
Budget Estimates 2025

Minister for Children and Youth

Brief 11 - Children Services Budget Management

Overview

- The Government is continuing to deliver on its commitment to ensure every child and young person is known, safe, well and learning by providing further investment in Children and Youth of \$41.556 million across 2025-26 and the Forward Estimates comprising of:
 - Foster and Kinship Carer Uplift, \$2.012 million in 2025-26
 - Bringing Baby Home, \$10.32 million over four years
 - Intensive Family Engagement Service, \$8 million over two years
 - Out of Home Care Increase, \$15 million over two years
 - Transition to Independence, \$6.22 million over two years.
- The 2025-26 Budget includes funding totalling \$2.915 million across 2025-26 to 2028-29 for Information - Storage and Access. This initiative is funded from the Digital Transformation Priority Expenditure Program within Finance-General.
- The total Capital Investment Program for 2025-26 and the Forward Estimates for the Children and Youth Portfolio is \$159.5 million comprising:
 - Youth Justice Facilities – Additional funding totalling \$105.3 million has been provided in 2025-26 to bring this project to a total cost of \$155.3 million with the total

remaining expenditure across the forward estimates totalling \$152.6 million; and

- Enhanced Case Management for Children and Young People in Detention and Out of Home Care - \$6.95 million.

Background, data and facts:

2025-26 Budget

- The 2025-26 Department for Education, Children and Young People budget (by Total Expenses by Portfolio and Output) is \$9.80 billion across 2025-26 and the Forward Estimates, including \$2.38 billion for 2025-26.
- The expense growth through to 2028-29 is on average 1.95 per cent each year. The level of growth is impacted by the application of the Budget Efficiency Dividend.
- The 2025-26 budget for Output Group 4 – Children Services is \$858 million across 2025-26 and the Forward Estimates, including \$225 million in 2025-26. The expense decrease through to 2028-29 is on average a reduction of 4.2 per cent each year.
- The level of decrease is impacted by the application of the Budget Efficiency Dividend and the cessation of fixed term funding arrangements comprising of:
 - U16 Lighthouse Program;
 - Intensive Family Engagement Service;
 - Transition to Independence; and
 - Commission of Inquiry implementation.
- The funding profile for the original 2024-25 State Budget Commission of Inquiry funding has been adjusted in the 2025-26 budget – REFER Brief 64 – COI Funding Allocation – Children and Families - for specifics.
- The 2025-26 budget for Output Group 5 – Independent Children’s and Young Person’s Review Service is \$6.68 million across 2025-26 and the Forward Estimates, including \$1.63 million in 2025-26.
- The expense growth through to 2028-29 is on average, 2.07 per cent each year.
- The total Capital Investment Program for Department for Education, Children and Young People across 2025-26 and the Forward Estimates totals \$455.31 million.

Of this, \$159.6 million is committed to Children and Youth Services comprising:

- Youth Justice Facilities - \$152.6 million (\$24.8 million in 2025-26)
- Enhanced Case Management for Children and Young People in Detention and Out of Home Care - \$6.95 million (\$1.38 million in 2025-26).
- The Budget Efficiency Dividend related to the Child and Youth Portfolio for 2025-26 totals \$3.0 million.
- In addition, the 2025-26 budget included three new savings targets totalling \$11.4 million across the forward estimates. The indicative share of these savings targets applicable to Children and Youth would be in the order of \$1.2 million. These savings are expected to be achieved through reductions in:
 - Marketing, communications and expenditure improvements,
 - Office and leasing improvements, and
 - Procurement Processes.

2025-26 Key Deliverables

- \$41.556 million of investment in children and youth is committed across 2025-26 and the Forward Estimates (\$20.954 million in 2025-26) comprising:

- \$2.012 million for Foster and Kinship Carer Uplift (\$2.012 million in 2025-26);
- \$15 million for Out of Home Care (\$9 million in 2025-26);
- \$10.32 million for Bringing Baby Home transferred from the Department of Premier and Cabinet (\$2.58 million in 2025-26);
- \$8 million for Intensive Family Engagement Service (\$4 million in 2025-26);
- \$6.224 million for Transition to Independence (\$3.112 million in 2025-26); and
- \$2.9 million for Information Management – Storage and Access funded from the Digital Transformation Priority Expenditure Program in Finance General (\$250,000 in 2025-26).

2025 Election Commitments

- Foster and Kinship Carers Uplift funding of \$2.012 million in 2025-26 has been provided to increase the base rate of support payments for all foster and formal kinship carers by 15% for one year.

2024 Election Commitments

- The Government continues to deliver on 2024 Election commitments, with \$11.4 million invested in children and youth across 2025-26 and the Forward Estimates.

Funding of \$3.274 million for 2025-26 includes:

- Community Sector Organisations Indexation – Increase - \$1.244 million;
- JCP Youth - \$1.23 million; and
- Youth Offending Place Based Initiatives - \$800,000.

Commission of Inquiry

- Funding of \$37.55 million is committed across 2025-26 and the Forward Estimates to deliver on Commission of Inquiry recommendations that relate to children and youth.
- This is a reduction of \$8.765 million from the 2024-25 Budget of \$46.318 million.
- There are some deliverables where the allocation now ceases in 2025-26, however due to the critical nature of these deliverables in responding to the recommendations, the Department will continue to deliver on these through internal prioritisation of resources.

Those which impact Children Services are Implementation Taskforce and Policy Resources (\$835,000) and Legislative Work (\$300,000) (both held as Whole of Agency deliverables).

- Funding of \$9.46 million is provided in 2025-26 comprising:
 - *Services for Children and Families*
 - Disability Liaison - \$409,000
 - Enhanced Case Management - \$1.374 million
 - Out of Home Care Reform Implementation Unit - \$612,000
 - *Services for Youth Justice*
 - Aboriginal Youth Justice – \$300,000
 - Building Youth Justice Workforce Capability - \$474,000
 - Early Intervention and Diversionary Services - \$1 million
 - Keeping Kids Safe in Detention - \$2.239 million
 - Strengthening Leadership and Cultural Change for Youth Justice - \$880,000
 - Therapeutic Supports and Case Management for Children in Detention - \$1 million
 - Youth Justice Reform - \$1.176 million
 - Critical Case Management funding has been removed in the 2025-26 budget.

For further detail on the Commission of Inquiry 2025-26 Budget movements refer to Table 1 below.

Section 27 Internal Briefing Information of Minister



Budget Preparation

- The Department's budget is prepared on an accrual basis that recognises assets, asset depreciation and liabilities such as employee entitlements. Accrual budgeting produces a Net Operating Result deficit, which largely reflects that the Department is not funded through appropriation for non-cash items such as depreciation.

Other Revenue

- Other revenue is also generated through fees and charges applied by the Department. Fees under legislation are increased annually accordance with the Fees Units Act 1997.

Contact Officer:	Jacqui Wilson Deputy Director Finance and Budget Services s36	Date: 10/10/2025
Approved by:	Glenn Lucas Director Finance and Budget Services	Date: 19/05/2025 & 16/10/2025
Approved by:	Kane Salter Deputy Secretary Business Operations and Support	Date: 24/10/2025
Approved by:	Ginna Webster Secretary	Date: 24 October 2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children's Services

Brief 12 - Efficiency Dividend

TALKING POINTS

- The Budget Efficiency Dividend to be achieved in the Children and Youth portfolio is \$3.0 million in 2025-26 increasing to a structural reduction of \$4.2 million in 2026-27.
- Operating efficiencies remain our priority, while also ensuring that we protect our critical frontline services.
- Services for Children and Families and Youth Justice will continue to operate on a business-as-usual basis in filling allocated positions.
- These essential positions will not be impacted by the Government's current recruitment freeze.
- The Government continues to make substantial investments in frontline services for Children and Families and Youth Justice - ensuring the long-term sustainability of high-quality front line service delivery. These efforts are further strengthened by targeted funding in key areas where it will lead to better outcomes for children and young people.
- Our immediate focus has been on achieving the 2024 - 25 efficiency allocation while also working through purpose driven strategies and actions to achieve the estimated structural reduction of \$4.2 million in 2026-27.
- The Department for Education, Children and Young People has achieved savings in 2024-25 of \$1.0 million in the Children and Youth Portfolio.
- This was \$702,000 short of the 2024-25 Budget Efficiency Dividend target. This shortfall was managed as part of the Department's end of year processes.
- Savings were achieved through not progressing the Stable Permanents Placement Support Program.

- We are focussed on continuing to develop and enhance our practice to achieve positive outcomes for children and young people in care by:
 - Continuing to implement the Permanency and Stability Policy via staff training
 - Developing and publishing placement matching guidance to enhance placement decision making
 - Delivering carer information sessions on Third Party Guardianship
 - Investigate opportunities for increased processing of Third-Party Guardianship applications
 - Exploring opportunities to build workforce capability in ‘family finding’ by partnering with external organisations such as ACCO’s
 - Enhancing practice to identify placements at risk earlier, ensuring appropriate support is provided to increase preservation
 - Investigating opportunities for increased placement preservation services.
- These activities are being managed by the Department within existing resources.
- Further savings will be achieved through this program in 2025-26 and the out years:

	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	
BED Target	3 030	4 1200	4 050	4 050
Achieved	1 084	1 283	1 116
Remaining to Achieve	1 946	2 917	2 934	4 050

Previous Budget Estimates Key Points

- The remaining savings totalling \$618,000 in 2024-25 have been achieved through the global Departmental budget.

- Other short-term strategies that will continue to be considered and applied to achieve Budget Efficiency
Dividend savings include:
 - Ceasing, pausing or scaling back non-priority activities
 - Capturing salary savings that occur through genuine vacancies and the timing of filling those vacancies.
 - This includes salaries may be identified to be frozen through the Government's commitment to 'Right Size' the State Service.
 - Reducing expenditure on non-salary costs with no impact to front-line activity, for example:
 - staff travel and transport
 - consultancies
 - office expenditure and equipment
 - office accommodation
 - staff ICT costs
 - process improvements.
- Strategies will not impact on the delivery of any key Government priorities or front-line services.
- Further work will continue to optimise how we manage staffing resources and associated budget allocations. We continue to seek opportunities to further identify possible efficiency dividend savings.
- The primary focus is to ensure that every child and young person is known, safe and well.
- The 2025-26 Budget has included three additional savings targets for the Department to meet totalling \$11.4 million across the forward estimates (\$1.6 million in 2025-26).
- These savings consist of:
 - Agency marketing, communications and expenditure improvements - \$2.4 million (\$341,000 in 2025-26)
 - Office and leasing improvements - \$4.3 million (\$613,000 in 2025-26) and

- Procurement Processes - \$4.77 million (\$681,000 in 2025-26)
- The indicative share of these savings for the Children and Youth Portfolio is \$1.2 million (\$0.2 million in 2025-26)

Background Financial Tables:

The following table includes the amount of efficiency dividend that has been applied to each output for the Children and Youth portfolio:

	2024-25	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000
Minister for Children and Youth					
<i>Output Group 4 - Children Services</i>					
4.1 Services for Children and Families	1,422	2,686	3,684	3,544	3,544
4.2 Services for Youth Justice	264	313	468	462	462
<i>Total Output Group 4 - Children Services</i>	1,686	2,999	4,152	4,006	4,006
<i>Output Group 5 - Independent Children's and Young Persons' Review Service</i>					
<i>Total Output Group 5 - Independent Children's and Young Persons' Review Service</i>	16	31	44	44	44
Minister for Children and Youth	1,702	3,030	4,196	4,050	4,050

Contact Officer:	XXX phone: xxxxx	
Checked by Finance/HR/EPR	Jacqui Wilson – Deputy Director FABS	10/10/2025
Approved by:	Glenn Lucas Relevant Director/Manager	Date: 16/10/2025
Approved by:	Peter Whitcome Deputy Secretary CS&YJO	Date: 31/10/2025
Approved by:	Ginna Webster Secretary	Date: 31/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group 4 – Children Services

Brief 13 - COI Funding Allocation Changes 2025-26 and out years

Overview

- The Commission of Inquiry (COI) allocation for the Children and Youth Portfolio in the 2025-26 Budget totals \$157.6 million across the forward estimates to 2027-28, with \$39.5 million to be expended in 2025-26.
- The 2025-26 State Budget has resulted in the following changes to COI funding allocations as follows:
 - reductions to Children and Youth's allocations totalling \$8.8 million across 2025-26 to 2028-29
 - an increase of \$30 million to Out of Home Care

Additional funding in 2028-29.

- The Government remains committed to implementing all recommendations.
- The Department for Education, Children and Young People will continue to deliver these commitments through the internal prioritisation of resources.
- The total Capital Investment Program for 2025-26 and the Forward Estimates for the Children and Youth Portfolio is \$159.6 million comprising of
 - Youth Justice Facilities - \$152.6 million; and
 - Enhanced Case Management for Children and Young People in Detention and Out of Home Care - \$6.95 million.
- In addition, \$2.9 million over four years (\$250,000 in 2025-26) has been provided for information management storage and access deliverables. These funds are accessed from Treasury through reimbursement from Finance-General.

IF ASKED about COI funding allocation changes?

Youth Justice

- The investment for Youth Justice initiatives over the next three years included in the 2025-26 budget from 2025-26 to 2027-28 is \$27.1 million.
- This funding includes an investment of \$6.3 million over three years in Early Intervention and Diversion including to support Assisted Bail and Supported accommodation.
- The following components of support are in progress:
 - Placements are being offered through the JCP Youth Beast program - \$1.2 million per year in 2025-26 and 2026-27, and then \$0.7 million in 2027-28.
 - a Brighton Place-based Diversion Trial (\$300,000);
 - a Youth After Hours Diversion Service pilot launched in the northern suburbs (\$200,000); and
 - Community Youth Justice staffing across all regions.
- In addition, the Government has provided increased funding in the 2025-26 budget to support the new Youth Justice Facility.
 - The new facility is being designed to deliver a child-centred and therapeutic model of care that addresses the individual needs and risk factors of young offenders, while keeping the community safe.
 - Delivery of the Masterplan has informed a re-assessment of the cost, and the upcoming State Budget includes total funding of approximately \$155.3 million for Tasmanian Youth Justice Facilities.
 - The final cost of the facility will be confirmed during the more detailed planning and design phases of the project but will be within the new budget allocation.

Children and Families:

- The investment in Child Safety and Out of Home Care service initiatives in response to the Commission of Inquiry over the next 4 years included in the 2025-26 budget from 2025-26 to 2028-29, is \$130.5 million.
- This includes \$120 million of additional baseline funding for Out of Home Care.

- The 2025-26 Budget includes additional funding for key deliverables of \$41.556 million as follows:
 - funding of \$8 million over two years to enable the continuation of the successful Intensive Family Engagement Service;
 - funding of \$10.32 million over four years to provide continued support to the Bringing Baby Home program;
 - funding of \$15 million over two years to support increased demand for Out of Home Care services;
 - funding of \$6.224 million over two years to continue the Transition to Independence program;
 - funding of \$2.012 million in 2025-26 for Foster and Kinship Carers Association.
- Funding for Systems programs:
 - funding of \$2.9 million over four years for investment in Information – Storage and Access;
 - funding of \$7 million over three years for Enhanced Case Management for Children and Young People in Detention and Out of Home Care through the Integrated Client Information Program.

Background, data and facts:

2025-26 Budget – Commission of Inquiry Funding Allocation Changes

For further detail on the Commission of Inquiry 2025-26 Budget movements refer to attachment 1.

