



# 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**



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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.

This 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.

It should be noted that for the purpose of this document, the Department of Communities ceased to exist on 1 October 2022. The Youth Justice portfolio has been transferred into the broader Department for Education, Children and Young People.

## INCREASING SAFEGUARDS

The Commission of Inquiry included a specific focus on the AYDC and, during the public hearings, heard evidence from witnesses relating to past harm for children and young people detained at AYDC as well as efforts to create a safer and more therapeutic environment for children and young people.

This document outlines the plan for increasing supports to keep children and young people safe and well at AYDC until its closure.

The Department for Education, Children and Young People (DECYP) is increasing safeguards for children and young people at AYDC through the following four objectives:

1. Increasing safety and security for children and young people;
2. Maintaining an appropriate level of staff with the right experience and competencies;
3. Delivering a therapeutic service model; and
4. Implementing practice improvements.

In essence, the Department for Education, Children and Young People are committed to improving the approaches and practices at AYDC and professionalise operations and the workforce.

## EXISTING SAFEGUARDS

### **Regulatory oversight**

Both the Commissioner for Children and Young People (CCYP) and the Custodial Inspector perform independent oversight functions at AYDC.

To assist them in their roles, AYDC actively reports all critical incidents and follow up actions to both the CCYP and Custodial Inspector on a real time basis as well providing AYDC incident, isolation and search registers on a monthly basis.

Additionally, the Executive Director, Youth Justice is in regular contact with the CCYP to update arrangements regarding staffing and the safety and wellbeing of children and young people. The Director, Custodial Youth Justice also has contact with the CCYP when required.

Specific functions of the regulatory bodies are as follows:

### **Commissioner for Children and Young People (CCYP)**

The CCYP is an independent statutory officer responsible to the Parliament of Tasmania established under the *Commissioner for Children and Young People Act 2016*. The CCYP's role is to promote the rights and wellbeing of Tasmanian children and young people.

One of the CCYP's specific functions is to advocate for children and young people who are detained under the *Youth Justice Act 1997*. The CCYP regularly visits AYDC to meet with the children and young people who are detained there. Children and young people can also contact the CCYP directly with concerns they have in relation to their care at AYDC.

The CCYP agreed to enhance her independent advocacy for children and young people detained at AYDC during the period of transition. In February 2021 the Advocate for Young People in Detention began working regularly onsite at AYDC including out of hours and weekends where required to assist the CCYP provide additional advocacy services. The Advocate for Young People is onsite multiple days per week.

### **Custodial Inspector**

The purpose of the Custodial Inspector is to provide independent, proactive, preventative and systemic oversight of custodial centres. AYDC is defined as a custodial centre within the meaning of the *Youth Justice Act 1997*.

The *Custodial Inspector Act 2016* requires the Custodial Inspector to carry out a mandatory inspection of each custodial centre at least once every three years and to report the findings and recommendations to the responsible Minister and Parliament. To meet the legislative obligations the Custodial Inspectorate undertakes themed inspections of custodial centres focussing on particular inspection standards. At the end of a three year cycle, all aspects of custodial centres will have been inspected against the entire set of standards.

The Custodial Inspector has completed eight inspections of AYDC and provided the following reports:

- Environmental Health and Hygiene Inspection Report 2021
- Food and Nutrition Inspection Report 2020
- Resources and Systems Inspection Report 2019

- Equal Opportunity Inspection Report 2019
- Families, Community and Partnership Inspection Report 2019
- Custody Inspection Report 2018 (Youth Custodial Services)
- Education and Programs Inspection Report 2018
- Health and Wellbeing Inspection Report 2017

AYDC continues to respond and report on implementation of recommendations from the Inspection Reports.

### **Optional Protocol to the Convention Against Torture (OPCAT)**

Australia is a ratifying party to the United Nations (UN) Optional Protocol to the Convention Against Torture. Through this commitment, Australia gives the right to the Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (SPT) to visit all places of detention to examine the treatment of the people held there.

SPT visited Australia from 16 October 2022. Due to the recent Commission of Inquiry into the Tasmanian Governments responses into Child Sexual Abuse in Institutional Settings, the SPT visited AYDC on 19 October 2022.

The Department for Education, Children and Young People welcomes all regulatory oversight of AYDC.

### **Frameworks**

The Children, Youth and Families Practice Manual is the primary point of reference for AYDC staff. It provides a comprehensive set of policies, procedures and practice requirements for the delivery of services for children, youth and families in Tasmania including children and young people in community and custodial youth justice.

