



# Keeping Kids Safe

A plan for Ashley Youth Detention Centre until its  
intended closure

**REPORT TO THE COMMISSION OF INQUIRY  
INTO THE TASMANIAN GOVERNMENT'S  
RESPONSES TO CHILD SEXUAL ABUSE IN  
INSTITUTIONAL SETTINGS  
OCTOBER 2022**

**Status Update as at 31 July 2023**

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## BACKGROUND

On 7 September 2022, the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (the Commission) requested that the Executive Director, Youth Justice Reform provide the Commission with an interim plan on how children and young people are being kept safe at Ashley Youth Detention Centre (AYDC) during the transition period.

*Keeping Kids Safe, A plan for Ashley Youth Detention Centre until its intended closure (KKS)* was developed and provided to the Commission in October 2022. The document addresses the following specific items in the Commission's request for additional documents dated 7 October 2022:

- (b) details of any current or planned works in relation to the use and installation of CCTV at Ashley Youth Detention Centre;
- (c) details of any Department of Communities' plans to keep children at Ashley Youth Detention Centre safe during the period of transition, including any plans to address staff shortages.

*Keeping Kids Safe, A plan for Ashley Youth Detention Centre until its intended closure Status Update as at 31 July 2023 (KKS Update)* provides an update of activity on all KKS actions as at 31 July 2023.

### **Objective 1: Increasing safety and security for children and young people.**

Actions to implement additional integrated security measures to achieve the desired security and safety outcomes for residents and staff as well as improve the effectiveness of the Centre's security overlay are underway. The additional measures recommended in response to the areas of risk and vulnerability for children and young people and staff around physical security and surveillance are also underway. Some actions have taken longer than expected to execute due to the complexity of works, requirement for infrastructure to be in place before an action can be implemented, scoping tasks, and assessing risk to prioritise tasks.

#### **Action 1.1: Update/install Closed Circuit Television (CCTV)**

A contract has been finalised to provide additional CCTV infrastructure to support the current security platform at AYDC. The original timeframe has been extended due to the complexity of works to update/install additional CCTV infrastructure which began in July 2023.

|       | Activity  | Timeframe      | Status as at 31 July 2023 |
|-------|---|----------------|---------------------------|
| I.1.1 | Request CCTV Review   | September 2022 | Completed                 |
| I.1.2 | CCTV Camera Blackspots Report received                          | September 2022 | Completed                 |
| I.1.3 | CCTV System Audit received                                      | October 2022   | Completed                 |
| I.1.4 | Consider CCTV Camera Blackspots Report findings and CCTV System | October 2022   | Completed                 |

|              |  |                        |           |
|--------------|--|------------------------|-----------|
|              | Audit and identify actions for implementation                    |                        |           |
| 1.1.5        | Contract to update/install CCTV cameras                          | October/November 2022  | Completed |
| 1.1.6        | CCTV cameras updated/installed                                   | November/December 2022 | Completed |
| New<br>1.1.7 | Additional CCTV cameras installed to cover additional blackspots | October 2023           | Underway  |

### **Action 1.2: Install and operationalise CCTV Control Room**

A contract has been finalised to provide an integrated control system at AYDC including the installation of a control room. A Statement of Duties for Control Room Operators has been developed to recruit control room staff. Installation and operationalisation of the control room have not occurred due to the required completion of CCTV infrastructure, information technology requirements and further building works.

|       | Activity  | Timeframe              | Status as at 31 July 2023  |
|-------|---|------------------------|--|
| 1.2.1 | Contract to provide an integrated control system at AYDC                                    | October/November 2022  | Completed  |
| 1.2.2 | Develop plan and undertake works to install control room at AYDC                            | October/November 2022  | Planning underway  |
| 1.2.3 | Develop Statements of Duties and appoint staff to monitor CCTV and operate the control room | November/December 2022 | To commence once control room works underway                     |
| 1.2.4 | Develop and provide control room monitoring training to staff                               | November/December 2022 | To commence once control room staff are recruited                |
| 1.2.5 | Operationalise control room   | November/December 2022 | To commence once control room facility works have been completed |

### **Action 1.3: Develop and operationalise a Security Risk Management Plan**

A Review of Departmental Governance Arrangements for Youth Justice Reform and a draft Security Risk Management Plan for the Ashley Youth Detention Centre has been provided. The position of Assistant Manager Security & Risk was filled to support the implementation of the Security Risk Management Plan across the facility. The development of policy and procedures to support the Security Risk Management Plan has been delayed while an AYDC

risk register is being completed. The risk register will identify and prioritise documentation for progression. Implementation of the Security Risk Management Plan will occur once the supporting policies and procedures are finalised.