Responses to COI funding allocation changes is set out in following table:

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
Children and Youth:				
Early Intervention and Diversionary Services	Decrease \$1.9 million in 2025-26.	Section 27 Internal Briefing Information of Minister	12.11; 12.13; 12.14; 12.24(a)(v)	
Critical Case Management	Decrease totalling \$1.7 million across 2025-26 to 2027-28.		9.22	
Enhanced Case Management for children and young people	Decrease totalling \$1.4 million as follows:		9.16	DOC/25/88057 - 2025 Budget Estimates Brief - Child Safety-Enhanced case

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
	\$0.6 million in 2025-26; and \$0.6 million in 2027-28.			management for children and young people in detention and OOHC
After-Hours Service	Decrease totalling \$1 million across 2025-26 to 2027-28.	Section 27 Internal Briefing Information of Minister	9.16	DOC/25/88069 - 2025 Budget Estimates Brief - Child Safety - New Model After-Hours Service
Therapeutic Supports and Case Management for Children in Detention	Decrease of \$0.7 million in 2025-26.		12.18; 12.19; 12.24	DOC/25/91544 - 2025 Budget Estimates Brief - Youth Justice - Therapeutic Supports and Case Management for children in detention
Youth Justice Reform	Decrease of \$0.6 million across 2025-26 to 2027-28.		12.1; 12.13; 12.16; 12.18; 12.24; 12.27; 12.28; 12.29; 12.38	DOC/25/174445 - 2025 Budget Estimates Brief - Youth Justice - Youth Justice Reform

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
Out of Home Care Reform Implementation Unit	Decrease of \$0.6 million across 2025-26 to 2027-28.	Section 27 Internal Briefing Information of Minister	9.1; 9.2; 9.3; 9.8; 9.9; 9.12; 9.20; 9.21; 9.25; 9.15; 9.16; 9.18	DOC/25/91146 - 2025 Budget Estimates Brief - Child Safety - Out of Home Care (OOHC) Reform Program and OOHC Implementation Unit
Keeping Kids Safe in Detention	Decrease of \$0.5 million across 2025-26 to 2027-28.		12.7; 12.17; 12.31; 12.32; 12.33	DOC/25/84713 - 2025 Budget Estimates Brief - Youth Justice - Keeping Kids Safe in Detention
Aboriginal Youth Justice	Decrease of \$0.4 million across 2025-26 to 2026-27.		12.29	DOC/25/173917 - 2025 Budget Estimates Brief - Youth Justice - Aboriginal Youth Justice

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
Building Youth Justice Workforce Capability	Decrease totalling \$200,000 as follows: \$0.1 million in 2025-26; and \$0.1 million in 2027-28.	Section 27 Internal Briefing Information of Minister	12.9; 12.34	
Disability Liaison	No change.		9.22; 9.23	DOC/25/88056 - 2025 Budget Estimates Brief - Child Safety - Disability Liaison
Strengthening Leadership and Cultural Change in Services for Youth Justice	No change.		12.6; 12.7	DOC/25/84716 - 2025 Budget Estimates Brief - Youth Justice - Strengthening leadership and cultural change in services for YJ
Out of Home Care - Additional funding	Additional \$30 million in 2028-29		N/A	DOC/25/91146 - 2025 Budget Estimates Brief - Child Safety - Out

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
		Section 27 Internal Briefing Information of Minister		of Home Care (OOHC) Reform Program and OOHC Implementation Unit
New Youth Justice Facility (Capital)	Increase of \$105.3 million across 2025-26 to 2027-28		12.1; 12.16; 12.28; 12.29	DOC/25/174676 – 2025 Budget Estimates Brief – Youth Justice – New Tasmanian Youth Justice Facility
Whole of Agency				
Reducing Harmful Sexual Behaviours	Decrease of \$1 million in 2028-29		6.9; 9.17; 9.28; 12.30	DOC/25/89594 - 2025 Budget Estimates Brief - DECYP - Harmful Sexual Behaviour - Safeguarding
Implementation Taskforce	Decrease of \$0.8 million in 2025-26.		All DECYP COI recommendations	

COI funding allocation	\$ Change	Response to change	COI recommendation/s	Budget Estimate Brief Reference
Office of Aboriginal Policy and Practice and Implementing the Aboriginal and Torres Strait Islander Child Placement Principle	Decrease totalling \$0.4 million as follows: \$0.1 million in 2025-26; and \$0.3 million in 2028-29.	Section 27 Internal Briefing Information of Minister	9.7; 9.15	
Complaints Management System	Decrease of \$0.3 million across 2025-26 to 2028-29.		9.2; 9.31; 12.35; 16.2	DOC/25/91145 - 2025 Budget Estimates Brief - OTS - Complaints Management System
Policy Resources for Legislative Work	Decrease of \$0.3 million in 2025-26		6.10; 6.11; 6.12; 6.13; 6.14; 6.15; 9.15; 9.27; 9.34; 12.12; 12.13; 12.14; 12.15; 21.9	
Volunteer and contractor management - System Development	Decrease of \$0.3 million across 2025-26 to 2028-29.		6.5	

Attachment 1 – 202526 Commission of Inquiry Budget Movements
Section 27 Internal Briefing Information of Minister



Contact Officer:		Date: XX/XX/2025
Approved by:	Jacqui Wilson Deputy Director Finance and Budget Services Glenn Lucas – Director Finance and Budget Services	Date: 10/10/2025 GL – 16/10/2025 & 22/10/2025
Approved by:	Kane Salter Deputy Secretary Business Operations and Support	22/10/2025
Approved by:	Ginna Webster Secretary	Date: 28 October 2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 14 - Child Safety and Youth Justice Operations Portfolio Restructure

TALKING POINTS:

- The Department is committed to championing and upholding children's rights and supporting a safe, child-centred culture.
- To achieve this, the Department is implementing a new leadership structure for the Child Safety and Youth Justice Operations Portfolio within the Department.
- The intention of this structural change is to build the foundations of a service system that has relational, holistic practice at the heart, recognises safety as paramount and that enables the right supports and care to be available at the right time.
- The new structure integrates new and existing functions across the Child Safety and Youth Justice Portfolios. The intent is to better coordinate services around children, young people and their families.
- This will ensure the Department is best placed to deliver on Commission of Inquiry recommendations including commitments to Out of Home Care and Youth Justice reform work, leadership capabilities, structure and functions.
- The new structure aims to emphasise increased and dedicated resourcing for professional practice development and quality assurance, which we know will have a significant, and immediate, positive impact.

- Another core factor behind the new structure is improving the way the Department partners with and commissions, non-government services, and Aboriginal Community Controlled Organisations, to ensure we are best placed to deliver on the Commission of Inquiry recommendations, and to fully implement the Aboriginal and Torres Strait Islander Child Placement Principle and the Youth Justice Blueprint.
- It is important to note that there will be no job losses in implementing the new structure.
- Engagement and consultation with staff and key external stakeholders, including Unions, has been positive, collaborative and constructive.
- The new structure will have both immediate and enduring benefits for the children and young people in our care, and for our highly valued and committed workforce.

Rationale for new structure:

- Children and young people in our care have told us they want to be supported to stay connected to the people and places important to them.
- They told us they need a worker they trust to walk alongside them, to have clarity regarding their rights, to receive clear communication, and to be involved in shared decision making about their lives.
- The Commission of Inquiry told us we need to change how the Department is organised, so that we can further strengthen the way we work with children and young people, and their families
- Importantly, this means bringing together services in ways that can enable place-based support, with services closer to where people live.

- It also means changing our service delivery processes and ways of working to ensure children, young people and their families have a dedicated primary worker that they can build trust with.
- The development of an integrated and enhanced child safety system that focusses on early intervention and support to prevent harm and improve outcomes for families, was the intention of the Strong Families Safe Kids Redesign from 2016 - 2021.
- The new portfolio structure is a key driver to maintain momentum in delivering on the commitments we made in the Strong Families Safe Kids Reform Agenda.
- This will enable integration of the Youth Justice Blueprint for a holistic, therapeutic and trauma-informed system of care, with safe and trusting relationships at the centre.

Consultation:

- A change proposal for the new structure was circulated to staff, key stakeholders and Unions on 4 March 2025, with the formal consultation concluding on 14 March 2025.
- During this period, there were multiple engagement methods for staff including: whole of staff briefings, senior leaders briefings, individually impacted staff briefings, team meetings, 1:1 consultations and Microsoft Forms for written feedback - **in total there were 901 attendances**, indicating a high level of engagement and investment from staff.
- The Department has continued to engage with key stakeholders including unions CPSU and HACSU, the Commissioner for Children and Young People, the Independent Regulator, the Reform Implementation Monitor, and the Ombudsman, all of which have been positive and collaborative.

- The Department committed to meeting with the Unions fortnightly whilst the new structure is implemented throughout 2025.
- Consultations with staff and stakeholders identified overall support for integrated services between Child Safety and Youth Justice, with the aim of improving outcomes for children and young people.
- There has been significant enthusiasm for the creation of the Chief Practitioner's Office, which is seen as crucial for enhancing practice quality and alignment to the Child and Youth Safe Standards.

Implementation:

- The Final Structure was circulated to all staff and unions on 15 and 16 April 2025 and was well received.
- A phased implementation approach has commenced and will continue to be rolled out over the next 12 months, including scoping for service redesign work in 2026.

If asked about cost of restructure:

- The new portfolio structure has been developed to be cost neutral and will utilise existing FTE funding.
- This includes the establishment of several new roles to be funded within existing establishment resourcing and confirmed Commission of Inquiry funding.

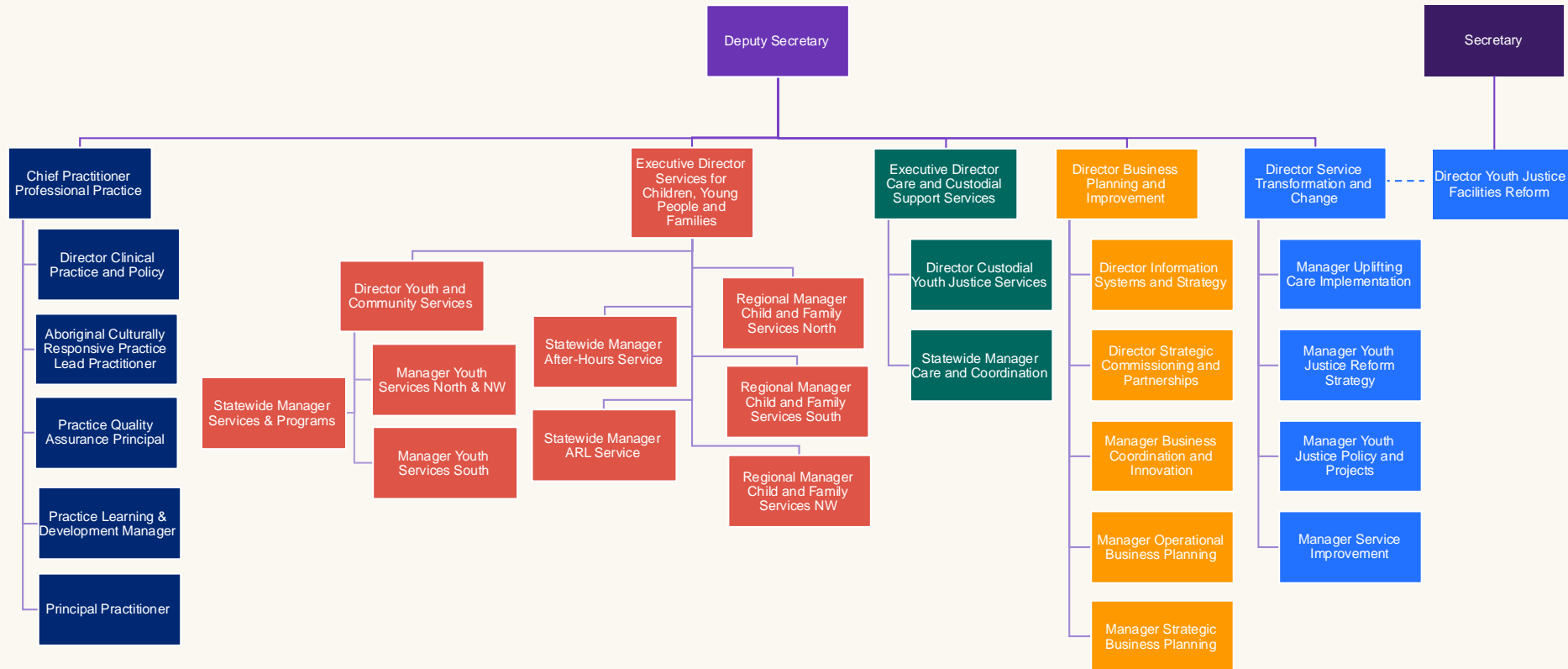
Attachments:

1. Child Safety Youth Justice New Structure and Implementation Roadmap

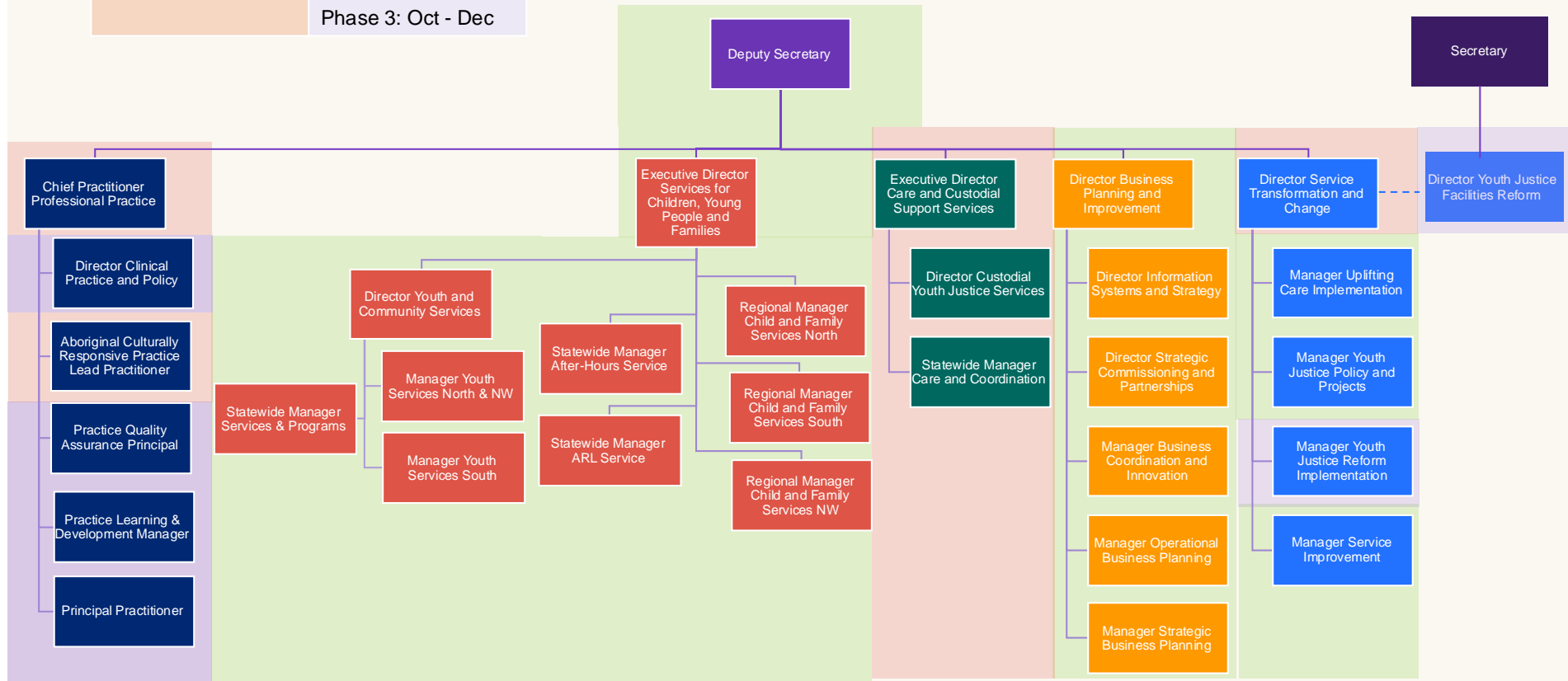
Contact Officer:	Emma Morgan Establishment Manager	Date: 15/09/2025
Checked by Finance/HR/EPR	FABS – N/A	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Emma Morgan Establishment Manager	Date: 15/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (CS&YJO)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 14/10/2025

ATTACHMENT 1 – CHILD SAFETY OUTH JUSTICE OPERATIONS NEW ORGANISATIONAL CHART AND IMPLEMENTATION ROADMAP

New Structure - Child Safety Youth Justice Operations Portfolio



	Phase 1: May - June
	Phase 2: Jul - Sept
	Phase 3: Oct - Dec



This is indicative of permanent appointments, subject to recruitment and approvals timelines

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 15 - Child Safety and Youth Justice Industrial Agreements

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- | |
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| <ul style="list-style-type: none">• N/A |
|---|

Industrial Agreements:

- Department for Education, Children and Young People employees working in Child Safety and Youth Justice services, are governed by the following agreements, approved by the Tasmanian Industrial Commission:
 - Allied Health Professional Agreement (AHP)
 - Public Sector Union Wages Agreement (PSUWA)
 - Child Safety Industrial Agreement 2023
 - Child Safety and Youth Justice Incentives – Additional Child Safety Payment and NW Settling-in Trial Payment Agreement 2024.
- In 2025 the major round of bargaining will see renegotiation of the broad State Service Agreements, namely the PSUWA and the AHP Agreement. Both Agreements are managed through the State Service Management Office under a lead negotiator with contributions or input from affected Agencies.
- The AHP Agreement is a broad-based instrument that is largely driven out of the Department of Health for its allied health employees.