The Custodial Youth Justice section of the Practice Manual includes direction about the following:

- Admission and induction
- Case management
- Exit planning and discharge
- Supervision and safety
- Program management
- AYDC workforce
- Children and young people in custody
- Health care at AYDC.

In recent years there have been updates to critical procedures including Use of Force and Isolation and in 2019 a new searches policy was introduced to ensure all personal searches at the AYDC comply with the United Nations Convention on the Rights of the Child. The key changes at that time were: the introduction of the requirement to undertake a risk assessment to determine the need for a search and the most appropriate search type; as well as greater protections and authorisation for partially clothed searches.

The AYDC Practice Framework was also developed in 2020 to provide a therapeutic, evidence-based framework to guide AYDC staff in working in a therapeutic way with

children and young people in detention. The Practice Framework utilises a strengths-based approach to assist in building relationships that foster safety, communication, respect and achievement of goals resulting in healthy children and young people and staff. This is to be achieved through modelling prosocial behaviour, accountability, active listening, problem solving, recreational learning, recovery, restorative practices, resource building and wellbeing.

The Practice Framework is supported by a Learning and Development Framework, providing a face to face learning program that sets expectations for learning and skill development of all staff at AYDC. The AYDC Learning and Development Framework incorporates the practice elements of the Practice Framework with a focus on the knowledge, principles and theories behind the Practice Framework.

Both frameworks are designed to support staff to develop their expertise to work therapeutically with children and young people in a detention centre environment, who have experienced trauma.

### **New Facilities**

Under the redevelopment of AYDC, between 2019 and 2022, a number of improvements have been made to both increase safety and align more with a therapeutic approach. These include:

- Softening of the entrance into the Centre with a new Gatehouse, visitors' reception and secure entrance point with improved visitor/family spaces;
- Provision of step-down semi-independent living units which will encourage and develop key life skills for the residents as they transition out of the centre;
- Improvement to key/main accommodation areas including de-escalation/self-regulation sensory spaces and acoustics;
- New professional visits, court videoconference and counselling areas;
- New Creative arts/Music Room and;
- New recreation yards off the main accommodation units which will also act as key de-escalation spaces for residents when required.
- Upgraded CCTV technology to improve accountability and safety for both children and young people and staff.



## SAFETY PLAN

This safety plan will be continually monitored and adjusted to ensure the ongoing safety and wellbeing of children and young people at AYDC. A Working Group has been established, and one of their specific functions is to regularly oversight and monitor the implementation of the Plan.

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

An external assessment of security at AYDC by security specialists found that additional integrated security measures, informed by evidence-based threat, hazard and risk assessments, are required immediately to achieve the desired security and safety outcomes for residents and staff as well as improve the effectiveness of the Centre's security overlay. A number of additional measures have been recommended in response to the areas of risk and vulnerability for children and young people and staff around physical security and surveillance that have been identified. Activity has commenced on all of the areas requiring attention.

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

Pentaguard, security and risk assessment specialists, undertook a review of the CCTV arrangements at AYDC, including an assessment of CCTV camera blackspots, from 5 to 9 September 2022. The CCTV Camera Blackspots Report (Attachment 1) was received on 23 September 2022 with a number of findings to improve CCTV coverage as part of an integrated control system at AYDC. The Report found the absence of adequate CCTV coverage leaves children and young people vulnerable to abuse or sexual coercion from staff and staff vulnerable to accusations of abuse made by children and young people.

The following actions have been identified in response to the findings of the CCTV Camera Blackspots Report:

- DECYP review of current site information technology capabilities and provide advice on additional infrastructure;
- Migration of old Digital Video Telecommunications CCTV system onto the new Digital Video Management system to provide a single site system; and
- Provide coverage of any key blackspots highlighted in the CCTV camera blackspot audit including installation of additional CCTV cameras to cover all blackspots, noting there will not be CCTV coverage in children and young people's rooms to ensure privacy.

Honeywell, electronic international systems specialists who currently manage the AYDC security platform, were engaged to complete a CCTV audit of the Centre. The CCTV System Audit (Attachment 2) was provided on 24 October 2022.

A quotation has been sought from Honeywell to provide additional CCTV infrastructure to support their current security platform at AYDC.

Once a procurement process has been completed, works will be undertaken to update/install additional CCTV infrastructure.