|       | Activity   | Timeframe     | Status as at 31 July 2023   |
|-------|--|---------------|---|
| I.3.1 | Contract to provide governance framework advice  | October 2022  | Completed   |
| I.3.2 | Develop security governance framework and Security Risk Management Plan                    | December 2022 | Completed   |
| I.3.3 | Develop policy, plans and other documentation to support the Security Risk Management Plan | December 2022 | AYDC risk register will inform prioritisation for development   |
| I.3.4 | Appoint staff in line with the security governance framework                               | December 2022 | WHS staff member deployed on site; other staff to be appointed in line with Action 2.6                            |
| I.3.5 | Implement Security Risk Management Plan  | December 2022 | WHS Risk Register controls being implemented. Full plan to be implemented once policies/plans have been finalised |

#### **Action 1.4: Security Standard Operational Procedure Development and Implementation**

A preliminary action was identified to undertake consultation with stakeholders and provide a plan for the review, update, and development of AYDC Standard Operating Procedures (SOPs), procedures and policies to support security and other functions at AYDC. The consultant's report was provided in June 2023 and has informed the development of security SOPs for AYDC. The development of policy and procedures to support the Security Risk Management Plan has been delayed while an AYDC risk register is completed. Further development of the SOPs will occur once the AYDC risk register is completed identifying and prioritising documentation for progression.

|       | Activity                                    | Timeframe     | Status as at 31 July 2023     |
|-------|---|---------------|-------------------------------|
| I.4.1 | Contract company to provide a suite of SOPs | October 2022  | Activity adjusted – see I.4.4 |
| I.4.2 | New security SOPs received                  | November 2022 | Activity adjusted – see I.4.4 |

|           |  |               |                                     |
|-----------|--|---------------|-------------------------------------|
| I.4.3     | Implement and train staff in new security SOPs   | December 2022 | Activity adjusted – see I.4.5       |
| I.4.4     | Development/update of other SOPs to support security for children and young people and staff | December 2022 | Underway                            |
| New I.4.5 | Implement and train staff in updated and new SOPs  | December 2023 | To commence once new SOPs developed |

### **Action 1.5: Investigate use of body worn cameras at AYDC**

National and international research in the application of body worn cameras is complete. A risks and benefits analysis of body worn cameras with recommendations has been finalised which will inform policy, procedure and training for a body worn camera trial. Consultation has occurred with the Commissioner for Children and Young People (CCYP) and the Custodial Inspector about the use of body worn cameras at AYDC. A quote has been sought to provide body worn cameras and a data retention system to implement a trial.

|           | Activity  | Timeframe     | Status as at 31 July 2023    |
|-----------|---|---------------|------------------------------|
| I.5.1     | Seek quotation for body worn cameras at AYDC  | October 2022  | Completed                    |
| I.5.2     | Research use of body worn cameras in other jurisdictions                              | October 2022  | Completed                    |
| I.5.3     | Undertake an analysis of risks and benefits of body worn cameras with recommendations | November 2022 | Completed                    |
| I.5.4     | Consider and implement recommendations of the analysis                                | July 2023     | Underway                     |
| New I.5.5 | Contract to provide body worn cameras   | October 2023  | Underway                     |
| New I.5.5 | Body worn camera trial commences  | November 2023 | To commence in November 2023 |

### **Action 1.6: Investigate use of viewing panel swipe readers**

The current operation of bathroom viewing panels has been identified as a vulnerability for children and young people at AYDC. This action was initially delayed until a fit for purpose fiscally responsible solution was identified. To ensure the safety and dignity of residents, an electronic access control re-keying solution is being implemented on all bathroom viewing panels. The technology solution being installed will use a smart key that is programmed to

the individual locks, controlling access, with the opening of these locks only via the programmed key, which will be held by nominated key holders (Managers). Permissions are controlled via a software program with full audit trail and reporting functionality. This meets the need to balance residents' safety, security, privacy, and dignity, along with achieving concurrent protections for staff.