- The Department employs key staff who are covered by the AHP instrument including Child Safety Officers, Child Safety and Wellbeing Workers, School Social Workers, and School Speech and Language Pathologists.
- The Government has previously committed to the development of a new Industrial Agreement to cover employees across Child Safety and Youth Justice services
- A new Agreement will provide an opportunity to address workforce issues across these critical services.
- The focus so far in 2025 has been on new AHP and PSUWA Agreements, and negotiation of a new Agreement to cover Child Safety and Youth Justice will not commence until early 2026.
- Negotiations for replacement Agreements are ongoing and have been subject of industrial action by unions including strike actions.
- The Department mitigated the impacts of the strike action undertaken by some employees, and there were no service disruptions across the Child Safety and Youth Justice Operations portfolio.

Other Incentives:

- The 2024-25 State Budget allocated funding totalling \$4.520 million, over four years, to address critical staffing shortages within Services for Children and Families and Youth Justice, the Child Safety Service, the Strong Families Safe Kids Advice and Referral Line, and Community Youth Justice.
- This funding provided a package of initiatives designed to address workforce issues, particularly attraction and retention issues of specific frontline roles in the North West.
- The allocation for 2025-26 is \$1.65 million.

Child Safety and Youth Justice Incentives – additional Child Safety Payment and NW Settling-in Trial Payment Agreement 2024:

- In October 2024 the Child Safety and Youth Justice Incentives – Additional Child Safety Payment and NW Settling-in Trial Payment Agreement 2024, was approved and registered by the Tasmanian Industrial Commission.
- The incentives provided by this Agreement were designed to attract and retain our valued employees who are covered by the AHP Agreement in Youth Justice and Child Safety, particularly in the North-West region.
- This Agreement includes:
 - a one-off incentive payment of \$10,000 for eligible allied health professionals statewide (paid in two equal \$5000 instalments);
 - a relocation incentive offering a \$5,000 ‘settling-in’ payment for employees relocating to the North-West region;
 - the extension of up to 5 Personal Impact Days; a specific type of leave designed to promote wellbeing for employees.
 - this leave type covers all employees assigned duties in Child Safety and in Youth Justice services, not only those classified as AHP due to the regularity of exposure of difficult content and events.
- The incentives and targeted recruitment to these positions has had a positive impact, particularly for Child Safety services.

- The table below indicates a 77% increase in Child Safety Officers in the North West from October 2024 to November 2025.

	30/09/24	03/11/25
CSOs	15.34	27.14
Others	21.07	23.99
Total	36.41	51.13

IF ASKED: WHY NOT PROVIDED TO ALL EMPLOYEES?

- The purpose of these incentives is part of a strategy to assist with retention and attraction for front-line roles in our operational services.
- Ongoing frontline Child Safety and Youth Justice vacancies have been a pressure point.
- The incentives and targeted recruitment to these positions has had a positive impact, particularly for Child Safety services.

Background, data and facts:

Industrial Agreements

- The Public Sector Union Wages Agreement 2022 and the Allied Health Professionals Agreement No.2 of 2022 both expired 30 June 2025.
- Claims have been received from the various public sector unions. The union claims generally relate to all employees covered by the Agreement in question, except where a claim specifically relates to a cohort within the coverage. Negotiations for these wages Agreements are being managed through a lead negotiator within the SSMO, with representatives from the Department on the negotiation team for the AHP Agreement.
- There will also be a new industrial agreement negotiated with the unions to apply to both Child Safety and Youth Justice which will further consider employment arrangements for that cohort. It is expected negotiations will commence in early 2026.

Incentives

- The *Child Safety and Youth Justice Incentives – Additional Child Safety Payment and NW Settling-in Trial Payment Agreement 2024* applies from October 2024 until 31 December 2025. The agreement is in respect to employees assigned duties in Services for Children and Families and Services for Youth Justice, with the incentive payments being applicable to AHP classified employees only.
- The Agreement provides the following incentives for employees:
- A one-off Additional Child Safety payment of \$10,000 for employees classified as AHP 1-4 (paid in 2 equal instalments),
- A one-off settling in payment of \$5,000 for employees classified as AHP 1-4 who relocate and are assigned duties in the North-West,
- Five personal impact days for frontline staff who are exposed to traumatic information, either in person or in writing (applies to all employees).

Market Allowance

- A market allowance of 15% applies to positions classified as AHP 1-4 in child safety and youth justice in the North-West.
- For the Child Safety Service, the market allowance was effective from 4 July 2024 and progressed in the pay cycle on 31 July 2024. An identical Market Allowance has also been approved for Youth Justice employees in the North-West on 3 October 2024 and will be paid effective from 4 July 2024.

Relevant Data

1. Personal Impact Days

Table 1: Employees who accessed Personal Impact Days between 1 April 2024 and 31 March 2025

Employee Stream	Headcount	Leave Days	Avg. Lve Days
HaHSA Allied Health Professional	154	s36	
HaHSA General	45		
TSSA General	1		
Total	200		

2. Incentive Payments

- There have been 255 employees who have received the Additional Child Safety Incentive Payment between 1 April 2024 and 31 March 2025

3. Settling in Payment

- No employees have received the relocation (settling in) incentive payment.

4. Market Allowance

- There are 46 employees within Children and Families and four employees within Youth Justice who were receiving the market allowance as of 31 March 2025.

Contact Officer:	Mat Johnston phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Charlton Clark A/Deputy Secretary (People and Culture)	13/10/2025
Approved by:	Ginna Webster Secretary	16/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children's Services

Brief 17 - Child Safety Workforce Package

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 budget provides \$1.6 million for the Child Safety Workforce Package.
- This is the second year of a four-year \$4.5 million initiative provided to address critical staffing shortages within Youth Justice, the Child Safety Service, the Advice and Referral Line and Community Youth Justice.

TALKING POINTS

- The Government remain strongly committed to ongoing, evidence-led investment in the uplift of services that champion the safety and wellbeing of children and young people in Tasmania.
- The purpose of the Strong Families Safe Kids Advice and Referral Line, is to identify, prioritise and respond to families earlier and more effectively, to ensure children, young people, and their families have the supports and individualised interventions they need to foster safe and happy lives.
- The significant benefits of this Government's investment in the ongoing reform of our child safety system continue to be realised:
 - The number of children referred for investigation to the child safety service for a statutory assessment remains consistently lower than prior to the Strong Families Safe Kids Advice and Referral Line being introduced in 2018.

- The number of children and young people spending time in out-of-home care continues to trend downwards.
- Families are being identified early, ensuring that supports and specialist services can be wrapped around the family when they need them.

CHILD SAFETY WORKFORCE PACKAGE

- The provision of the Child Safety Workforce package provided critical funding to support the recruitment and retention of our Child Safety officers, particularly in the North West.
- The improvement in staffing levels has increased the number of children in care with allocated primary workers.
- In July 2024 a new \$4.5 million workforce package (across 2024-25 to 2027-28) was announced:
 - Approximately \$3 million on top of the initial Child Safety Payment of a pro-rata payment of \$5,200 (paid in fortnightly instalments from March 2024) with a one-off payment of \$10,000 (paid via two \$5,000 instalments) for eligible AHP classified Child Safety, ARL and Youth Justice employees.
 - Over \$750,000 for up to 15 per cent increase (by way of a market allowance) in addition to base rates for eligible child safety and youth justice employees in the North West, to retain urgently needed services in this region.
 - Approximately \$250,000 in relocation support for a settling in payment of \$5,000 for staff commencing or transferring to the North West region).
 - Up to \$500,000 to support current and prospective employees to undertake qualifications required for employment in a child safety officer role;

- Of the \$4.5 million, a budget of \$2.62 million was provided for the 2024-25 financial year.
- Total expenditure for the 2024-25 financial year was \$3.28 million, over budget by \$668,000.

Background information on 2024-25 Financial Year

Table 1 – Funding Profile for the Child Safety Workforce package

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	Totals \$'000
Child Safety Workforce Package	2,620	1,650	125	125	4,500

Table 2 – Summary of 2024-25 Child Safety Workforce Package	\$'000
Budget	2,620
Total Expenditure at 30 June 2025*	3,288
Balance of funding remaining	(668)

Table 3: Breakdown of Child Safety Workforce Package expenditure as at 30 June 2025:	\$'000
Market Allowance	665
Child Safety Payment	2,613
Relocation Payment	10
Total	3,288

- The Government is also progressing short to longer term strategies to build the child safety workforce pipeline, including:
 - Convening the Child and Youth Workforce Roundtable to provide insights and recommend actions into current workforce challenges in both the government and community sector. During its term, the Roundtable will produce a landscape report on the immediate and forecast workforce shortages experienced by the sector and develop a range of actions to address them, leveraging proven successful strategies.

- Co-design a Children and Families Workforce Strategy for the sector with government and community partners in response to COI recommendation 9.10, with input from the Workforce Roundtable in 2026.
- Implement a package of targeted scholarships and pathway initiatives for the period 2026-2028 aimed at building the Child Safety Officer and Youth Justice Officer workforce. This will include measures to attract new intra and interstate graduates, and invest in existing support staff to achieve qualifications, via fee-free and funded TasTAFE, and University places, as a pathway to Child Safety Officer and Youth Justice Officer roles.

Child Safety Officer FTE by region (as at 30 September 2025)

Region	FTE	Headcount	Budget FTE	Vacant %
Child Safety Service North	27.6	29.0	25.0	10%
Child Safety Service North West	23.3	24.0	23.5	-1%
Child Safety Service South	56.8	60.0	56.4	1%
Total CSOs	107.7	113.0	104.9	3%

Region	FTE	Headcount	Budget FTE	Vacant %
Out of Home Care North	3.6	4.0	6.0	-41%
Out of Home Care North West	3.0	3.0	7.0	-57%
Out of Home Care South	7.8	8.0	10.6	-26%
Total OOHC	14.4	15.0	23.6	-39%

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- The Child Safety Officer workforce Statewide (not including Out of Home Care) is 2.8 FTE (3%) above Establishment.
- Child Safety Officer staffing levels on the North West Coast have improved with a current vacancy rate of less than 1%.
- The current vacancy rate for Out of Home Care workforce Statewide is 39% below establishment. To ensure Out of Home Care team members are supported during this period

of workforce shortage, duties have been modified to prioritise emergencies and placement seeking. This is underpinned by strong local leadership for triage and decision making. In addition, voluntary carer transfers to non-government organisations have been implemented to reduce workload pressure on Out of Home Care, Child Safety Officers and local leaders.

- The above workforce figures do not include staff unavailable for duty (including Workers Compensation and Precautionary Stand Downs).
- There have been very successful recruitment campaigns conducted for Child Safety Officers in January and June 2025. Recruitment to address workforce shortages in Out of Home Care will be conducted in late 2025, and a recruitment campaign in early 2026 will be administered if required. Rolling recruitment will continue across all services until all available roles are filled

Background Information

Development of a Child and Family Sector Workforce Strategy

- The Department is progressing the development of a Child and Family Sector Workforce Strategy in response to the Commission of Inquiry recommendation 9.10.
- The Department has completed the Child Safety and Out of Home Care Workforce Action Plan 2024-2027.
- The action plans focus on immediate action required to ensure continuity of services to children and families, and plan for the workforce needed for the future. It will –
 - put structures in place to increase, expand and optimise workforce supply through actions to make the workplace more attractive
 - improve job readiness and build the capability of the workforce through increased support and professional learning
 - increase job satisfaction by ensuring the workforce is valued and supported through high-quality leadership and a sustainable workload
 - build system enablers for a future workforce through appropriate governance and community partnerships, industry and profession-specific data and research, and innovation in service delivery, system architecture and role design.
- The immediate actions will build the foundations for a longer-term strategy and beyond that will realise the transformational change necessary to ensure that children, families, and our workforce, are safe and cared for.
- Consultation with service partners, Unions and other stakeholders continue with the shared objective of supporting ongoing staffing.
- A Child and Youth Workforce Roundtable has been established.

Children and Youth Workforce Roundtable (the Roundtable)

- The Workforce Roundtable has been established an advisory group . It was convened in 2025 to provide independent guidance on current workforce shortages and to propose meaningful, evidence-based actions for the near term and the future. It builds a shared understanding of the service landscape across government and community partners and fosters a collaborative environment for innovative approaches to attraction, recruitment and retention across the children and families workforce.
- The Roundtable brings together Tasmania's leaders involved in the provision of services to children at risk of harm and in out of home care, to foster collaboration, coordination and innovation among stakeholders in the children, family and youth services sector. Its mission is to support a valued and capable workforce that enables vulnerable children and young people to have bright lives and positive futures.
- Members are appointed by the Minister for the term of three years, as either representatives of organisations working with vulnerable children and young people or as individuals whose experience and expertise relates to the role and purpose of the Roundtable.
- The Roundtable is comprised of the following foundation members:
 - The Minister for Children and Youth representing the Government;
 - Secretary, Department for Education Children and Young People;

- Commissioner for Children and Young People;
- Commissioner for Aboriginal Children and Young (when appointed);
- Deputy Secretary Child Safety and Youth Justice Operations;
- Executive Director Child Safety and Out of Home Care; and
- Director Custodial Youth Justice.

- Two Workforce Representatives
 - Secretary, Health and Community Services Union;
 - Secretary Community and Public Sector Union;

- Representatives of 6 member organisations from the Community Sector:
 - Life Without Barriers;
 - Mission Australia;
 - Kennerley's Children's Home;
 - JCP Youth;
 - Key Assets; and
 - Bapcare.

- Representatives of 2 professional education organisations:
 - University of Tasmania; and
 - TasTAFE

- Representatives of 2 related Agencies:
 - Department of Health; and
 - Department of Police, Fire and Emergency Management.

- The first meeting of the roundtable occurred on 15 May 2025.

- Tasmania faces a shortage of workers to support vulnerable children and young people to be known, safe and well. The Roundtable recognises that the reasons for the workforce shortage are complex and will require all stakeholders to work together to identify immediate and longer-term actions to address the shortages in a holistic way. It recognises that there is no single solution and while there are challenges, there will also be opportunities.

- During its term, the Roundtable will produce a landscape report on the immediate and forecast workforce shortages experienced by the sector and develop a range of actions to address them, leveraging proven successful strategies.

Contact Officer:	XXX phone: xxxxx	
Checked by Finance/HR/EPR	Glenn Lucas, Director Finance and Budget Services – 25/05/2025	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Jason Sowell Director – Business Planning and Improvement	Date: Click or tap to enter a date.
Approved by:	Peter Whitcombe Deputy Secretary (CS&YJO)	Date: 23/10/2025
Approved by:	Ginna Webster Secretary	Date: 24/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group 4: Children Services

Brief 19 - Community and Custodial Youth Justice Staffing and Recruitment

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- Funding continues in the 2025-26 Budget for 13.0 FTE operational custodial youth justice staff to support the Keeping Kids Safe in Detention Action Plan. This was allocated in 2024-25 as part of Commission of Inquiry funding.
- Through the 2025-26 Budget, funding of \$1.6 million over three years to build youth justice workforce capability.
- And a further, \$2.7 million over three years was provided to support strengthened leadership and cultural change in Youth Justice.

COI RECOMMENDATIONS

- 12.6: Ensure there is sufficient leadership capability in youth detention, and appropriate KPIs are introduced to facilitate cultural change.
- 12.7: Monitor and evaluate progress towards cultural change in youth detention and appoint a culture change manager.
- 12.9 Changing the aptitudes, attitudes and capabilities of youth justice workers, as well as child-centred recruitment and induction processes.
- 12.34 The Department of Education Children and Young People should provide training and professional development for staff who have contact with children and young people in youth detention facilities, and the Tasmania Police should ensure members receive regular training

TALKING POINTS

- Youth Justice staff operate in a complex and sometimes challenging environment, and they demonstrate their commitment to the young people in their care every day.

