



Keeping Kids Safe

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

CLOSURE REPORT: 30 September 2024

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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, until its intended closure.

Keeping Kids Safe (October 2022)

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:

- (a) details of any current or planned works in relation to the use and installation of CCTV at AYDC.
- (b) details of any Department of Communities Tasmania (now Department for Education, Children and Young People) plans to keep children at AYDC safe during the period of transition, including any plans to address staff shortages.

Keeping Kids Safe Status Update (July 2023)

Keeping Kids Safe, A plan for Ashley Youth Detention Centre until its intended closure Status Update as at 31 July 2023 (KKS Status Update July 2023) provided an update of activity on all KKS actions as at 31 July 2023, prior to the Commission's Final Report being tabled.

Keeping Kids Safe Report (September 2024) - Closure Report

Keeping Kids Safe, A plan For Ashley Youth Detention Centre until its intended closure Report 30 September 2024 (KKS Report September 2024) provides an update on all KKS actions as at 30 September 2024.

This is a closure report. The *Keeping Kids Safe in Detention Action Plan 2024-2026* replaces this report.

*Some actions in this KKS Closure Report are noted as 'Underway' and are now included in the *Keeping Kids Safe in Detention Action Plan 2024-2026*.

Moving forward, the Department for Education, Children and Young People will report on the status of improvements to AYDC, including actions that remain underway in the KKS Closure Report where relevant, through the *Keeping Kids Safe in Detention Action Plan 2024-2026*.

The Commission's Final Report

The Commission's Final Report was tabled in Parliament on 26 September 2023, with the Tasmanian Government accepting all 191 recommendations. The KKS Plan was an interim plan to support the immediate safety of children and young people at AYDC, whilst the Commission finalised their report. With the release of the Commission's Final Report, some of the KKS actions have been re-scoped to better reflect the final recommendations of the Commission.

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, and improve the effectiveness of AYDC's security overlay, are underway. The additional measures recommended in response to the areas of risk and vulnerability for children, 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)

Context

All additional CCTV cameras have been installed, with more than 170 CCTV cameras now operational, ensuring sufficient surveillance footage coverage throughout AYDC.

Status Update

	Activity	Status as at 30 September 2024
I.1.1	Request CCTV Review	Completed
I.1.2	CCTV Camera Blackspots Report received	Completed
I.1.3	CCTV System Audit received	Completed
I.1.4	Consider CCTV Camera Blackspots Report findings and CCTV System Audit and identify actions for implementation	Completed
I.1.5	Contract to update/install CCTV cameras	Completed
I.1.6	CCTV cameras updated/installed	Completed
I.1.7	Additional CCTV cameras installed to cover additional blackspots	Completed

Action 1.2: Install and operationalise CCTV Control Room

Context

A contract has been finalised to provide an integrated control system at AYDC. This will include works to install a control room. A Statement of Duties for Control Room Operators is being developed to recruit control room staff. Installation of the control room is expected to commence in September 2024. Once installed, operationalisation of the control room will occur.

Status Update

	Activity	Status as at 30 September 2024
I.2.1	Contract to provide an integrated control system at AYDC	Completed
I.2.2	Develop plan and undertake works to install control room at AYDC	Underway*
I.2.3	Develop Statements of Duties and appoint staff to monitor CCTV and operate the control room	Underway*
I.2.4	Develop and provide control room monitoring training to staff	Underway*
I.2.5	Operationalise control room	Underway*

Action 1.3: Develop and operationalise a Security Risk Management Plan

NOTE: This action relates to operational safety and security at AYDC and does not relate to a specific COI recommendation.

*Context

This action has been reviewed and re-scoped to ensure that security risk management at AYDC is fit for purpose. This action is now comprised of three separate suites of work that are either completed or underway:

- AYDC Risk Register
 - The AYDC Risk Register has been developed and approved.
 - The Risk Register is an active document that forms a basis for sound decision making and is subject to the changing risks and challenges in AYDC.
- AYDC Business Continuity Plan
 - The AYDC Business Continuity Plan has been drafted with the support of an external consultant and is now in the final stages of approval.
- Emergency Response Project
 - A new Emergency Response (ER) System, including procedures, drills and training, is being developed to support AYDC staff to effectively respond to a wide range of incidents.
 - Given the significance of this work, the specialised knowledge required, and the context of AYDC, an experienced consultant with considerable youth justice, training and ER procedural expertise, has been engaged to develop and deliver the new ER System and training package.
 - ER procedures will be developed by the end of 2024, with implementation of the training package, including drills, to follow.