|              | Activity  | Timeframe     | Status as at 31 July 2023 |
|--------------|---|---------------|---------------------------|
| I.6.1        | Seek quotation for viewing panel swipe readers at AYDC                                    | October 2022  | Completed                 |
| I.6.2        | Undertake an analysis of the benefits of viewing panel swipe readers with recommendations | November 2022 | Completed                 |
| I.6.3        | Consider and implement recommendations of the analysis                                    | December 2022 | Completed                 |
| I.6.4        | Implement an interim procedure governing use of viewing panels                            | October 2022  | Underway                  |
| New<br>I.6.5 | Electronic access control re-keying solution implemented                                  | October 2023  | Underway                  |

### **Action 1.7: Conversion from paper-based to electronic records management system**

The conversion to contemporary smart forms technology is enabling AYDC to move away from paper format records to more secure, reliable, auditable, and easy-to-use systems to support day to day processes. Conversion to smart forms has begun and continues to be implemented at AYDC.

|              | Activity   | Timeframe | Status as at 31 July 2023                             |
|--------------|--|-----------|---|
| I.7.1        | Identify applications for smart forms and implement smart forms solutions in an ongoing capacity | Ongoing   | Internal scoping completed and implementation ongoing |
| New<br>I.7.2 | Plan to convert to electronic records management at AYDC developed and commenced                 | June 2024 | To commence in June 2024                              |

### **Objective 2: Maintaining an appropriate level of staff with the right experience and competencies**

Four of the seven actions to increase the workforce at AYDC are completed. This has resulted in a substantial influx of new youth workers and leadership roles at AYDC, contributing to enhanced demographic representation in terms of cultural diversity, age,

gender, qualifications, and experience. Three actions to confirm the AYDC workforce structure and recruit further staff are underway.

**Action 2.1: Development and implementation of Youth Justice Services Workforce Strategy**

A Youth Justice Services Workforce Strategy will be developed for staffing AYDC and Community Youth Justice and will include workforce planning, marketing and recruitment and ongoing workforce management. The Strategy will have a strong leadership focus, have values and capability-based recruitment, and include clinical supervision.

|       | Activity  | Timeframe     | Status as at 31 July 2023   |
|-------|---|---------------|---|
| 2.1.1 | Development of Youth Justice Services Workforce Strategy    | December 2022 | Initial work completed. Further planning underway for immediate and longer term workforce needs |
| 2.1.2 | Implementation of Youth Justice Services Workforce Strategy | January 2023  | To commence following development of Workforce Strategy   |

**Action 2.2: Appointment of Director, Custodial Operations**

The role of Director, Custodial Operations position was filled through a secondment to focus on additional staff and operational support at AYDC.

|       | Activity   | Timeframe        | Status as at 31 July 2023   |
|-------|--|------------------|-----------------------------|
| 2.2.1 | Recruit and appoint Director, Custodial Operations | 5 September 2022 | Completed in September 2022 |

**Action 2.3: Staff appointments to supplement AYDC staff**

Five Youth Workers, an Assistant Manager, and an Operations Manager were seconded from the Northern Territory to work at AYDC. The staff began in early October 2022 to supplement the AYDC staffing.

|       | Activity   | Timeframe          | Status as at 31 July 2023 |
|-------|--|--------------------|---------------------------|
| 2.3.1 | Recruit and appoint staff from interstate to supplement AYDC staff | Early October 2022 | Completed in October 2022 |





### **Action 2.4: AYDC Youth Worker Recruitment**

A concentrated effort to recruit more Youth Workers to AYDC has occurred. There have been three Youth Worker recruitment processes to date with another underway.

This action is now completed, and ongoing Youth Worker recruitment processes are business as usual.

|       | Activity                               | Timeframe             | Status as at 31 July 2023                        |
|-------|--|-----------------------|--|
| 2.4.1 | Recruit and appoint AYDC Youth Workers | October/November 2022 | Completed. Additional recruitment rounds ongoing |

### **Action 2.5: Retired Police Officer Secondment**

Retired Police Officers were approached and appointed to AYDC for varying periods in a support and mentor capacity to immediately assist Youth Workers in their work with residents. The retired Police Officers were employed in September 2022.

|       | Activity  | Timeframe      | Status as at 31 July 2023   |
|-------|---|----------------|-----------------------------|
| 2.5.1 | Recruit and appoint retired Police Officers to AYDC | September 2022 | Completed in September 2022 |

### **Action 2.6: AYDC Workforce Restructure**

The current organisational structure of AYDC has been reviewed with a view to ensuring an appropriate level of competencies, leadership, and support. A new leadership structure for Custodial Youth Justice has been developed. The AYDC workforce structure will take into account recommendations from the Commission of Inquiry, once released.