- The Department has undertaken intensive recruitment activity across Custodial and Community Youth Justice, resulting in new staff being appointed to frontline roles.
- We acknowledge that recruitment and retention in frontline youth justice remains a challenge.
- We know there is always more to do to support the safety of young people in the Community and Custodial Youth Justice system, and we continue to prioritise this important work.
- A Youth Justice Workforce Action Plan 2026 is being developed to address workforce-related Commission of Inquiry recommendations (12.6, 12.7, 12.9 and 12.34).
- The Child Safety and Youth Justice Workforce Action Plan 2026 is due for completion in December 2025.
- The plan will focus on workforce planning, attraction, recruitment, and retention, and ongoing workforce management to ensure that young people in the youth justice system are supported by a valued, capable and skilled workforce.
- Investment is also being made to build youth justice workforce capability, including the implementation of new key leadership and practice support positions at AYDC to improve service delivery and drive cultural change. This includes a Director, Custodial Youth Justice; a Project Manager, Youth Justice; and a dedicated Business Manager. With all three roles filled this has added leadership capacity and operational focus. At Ashley School, an Assistant Principal has been appointed so the Principal can take a broader leadership role across the Centre. Cultural transformation is being led by a newly appointed Cultural Change Lead in line with Commission of Inquiry recommendations 12.6 and 12.7.

STAFFING NUMBERS

- There has been a concentrated effort to recruit more staff to support young people with extensive recruitment campaign occurring across the service.
- As of September 2025, there were 30.31 FTE Community Youth Justice staff members statewide.
- This is up from 23.59 FTE in March 2025, and significantly higher than the 18.77 FTE in March 2024.
- Of these 30.31 FTE staff members:
 - 13.11 FTE are based in the South, 8.55 FTE in the North, and 8.65 FTE in the North-west of Tasmania.
- As of September 2025, there were 2.09 FTE vacant Community Youth Justice positions.
- As of September 2025, there were 105.49 FTE Custodial Youth Justice workers. This is down slightly from the 108.38 FTE in March 2025 and remains higher than then 94.80 FTE in March 2024.
- The Department coordinates regular targeted recruitment campaigns for Youth Worker roles at AYDC. Campaigns promote the rewarding nature of the work to attract people who are passionate about making a difference.
- There were three Youth Worker recruitment campaigns in 2024. From these:
 - 12 offers were accepted from the January 2024 campaign.
 - 5 offers were accepted from the July 2024 campaign.
 - 8 offers were accepted from the October 2024 campaign.
- In 2025, the Department completed two major recruitment campaigns, and is in the final stages of a third campaign for Custodial Youth Justice Youth Workers.
- The March 2025 campaign resulted in four accepted offers.

- A second campaign was launched in July 2025. Nine successful candidates commenced Induction Training at AYDC on 8 October 2025.
- A third campaign commenced in September 2025. This recruitment process is ongoing. More than 200 applications were received.
- A total of 104 eligible applicants were invited for phone screening, and of those, 68 applicants have proceeded to interview.
- Roles are advertised on Tasmanian Government Jobs site, the Department's 'Careers and Employment' page, through LinkedIn and Seek and are published in the Tasmanian Government Gazette.
- Recruitment processes for staff at AYDC are particularly comprehensive. They include psychometric testing that is customised to measure cognitive ability, work style and attributes predictive of suitability to a youth worker role within a custodial environment.
- Suitable international candidates who apply for the Youth Worker role can now be employed by the De on a fixed-term visa.

RETENTION AND STAFF SUPPORT

- The health and wellbeing of our staff is of utmost importance, as is retaining a suitably qualified workforce.
- Personal Impact Days are available to support both community and custodial youth workers – particularly those who are involved in serious incidents.
- The Australian Childhood Foundation (ACF) delivers reflective practice training to AYDC staff. As of May 2025, an ACF Senior Practice Lead will be on site three days a week (up from three days a fortnight).
- A Director of Clinical Services also provides professional advice and practical support to Youth Justice staff.

- In recognition of the challenging environment for AYDC staff, we have implemented a range of strategies aimed at staff health and wellbeing while at work. These include:
 - Access to professional supervision and coaching services for leaders
 - Access for all staff to external psychological services to provide support specifically related to the Commission of Inquiry
 - Access for all staff and their family members to specialist coaching and counselling services
 - Onsite debriefing with teams takes place after a critical incident
 - In-person staff wellbeing presentation during new staff induction processes; and
 - Access to Wellbeing Connect with a full range of employee supports and resources, including health promotive and preventative webinars and self-care resources.

Union Liaison

- The Department liaises with staff and their union representatives regarding the challenges and proposed practice changes at AYDC before implementation occurs.
- This includes sharing information about what is being actioned to ease the challenges, and consultation on future proposed actions. This process ensures support for staff and their representatives when practice changes
- A new AYDC Forum was established between Unions and Portfolio and Operational leaders in August 2025.
- This forum meets monthly to share information, advance solutions related to workforce and service challenges, and to support engagement focused on existing and new facilities.

Background, data and facts:

STAFFING NUMBERS

Table 1: Youth Justice Staff Profile March 2024 compared with March 2025

Area	FTE			Head Count			% of Total
	Mar 24	Mar 25	Variation	Mar 24	Mar 25	Variation	
Community Youth Justice	18.77	23.59	4.82	22	26	4	4%
Custodial Youth Justice	94.80	108.38	13.58	101	114	13	19%
Services to Youth	2.40	1.80	-0.60	3	2	-1	<1%
Youth Justice	7.80	20.10	12.30	8	21	13	4%
Youth Justice Reform	6.58	3.67	-2.91	7	4	-3	1%
Youth Justice Total	130.35	157.54	27.19	141	167	26	28%

Notes for Table 1 and Table 2:

- Services to Youth and Youth Justice includes non-operational staff
- Youth Justice Reform includes the staff temporarily transferred to DPAC (returning to DECYP in July 2025).

Table 2: Youth Justice Staff by Area and Employment Category as at March 2025

Youth Justice	Allied Health Professional		HaHSA General		Health Services Officer		TSSA General		SES Officer		Totals	
	FTE Mar 25	H/C Mar 25	FTE Mar 25	H/C Mar 25	FTE Mar 25	H/C Mar 25	FTE Mar 25	H/C Mar 25	FTE Mar 25	H/C Mar 25	FTE Mar 25	H/C Mar 25
Community Youth Justice	11.31	13	12.28	13	0.00	0	0.00	0	0.00	0	23.59	26
Custodial Youth Justice	4.20	5	97.68	102	4.50	5	1.00	1	1.00	1	108.38	114
Services to Youth	0.00	0	0.00	0	0.00	0	0.00	0	1.80	2	1.80	2
Youth Justice	1.00	1	6.10	7	0.00	0	12.00	12	1.00	1	20.10	21
Youth Justice Reform	0.00	0	2.67	3	0.00	0	0.00	0	1.00	1	3.67	4
March 2025 Total	16.51	19	118.73	125	4.50	5	13.00	13	4.80	5	157.54	167
March 2024 Total	17.57	21	101.88	108	5.10	6	1.00	1	4.80	5	130.35	141
Variation	-1.06	-2	16.85	17	-0.60	-1	12.00	12	0.00	0	27.19	26

Table 3: Headcount by Region as at March 2025

Select Service	Northern Region	Northwest Region	Southern Region	Total
Custodial Youth Justice (AYDC)	110	2	2	114
Community Youth Justice	7	8	11	26
March 2025 Total	117	10	13	140

Table 3a: Headcount by Region as at 30 September 2025

Select Service	Northern Region	Northwest Region	Southern Region	Total
Custodial Youth Justice (AYDC)	107	2	3	112
Community Youth Justice	11	9	14	34
Sept 2025 Total	118	11	17	146

Table 4: FTE by Region

Select Service	Northern Region	Northwest Region	Southern Region	Total
Custodial Youth Justice (AYDC)	105.18	2.00	1.20	108.38
Community Youth Justice	5.75	7.71	10.13	23.59
March 2025 Total	110.93	9.71	11.33	131.97

Table 4a: FTE by Region as at 30 September 2025

Select Service	Northern Region	Northwest Region	Southern Region	Total
Custodial Youth Justice (AYDC)	100.49	2	3	105.49
Community Youth Justice	8.55	8.65	13.11	30.31
Sept 2025 Total	109.04	10.65	16.11	135.8

Table 5: Staff by Stream

Select Service	Custodial Youth Justice		Community Youth Justice		Total	
	Mar 2024	Mar 2025	Mar 2024	Mar 2025	Mar 2024	Mar 2025
Allied Health Professional	5	5	15	13	20	18
HaHSA General	89	102	7	13	96	115
Health Services Officer	6	5	0	0	6	5
TSSA General	0	1	0	0	0	1
SES Officer	1	1	0	0	1	1
Totals	101	114	22	26	123	140

Contact Officer:	Paul Malett, Manager Strategic Business Planning, Business Planning and Improvement Unit	
Checked by Finance/HR/DSI	DSI – n/a PSS – cleared 13 May 2025 Glenn Lucas, Director FABS - 16/05/2025	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Claire Lovell Director, Youth and Community Services	Date: 14/05/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 20/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 20 - Bringing Baby Home

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- In 2025-26 funding of \$10.32 million over four years (\$2.58 million per year) has been provided for the Bringing Baby Home program.
- This is an ongoing initiative commenced as part of the Government's 2021-22 Child and Youth Wellbeing Strategy.
- The funding for this initiative has been transferred from the Department of Premier and Cabinet.

TALKING POINTS

- Funding for this initiative was transferred from the Department of Premier and Cabinet's 2021-22 Budget allocation for the Child and Youth Wellbeing Strategy.
- The funding allocation is \$2.58 million per annum across four years (2025-26 to 2028-29).
- This critical program works with families in crisis to support parents and their baby to remain together safely at home.
- Bringing Baby Home fosters family preservation by providing up to 12 weeks of hands-on parenting education alongside intensive in-home support to uplift parenting to support families to stay together.
- Strong family connections provide stability, emotional security, and the foundation for healthy development.
- This is an ongoing initiative that commenced as part of the Government's Child and Youth Wellbeing Strategy.
- A 'step-down' approach is used to transition families out of the program, ensuring longer term supports and services continue to be in place for the family.

- Over the last four years, 56 families have been supported, and 46 infants have been preserved with their families.
- The Bringing Baby Home program aims to keep babies with their families whenever it is safe to so.
- In cases where this isn't yet possible, the program collaborates with extended family to strengthen parenting skills and foster positive relationships within the family and community.
- This approach is proven to strengthen family and community connections, while creating a foundation for potential kinship care if necessary.

Background Data

2022-2024 Statewide Bringing Baby Home Referrals and Packages Delivered

Residential Referrals	In-home Referrals	Aboriginal Families Supported	Total Packages delivered
16	24	15	40

2024 – 2025 (YTD) Statewide Bringing Baby Home Referrals and Packages Delivered

Residential Referrals	In-home Referrals	Aboriginal Families Supported	Total Packages delivered
5	11	6	8

Contact Officer:	Claire Lovell s36	
Checked by Finance/HR/EPR	Glenn Lucas, Directors FABS – 29/05/2026	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Tiffany Black Executive Director – Services for Children, Young People and Families	Date: 15/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 21 - Child Advocacy Services in the Child and Youth Empowerment Team

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 State Budget provides \$1 million over three years to support the recruitment of 3.0 FTE to strengthen and expand child and youth participation and empowerment across the Department.

TALKING POINTS

- In August 2024, the Department appointed a Director of Child and Youth Empowerment and established the Child and Youth Empowerment Team. This was built from the systemic advocacy function of the Child Advocate that commenced in 2018.
- The Director, Child and Youth Empowerment still performs the Child Advocate function, ensuring the individual advocacy rights of children and young people in Out of Home Care are upheld.
- The 2025-26 State Budget provides \$1 million over three years to support the recruitment of 3.0 FTE to strengthen and expand child and youth participation and empowerment across the Department.
- This includes the establishment of the Office for Child and Youth Empowerment which has oversight of implementing the Department's Participation and Empowerment strategy for children and young people in out of home care, youth detention and education services.

- The team comprises a total of 4.0 FTE. All positions have filled:
 - 1.0 FTE Child Advocate / Director Child and Youth Empowerment
 - 2.0 FTE Child Advocate Liaisons
 - 1.0 FTE Principal Policy and Project Officer
- The team's purpose is to promote and build the Department's capacity to involve children and young people in decisions that affect them at both the individual and system level.

CHILD ADVOCACY SERVICES

- Work that responds to the individual advocacy needs for children and young people in out of home care continues in the Child and Youth Empowerment Team.
- This work involves responding to referrals that indicate a child's rights and needs in the out of home care system need to be upheld.
- In the 2024 - 2025 year, a total of 182 referrals for Child Advocacy services were received and actioned.
- The regional distribution of these referrals were:
 - South = 107
 - North = 32
 - Northwest = 43
- Individual advocacy for children and young people in out of home care will move to the Commissioner for Children and Young People, once established.
- This is in response to Commission of Inquiry and the recommendation that this service be independent from the Department (Rec 9.33).

PARTICIPATION AND EMPOWERMENT STRATEGY

- The Child and Youth Empowerment team is leading work to implement the Department's Participation and Empowerment Strategy.
- The strategy supports embedding the Department's organisational belief that *children's rights are upheld in all that we do*.
- It also aims to increase the diversity of voices and depth of influence of the Department's more marginalised groups – those involved in Child Safety and Youth Justice services, and those who identify as being Aboriginal or Torres Strait Islander, or as living with a disability.
- The strategy is being developed with a phased approach over three years.

YOUTH VOICE SURVEY (FORMERLY 'VIEWPOINT')

- The online Youth Voice Survey was implemented as a trial from April – November 2024.
- In response to feedback during the trial, a paper-based version was also created.
- The trial survey tool was designed for young people aged 12 to 17 in care, to share their views directly into care team and care planning processes.
- The trial survey has been evaluated, and a report provided to Child Safety leadership in July 2025.
- Learnings and feedback from the trial survey are being incorporated into a redesign of the survey, working with the young people in the Uplifting Care Youth Advisory Group.

Background, data and facts:

- The Commission of Inquiry (CoI) recommended that the Department develop a Participation and Empowerment Strategy for children and young people in out of home care (Recommendation 9.6) and detention (Recommendation 12.8).
- In response to Key Reform Area 4.3 of the CoI recommendations (increasing participation of children and young people, victim-survivors and service providers in policy design and delivery), the Department identified the need to go beyond the CoI recommendation and to develop a Participation and Empowerment Strategy that builds the lived experience of children, young people, and families into the Department’s culture, governance, policies, practices and service delivery across all services.
- The Child and Youth Empowerment team was established to lead this work, building on the systemic advocacy function of the Child Advocate. Individual advocacy for children and young people in out of home care continues to respond to referrals until it is moved into the new Commission for Children and Young People.
- In 2025-26 the total State Budget for Child and Youth Empowerment is \$708,000. This includes CoI funding of \$429,000 in 2025-26 for 3.0 FTE.

COI Funding - Child and Youth Empowerment	2025-26 \$'000	2026-27 \$'000	2027-28 '000	2028-29 '000	4-Year Total \$'000
1.00 FTE Principal Policy and Project Officer	156	166	164	164	650
2.00 FTE Child Advocate Liaison	273	291	287	287	1138
Original Forward Estimates 2024-25	429	457	451	451	1,788
Adjustment in 2025-26 Budget	-	(157)	(151)	(451)	(759)
Total	429	300	300	...	1,029

- The COI budget allocation remains subject to confirmation through the budget cabinet process (in confidence).

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery. For some elements this will provide more efficient and joined up project support.
- Internal resources will be considered for managing 2025-26 workload.

CHILD ADVOCATE

- The Child Advocate for OoHC has received 182 referrals in the period to July 2024 to June 2025. Of these, 107 were from the South, 32 from the North and 43 from the Northwest.

TABLE 1 Referrals by region 2024 – 2025

Referrals	South	North	Northwest	Total 2024-25
Number	107	32	43	182

- As per Table 2 the annual referral data continues to show consistent trends regarding overall demand for advocacy services for children and young people in out of home care.