	Activity	Timeframe	Status
I.1.1	Request Pentaguard to undertake CCTV Review	September 2022	Completed
I.1.2	Pentaguard CCTV Camera Blackspots Report received	September 2022	Completed
I.1.3	Honeywell CCTV System Audit received	October 2022	Completed
I.1.4	Consider CCTV Camera Blackspots Report findings and CCTV System Audit and identify actions for implementation	October 2022	Completed
I.1.5	Contract Honeywell to update/install CCTV cameras	October/November 2022	Underway
I.1.6	CCTV cameras are updated/installed	November/December 2022	Underway

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

Pentagard recommended the installation of a control room at AYDC with trained personnel to monitor coverage as one component of an integrated control system. The control room will provide live management of site operations to support safety for children and young people, staff and visitors. It will enable monitoring the application of trauma-informed/therapeutic approaches to ensure safety and optimal wellbeing.

A quotation has been sought from Honeywell to provide an integrated control system at AYDC. A Statement of Duties for Control Room Operators has been developed to recruit control room staff. Once approved, works will be undertaken to install a control room. Control Room Operators will be recruited and trained ready to support the operationalisation of the control room.

	Activity	Timeframe	Status
I.2.1	Contract Honeywell to provide an integrated control system at AYDC	October/November 2022	Underway
I.2.2	Develop plan and undertake works to install control room at AYDC	October/November 2022	Underway
I.2.3	Develop Statements of Duties and appoint staff to monitor CCTV and operate the control room	November/December 2022	Underway
I.2.4	Develop and provide control room monitoring training to staff	November/December 2022	Not started

1.2.5	Operationalise control room	November/December 2022	Not started
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### **Action 1.3: Develop and operationalise a Security Risk Management Plan**

Pentaguard recommended the development and implementation of an enhanced security governance framework, policies and plans that provide the basis for developing an AYDC Security Risk Management Plan. The new Plan will also provide an opportunity to ensure all approaches are therapeutic and trauma informed. It was found there is a lack of understanding by staff of the complexities of security threat and risk management. Pentaguard has been asked to provide advice on a governance framework at AYDC. Development of the Security Risk Management Plan has begun and Pentaguard commenced work on the governance framework on 17 October 2022.

A statement of duties has been developed for a new position of Assistant Manager Security Risk, Audit and Training to lead the Security Risk Management Plan and increase leadership across the facility.

Development of policies and procedures based on the framework and plan will also be developed. If required, staff will be recruited and appointed to support the governance framework and plan.

	Activity	Timeframe	Status
1.3.1	Request Pentaguard to provide governance framework advice	October 2022	Underway
1.3.2	Develop security governance framework and Security Risk Management Plan	December 2022	Underway
1.3.3	Develop policy, plans and other documentation to support the Security Risk Management Plan	December 2022	Not started
1.3.4	Appoint staff in line with the security governance framework	December 2022	Not started
1.3.5	Implement Security Risk Management Plan	December 2022	Not started

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

Pentaguard identified a number of threats, risks and vulnerabilities in relation to children and young people and staff that can be mitigated by changes to process and procedure within AYDC. Pentaguard are providing advice in relation to a suite of Security Standard Operating Procedures (SOPs) for the operation of AYDC.

The following SOPs and policies, also aimed at mitigating threats, risks and vulnerabilities in relation to children and young people and staff at AYDC, are currently under development/review by DECYP:

- Bathroom View Panels Use
- Secure front of house entry
- Developing enhanced staff boundary setting with children and young people
- Developing and implementing anonymous intelligence reporting relating to inappropriate staff behaviour
- Developing stronger internal centre searching procedures
- Review of SOPs relating to the use of mechanical restraints (handcuffs) and ensuring all staff are appropriately trained in the SOP and use of restraints
- Supervision of children and young people at all times, including the appropriate segregation and protection of younger residents from older residents
- Developing and implementing a robust internal complaint system (for both children and young people and staff)

All reviewed and new Security and other SOPS will be trauma informed. As well as mitigating threats, risks and vulnerabilities, this provides an opportunity to put the child at the centre and adjust work practices to be trauma informed. Once completed the Security and other SOPS will be implemented with AYDC staff.

