there six weeks ago after leaving St Anne’s Children’s Home, where she had been a resident for three years. Before St Anne’s she was in two other placements, both of which broke down — one because the foster family relocated, one for reasons that are not clearly recorded in her file.

Kezia lost both parents when she was 14. They died in a boating accident during a fishing trip. There were no other close relatives at the time who could take her in. She entered the care system within weeks of their deaths. She has had no stable home since.

She is on probation following a diversion referral that broke down — she missed three appointments and the case was escalated. She appeared before the magistrate last month for a minor breach. A welfare check was ordered at that hearing. It has not yet been completed. She attends Sunrise Alternative three days a week. Her teacher there says she is one of the most capable young people in the room. She just does not believe it.

Kezia turns 18 in seven months. At 18 she will age out of the care system. There is no transition plan. No agency has begun planning for where she will live, how she will manage financially, or what support will be in place. The great-aunt in New Settlement has said she cannot commit to a long-term arrangement. Kezia knows this. She has not mentioned it to anyone.

This week Kezia did not attend school on Monday or Tuesday. On Wednesday morning her probation officer receives a voice note from the great-aunt: “Kezia said something strange last night. I do not want to make a big thing of it but I thought you should know.” The great-aunt

does not say what Kezia said. The probation officer calls back. There is no answer. It is 7:30am. The probation officer has a court appearance at 9am and a full caseload.

SCENARIO 4 — DARIUS

Day 1 Session 1 + Day 2 Sessions 7 and 8 · Residential care and disaster ·

Age	14
Lives in	St Anne's Children's Home, Crethaven
School	Crethaven Secondary School (day pupil)
Current status	Resident, CCB care order
Key history	Neglect; physical abuse in first foster placement; disclosure not formally investigated; two further placements

Darius is 14 and has been a resident at St Anne's Children's Home for eighteen months. He was removed from his family home at age 11 following a neighbour's report of neglect. His mother had been struggling with substance use for several years. His father was not present. There were no relatives in a position to take him.

He was placed first with a foster family in Crethaven. After eight months, he disclosed to a CCB social worker on a routine visit that the foster father had been hitting him — not just discipline, he said, something harder than that, when no one was looking. A report was made internally. There was no formal investigation by the police. The foster family was not charged. The placement ended. Darius was not told why it took three weeks for him to be moved after his disclosure.

He was placed with a second family. He never disclosed anything during that placement. CCB visiting officers noted he was quiet and withdrawn but assessed him as "settled." After a year the second foster family asked for the placement to end — they said it was not working out. Their reasons were not recorded in detail. Darius was brought to St Anne's.

At Crethaven Secondary, Darius is a day pupil. Most of his classmates do not know he lives at St Anne's — in a small community, some do. He is not bullied openly but he eats lunch alone. He is described by his teachers as quiet and polite. His attendance is good because the home ensures he goes. His grades are average. No teacher has raised a welfare concern about him.

At St Anne's, Darius is described by residential staff as "no trouble at all." He does not fight. He does not argue. He does not demand attention. He helps the younger children with their homework without being asked. He goes to bed when he is told. He is, as one staff member put it recently, the easiest child in the home.

Three weeks ago, Darius told the night shift worker that he had been having bad dreams. The worker said: "that's normal, try to get some rest." Last week he asked the same worker what happens to children at St Anne's when they turn 18. The worker said: "you'll be fine, don't worry about that now." This week Darius has stopped eating breakfast. When staff ask why, he says he is not hungry. He has started sitting on the fire escape at the back of the building at

night. A staff member saw him there at 11pm on Tuesday and told him to go back to bed. He went.

DARIUS IN THE DISASTER — DAY 2

The storm makes landfall overnight. St Anne's is not in the primary flood zone but the roof of the older wing sustains damage and water is coming in through the ceiling of two bedrooms. Power goes out at 2am. Three of the eight residential staff on the overnight roster live in Bayside Flats and Harbour View — two cannot get through for the morning shift. The home is running on five staff for fourteen residents.

By morning, four of the younger children are acutely distressed and clinging to staff. Two of the teenage boys are refusing to follow instructions and the atmosphere in the common room is tense. Darius is sitting in the far corner, completely still, watching. He has not spoken since the storm hit. He has not eaten. When a staff member crouches down and asks if he is okay, he nods once and looks at the floor.