TABLE 2 Referral Data 2021-2025

Referrals	2021-22	2022-23	2023-24	2024-25
Total	125	179	145	182

Youth Voice Survey (formerly ‘Viewpoint’)

- Col Recommendation 9.6 included ‘implementing the Viewpoint online questionnaire (or similar) without delay’.
- The survey was designed by 20-30 young people with care experience in 2020-21, with the aim to increase the inclusion of children and young peoples’ views in their care team and care planning.
- The survey questions align with the *Tasmanian Child and Youth Wellbeing Framework* domains.
- During the survey trial period (April-November 2024), a total of 28 survey responses were received.
- Qualitative and quantitative data from the trial period has been analysed and an evaluation report completed in July 2025

Contact Officer:	Sonya Pringle-Jones Phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Secretary Finance and Budget Services	2/10/2025
Approved by:	Sonya Pringle-Jones Child Advocate/Director Child & Youth Empowerment	Date: 22/09/2025
Approved by:	Jodee Wilson Deputy Secretary Development and Support	Date: 8/10/2025
Approved by:	Ginna Webster Secretary	14/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 22 - Participation and Empowerment Strategy

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- NA

COI RECOMMENDATIONS:

- Recommendation 9.6: The Department to develop an empowerment and participation strategy for children and young people in out of home care, in consultation with the new Commission for Children and Young People.
- The strategy is to include a permanent Out of Home Care Advisory Group that includes children and young people, as well as an online survey to support children and young people to share their views.
- Recommendation 12.8: Develop an empowerment and participation strategy for children and young people in detention, having regard to best practice principles for children's participation in organisations.

TALKING POINTS

- Participation and Empowerment is one of Department for Education, Children and Young People's four strategic priorities.
- The Child and Youth Empowerment team is leading work to implement the Department's Participation and Empowerment Strategy.
- The strategy and its outputs will build on the lived experience of children, young people and families into the Department's culture and approach to better deliver services that meet their needs.
- It aims to increase the diversity of voice and depth of influence of the Department's children and young people, particularly those involved in Child Safety and Youth Justice services, and/or who identify as Aboriginal or Torres Strait Islander or as living with a disability.

- This work will empower children and young people by giving them more opportunities to contribute to decisions that affect their lives.
- We know that when children and young people are included in decisions that affect them by the organisations and individuals that provide services and support to them, they are more likely to be safe, well and thriving.
- A key focus of the first year of the strategy is to build the conditions for the Department to work towards being a child-rights based organisation. This involves work to embed the organisational belief that we uphold children's rights in all that we do, through training, campaigns, and building resources accessible to all staff.

CONSULTATION – GOVERNMENT & COMMUNITY SECTOR

What consultation has occurred?

- During 2024, the *Participation and Empowerment Strategy Action Plan – Year 1*, a youth friendly version of the action plan, and a technical document were developed.
- The documents were developed through extensive consultation across key areas of the Department's workforce and with some key external stakeholders including the Commissioner for Children and Young People, Youth Network of Tasmania, Tasmanian Aboriginal Centre, Association for Children with Disability, and the Centre for Excellence in Child and Family Welfare.
- In March 2025, when the *Participation and Empowerment Strategy Action Plan – Year 1* documents went live, broad external consultation commenced.
- This included connecting with other government agencies and community sector organisations, to discuss how they would like to contribute to strategy outputs.
- The Child and Youth Empowerment team is in the early stages of creating a Community of Practice internally to the Department. This will help to model best practice child and youth participation and build capacity within the agency.

CONSULTATION – CHILDREN AND YOUNG PEOPLE

How have children and young people been consulted and what did they say?

- The Child and Youth Empowerment team is leading the facilitation of the Uplifting Care Youth Advisory Group. This commenced in May 2025 and consists of seven young people with a lived care experience.
- This group will evolve to become the permanent Out of Home Care advisory group. These members are a key stakeholder group informing the body of reform work in Child Safety and out of home care.
- The Child and Youth Empowerment team has partnered with the Youth Network of Tasmania to develop the Participation & Empowerment Guide. A Youth Steering Committee has been established to oversee the development of the Guide.
- This best practice guide on child and youth participatory practice, will set the standards and expectations of how the Department can uphold children's rights to safely participate in decisions at the individual level and collective level through:
 - a proposed model of lived experience advisory groups with child and community voice, to be implemented in the second phase of the Participation and Empowerment Strategy, during 2026-27
 - action plans for years two and three of the strategy.

OUTCOMES DURING LAST 12 MONTHS

What have the outcomes been in the last 12 months?

- The Department has:
 - Established the Child and Youth Empowerment team to promote and build the Department's strategy to involve children and young people in decisions that affect them, at both the individual and system level.
 - Scoped the work to develop the strategy, including a jurisdictional scan, an analysis of existing child and youth participation models nationally and internationally, a program logic workshop and facilitating an Internal Working Group.
 - Developed a *Participation and Empowerment Strategy Action Plan – Year 1*, a youth friendly version of the action plan, and a more detailed technical document, which were endorsed by the Department Executive and went live in March 2025;
 - Progressed cultural change work to build readiness and capacity in the workforce, including developing and implementing a Child Rights campaign that builds awareness and understanding of children's rights, as outlined in the *UN Convention on the Rights of the Child*;
 - Completed the Youth Voice Survey pilot for young people in out of home care, in response to COI Recommendation 9.6; This pilot was undertaken in 2024, and an evaluation of the pilot was finalised in July 2025. A redesign of this survey is underway with the Uplifting Care Youth Advisory Group.
 - Commenced broad external consultation on the Participation and Empowerment Strategy with other government agencies and community sector organisations, and children, young people, parents and carers.

- Launched the Child's Rights Campaign in April 2025, which includes videos, training and resources about upholding children's rights across the work we do in the Department. Videos of young people have been released, resources and training are now available on the Department's culture hub, and a Child Voice Library is in development and nearing completion.

Has the guide been developed?

- A best practice guide on child and youth participatory practice is being developed as part of the consultation and co-design process with child, youth and community voice.

Has the advisory council commenced?

- An early-stage version of an Out of Home Care Advisory Group commenced in May 2025. This group will evolve once a model of permanent lived experience advisory groups is co-designed with child, youth and community voices.
- The Child and Youth Empowerment team is in the early stages of communication with Ashley Youth Detention Centre about their existing Young Person Advisory Group and the work to develop a permanent lived experience Youth Detention Advisory Group for those with an experience of detention, up to the age of 25 (as per Col Rec 12.8).

FUNDING/FTEs

Are all positions filled?

- The Child and Youth Empowerment team comprises a total of 4.0 FTE. All positions have been filled:
 - 1.0 FTE Child Advocate / Director Child and Youth Empowerment
 - 2.0 FTE Child Advocate Liaisons
 - 1.0 FTE Principal Policy and Project Officer

Background, data and facts:

- In 2025-26 the total State Budget for Child and Youth Empowerment is \$708,000. This includes Col funding of \$429,000 in 2025-26 for 3.0 FTE (1.0 FTE Principal Policy and Project Officer and 2.0 FTE Child Advocate Liaisons).
- The Commission of Inquiry (Col) recommended that the Department develop a Participation and Empowerment Strategy for children and young people in out of home care (Recommendation 9.6) and detention (Recommendation 12.8).
- In response to Key Reform 4.3 from the Col, to increase the participation of children, young people and community in service design and delivery, the Department identified the need to go beyond the Col recommendation and to develop a Participation and Empowerment Strategy that builds the lived experience of children, young people, and families into the Department’s culture, governance, policies, practices and service delivery across all services.
- The Child and Youth Empowerment team was established to lead this work to enable continuity of the systemic advocacy function of the Child Advocate. This will ensure systemic advocacy with a focus on children’s rights and child-centred practice can continue beyond the move of individual advocacy to the Commission for Children and Young People.

Contact Officer:	Sonya Pringle-Jones Phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	2/10/2025
Approved by:	Sonya Pringle-Jones Relevant Director/Manager	Date: 23/09/2025
Approved by:	Jodee Wilson Deputy Secretary Development and Support	Date: 8/10/2025
Approved by:	Ginna Webster Secretary	Date: 14/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children's Services

Brief 24 - Response to Report on Government Services (Investigations and Substantiation)

TALKING POINTS

- A key focus of Tasmania's child safety reforms is to explore all avenues to provide effective and targeted assistance in support of families keeping children and young people safe and able to remain with their family, wherever it is assessed as safe to do so.
- The Productivity Commission's Report on Government Services (RoGS) collates data at a national level and reports annually on the performance of child protection agencies across Australia.
- The RoGS data released in January 2025 was for the reporting period for 2023-2024.
- RoGS data sets and indicators have been in place for a long time at a national level and are based on a traditional child protection intake model.
- This approach does not account for the establishment of Tasmania's Strong Families, Safe Kids reforms.
- For these reasons, while the Department analyses and reviews RoGS data as important measures, we understand them in the context of the service system we are building.
- The most recent report demonstrates the continued effectiveness of these reforms, with a high proportion of notifications referred to Child Safety Services for statutory assessment being substantiated - contrasting with a decline in the national average

- Tasmania's substantiation rate was much higher than other jurisdictions at 79.7 per cent. The national average was reported as 43.4 per cent.
- Strong Families, Safe Kids reforms are focused on ensuring that where concerns are expressed about the wellbeing of a child, that support and assistance are identified early and applied as appropriate, prior to a statutory investigation.
- The substantiation rate reflects that reforms like the Strong Families Safe Kids Advice and Referral Line and Intensive Family Engagement Services (IFES) are supporting change for children, young people and their families earlier, leading to a reduced need for statutory investigations.
- In 2023-24, Tasmania reported 28.0 per cent of investigations were completed in 28 days or less from the commencement date. This was a decrease from 36.5 per cent in 2022-23 and was marginally lower than the national proportion of 29.6 per cent.
- For 2025-26, Tasmania has set a target of 50.0 per cent of investigations to be completed in 28 days or less from commencement date.
- To achieve this target, strategies such as monitoring and oversight will be implemented, ensuring that investigations progress efficiently whilst maintaining transparency and effectiveness.

Contact Officer:	XXX phone: xxxxx	
Checked by Finance/HR/EPR	FABS – N/A	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Tiffany Black Director Children, Young People and Families	Date: 17/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (CS&YJO)	Date: 10/10/2025
Approved by:	Ginna Webster Secretary	14/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 26 - Intensive Family Engagement Service

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- 2025-26 State Budget provides funding of \$8 million over two years (\$4 million in 2025-26 and in 2026-27) to continue to support the delivery of the Intensive Family Engagement Service.

TALKING POINTS

- This program provides intensive support to families that have been assessed by the Child Safety Service as experiencing complex issues that directly impact on the safety and wellbeing of children and young people, and who are at risk of entering the statutory system.
- The Intensive Family Engagement Service (IFES) aims to build a family's capability to provide their children with a safe, stable and nurturing home environment.
- The 2025-26 State Budget provides for a continuation of funding totalling \$8.0 million over two years (\$4 million in 2025-26 and in 2026-27).
- The goal of the service is to, wherever possible, avoid the need for statutory intervention, to support families to build parenting capacity and to increase safety, preventing entry into the child safety system or into out-of-home care.

- All referrals for Intensive Family Engagement are reviewed by a panel and are assessed for suitability, based on the individual needs of the family, and the type of support available.
- Non-government organisations; Key Assets, 54 Reasons and the Tasmanian Aboriginal Centre, are collectively funded to deliver 88 packages to families in Tasmania annually.
- Aboriginal and Torres Strait Islander families are prioritised for support through the Tasmanian Aboriginal Centre, with decisions made according to each family's preference.
- Intensive Family Engagement Services are critical for appropriately supporting and preserving Aboriginal families and reducing the overrepresentation of Aboriginal children in out of home care.
- IFES is recognised as a critical and highly effective service. There is no intention to vary or reduce the services available, as the outcomes being achieved are significant.
- Future market processes may provide the opportunity to expand the range of providers including where possible, increasing partnerships with Aboriginal Community Controlled Organisations to deliver IFES.

IFES REFERRALS FOR 2024-25

- During the 2024-25 financial year, 91.67% per cent of families who participated with the program met their goals and did not require Out of Home Care services.
- 79 of 88 packages have been allocated, including 7 package extensions.
- The total number of referrals to IFES was 72;
 - 23 in the South
 - 25 in the North, and;
 - 24 in the North-West.
- 179 children were referred;

- 56 in the South
 - 65 in the North, and;
 - 58 in the North-West.
- 34 Aboriginal and Torres Strait Islander families were supported.
- 7 families were referred to the Tasmanian Aboriginal Centre.

BACKGROUND - Intensive Family Engagement Services

BACKGROUND AND WORKFORCE

- In 2017, an Intensive Family Engagement Service trial was undertaken, in accordance with the Strong Families Safe Kids reform program. This was to address an identified service gap for families that do not meet the threshold for intervention by the Child Safety Service but have complex issues around the safety of children and young people in the home.
- Through Intensive Family Engagement, families are provided with support to develop the skills to ensure their children and young people can remain safely at home rather than requiring further child safety service intervention.
- A State Coordinator provides oversight of all aspects of service operations, practice governance, case reviews and the statewide panel's review and assessment process.
- In 2025 there is permanent establishment for 5 IFES Specialist positions and 1 IFES CSO position. Permanency in these roles has benefited more consistent program referrals and data collection.

BUDGET COMMITMENTS AND FUNDING

- In 2025-26 and 2026-27, funding of \$4 million per year (\$8 million total) has been provided to continue to support the Intensive Family Engagement Service (IFES) to help children remain with their families and prevent them from entering statutory care.
- The specific funding allocation for these services will be based on demand, and the Department is currently assessing the appropriate model for the allocation of long-term funding.
- There are currently three non-government Intensive Family Engagement Service Providers, namely:
 - the Tasmanian Aboriginal Centre
 - Key Assets
 - 54 Reasons – Save the Children Australia.
- They are collectively funded to provide 88 packages per year.

2023-24 BACKGROUND DATA:

- During the 2023-24 financial year 80 per cent of families who participated met their goals and did not require an Out of Home Care service.
- In 2023-24:
 - **73** per cent of referrals were able to be closed following involvement with the service
 - **44** of the **81** packages delivered were delivered to Aboriginal children and families.

Contact Officer:	Claire Lovell 0s36	
Checked by Finance/HR/EPR	Glenn Lucas, Director FABS – 21/05/2025	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Jason Sowell Director Business Improvement	Date: 15/09/2025
Approved by:	Tiffany Black Executive Director	Date: 15/09/2025
Approved by:	Peter Whitcombe Deputy Secretary CS&YJ	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 27 - New Model After-Hours Service

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- 2025-26 State Budget provides \$1.8 million over two years, commencing in 2026 - 27, to extend the After -Hours Service model across three regions.

COI RECOMMENDATIONS:

- Recommendation 9.16: The Department is to ensure that all children in care have a child safety officer, to set a maximum case load for Child Safety Officers, and to regularly publish related data.

Talking Points

- The 2025-26 State Budget provides funding of \$1.8 million over two years, commencing in 2026-27 to extend the After Hours Service. \$779 000 is provided in 2026-27 and \$1.0 million in 2027-28.
- We are developing a new After-Hours Service statewide to deliver improved services extending beyond the current emergency-only capabilities, by providing a best-practice, supportive response to the identified and evolving needs of children and young people outside of business hours.
- This will ensure the Department provides targeted support and services out of hours to meet statutory responsibilities.
- Funding will provide 8.0 FTE to facilitate the service. This aligns with Commission of Inquiry Recommendation 9.16.
- The current Child Safety Service After-Hours Emergency Service has been in place for over 20 years and provides services to matters identified as an emergency and for matters that are unable to be held over to the next working day.
- The current service is provided by day service staff on an overtime rostered model, which leads to fatigue, inconsistency and does not resolve matters in a timely way.