	Activity	Timeframe	Status
1.4.1	Contract company to provide a suite of Security Standard Operational Procedures (SOPS)	October 2022	Underway
1.4.2	New security SOPS received	November 2022	Not started
1.4.3	Implement and train staff to new security SOPS	December 2022	Not started
1.4.4	Development/update of other SOPS to support security for children and young people and staff	December 2022	Underway

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

Pentaguard advised that more information is needed to inform recommendations about body worn cameras in the centre. A quotation has been sought from Honeywell to provide body worn cameras in the context of a therapeutic security model as one component of an integrated control system at AYDC. Advice is currently being gathered from other institutions and jurisdictions that use body worn cameras to determine their effectiveness.

An analysis will be undertaken utilising the quotation received and the information gathered to provide recommendations about the use of body worn cameras at AYDC including a possible trial of body worn cameras at AYDC.



	Activity	Timeframe	Status
1.5.1	Seek quotation for body worn cameras at AYDC	October 2022	Underway
1.5.2	Research use of body worn cameras in other jurisdictions	October 2022	Underway
1.5.3	Undertake an analysis of risks and benefits of body worn cameras with recommendations	November 2022	Not started
1.5.4	Consider and implement recommendations of the analysis	July 2023	Not started

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

Pentagard identified the current bathroom viewing panels as a vulnerability for children and young people and recommended that a SOP be developed and a technological solution be adopted. A quotation has been sought from an electronic systems specialist to install swipe readers on all viewing panels at AYDC including bedroom viewing panels.

To ensure the safety and dignity of residents, a SOP is being implemented for when and how staff view children and young people in their bathrooms via the children and young people's viewing panel. This meets the need to balance residents' safety, security, privacy and dignity, along with achieving concurrent protections for staff.

An analysis will be undertaken into the installation of viewing panel swipe readers at AYDC and recommendations will be considered and implemented. Swipe readers require an access control card to be read on the readers before the viewing hatch is opened. This provides an audit trail on when the viewing panels have been accessed which would form part of a weekly audit function. The readers also provide an alert alarm to the Control Room Operators who can view the live feed and activity and make specific note of the activation.

	Activity	Timeframe	Status
1.6.1	Seek quotation for viewing panel swipe readers at AYDC	October 2022	Underway
1.6.2	Undertake an analysis of the benefits of viewing panel swipe readers with recommendations	November 2022	Not started
1.6.3	Consider and implement recommendations of the analysis	December 2022	Not started
1.6.4	Implement an interim procedure governing use of viewing panels	October 2022	Underway

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

The conversion to contemporary smart forms technology will enable AYDC to move away from paper format records to more secure, reliable, auditable and easy-to-use systems to support day to day processes.

Discussions are occurring within DECYP to identify applications and begin implementing conversion to smart forms.

	Activity	Timeframe	Status
1.7.1	Identify applications for smart forms and implement smart forms solutions in an ongoing capacity	Ongoing	Underway



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

The workforce is recognised as a crucial element for the successful operation of AYDC. Staff shortages due to staff being stood down both prior to, and during the Commission of Inquiry and staff on various types of leave and available staff working overtime has impacted the effective operation of the Centre. A number of initiatives have been undertaken as a matter of priority to address the under supply of staff at AYDC and supporting the return of its ability to operate at optimal staffing level, ensuring children and young people have the support and maximum amount of time outside their rooms. A Youth Justice Services Workforce Strategy will be developed to support the operation of AYDC and Community Youth Justice. Activity to review the structure of the workforce to create a structure with increased leadership across a number of disciplines and increased support for staff has begun.

### ***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.

Once developed, the strategy will be implemented across Youth Justice Services.

	Activity	Timeframe	Status
2.1.1	Development of Youth Justice Services Workforce Strategy	December 2022	Not started
2.1.2	Implementation of Youth Justice Services Workforce Strategy	January 2023	Not started

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

The Director, Custodial Operations position has been filled through a secondment from 5 September 2022 for a 12 month period to focus on additional staff and operational support at AYDC.

	Activity	Timeframe	Status
2.2.1	Recruit and appoint Director, Custodial Operations	5 September 2022	Completed

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

Five Youth Workers, an Assistant Manager, and an Operations Manager have been seconded from the Northern Territory to work at AYDC. The staff began in early October 2022 for 12 months to supplement the current AYDC staffing. All staff have a Certificate IV in Youth Justice trained by the Australian Childhood Foundation (ACF).