Once confirmed and resourced, the new structure will be implemented.

|       | Activity                                   | Timeframe              | Status as at 31 July 2023   |
|-------|--|------------------------|---|
| 2.6.1 | Confirm new structure for AYDC workforce   | October 2022           | Underway. Awaiting release of COI recommendations as additional input |
| 2.6.2 | Implement new structure for AYDC workforce | November/December 2022 | To commence following finalisation of new structure                   |

### **Action 2.7: Additional Leadership Implementation**

The need for additional leadership expertise and experience to manage specific areas at AYDC was identified.

The position of Director Community and Custodial Youth Justice commenced in July 2023 to provide leadership across both AYDC and Community Youth Justice, including implementation and management of key strategic programs and educational initiatives. The position of Director, Youth Detention which is in addition to the current AYDC staff quota has been established and will strategically lead the operations of AYDC and provide high level leadership and advice to detention centre staff.

In addition, an expert adviser has been contracted to support the leadership at AYDC.

Further adjustments to the leadership structure will occur in response to Action 2.6, and will take into account recommendations from the Commission of Inquiry, once released.

|           | Activity   | Timeframe              | Status as at 31 July 2023 |
|-----------|--|------------------------|---------------------------|
| 2.7.1     | Identify new leadership positions for recruitment to AYDC              | October 2022           | Completed                 |
| 2.7.2     | Recruit and appoint new positions                                      | November/December 2022 | Completed                 |
| New 2.7.3 | Further adjustments to leadership structure and additional recruitment | June 2024              | Planning underway         |

### **Objective 3: Delivering a therapeutic service model**

Actions to improve the delivery of a therapeutic service model at AYDC including access to clinical services at AYDC and review of learning and development and practice frameworks have been completed. The development of a Clinical Services Team to support young people's needs at AYDC is underway.

#### **Action 3.1: Specialist Assessment Clinical Services Team**

The need for a Clinical Services Team has been identified to provide services on site at AYDC to support children and young people's needs. This includes the creation of new positions to support and lead the Clinical Services Team. A structure for the new Clinical Services Team has been developed and the statement of duties for the Director, Clinical Services and Manager, Clinical Services have been developed. The Director Clinical Services position will be recruited to soon.

|       | Activity   | Timeframe    | Status as at 31 July 2023 |
|-------|--|--------------|---------------------------|
| 3.1.1 | Identify requirements and structure for new Specialist Assessment Team in AYDC | October 2022 | Completed                 |

|       |  |               |          |
|-------|--|---------------|----------|
| 3.1.2 | Develop statement of duties, recruit and appoint Director, Specialist Assessment   | November 2022 | Underway |
| 3.1.3 | Develop statement of duties, recruit and appoint to new Specialist Assessment Team | December 2022 | Underway |

### **Action 3.2: Clinical Review and Support**

On 19 September 2022, a Senior Advisor (and clinical staff member) from the Centre for Excellence in Therapeutic Care, Australian Childhood Foundation (ACF), began an eight-week contract to undertake a clinical review and support services role at AYDC. The contract was extended, and this service is currently being provided on an ongoing basis.

|       | Activity  | Timeframe         | Status as at 31 July 2023             |
|-------|---|-------------------|---------------------------------------|
| 3.2.1 | ACF to provide a Clinical Review and Support Service for AYDC residents | 15 September 2022 | Completed                             |
| 3.2.2 | ACF begin clinical review and support contract at AYDC                  | 19 September 2022 | Completed and ongoing support on site |

### **Action 3.3: External Review of the AYDC Learning and Development Framework, AYDC Practice Framework, and an analysis of the AYDC workforce**

Work commenced on 15 September 2022 on:

- an external review of the AYDC Learning and Development Framework;
- an external review of the AYDC Practice Framework; and
- an analysis of the AYDC workforce.