- The Child Safety Service identified the development of a new After-Hours Service as a priority business need.
- Recruitment campaigns were launched for the new After-hours Service between September 2024 - January 2025.
- Five new employees were recruited to the service; two in the South and three in the Northwest.
- Internal expression of interest recruitments between May 2025 – August 2025 resulted in an additional four fixed term positions: three in the South and one in the North.
- The new After-Hours Service model was due to commence in July 2025; however it has been delayed due to industrial award negotiations in relation to the proposed rostering model.
- The Department is committed to continue working with all partners on a revised rostering rules agreement to allow for the provision of a rotational roster to commence in 2026.
- The new After-Hours Service will be located statewide.
- When implemented, the new After-Hours Service will operate during the afternoon and evening which will significantly reduce reliance on existing day service staff
- Staff within the current After-Hours team have been reassigned to complete priority child safety tasks for the Department or have returned to their substantive roles until implementation occurs.
- These staff will continue to support the Child Safety Service until the new model is operational.
- Both services will run concurrently within the allocated budget until the new service is fully established and in operation.
- The new After-Hours Service will:
 - Deliver services in a timely manner to build safety, provide help and support to resolve issues and/or prevent escalation, and will be responsive to the needs of children and young people in our care.
 - Reduce escalation of matters and the likelihood of a response being required the next business day,

ensuring business hours staff will have increased capacity to attend to core business functions, such as visiting clients and planning for care, that may otherwise be disrupted by deferred work.

- Increase the Services for Children and Families establishment through the development of new dedicated After-Hours Team positions, led by a dedicated After-Hours Manager.
- Provide high quality services to clients and stakeholders, thereby increasing the confidence of the services being delivered.
- Services for Children and Families business hours staff will experience less stress and fatigue which is a feature for many who currently work within the current service model.

If pushed regarding the change in allocation: Financial Table

- The 2024-25 State Budget provided funding of \$3.1 million over four years to extend the After-Hours Service.
- This has been reduced in the 2025-26 budget by \$1.037 million to \$1.8 million over three years. (Or approximately \$2.1 million including 2024-25).

After-Hours Emergency Service	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 '000	Total \$'000
1.0 FTE Practice Manager	79	172	183	181	615
3.0 FTE Practice Leader	200	400	427	421	1,448
4.0 FTE Child Safety Officers	-	207	441	435	1,083
Original Forward Estimates 2024-25	279	779	1,051	1,037	3,146
Adjustment in 2025-26 Budget		(779)	(272)	14	(1,037)
2025-26 Budget - Total	0	0	779	1,051	1,830

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery.

- For some elements this will provide more efficient and joined up project support.
- Internal resources will be considered for managing 2025-26 workload.

Contact Officer:	Karen Harris phone: 0s36 Statewide Manager After-Hours Service	
Checked by Finance/HR/EPR	Glenn Lucas, Director FABS – 19/05/2025	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Tiffany Black Executive Director	Date: 16/09/2025
Approved by:	Jason Sowell Director Business Improvement	Date: 9/05/2025
Approved by:	Peter Whitcombe Deputy Secretary CS&YJ	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	16/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 28 - Strong Families Safe Kids Response

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- NA

TALKING POINTS

- Tasmania's Strong Families, Safe Kids Advice and Referral Line (ARL) has changed the way we respond to concerns about children's safety and wellbeing, how we support families, and how government services collaborate with non-government and community organisations to keep children and young people safe.
- All concerns received by ARL are meticulously triaged to assess the most appropriate course of action.
- When it has been assessed as safe to do so, the goal is to intervene early with wrap-around support for families to address concerns and prevent progression to the Child Safety Service for a statutory assessment.
- If a child or young person is assessed as being at immediate risk, the matter is transferred to the Child Safety Service, allocated to a case worker and families are contacted within 24 hours.
- Less urgent matters are provided a differential response by ARL depending on their individual needs and assessed priority.

- The ongoing demonstrated improvements in performance and positive outcomes for children, young people and their families, is testament to a high degree of staff commitment to delivering outstanding service.

Increased demand for *Strong Families Safe Kids Advice* and Referral Line

- Since its implementation in December 2018, the ARL has received a steady increase in demand:
- This is a significant achievement and represents more community members contacting earlier and more often, about the safety and wellbeing of children and young people in Tasmania.
- Increased community and staff safeguarding awareness, through reviews and initiatives such as the Commission of Inquiry, the Tell Someone community awareness campaign, the Reportable Conduct Scheme and the renewed compulsory mandatory reporting training have contributed to an increase in contacts to the ARL.
- The ARL's scope has also broadened to incorporate referral services for Youth Services including Youth at Risk centres and Kids Care Clinics.

IF ASKED ABOUT ALLOCATION NUMBERS:

- **Advice and Referral Line:** All contacts to the ARL are allocated and actioned based on priority.
- Every call and online report is triaged to determine the most appropriate response – including a recommendation for an urgent child safety assessment if warranted.
- In all cases, if a child is assessed to be at immediate risk, they are allocated and seen within 24 hours. This approach has not changed.
- By giving families and carers the support they need earlier, children are less likely to experience abuse and neglect and are less likely to be separated from their families due to safety concerns.

- The ARL provides a holistic response, which can take time. The aim is to engage earlier with families who need support, and to ensure that appropriate support is provided.
- Statutory child safety responses are used only where children are at risk of abuse and neglect, where their family may be unwilling or unable to keep them safe, and whenever they may need protection from harm.
- All matters where children are assessed as being at serious risk and requiring an urgent safety assessment, are referred to the Child Safety Service for a statutory assessment.
- The ARL operates from 8:30am to 5:06pm on weekdays. Calls that are directed to the service outside of these times are triaged and responded to by the Child Safety After Hours Emergency Service.

CHILD SAFETY ASSESSMENT PRIORITY TIMEFRAMES

- The Advice and Referral Line assesses priorities for the referral of cases to the Child Safety Service.
- Cases are actioned by the Child Safety Service within the following specified timeframes, according to priority:
- Priority 1 cases are assigned to staff in the appropriate region for same-day action, unless it is determined that commencement may increase the risk of harm to the child or young person, in which case planned response commencement may be carried forward to the next calendar day.

BACKGROUND:

Table 1 – Contacts to the Strong Families Safe Kids Advice and Referral Line

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Contacts to the Strong Families Safe Kids Advice and Referral Line	12,222	14,111	15,039	19,119	21,632	24,030

Table 2 – Child Safety Assessment Priority Timeframes

Priority assessment	Must commence within	Must sight the child within
Priority 1	Same day*	Same day
Priority 2	5 days	As soon as practicable
Priority 3	10 days	As soon as practicable

**Unless determined by the Response Team Leader (in consultation with the Child Safety Manager) that a same-day Priority 1 response may increase the risk of harm to the child*

Contact Officer:	Tiffany Black s36	
Checked by Finance/HR/EP R		Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Tiffany Black Executive Director	Date: 16/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 09/10/2025
Approved by:	Ginna Webster Secretary	Date: 14 October 2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 32 - Out of Home Care Reform program & Out of Home Care Reform Implementation Unit (Uplifting Care Implementation Team)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- 2025-26 State Budget provides base ongoing funding of \$30 million per year for to meet increasing costs of Out of Home Care.
- 2025-26 State Budget also provides additional funding totalling \$15 million over two years to further support the ongoing operations of Out of Home Care (\$9 million in 2025-26 and \$6 million in 2026-27).
- 2025-26 State Budget provides \$1.9 million over 3 years for the Uplifting Care Implementation Team to lead and progress the out of home care reform agenda.

COI RECOMMENDATIONS:

- The Uplifting Care work program captures a significant proportion of the recommendations outlined in Chapter 9 of the Commission of Inquiry. Some of these key recommendations include:
 - Recommendation 9.1: Funding for out of home care.
 - Recommendation 9.2: DECYP is to outsource all forms of out of home care to the non-government sector, improve its own role in providing leadership, monitoring and support for providers, and establish two-way data sharing between DECYP and providers.
 - Recommendation 9.8: DECYP should develop a public facing strategic plan for the out of home care system, with a range of elements with clear timeframes, including a vision for future models of out of home care, a workforce capacity building strategy and an updated framework for policies for the safety and wellbeing of children in care.
 - Recommendation 9.9: DECYP should establish an outcomes and performance framework so it can measure and report on the performance of the out of home care sector, including on child safety.
 - Recommendation 9.16: DECYP is to ensure all children in care have a case manager, set a maximum case load for Child Safety Officers and regularly publish related data.
 - Recommendation 9.18: DECYP should identify the key components of trauma-informed and therapeutic models of care and require out of home care services to align with these.

Talking Points

- The 2025-26 budget provides additional funding of \$15 million over two years (\$9 million in 2025-26 and \$6 million in 2026-27) to provide Out of Home Care services, to continue to meet increasing costs of foster care, kinship care, respite care, salaried care, and Special Care Packages.
- This uplift in investment supports the continued delivery of Out of Home Care and it is in line with recommendations of the Commission of Inquiry.
- Nothing is more important than keeping children and young people safe from harm. The 2025-26 funding supports the cost of the current demand for these services.
- This funding builds on the support provided in relation to Commission of Inquiry Recommendation 9.1. This provided \$30 million per year in the 2024-25 Budget to increase the baseline funding for Out of Home Care, which is continued in the 2025-26 State Budget from 2028-29 onwards. The total Out of Home Care budget is in excess of \$90 million per annum.
- The 2025-2026 Budget continues to drive the delivery of the 2030 Strong Plan for Tasmania's Future, which ensures the safety and wellbeing of children, young people and their families.
- The 2025-26 State Budget also provides funding of \$1.9 million over three years for resources to lead the Out of Home Care reform as recommended by the Commission of Inquiry (Col) – the Uplifting Care Implementation Team.
- The Implementation Team, is leading and progressing the out of home care reform agenda to drive implementation of relevant Col recommendations, aligned to broader improvement efforts across the system.
- We know how important it is for children to be with their families, but we also know that sometimes a child or young person may not be able to live safely at home.

- **The Government is committed to building a high quality and accountable system of Care, that meets the needs of children and young people.**
- Our expectations of system-wide improvement through reform of the Care system are underpinned by a child-centred, outcomes-focused approach, which builds on our Strong Families Safe Kids reforms, is informed by the Commission of Inquiry and is reinforced by the Government’s Child and Youth Safe Organisations Framework.
- The recommendations from the Commission of Inquiry serve to strengthen and build on the work undertaken over the past decade to reform our Care system, including building on the Strong Families Safe Kids Child Safety reforms, which this Government invested heavily in.
- Our Strong Families Safe Kids Child Safety reforms have seen more families receiving the support they need to stay together and to keep their children safe without the need for statutory child safety intervention.
- This is a significant achievement.

Uplifting Care Implementation Team expenditure (2024-25)

	2024-25 Budget Allocation \$	2024-25 Expenditure (as at 30 June 2025) \$	2024-25 Balance of Budget Remaining \$
Uplifting Care Implementation Team	596,000	636,443*	(40,443)

*Total expenditure includes \$76,000 Uplifting Care – Independent Expert Panel costs.

Have all positions been recruited for the Uplifting Care Implementation Team

- Recruitment for the Uplifting Care Implementation Team is an ongoing process.
- The initial recruitment process was for seven staff members (6.3 FTE equivalent)
- They originally commenced between September and December 2024.

- **The team is currently comprised of five staff members**
(approximately 4.2 FTE)
- The composition of the team for the next year is currently under consideration.

Update on the Uplifting Care Implementation Team's 2024-25 work program

- The Uplifting Care Implementation Team is leading and progressing the Out of Home Care reform agenda to drive implementation of relevant recommendations, aligned to broader improvement efforts across the system. Key foundational recommendations sit with this Team to progress, with the Team also providing a coordinating role across the Child Safety and Youth Justice Portfolio for delivery of other relevant COI recommendations.
- The team have worked alongside the Foster and Kinship Carer Association, the Centre for Excellence in Child and Family Welfare and CREATE, to establish governance arrangements to inform reform of the Care system.
- This includes establishing an Independent Expert Panel, Foster and Kinship Carer Advisory Group, Statewide Service Provider Reference Group, and importantly, a Children and Young People Advisory Group.
- This ensures that the reform agenda reflects the views and input of children and young people in care or with a care experience, as well as capturing the views of key stakeholders.
- The Team has also worked with the Youth Justice Reform Aboriginal Reference Group to ensure the views and input of Aboriginal Community Controlled Organisations and representatives is reflected in the Care reforms.
- The first phase of work for the Team is focused on taking immediate steps to strengthen system foundations.
- Immediate priorities for the Team include:

- Developing and Commencing Implementation of the Uplifting Care Blueprint for reform of the Out of Home Care system and accompanying first action plan (Recommendation 9.8)
 - Development of the Blueprint and first Action Plan has been underway since late 2024. Engagement has been undertaken through the Uplifting Care governance arrangements to seek feedback from key stakeholders.
 - The Blueprint is being designed as a strategic planning and communications tool, outlining what action the Department is taking in response to the Col recommendations and previous system reviews and providing high level direction towards a holistic system delivering a caring, compassionate, child-centred, rights-based and evidence-informed service.
 - Developing a detailed system-level model of care, which articulates why and how the Department delivers its services across the continuum of Child Safety and Out of Home Care, as well as a specific model of care outlining our care types, roles and responsibilities and the key components of trauma-informed, therapeutic services in Out of Home Care (Recommendation 9.18)
 - Developing an approach to further transition the provision of Out of Home Care services to the non-government sector (Recommendation 9.2)
 - Developing an outcomes framework for Out of Home Care (Recommendation 9.9)
 - Developing a carer recruitment, support and retention strategy, including the review of the financial model of support for carers (Recommendation 9.8h.)
- Reform efforts are building on work that has been undertaken over the past few years to improve the Care system, including:
 - A foster carer recruitment campaign to build the number of available carers

- A review of the financial model of support for family-based carers to ensure carers are provided with the resources required to support the needs of the children and young people in their care
- Work to expand the range of care types to support the differentiated needs of children and young people in Care, including the introduction of intensive supported foster care, currently delivered through the Care2Thrive program by Life Without Barriers
- Intensive supported foster care provides a child or young person the opportunity to live in a family home while receiving therapeutic support. It provides them with the chance to build real and meaningful relationships within the family home, in an environment that supports stable connections and responds to their complex trauma needs.
- Development of guidance to support stable and permanent placement support
- Introduction of a new care team and care planning approach
- Establishing a new Service Level Agreement with Homes Tasmania that prioritises the needs of children and young people in OOHC and the Youth Justice system.

What are next steps and priorities?

- The second phase of work for the Team will have a focus on implementation and change management, to ensure that changes are embedded across the system, and the longer-term vision for the future state of the Care sector can be realised.

Background, data and facts:

Number of Children in Out of Home Care

- During 2024-25, the average daily number of children and young people in care was 951.1. Additionally, the daily average number of children and young people with a Third-party Guardianship Order was 231.4.
- Young people in custodial youth justice, at Ashley Youth Detention Centre (AYDC), are also in statutory care. During 2024-25, the daily average number of children and young people at AYDC was 15.8.

Out of Home Care reform

- Reform of the Care system as recommended in Chapter 9 of the Col has been packaged as a suite of work called “Uplifting Care”.
- On 2 September 2024 the Minister approved the establishment of the Unit, now called the Uplifting Care Implementation Team.
- The Team is situated within the Child Safety and Youth Justice Operations Portfolio and is supported by dedicated leadership and partnerships with subject matter experts to ensure a child-centred, evidence-informed approach.
- The new Child Safety and Youth Justice Operations Portfolio structure has seen the Uplifting Care Implementation Team form part of the new Service Transformation and Change business unit which was established in May 2025. The new business unit provides a dedicated function for service transformation and change, with a particular focus on Out of Home Care and Youth Justice reform.
- Key governance bodies have been established to integrate the voice of key stakeholder groups in the uplifting care work program, including:
 - Uplifting Care Independent Expert Panel
 - Foster and Kinship Carer Advisory Group (facilitated by the Foster and Kinship Carers Association of Tasmania)
 - Statewide Service Provider Reference Group (facilitated by the Centre for Excellence in Child and Family Welfare)
 - Children and Young People Advisory Group
 - Utilising the Youth Justice Reform Aboriginal Reference Group to ensure the views and input of Aboriginal Community Controlled Organisations, which is currently in the process of being extended (due in October 2025).
- Perhaps the most significant change faced by the sector is the recommendation to outsource all Care to non-Government providers. Currently, there is a hybrid system of Care in place, with all salaried Care outsourced to non-Government providers, and approximately 45 per cent of family-based Care outsourced to non-Government providers.
- The proposed structural reform to the Care system will require a staged transition to the non-government sector (including Aboriginal Community Controlled Organisations in recognition of the Aboriginal and Torres Strait Islander Child Placement Principle) that is strategic and well-planned, over time and in partnership with the sector, carers, Aboriginal Community Controlled Organisations and children and young people. A key component of the work will be to establish a costed model for outsourcing care, that is likely to be at a higher overall cost, and improved quality, than current provision.