	Activity	Timeframe	Status
2.3.1	Recruit and appoint staff from interstate to supplement AYDC staff	Early October 2022	Completed

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

A concentrated effort to recruit more Youth Workers has commenced. A recent recruitment process yielded fifty three completed applications for AYDC Youth Worker positions. A selection panel has shortlisted applications and interviewed shortlisted applicants. Recruitment processes are being undertaken to finalise AYDC Youth Worker appointments. At present, 21 potential new recruits have been found suitable to progress to the group workshop stage of the recruitment process.

Successful applicants will undertake the five week Youth Worker induction course in December/January. There has been interest from other Youth Justice jurisdictions in Australia and New Zealand, and an assessment on their current training and skills will be performed and where adequate, a shorter abridged induction course will be offered in the interim with the view to complete the full course at a later date when staffing levels permit.

The following is proposed for relevant staff as part of the new Workforce Development Strategy once implemented: After initial induction prior to starting work, an in depth assessment of professional development needs against a capability framework will be undertaken followed by enrolment in a comprehensive training package. Additional professional development will be targeted to individual needs within first 12 months.

2.4.1	Recruit and appoint AYDC Youth Workers	October/November 2022	Underway
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### **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.

2.5.1	Recruit and appoint retired Police Officers to AYDC	September 2022	Completed
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### **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. This may result in a change in the duties of existing positions and recruitment of additional positions. ACF is undertaking an analysis of the AYDC workforce (see 3.3 below) which will feed into the workforce restructure and ensure all relevant roles are geared to a strong trauma informed and therapeutic service delivery approach.

Once confirmed, the new structure will be implemented.

2.6.1	Confirm new structure for AYDC workforce	October 2022	Underway
2.6.2	Implement new structure for AYDC workforce	November/December 2022	Not started

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

The need for additional leadership expertise and experience to manage specific areas at AYDC has been identified. Positions for the Director Clinical Services, Assistant Manager Case Management and Assistant Manager Security, Risk, Training and Audit have been developed within the AYDC structure.

Processes to commence recruitment have begun.

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	Underway

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

A number of actions have been instigated to improve the delivery of a therapeutic service model including access to clinical services at AYDC. The Australian Childhood Foundation (ACF) has been contracted to provide immediate on site clinical services for children and young people and support for staff as well as undertake a review of AYDC learning and development and practice frameworks and an analysis of staffing. Specialist services that are available, timely and able to be delivered onsite at AYDC to meet children and young people's needs was identified as a high priority requirement. Activity has begun on all of the areas identified.

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

A Specialist Assessment Team will be deployed to the AYDC to provide services on site to support children and young people's needs in the specialised areas of speech therapy, psychology and counselling. This includes the creation of a new position Director, Specialist Assessment (professional stream) to support and lead the Specialist Assessment Team.

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, ACF, began an eight-week contract to undertake a clinical review and support services role at AYDC ending on 11 November 2022.

The Senior Advisor is reviewing and undertaking an assessment of needs, safety and risks for all children and young people at AYDC including:

- Clinically reviewing all children and young people within AYDC to ensure that their needs, including safety needs and risks are well understood and planned for.
- Supporting the development of behaviour response plans for all children and young people, including escalation/de-escalation strategies.
- Working in conjunction with the Case Managers and Manager, Ashley Team Support.
- Participating in a review of existing risk and safety planning processes and documentation with relevant leadership.
- Participating in a review of existing assessment and case planning practice and documentation with relevant leadership.

The Senior Advisor is providing training as requested to AYDC staff teams and supporting and mentoring staff including:

- Providing support and advice to staff in conjunction with the AYDC Practice Manager.
- Mentoring case management staff in conjunction with the relevant Manager, Ashley Team Support in relation to case planning.

Consideration to extend the service for another period will be undertaken before the contract expires.

3.2.1	Contract 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

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

On 15 September 2022 the ACF Centre for Excellence in Therapeutic Care began a contract to provide:

- 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.

ACF has begun reviewing the AYDC Learning and Development Framework which entails:

- Reviewing the effectiveness of the Learning and Development Framework in consultation with relevant stakeholders and reference to contemporary evidence;
- Review the effectiveness of the implementation of the Learning and Development Framework and make recommendations for continued improvement for embedding within ADYC; and
- Providing advice on how the Learning and Development Framework can be utilised within the Youth Justice Reform process.