The work was delayed for a number of months due to access to data. The External Review report was received in July 2023.

|       | Activity  | Timeframe         | Status as at 31 July 2023 |
|-------|---|-------------------|---------------------------|
| 3.3.1 | Contract to provide a review of the AYDC Learning and Development Framework, AYDC Practice Framework, and an analysis of the AYDC workforce | 13 September 2022 | Completed                 |
| 3.3.2 | Begin clinical review of the AYDC Learning and Development Framework, AYDC Practice Framework, and analysis of the AYDC workforce           | 26 September 2022 | Completed                 |

|       |   |              |           |
|-------|---|--------------|-----------|
| 3.3.3 | AYDC Learning and Development Framework and AYDC Practice Framework Review received | 31 July 2023 | Completed |
|-------|---|--------------|-----------|

#### **Objective 4: Implementing Practice Improvements**

Since KSS was provided to the COI in October 2022, four of the five actions to mitigate identified practice risks and vulnerabilities at AYDC have been completed and one action is underway. These actions improve the way incidents and searches are managed and increase safety for young people and staff at AYDC.

##### **Action 4.1: Establish Incident Review Committee at AYDC**

An Incident Review Committee has been established to review AYDC incidents on a weekly basis for compliance with policy and procedure, follow up actions based on review findings and to identify learning areas to support staff and provide positive feedback. The Custodial Inspector has access to the panel records. Terms of Reference for the Committee have been developed. The Committee includes the Director Youth Detention and other members including the AYDC Manager, AYDC Assistant Manager, Practice Manager, and Manager Professional Services and Policy.

|       | Activity   | Timeframe         | Status as at 31 July 2023 |
|-------|--|-------------------|---------------------------|
| 4.1.1 | Establish Incident Review Committee at AYDC        | 27 September 2022 | Completed                 |
| 4.1.2 | Commence weekly Incident Review Committee meetings | 5 October 2022    | Completed and ongoing     |

##### **Action 4.2: Update policy for partially clothed searches**

The Personal Searches of Young People Detained at AYDC procedure was updated in February 2023. As an interim measure until the procedure was updated, the routine of partially clothed searches ceased for all children and young people in September 2022, including new admissions and children and young people returning from off property excursions.

The only time a partial clothing search can now be conducted is when there is significant intelligence that a young person is holding a contraband item on their persons. If this occurs, the Director must provide further advice on the appropriate course of action.

|       | Activity  | Timeframe         | Status as at July 2023 |
|-------|---|-------------------|------------------------|
| 4.2.1 | Implement changes on an interim basis to partially clothed searches at AYDC | 14 September 2022 | Completed              |

|       |   |              |   |
|-------|---|--------------|---|
| 4.2.2 | Update and implement the Personal Searches of Young People Detained at AYDC procedure | October 2022 | Completed and will be the subject of ongoing review |
|-------|---|--------------|---|

#### **Action 4.3: Restricted use of high-risk areas**

CCTV blind spots were identified in AYDC that create potential opportunities for illegal and coercive behaviours from both staff and residents. To mitigate this risk, staff have been instructed not to use or minimise use of unsecured areas with no CCTV, when escorting children and young people. This action was completed in October 2022 as the 'Breezeway' and other identified areas around AYDC have been identified as high risk and restricted. Once the high-risk areas have been mitigated by implementation of new CCTV the restrictions will cease.

|       | Activity  | Timeframe    | Status as at 31 July 2023 |
|-------|---|--------------|---------------------------|
| 4.3.1 | Identify and implement areas for restricted use at AYDC | October 2022 | Completed                 |

#### **Action 4.4: Adoption of the Maybo approach**

Maybo training has been rolled out to the entire AYDC workforce with the most recent training undertaken in May and July 2023. This training is ongoing.

|       | Activity   | Timeframe    | Status as at 31 July 2023         |
|-------|--|--------------|-----------------------------------|
| 4.4.1 | Contract Maybo to undertake Positive Behaviour Support, Positive Approaches to Behaviour and Positive Interactions training for AYDC staff | October 2022 | Completed                         |
| 4.4.2 | Maybo training completed and implemented at AYDC   | July 2023    | Completed and ongoing as required |

#### **Action 4.5: Provide Certificate IV in Youth Justice for AYDC staff**

The Certificate IV in Youth Justice, previously delivered at AYDC, is currently under review. The intent is that all youth workers have appropriate qualifications for the roles they are undertaking, underpinned by a trauma informed therapeutic approach. Training in Certificate III/IV qualifications are currently being sought by another provider.

|       | Activity  | Timeframe    | Status as at 31 July 2023 |
|-------|---|--------------|---------------------------|
| 4.5.1 | Provide Certificate IV in Youth Justice training for AYDC staff | October 2022 | Not started               |



Tasmanian  
Government

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