In recent years there has been significant growth in the cost of the Care system, with a rise in the number of salaried care placements – facilitated through the lack of appropriate placements to meet the individual and often complex needs of children and young people. System reform, including development of a service level Model of Care for Out of Home Care, will need to address the growth in this placement type to

Financial Tables

2024-25 Budget Key Deliverable – Col Recommendation 9.1

Out of Home Care - Additional Funding	2024-25	2025-26	2026-28	2027-28	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Out of Home Care	30,000	30,000	30,000	30,000	120,000
Total	30,000	30,000	30,000	30,000	120,000

Out of Home Care Reform Implementation Unit	2024-25	2025-26	2026-28	2027-28	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Out of Home Care Reform Implementation Unit	596	812	858	855	3,121
Original Forward Estimates 2024-25	596	812	858	855	3,121
Adjustment in 2025-26 Budget		(200)	(200)	(200)	(600)
Total		612	658	655	1,925

- The 2024-25 State Budget provided \$3.1 million over 4 years for resources to lead the Out of Home Care Implementation Unit (now called the Uplifting Care Implementation Team), to lead and progress the out of home care reform agenda.
- This has been reduced in the 2025-26 budget by \$600,000 to \$1.9 million over 3 years. (Or approximately \$2.5 million including 2024-25).

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery. For some elements this will provide more efficient and joined up project support.
- Internal resources will be considered for managing 2025-26 workload.

2025-26 Key Deliverable

Out of Home Care	2025-26	2026-28	2027-28	2028-29	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Out of Home Care Increase	9,000	6,000	-	-	15,000
OOHC - continuation of additional funding	-	-	-	30,000	30,000
Total	9,000	6,000	-	30,000	45,000

Contact Officer:	Zoë Laskey phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	3/10/2025
Approved by:	Zoë Laskey Manager, Uplifting Care	Date: Click or tap to enter a date.
Approved by:	Peter Whitcombe Deputy Secretary, Child Safety and Youth Justice Operations	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children's Services

Brief 33 - Physical and Sexual Abuse (PSA) Insurance Concerns for OOHC

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

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TALKING POINTS

- We recognise the significant challenge that obtaining Physical and Sexual Abuse insurance may have on some non-government organisations (NGOs) in Tasmania.
- The Department is collaborating with other State Government Agencies, jurisdictional counterparts and Community Service Ministers regarding this national challenge.
- We remain committed to ensuring that essential services – many of which are delivered by NGOs in our community who support those most in need – can continue, including Out of Home Care.
- The Department continues to work with our non-government partners on a case-by-case basis where there is an issue accessing Physical and Sexual Abuse insurance.

Background, data and facts:

- Over recent years, some NGOs across Australia, including Tasmania, have had difficulty renewing or obtaining insurance policies with cover for Physical and Sexual Abuse. This is a result of some commercial insurers having withdrawn their cover from the market.
- Commercial insurers are exiting the market due to the removal of barriers and legal limitations that have historically impeded sexual abuse survivors from making successful civil claims.
- This has led to a substantial increase in the volume of civil claims, especially those relating to historical allegations of abuse.
- In November 2021, Community Services Ministers established an interjurisdictional working group (IJWG), with the aim of exploring longer-term solutions to this issue as it relates to OOHC and youth homelessness services, and in response to the withdrawal of PSA insurance from the market.
- The IJWG was dissolved in 2025.
- The IGWG did not achieve consensus on a national approach regarding PSA insurance. This is largely because each state and territory are at a different stage in addressing the issue.
- Informed by a report by Finity Consulting, commissioned by IJWG, jurisdictions are now working individually on jurisdiction-specific, longer-term solutions to the issue of PSA insurance.
- Responsibility for the issue of PSA insurance from a whole-of-government perspective was transferred from DECYP to DPAC in mid-2024. It is understood there is no current active work for a whole-of-government solution regarding PSA insurance.
- The Department works with funded service providers on a case-by-case basis where they are having issues with PSA insurance.

Contact Officer:	Nina Kolder phone: s36 s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	Date: 3/10/2025
Approved by:	Clare Wiseman Relevant Director/Manager	Date: 17/9/25
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children's Services

Brief 36 - Enhanced Case Management for Children and Young People in Detention and OOHC

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 State Budget provides \$5.4 million over three years for Enhanced Case Management to support extra Child Safety Officers to achieve the Commission of Inquiry Recommendation 9.16.
- This is in addition to total capital funding of \$8.3 million over four years committed in the 2024-25 State Budget for the development of an Enhanced Case Management system for the Children and Young People in Detention and Out of Home Care project.

COI RECOMMENDATIONS

- 9.16 The Department for Education, Children and Young People (DECYP) is to ensure all children in care have a case manager, set a maximum case load for Child Safety Officers and regularly publish related data.

TALKING POINTS

- The 2025-26 State Budget provides ongoing funding totalling \$5.4 million over the next three years for Enhanced Case Management resourcing within Child Safety Services.
- This funding is provided to progress Commission of Inquiry recommendation 9.16 - that DECYP should ensure all children in care, including those on guardianship orders until age 18, have a case manager, and that a maximum case load for Child Safety Officers is set.

- This funding will provide the following:
 - A total of 6 FTE extra Child Safety Officers (2 FTE in 2025-26, an additional 2 FTE in 2026-27 and an additional 2 FTE in 2027-28 (\$1.5 million over 3 years).
 - 4 FTE to support business improvement resources within Children and Family Services. These resources are foundational to ensure the systems and services implemented are safe, sustainable and fit for purpose, and that new initiatives developed in response to the Commission of Inquiry can be effectively operationalised and embedded (\$2 million over 3 years).
 - Additional initiatives to attract and retain Child Safety Service and Advice and Referral Line staff (\$1.9 million over 3 years).
- The 2025-26 State Budget provides \$1.38 million in the second year of a \$8.3 million capital project, to develop an Enhanced Case Management system for Children and Young People in Detention and Out of Home Care.
- This commitment is being delivered by continuing the successful Integrated Client Information Program, involving an internal agency team working with collocated technical staff from SRA Technology Ltd.
- Through this program, the first version of the new youth justice system (YJPLUS) was delivered in August 2025, with further enhancements planned for Q2 2026.
- Further design and development work to enable multiple new functions for the child safety system, CPIS (Child Protection Information System), with multiple upgrades expected in 2026.

IF ASKED ABOUT CHILD SAFETY OFFICER STAFFING

Child Safety Officer FTE by region (as of 31 March 2025)

Region	FTE	Headcount
North	29.8	31
North West	21.3	22
South	60.3	63
Total	111.4	116

IF ASKED ABOUT CASE ALLOCATION NUMBERS:

- The Department is implementing strategies to ensure all children and young people have a primary Child Safety Officer.
- The average caseload for Child Safety Officers in Case Management teams was 13.0 children per worked FTE during 2024-25.
- The trigger point for Case Management is 15 children per Child Safety Officer.
- The Trigger Point is the threshold previously agreed through the Tasmanian Industrial Commission (TIC) which triggers a discussion between the worker and their team leader regarding caseload.

Table 1 Children in case management teams during June 2025, by region and allocation status

Region	Allocated to CSO	Not Allocated to CSO	Total
North	191.1	48.6	239.7
North West	129.3	108.4	237.7
South	329.7	264.7	594.4
State-wide	650.1	421.7	1071.8

- The number of children allocated to Child Safety Officers increased from 504.8 on an average day during December 2024 to 650.1, during June 2025.
- The Department has expanded the range and number of specialist support functions and roles within the service. This is based on areas in which it is known that children and young people can benefit from extra specialised supports.
- These roles include:
 - transition to Independence workers who help young people to have everything they need in place when they become young independent adults;
 - staff who can quickly help children and their carers with administrative tasks like applying for birth certificates and other personal identification, payments, registrations, and establishing bank accounts, and
 - staff who can help children establish or maintain family connections.

IF ASKED ABOUT CARE TEAMS AND CARE PLANS:

See Budget Estimates Brief – Care Teams and Care Plans

IF ASKED ABOUT LEGISLATIVE REVIEW:

See Budget Estimates Brief - Children, Young People and their Families Act Review

Financial Table:

The total Enhanced Case Management funding provided in the 2024-25 State Budget is below:

Enhanced Case Management - Operational	2024-25	2025-26	2026-28	2027-28	2028-29	Total
	\$'000	\$'000	\$'000	\$'000	\$'001	\$'000
Funding to support extra Child Safety Officers to achieve COI recommendation 9.16	1,133	1,962	2,200	2,392	-	7,687
Original Forward Estimates 2024-25	1,133	1,962	2,200	2,392	-	7,687
Adjustment in 2025-26 Budget		(588)	-	-	552	(1,140)
Total		1,374	2,200	1,840	-	5,414

Enhanced Case Management - Capital	2024-25	2025-26	2026-28	2027-28	2028-29	Total
	\$'000	\$'000	\$'000	\$'000	\$'001	\$'000
Enhanced Case Management for Children and Young People in Detention and Out of Home Care Project	1,374	1,382	2,777	2,793	-	8,326
Total	1,374	1,382	2,777	2,793	-	8,326

- The 2024-25 State Budget provided funding of \$16 million over 4 years for Enhanced Case management (\$7.7 million operational services and \$8.3 million capital services).
- This has been reduced in the 2025-26 budget by \$1.14 million to \$12.4 million over 3 years. (Or approximately \$14.9 million including 2024-25)

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery. For some elements this will provide more efficient and joined up project support.
- Internal resources will be considered for managing 2025-26 workload.

Contact Officer:	Tiffany Black s36	
Checked by Finance/HR/EPR	Glenn Lucas, Director FABS	Date: 15/05/2025
Approved by:	Tiffany Black Executive Director	Date: 7/05/2025
Approved by:	Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations	Date: 14/10/2025
Approved by:	Ginna Webster Secretary	Date: 21/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 37 - Community Youth Justice (Community Service Orders, Community Conferences)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 Budget has provided \$894,107 for Services for Youth Justice (Community Youth Justice) to support early intervention and diversionary services.

COI RECOMMENDATIONS

- **12.13:** Review current diversion processes, develop a Diversionary Services Framework, and begin statewide delivery by 2025.
- **12.15(b)** The Tasmanian Government should ensure children who are sentenced to a supervised community-based order receive adequate support to comply with the conditions of the order from therapeutically trained, culturally competent staff

TALKING POINTS

- The Tasmanian Government is committed to providing a more therapeutic, rehabilitative youth justice system that is trauma-informed, procedurally fair and evidence-based.
- Community Youth Justice teams work with young people to reduce offending behaviour through community-based diversion and rehabilitation programs.
- Services for Youth Justice (Community Youth Justice) was allocated \$489,167 from the 2024-2025 financial year budget for early intervention and diversionary services relating to children and young people in contact with the youth justice system.

- The funding was allocated to:
 - Community Youth Justice staffing across all regions.
 - Community Youth Justice Diversion and Support Program.
 - Ongoing support for Community Youth Justice programs.
- From 1 July 2024 to 30 June 2025, the daily average number of young people interacting with Community Youth Justice services was 216.6 (compared to the 175.4 daily average for the 2023-24 year).
- This increase can possibly be attributed to several factors, including the increased use of supported bail as an early intervention approach in recent years.
- Some young people only have one interaction with Community Youth Justice. This may involve attending a community conference or the service compiling a report for the Court about a young person's circumstances.
- From 1 July 2024 to 30 June 2025, 144 community conferences were held (compared to 146 for all of 2023-24).
- Young people who have committed more serious or repeat offences may be sentenced to a period of supervision or community service. These young people are more likely to have multiple vulnerabilities.
- Supervision helps to coordinate services and interventions to reduce re-offending and build capacity to attain positive life outcomes.
- The government must maintain the focus on early intervention and diversion, while providing intensive support for young people with multiple needs.

Community Service Orders

- A Community Service Order requires a young person to participate in community service activities for a specified number of hours.

- Community Youth Justice partners with government and non-government organisations, including JCP Youth, to enable young people to complete their Community Service Orders hours.
- Activities are matched to a young person's skills and interests. Activity areas include education, work skills and training, health and therapeutic support, culture, community reparation, and engagement and wellbeing.
- For the 2024-25 year, 97.5 per cent of Community Service Orders were completed before the statutory expiry date, which is an increase from the 91.1 per cent recorded for 2023-24 and 86.5 per cent in 2022-23.
- This positive improvement reflects the hard work of Community Youth Justice teams state-wide, including ongoing efforts to secure partner organisations.
- Delays in completion of Community Service Orders can occur due to some orders being before the court for contraventions and not yet dealt with due to the young person being interstate or failing to appear in court.

Community Conferences

- A community conference brings together the young person who has offended with the victim/s of the crime, their respective support persons, police and respected community members.
- With an independent facilitator's help, conference participants agree on an outcome that can include an apology, reasonable reparation and steps to reconnect the young person with their community.
- From 1 July 2024 to 30 June 2025, a total of 144 community conferences were held. A total of 146 were held in 2023-24.

- Of these, 47.9 per cent were held within six weeks of referral, compared to 61.6 per cent the previous full year.

Factors impacting conferencing timings

- Several factors can impact on the length of time between police referring a conference to Community Youth Justice and the conference being held. These include:
 - Police unavailability due to competing demands
 - Being unable to locate a young person
- Increasing complexity particularly around mental health requiring significantly more preparation and support ahead of the conference. The additional preparation is important to ensure successful outcomes for the young person and other stakeholders involved.

Facilitator improvements

- Over the past two years, Community Youth Justice has worked to appoint and onboard additional facilitators to support the demand for community conferences.
- A tender process opened in March 2024 to contract community conference and family group conference facilitators, and education convenors for a 5-year period. Contracts were awarded to two new facilitators in September 2024.
- As of 30 June 2025, there were five facilitators in the South, four facilitators in the North and two in the North West.
- Peer support sessions have been held throughout 2025, to drive practice improvements in areas such as post-conference reporting. This includes collaborative peer sessions with Tasmania Police.

BACKGROUND, DATA AND FACTS:

Number of young people in Community Youth Justice, and number of Community Service Orders and community conferences

Table 1: Community Youth Justice

Indicator	2021-22	2022-23	2023-24	2024-25
Average daily young people in Community Youth Justice ¹	145.1	151.5	175.4	216.6
Distinct number of young people in Community Youth Justice ²	347	349	419	464
Community Service Orders completed before the statutory expiry date	92.5%	86.5%	91.1%	97.5%
YJ community conferences held within six weeks of receipt of referral for conference	70.5%	80.2%	61.6%	47.9%
Total number of community conferences	122	91	146	144
Number of community conferences held within six weeks of receipt of referral for conference	86	73	90	76

Notes:

¹ This measure differs from nationally published figures due to the inclusion of young people with pre-sentence reports, bail support plans, community conferences or community service undertakings.

² This measure differs from nationally published figures due to the inclusion of young people with pre-sentence reports, bail support plans, community conferences or community service undertakings.

Community Youth Justice budget allocation

- Over the 2024-2025 financial year, \$462,744 was allocated to Community Youth Justice positions across all regions, and the ongoing Community Youth Justice Program Support as follows:
 - Psychological and therapy support
 - Medical appointments including medication provision
 - Food and personal supplies
 - Document verification
 - Identified activities (for example swimming lessons, driving lessons)
- Funding for the Community and Youth Justice Diversion and Support Program is currently under consideration for reallocation to strengthen existing early intervention and diversionary initiatives requiring additional support.