ACF has begun reviewing the AYDC Practice Framework which entails:

- Reviewing the effectiveness of the Practice Framework in meeting its objectives in consultation with relevant stakeholders and reference to contemporary evidence;
- Reviewing the effectiveness of the implementation of the Practice Framework and make recommendations for continued improvement for embedding within AYDC;
- Reviewing systemic change security activities to ensure they have a practice framework overlay; and
- Providing advice on how the Practice Framework can be utilised within the Youth Justice Reform process.

ACF has begun the workforce analysis which entails examining:

- Current staffing and roster structures;
- Minimum qualifications of all roles;



- Position descriptions and core capabilities; and
- Current policies and training regarding supervision and leadership.

ACF will provide a final report on the review and analysis by 31 January 2023 for Departmental consideration.

3.3.1	Contract ACF 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	ACF 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 Reviews, and AYDC workforce Analysis received	31 January 2023	Underway

## Objective 4: Implementing Practice Improvements

Pentaguard identified a number of practices that could mitigate identified risks and vulnerabilities. These involve providing staff with training and tools to better understand supervising children and young people, de-escalation behaviours and evidence based methods of better managing children and young people. Improved searching procedures for children and young people are being implemented. These initiatives will improve the security overlay for the Centre.

### **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 (Attachment 3) for the Committee have been developed. The Chair of the Committee is the Director Custodial Operations and other members include the AYDC Manager, AYDC Assistant Manager, Practice Manager, and Manager Professional Services and Policy.

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 2019 Personal searches of children and young people detained at AYDC procedure requires updating. As an interim measure until the procedure is updated, effective from 27 September 2022, the routine of partially clothed searches ceased for all children and young people, including new admissions and children and young people returning from off property excursions. The two types of searches that can be undertaken with residents are handheld metal detector searches and pat down searches.

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 Operations Co-Ordinator briefs the Centre manager who contacts the Director Custodial Operations who will provide further advice on the appropriate course of action.

Once updated, the Personal Searches of Children and Young People Detained at AYDC procedure will be implemented with staff.

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 children and young people detained at AYDC procedure	October 2022	Underway

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

Pentagard identified numerous CCTV blind spots throughout AYDC that create 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. The 'Breezeway' and other identified areas around AYDC have been deemed high risk. Once the high risk areas have been mitigated by implementation of new CCTV the restrictions will cease.

4.3.1	Identify and implement areas for restricted use at AYDC	October 2022	Completed
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### **Action 4.4: Adoption of the Maybo approach**

Maybo has over 25 years' experience in helping organisations reduce risks surrounding behaviours of concern and workplace violence through the design and delivery of engaging, outcome-focused training. Maybo are the training providers of choice for hospitals, schools and youth detention centres located in South Australia and the Northern Territory. Maybo has been selected to provide AYDC with training in Positive Behaviour Support (PBS), Positive Approaches to Behaviour and Safer De-escalation (PAB) and physical intervention (PI).

Maybo training will be rolled out to the entire AYDC workforce in January 2023 through three back to back courses.

4.4.1	Contract Maybo to undertake PBS, PAB and PI training for AYDC staff	October 2022	Completed
4.4.2	Maybo training completed and implemented at AYDC	January 2022	Not started

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

Currently, not all youth workers at AYDC have qualifications in youth work. The Certificate IV in Youth Justice, delivered by ACF, reflects the role of youth justice workers who supervise children and young people who have been directed by the justice system to be in the care and direction of authorised community and/or government agencies. 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 this qualification is currently in progress for a number of staff at AYDC and will be provided for any new staff who require the qualification.

4.5.1	Provide Certificate IV in Youth Justice training for AYDC staff	October 2022	Underway & ongoing
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## Next Steps

An emphasis of continuous improvement, review and evaluation will overlay the above actions as they transition AYDC into a centre that provides a physical environment, workforce and culture for the ongoing rehabilitation, safety and wellbeing of children and young people at AYDC.

The Tasmanian Government and DECYP are committed to ensuring that detention is a place of last resort for young people, and if required, detention is a safe and therapeutic environment. DECYP will continue to focus on delivering practice improvement, professionalisation of centre operations and the workforce, and importantly, culture change.





**Department for Education, Children and Young People**

Services for Youth Justice

**Phone:** (03) 6165 8551

**Email:** [Yjreform@communities.tas.gov.au](mailto:Yjreform@communities.tas.gov.au)

**[www.decyp.tas.gov.au](http://www.decyp.tas.gov.au)**