Status Update

	Activity	Status as at 30 September 2024
I.3.1	Contract to provide governance framework advice	Completed
I.3.2	Develop security governance framework and Security Risk Management Plan	Completed
I.3.3	Develop policy, plans and other documentation to support the Security Risk Management Plan	Activity adjusted- see context above*
I.3.4	Appoint staff in line with the security governance framework	Activity adjusted- see context above*
I.3.5	Implement Security Risk Management Plan	Activity adjusted - see context above*

Action 1.4: Security Standard Operational Procedure Development and Implementation

Context

Several Standard Operating Procedures (SOPs) that support the safety and security of AYDC have been reviewed, developed and implemented, with more underway. The Commission's Final Report provided specific recommendations relating to use of force, searches and isolation practices at AYDC, which are all currently completed or underway:

- Use of Force Procedure
 - The Department underwent a robust tender process in April-May 2024 to procure a suitably qualified external supplier to develop a new use of force model and training package, founded on relational security principles and therapeutic practices.
 - The external supplier will commence in July 2024, with the new model and training package to be delivered in full by mid-2025.
 - Personal Searches Procedure
 - To further uphold the rights and dignity of young people in detention, a body scanner has been installed and is now operational at AYDC.
 - The Personal Searches Procedure has been updated to incorporate the use of the body scanner, and the hierarchy of least-to-most intrusive search types to ensure staff utilise the least-intrusive search type necessary.
 - The introduction of the body scanner ensures that prohibited and unauthorised items can be detected by staff in the least-intrusive manner possible and assists in preventing such items from unknowingly entering AYDC.
 - Isolation Procedure
 - A new model of isolation has been developed after consultation with key stakeholders.
 - The procedure is now under development and is anticipated to be implemented by the end of 2024.

Further to this, a new Emergency Response System is being developed to support AYDC staff to effectively respond to a wide range of incidents, including training drills and the review/development of a range of SOPs. These procedures are anticipated to be implemented by the end of 2024.

Status Update

	Activity	Status as at 30 September 2024
I.4.1	Contract company to provide a suite of SOPs	Activity adjusted – see I.4.4
I.4.2	New security SOPs received	Activity adjusted – see I.4.4
I.4.3	Implement and train staff in new security SOPs	Activity adjusted – see I.4.5
I.4.4	Development/update of other SOPs to support security for children, young people and staff	Underway*
I.4.5	Implement and train staff in updated and new SOPs	Underway*

Action 1.5: Investigate use of body worn cameras at AYDC

Context

Body worn cameras were implemented in AYDC in a trial capacity in December 2023, supported by robust research and consultation. An evaluation of the body worn camera trial will be undertaken in 2024 to determine effectiveness of the cameras in supporting the safety and security of children, young people and staff in AYDC.

Status Update

	Activity	Status as at 30 September 2024
I.5.1	Seek quotation for body worn cameras at AYDC	Completed
I.5.2	Research use of body worn cameras in other jurisdictions	Completed
I.5.3	Undertake an analysis of risks and benefits of body worn cameras with recommendations	Completed
I.5.4	Consider and implement recommendations of the analysis	Completed
I.5.5	Contract to provide body worn cameras	Completed
I.5.6	Body worn camera trial commences	Completed

Action 1.6: Investigate use of viewing panel swipe readers

Context

Implementation of an electronic access control re-keying system on all bathroom viewing panels has been completed to support the safety and dignity of children and young people at AYDC. The technology solution uses a smart key that is programmed to individual locks, to control and monitor access. Permissions are controlled via a software program with full audit trail and reporting functionality. This meets the need to balance children and young people's safety, security, privacy and dignity, along with achieving concurrent protections for staff.

Status Update

	Activity	Status as at 30 September 2024
I.6.1	Seek quotation for viewing panel swipe readers at AYDC	Completed
I.6.2	Undertake an analysis of the benefits of viewing panel swipe readers with recommendations	Completed
I.6.3	Consider and implement recommendations of the analysis	Completed
I.6.4	Implement an interim procedure governing use of viewing panels	Completed- Interim directions given to all staff
I.6.5	Electronic access control re-keying solution implemented	Completed

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

Context

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. Where possible, paper-based forms have been converted to electronic forms in the interim, as a more permanent solution is underway. A new information management system to support electronic records management at AYDC is being developed and is due for implementation by the end of 2024. This new system will ensure incident reporting, including use of force and use of isolation, are recorded and maintained electronically.