The home manager is trying to reach the CCB duty officer for guidance. The phone lines are intermittent. There is no on-site clinical support. The Queen Mary Hospital psychiatric outpatient clinic is closed. The manager knows Darius has a history but the CCB's case management system is down — the central server lost power overnight and the backup has not come online. The physical file is held at CCB headquarters, which the manager cannot reach. She knows the shape of what happened to him. She does not know the details.

SCENARIO 5 — MARCUS

Day 2 · Session 7 · Post-disaster trauma response ·

Age	17
Lives in	Harbour View, Cresthaven
Living with	Mother and two younger siblings
Current status	On probation
Employment	Part-time at a garage on Main Road
Key history	Compliant on probation; “flat” presentation noted; on antidepressants; mother with unmanaged depression; effectively a young carer

Marcus is 17 and lives in Harbour View with his mother and two younger siblings, aged nine and six. He has been on probation for eight months following a break-and-enter conviction — his first offence. He left school at 16 and works part-time at a garage on Main Road. His earnings help cover household costs.

His father left when Marcus was four. There has been no contact since. His mother has a long history of depression that has never been formally treated — she does not trust the system and has declined referrals twice. Marcus manages the household when she is low: he buys groceries, gets his siblings to school, handles what needs handling. He has done this since he was about twelve. Nobody has named this as young caring. It is simply what he does.

Marcus has been compliant on probation — he attends every appointment, is polite, and answers questions directly. His probation officer has noted twice in the file that he seems flat — not sad exactly, just without weight, as if the answers are coming from somewhere slightly removed from where he actually is. The officer did not escalate this. Four months ago Marcus was referred by the probation service to the Queen Mary Hospital psychiatric outpatient clinic. He was assessed and prescribed antidepressants. He has been collecting his prescription monthly without fail.

The storm made landfall overnight. Harbour View sustained significant damage. Marcus's house is partially collapsed — the roof of the back two rooms came down. The family has relocated to the public shelter at Hilltop Estates. The Queen Mary psychiatric outpatient clinic is closed indefinitely. The pharmacy on Main Road was destroyed. Marcus has not had his medication for three days.

His mother is in acute distress and is not managing. His younger siblings are frightened and need constant attention. Marcus has been the one keeping them calm. He has not slept. He has not eaten since the storm hit. He has been doing what he always does — holding everything together for everyone else.

At 2am on the third night after the storm, a DEM community officer doing welfare rounds at the Hilltop Estates shelter finds Marcus sitting on the steps outside the entrance. He is not inside. He says he just needed some air. When the officer asks how he is doing, Marcus looks at the ground and says: "I don't know what the point is anymore."

His probation officer does not know where he is — the Harbour View address is in the file but the officer has not been able to make contact since the storm. There is no phone signal at Hilltop Estates. The CISM-trained officer is at DEM headquarters coordinating the community response. The community officer who found Marcus has a radio but the duty supervisor is managing three other incidents simultaneously and the line has been busy for twenty minutes.

DISCUSSION QUESTIONS FOR ALL SCENARIOS

Core questions — applicable to every scenario

- What does this young person need from you right now — not eventually, right now?
- What does your role actually allow you to do in this moment?
- What do you need from another sector that is not currently happening?
- What information do you have that another sector needs but does not have?
- Who contacts whom, and who holds the thread if you are not available?

SCENARIO-SPECIFIC QUESTIONS

Jaylen

- What does the long-sleeved shirt in the heat tell you? What would you do with that information?
- How many practitioners have had contact with Jaylen in the past six months? How many know about the abuse?
- What would need to be different in your agency for the connection between what happened to him and what he did to be visible in his file?

Shania

- At what point in the sequence of events did someone have a responsibility to ask Shania directly if she was thinking about ending her life?
- What does the family services officer say to Shania in that corridor? Practise the exact words.
- The two disclosures were not recorded. What would need to change in your agency for a disclosure like Shania's to be formally recorded and acted on?

Kezia

- What do you know about Kezia? What do you need to know that you don't have?
- The probation officer has a court appearance at 9am. What do they do at 7:30am?
- Kezia turns 18 in seven months. What is the plan? Who is responsible for making it?

Darius

- You are told Darius is "the easiest child in the home." What does that tell you? What does it not tell you?
- Darius asked what happens to children when they turn 18. What was he really asking?
- In the disaster scenario: who is responsible for Darius right now? What do you do when the file is inaccessible and the clinic is closed?

Marcus

- Marcus says "I don't know what the point is anymore." What do you do in the next five minutes?
- What RTH tool is available to you right now, in this setting, with these resources?

After this shift, what does the community officer who found Marcus need? Who provides it