Status Update

	Activity	Status as at 30 June 2024
1.7.1	Identify applications for smart forms and implement smart forms solutions in an ongoing capacity	Completed
1.7.2	Plan to convert to electronic records management at AYDC developed and commenced	Underway*

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

Context

A Youth Justice Services Workforce Strategy Action Plan will be developed for staffing Custodial and Community Youth Justice, and will include coordinated workforce planning, marketing, recruitment and ongoing workforce management. The Action Plan, which will be developed in line with the Commission recommendations, will have a strong leadership focus, have values and capability-based recruitment and include clinical supervision.

Status Update

	Activity	Status as at 30 September 2024
2.1.1	Development of Youth Justice Services Workforce Strategy Action Plan	Initial work completed. Further planning underway for immediate and longer-term workforce needs*
2.1.2	Implementation of Youth Justice Services Workforce Strategy Action Plan	To commence following development of Workforce Strategy Action Plan*

Action 2.2: Appointment of Director, Custodial Operations

Context

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

Status Update

	Activity	Status as at 30 September 2024
2.2.1	Recruit and appoint Director, Custodial Operations	Completed

Action 2.3: Staff appointments to supplement AYDC staff

Context

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.

Status Update

	Activity	Status as at 30 September 2024
2.3.1	Recruit and appoint staff from interstate to supplement AYDC staff	Completed

Action 2.4: AYDC Youth Worker Recruitment

Context

A concentrated effort to recruit more Youth Workers to AYDC has occurred. This action is now completed, and ongoing Youth Worker recruitment processes are business as usual.

Status Update

	Activity	Status as at 30 September 2024
2.4.1	Recruit and appoint AYDC Youth Workers	Completed. Additional recruitment rounds ongoing



Action 2.5: Retired Police Officer Secondment

Context

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 children and young people. The retired Police Officers were employed in September 2022.

Status Update

	Activity	Status as at 30 September 2024
2.5.1	Recruit and appoint retired Police Officers to AYDC	Completed

Action 2.6: AYDC Workforce Restructure

Context

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 in alignment with the Commission's recommendations.

Status Update

	Activity	Status as at 30 September 2024
2.6.1	Confirm new structure for AYDC workforce	Completed
2.6.2	Implement new structure for AYDC workforce	Completed

Action 2.7: Additional Leadership Implementation

Context

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. 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. The position of Assistant Manager, Safety and Security was also introduced, leading coordination of the fire, safety, security and facilities operations of the centre.

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

Further adjustments to the leadership structure have occurred in alignment with the Commission's recommendations and in response to action 2.6.

Status Update

	Activity	Status as at 30 September 2024
2.7.1	Identify new leadership positions for recruitment to AYDC	Completed
2.7.2	Recruit and appoint new positions	Completed
2.7.3	Further adjustments to leadership structure and additional recruitment	Completed

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 children and young people's needs at AYDC is progressing, with the recruitment of a Director, Clinical Services now in the final stages of completion.

Action 3.1: Specialist Assessment Clinical Services Team

Context

The need for a Clinical Services Team was identified as being required to provide services on site at AYDC to support children and young people's needs. 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 is in the final stages of recruitment. Recruitment for the Manager, Clinical Services has been undertaken and resulted in no suitable applicants. Recruitment rounds will continue to be undertaken until a suitable candidate has been appointed to this role.

Status Update

	Activity	Status as at 30 September 2024
3.1.1	Identify requirements and structure for new Specialist Assessment Team in AYDC	Completed
3.1.2	Develop statement of duties, recruit and appoint Director, Clinical Services	Completed
3.1.3	Develop statement of duties, recruit and appoint to new Specialist Assessment Team	Underway*

Action 3.2: Clinical Review and Support

Context

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 at AYDC.

Status Update

	Activity	Status as at 30 September 2024
3.2.1	ACF to provide a Clinical Review and Support Service for AYDC residents	Completed
3.2.2	ACF begin clinical review and support contract at AYDC	Completed

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

Context

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 data access issues. The External Review report was received in July 2023. The analysis of the AYDC workforce has not been completed but will be progressed as part of the Workforce Strategy Action Plan (Action 2.1).

Status Update

	Activity	Status as at 30 September 2024
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	Completed
3.3.2	Begin clinical review of the AYDC Learning and Development Framework, AYDC Practice Framework and analysis of the AYDC workforce	Completed
3.3.3	AYDC Learning and Development Framework and AYDC Practice Framework Review received	Completed

OBJECTIVE 4: IMPLEMENTING PRACTICE IMPROVEMENTS

Since KKS was provided to the Commission 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 children, young people and staff at AYDC.

Action 4.1: Establish Incident Review Committee at AYDC

Context

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 Terms of Reference for this Committee were reviewed in January 2024, leading to several improvements, including the introduction of an External Chair and an expanded membership to include more service areas across AYDC (including on-site nurses and Ashley School staff). The Commissioner for Children and Young People and the Advocate for Young People in Detention were also invited in May 2024 to attend the weekly Committee meetings in an advocacy and observational capacity.

Status Update

	Activity	Status as at 30 September 2024
4.1.1	Establish Incident Review Committee at AYDC	Completed
4.1.2	Commence weekly Incident Review Committee meetings	Completed and ongoing

Action 4.2: Update policy for partially clothed searches

Context

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.

To further uphold the rights and dignity of children and young people in detention, a body scanner has been installed and is now operational at AYDC. The Personal Searches Procedure has been further updated to incorporate the use of the body scanner and the hierarchy of least-to-most intrusive search types, to ensure staff utilise the least-intrusive search type necessary. The introduction of the body scanner ensures that prohibited and unauthorised items can be detected by staff in the least-intrusive manner possible and assists in preventing such items from unknowingly entering AYDC.

Status Update

	Activity	Status as at 30 September 2024
4.2.1	Implement changes on an interim basis to partially clothed searches at AYDC	Completed
4.2.2	Update and implement the Personal Searches of Young People Detained at AYDC procedure	Completed

Action 4.3: Restricted use of high-risk areas

Context

CCTV blind spots were identified at AYDC that created potential opportunities for illegal and coercive behaviours from both staff and children and young people. To mitigate that risk, staff were instructed not to use or minimise use of unsecured areas with no CCTV, when escorting children and young people. The final CCTV installation has now been completed to address the identified CCTV blind spots.

Status Update

	Activity	Status as at 30 September 2024
4.3.1	Identify and implement areas for restricted use at AYDC	Completed

Action 4.4: Adoption of the Maybo approach

Context

Maybo training has been rolled out to the AYDC workforce.

Status Update

	Activity	Status as at 30 September 2024
4.4.1	Contract Maybo to undertake Positive Behaviour Support, Positive Approaches to Behaviour and Positive Interactions training for AYDC staff	Completed
4.4.2	Maybo training completed and implemented at AYDC	Completed

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

Context

A Certificate IV in Youth Justice, contextualised for AYDC operations and delivered face-to-face, has been procured. Contextualised, face-to-face training packages are currently being developed, and implementation with staff is anticipated to begin in 2024.

Status Update

	Activity	Status as at 30 September 2024
4.5.1	Provide Certificate IV in Youth Justice training for AYDC staff	Underway*

MOVING FORWARD: KEEPING KIDS SAFE IN DETENTION ACTION PLAN 2024-2026

Below is a summary of the actions that are reported as still underway in this plan. Including the section they are captured in, and where they can be found in the *Keeping Kids Safe in Detention Action Plan 2024-2026*:

Topic	KKS Plan action	Keeping Kids Safe in Detention Action Plan number
Install and operationalise CCTV Control Room	1.2	1.1 – Continue to enhance electronic surveillance in youth detention
Develop and operationalise a Security Risk Management Plan	1.3	1.3.3 - Develop policy, plans and other documentation to support the Security Risk Management Plan
Develop and operationalise a Security Risk Management Plan	1.3	1.3.4 - Appoint staff in line with the security governance framework
Develop and operationalise a Security Risk Management Plan	1.3	1.3.5 - Implement Security Risk Management Plan
Use of Force Procedure	1.4	3.3 – Provide training to staff on new personal searches, isolation and use of force procedures.
Personal Searches Procedure	1.4	3.3 – Provide training to staff on new personal searches, isolation and use of force procedures.
Isolation Procedure	1.4	3.3 – Provide training to staff on new personal searches, isolation and use of force procedures.

Records Digitisation	1.7	5.4 – Improve record keeping processes in youth detention.
Workforce Strategy	2.1	3.1 – Develop and implement a workforce strategy for youth justice services across Tasmania and commence implementation.
Specialist Clinical Services Team	3.1	4.1 – Implement the Youth Justice Model of Care and practice framework in youth detention.
Certificate IV in Youth Justice	4.5	3.2 – Provide training in Certification IV in Youth Justice for all staff in custodial youth justice.





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