- In 2024-25 the funding of \$489,167 was allocated as follows:

Table 2: 2024-2025 Budget allocation

Community Youth Justice	2024-25 Budget
2 x CYJ Unit Coordinators (NW & South)	87,638
2x Youth Justice workers AHP 1-2 (South)	100,765
Youth Justice Worker AHP 1-2 (North)	50,382
Youth worker CSO AHP 1-2 (North)	50,382
Community youth justice diversion and support program	100,000
Ongoing community youth justice programs	100,000
TOTALS	489,167

Table 3: Funding provided (over 4 years) for Community Youth Justice in 2024-25 COI Budget – Early Intervention and Diversionary Services

Community Youth Justice:	2025-26	2026-27	2027-28	3 Year Total
	\$	\$	\$	\$
2.0 FTE CYJ Unit Coordinators (NW & South)	180,056	191,737	189,351	648,781
2.0 FTE Youth Justice Workers (South)	207,025	220,456	217,713	745,958
1.0 FTE Youth Justice Worker (North)	103,513	110,228	108,856	372,979
1.0 FTE Youth Worker – CSO	103,513	110,228	108,856	372,979
Community Youth Justice Diversion and Support Program	200,000	200,000	200,000	700,000
Ongoing community youth justice programs	100,000	100,000	100,000	400,000
Total	894,107	932,648	924,776	3,240,698

Note: The COI budget allocation remains subject to confirmation through the budget cabinet process (in confidence).

Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: 0s36	
Checked by DSI/FABS/PaC(HR)	DSI Team Jacqui Wilson – Deputy Director FABS	05/10/2025
Approved by:	Claire Lovell Director Youth and Community Services	Date: 25/09/2025
Approved by:	Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 38 - Early Intervention and Diversionary Services

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The Government allocated \$1.5 million over two years (2025-26 to 2026-2027) to support new local initiatives and partnerships that offer innovative, place-based solutions that target the root causes of youth offending.

COI RECOMMENDATIONS

- COI recommendation 12.13 – Development of Diversionary Services Framework
- COI recommendation 12.14 – Bail Service System development
- COI recommendation 12.24 – Transition from detention

TALKING POINTS

- The Tasmanian Government is committed to developing a youth justice system that achieves better outcomes for young people and their families and keeps our community safe.
- This includes implementing a range of early intervention, prevention and diversion programs and options, and supporting children and young people who are on bail.
- Additionally, the government is investing \$1.5 million to support innovative local initiatives and partnerships that target the root causes of youth offending in local communities and engage children and young people in education, training, employment, sport, and the arts.
- The Youth After-hours Diversionary Service pilot began operating on 7 May 2025 from the Glenorchy Police Station, delivering an after-hours engagement and referral service, through the community sector, to children and young people who come into contact with Police.

- The Youth Justice Diversionary Services Framework, released in June 2025, sets out requirements for funded diversionary services in Tasmania, aligned to the Youth Justice Model of Care, contemporary evidence and best practice.
- This aligns with the Commission of Inquiry (COI) recommendation that the Government develop a Youth Justice Diversionary Services Framework and begin delivering programs under the Framework by 2025 (recommendation 12.13).

Place-based approaches

- By investing in place-based diversionary approaches, we are aiming to target the root causes of youth offending and reduce the number of children and young people in the youth justice system and keep our communities safe.
- The first sites to trial these innovative local initiatives are in Hobart's northern suburbs of Brighton and Glenorchy.
- Engagement with Brighton and Glenorchy municipalities is ongoing to develop and implement place-based community initiatives that target the root causes of offending in these areas.
- Programs and services are being developed through a co-design process and have a focus on youth justice early intervention, prevention and diversion.

Place-based approaches – Brighton

- In June 2025, the Department of Premier and Cabinet (through the Youth Justice Reform Taskforce) executed a Grant Deed to Brighton Council for \$300,000.
- With this funding, Brighton Council is administering grant funding for projects under the place-based early intervention and prevention initiatives in Brighton.

- These grants are taking place across two rounds, with the outcome of the first round concluding in September 2025. The next round will take place in early 2026 with the remaining funding.
- Under the first round, the following initiatives have been successful in their applications, with an overall total of \$56,000 for this round as follows:
 - Under One Rainbow – video series with people with lived experiences, with questions developed by local students (\$10,000).
 - Material Institute – One-off event to celebrate positive stories in the Brighton community, and creation of a Brighton Story Book (\$20,000).
 - s36 (local young person) – Pop Up Youth Café six-month trial to promote peer-to-peer connection in a youth-run space, operating after business/school hours (\$6,000).
 - Brighton Youth Action Group (BYAG) – development of short films on youth safety, designed by and for young people (\$20,000).

Place-based approaches - Glenorchy

In line with the election promise, will the Government demonstrate its commitment to at-risk youth by funding the establishment of a youth hub in Glenorchy in the 25-26 budget?

- \$500,000 has been allocated for 2025-26 to the Glenorchy City Council for the establishment of services at the Glenorchy Youth Hub under the government's place-based youth justice initiatives funding.

- The funding allocated to the Council will be used to develop and deliver place-based programs and services and expected to operate out of the Glenorchy Youth Hub under development by the Glenorchy City Council.

If asked about current status of the funding:

- The Project Team at Glenorchy City Council is currently working to obtain necessary approvals for a business case for the operation of the Hub. Following this, a Grant Deed between Council and the Department will be developed and executed.
- The ongoing funding costs will be informed by the Council's business case that is currently going through necessary Council approvals.

What funding amount will the Government commit to establishing a youth hub, and over what time period?

- In discussion with Glenorchy City Council, including Mayor Sue Hickey, the Government indicated that this funding is a one-off investment for service delivery and that the Council will need to secure ongoing funding for the Hub through alternative opportunities.
- In addition to the funding commitment to establish services at the Glenorchy Youth Hub, the Government is committed to funding an expert in Asset-based Community Development to support the co-design of the place-based service delivery.
- The ongoing funding will be considered as part of the Tasmanian Government budget processes and the success of the Youth Hub to divert at-risk young people from the youth justice system.

Will the Government consider ongoing funding to assist with the operations of the Glenorchy Youth Hub beyond the establishment funding, or does it expect Glenorchy ratepayers to foot the bill for this important early intervention and diversion service ongoing?

- There are currently no commitments beyond the initial \$500,000 investment into the establishment of services at the Youth Hub.
- Glenorchy City Council will need to source ongoing funding through alternative opportunities, including applying for funding through future State Budget processes.
- The funding of ongoing costs will be informed by the Council's business case that is currently going through necessary Council approvals.

Youth After-hours Diversion Service

- The aim of the Youth After-hours Diversion Service pilot, which began in May 2025, is to divert young people from the youth justice system through Police bail which can reduce the potential for them to be remanded to Ashley Youth Detention Centre.
- The Youth After-hours Diversion delivers after-hours support and referral through two contracted community service organisations (CatholicCare and Anglicare) from the Glenorchy, Bridgewater, Hobart, and Bellerive Police Stations.
- The service operates on a weekly roster basis from 5pm to 8am on weekdays and on weekends from 5pm Friday to 8am Monday. Staff are also rostered all day on public holidays.
- This service is for young people where a responsible adult cannot be identified, or the young person's caregiver requires additional support.

- Fewer than five young people had been referred to the Youth After-hours Diversion by Tasmania Police to 30 June 2025, noting that this was in the early stage of the initiative which commenced a month prior.

The Youth Justice Diversion Framework

- The Youth Justice Diversionary Services Framework (the Framework) sets out requirements for funded diversionary services in Tasmania, aligned to the Youth Justice Model of Care, contemporary evidence, and best practice.
- This Framework guides any future investment in services, including JCP Youth's BEAST program.
- The first step for implementing the Framework is to conduct a review of community conferences and police cautions, as recommended by the COI. This review will examine the utilisation of police cautions, and the effectiveness of sanctions imposed by cautions and community conferences.
- The review will increase understanding of the effectiveness of cautioning and community conferences, identify opportunities to increase access to diversion, and identify what, if any, improvements can be made to these processes.
- We will know that we are moving in the right direction when children and young people are being diverted away from the criminal justice system and towards support that addresses the underlying drivers of their offending and encourages them to take responsibility for their actions.
- When these young people do not re-enter the criminal justice system and are leading prosocial lives in the community, we will have succeeded.
- The procurement process is underway according to Tasmanian Government procurement requirements.

Bail and transition from detention

- The Government is committed to maximising opportunities for children and young people to access bail and minimising the number of children and young people on remand.
- To achieve this, we are designing an assisted bail and transition from detention system, including exploring accommodation options.
- The Department completed a review of 54 reasons Bail Support and Transition from Detention program and a response is being prepared to the review's recommendations.

Background, data and facts:

Place Based initiatives

Brighton

- Since January 2025, a facilitator has been engaged to conduct a co-design process with the Brighton Municipality Communities (cost \$24,000). This has included:
 - Local services providers
 - Children and young people, including those with youth justice experience
 - Families
 - Local traders
 - Schools and the Bridgewater Library
- The Brighton municipality communities have prepared final proposals for initiatives they want to fund; these fall into four broad categories determined by community:
 - Service coordination
 - Service delivery
 - Participation
 - Education
- One application made by PCYC Tasmania was not deemed suitable in this round, however the applicant has been encouraged to reapply in the second round.
- A model for co-designing place-based youth justice initiatives based on findings from this work will be developed. This model is intended to be able to be utilised by any funding body wanting to take a place-based approach to youth offending.

Glenorchy

- The funding amount has been based off the Glenorchy City Council's Community Budget Submission which requested:
 - \$500,000 in 2025-26 for the establishment of the Glenorchy Youth Hub
 - \$400,000 pa from 2026-29 for ongoing operational costs

Government policy, election or budget commitment:

- Commission of Inquiry Recommendation 12.13. (Diversion)
- Commission of Inquiry Recommendations 12.14 and 12.24 (Bail and transition from detention)
- \$1.5 million allocated in the Budget to support innovative local initiatives and partnerships that target the root causes of youth offending in local communities and engage children and young people in education, training, employment, sport and the arts.

- The Election Commitment funding for Youth Offending Place Based Initiatives is allocated across two years:
 - 2025-26 - \$800,000
 - 2026-27 - \$700,000
- Within the place-based funding, \$300,000 has been allocated for initiatives in the Brighton municipality, and \$500,000 for initiatives in Glenorchy.
- For delivery of the 6-month Youth After-hours Diversion pilot, Anglicare and CatholicCare are provided with an initial base rate of \$36,000. Ongoing service delivery costs are based on the number of young people referred and how the needs were met. The predicted Youth After-hours Diversion costing over the six-month contract period for each organisation is \$93,360.

Contact Officer:	Anita Doig, Manager Youth Justice Reform phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 2/10/2025
Approved by:	Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

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Brief 39 - JCP Youth

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- \$1.2 million will be expended in the second year of a three year \$3.7 million commitment to expand the BEAST Program.
- The funding directly supports 54 placements within the program.
- The funding also provides additional resources that allow JCP Youth to continue engaging a further 36 young people through community-based referrals within its existing service model.
- JCP Youth receive payment instalments according to the Funding Agreement. In the 2025-2026 financial year, two equal payments will be made to JCP Youth.

TALKING POINTS

- The Tasmanian Government has upheld its continued commitment to support diversionary programs for at-risk young people, with the JCP Youth Funding Agreement signed on 3 February 2025.
- JCP Youth's innovative BEAST Program delivers state-wide, high impact interventions for children and young people which is available 24 hours a day, seven days a week.
- JCP Youth's diversionary programs are targeted at young males aged 11-17 years, who are demonstrating at-risk behaviours that may lead to, or have already contributed to contact with the youth justice system.

- The Department for Education, Children and Young People (DECYP) is working with JCP Youth to ensure they are supported meet all the requirements of their funding agreement over the next three years, while continuing to grow as an organisation.
- This includes ensuring that JCP Youth continues to operate within a child safe framework, with all workers and volunteers appropriately cleared through Working with Vulnerable People registration and police checks, in line with ongoing requirements for engaging with young people.
- The JCP Youth funding agreement includes the standard Tasmanian Government contract requirements as well as detailed measures of program success, reporting requirements and outcome measures, to ensure the JCP Youth BEAST Program actively contributes to diverting at-risk young people from the youth justice system.
- As part of their contract, JCP Youth must escalate all reportable incidents, and where necessary, incidents will be investigated thoroughly by Tasmania Police and the Office of the Independent Regulator.
- The government cannot comment on individual cases, specific allegations or complaints made by young people engaged in the JCP Youth BEAST Program. All incidents are thoroughly investigated and escalated to Child Safety, Tasmania Police and the Office of the Independent Regulator as necessary.

How have the young people referred by DECYP benefited so far?

- Since the 18 young people, referred by the Department, commenced engagement with the BEAST program at the start of this year, JCP Youth has recorded undertaking 1,736 discrete actions across this participant group.
- For 16 of these 18 participants, internal information shows a reduction in their offending, or no new offending, since they commenced the BEAST Program.

- 16 of these 18 participants have re-engaged, maintained or increased their educational attendance.
- 11% of participants have gained employment within the first three months of their engagement with the BEAST program. All young people have shown positive engagement with JCP as a service provider. Each now has an identified key worker.
- JCP Youth is actively supporting an independent evaluation process being overseen by the Department. This evaluation will assess the BEAST Program's outcomes in the lives of young people, and value for money.

Is JCP Youth accredited as a Child Safe Organisation?

- JCP Youth is committed to providing a safe and nurturing environment for all children and young people who access their services, and to respect and uphold their rights.
- In Australia, there is no formal national accreditation that designates an organisation as a Child Safe Organisation. However, organisations can demonstrate compliance with child-safe standards and principles through various means, including through compliance with National Principles for Child Safe Organisations and Tasmania's *Child and Youth Safe Organisations Act*.
- JCP Youth is a relevant entity under the *Child and Youth Safe Organisations Act* and is required to comply with the Act to be a child safe organisation. This Act is overseen by an Independent Regulator.
- JCP Youth operates under child protection policies, including a 'Child Safe Code of Conduct' aligned with the Child and Youth Safe Organisations Framework to safeguard young people and manage any concerns about child abuse.
- All paid JCP Youth employees and volunteers have a Registration to Work with Vulnerable People and volunteers must be over 18 years of age.

- All JCP Youth staff complete Australian Childhood Foundation (ACF) safeguarding children training, introduction to trauma and trauma informed practice (both delivered by Lifeline) and DECYP safeguarding training for external providers, along with Youth Mental Health First Aid.
- JCP Youth also has a formal complaints process, enabling concerns, including those about child abuse, to be raised both internally with JCP Youth and with independent regulators as appropriate.
- The \$3.7 million agreement the Tasmanian Government finalised with JCP Youth includes the following:
 - Quarterly reporting on outcomes and risk management
 - Annual reports throughout the Agreement's duration
 - Program evaluation requirements
 - Key performance indicators
 - Compliance with the *Child and Youth Safe Organisations Act*
 - Coordinated referral processes
 - Alignment with key frameworks, including the Youth Justice Model of Care, Youth Justice Blueprint 2024–2034, Commission of Inquiry recommendations, and the Diversionary Services Framework.

Has JCP Youth submitted quarterly reports to the Department?

- The contract signed in February 2025 requires JCP Youth to provide quarterly reports to the Department to include the outcomes for young people and overall risks.
- The Department is committed to supporting JCP Youth to grow as an organisation, particularly noting that this is JCP Youth's first significant contract with the Tasmanian Government.

- The quarterly report provided by JCP Youth for the period May-August 2025 highlights that a high percentage of participants (89 per cent) have reengaged, maintained or increased their education attendance.
- All 18 Department-referred participants have self-reported positive personal outcomes since they started in the program, including improved self-confidence and family relationships.
- Quarterly reports include:
 - Number of full participants
 - Service delivery activities
 - Engagement and attendance
 - Offending metrics
 - Risk factor assessment
 - Personal outcomes
 - Risks and issues
 - Recommendations and future planning
- JCP Youth and the Department are working together to ensure the risks identified in the quarterly report are mitigated including:
 - A review of outcome measures following an identified impact to individual participants' outcomes due to external legal processes.
 - Earlier involvement of JCP Youth in Departmental program discussions and opportunities for improvement.
 - Assurance the independent evaluation of the JCP Youth BEAST program commences before the end of the three-year contract.
 - The Department confirms this work is underway according to the Tasmanian Government Procurement requirements and is a priority.

- The program evaluation process will include JCP Youth as a key stakeholder to ensure JCP Youth BEAST program integrity is maintained and to promote positive outcomes for current and future program participants.

Is there any truth to the social media reports earlier this year about JCP Youth and their treatment of young people?

- The government cannot comment on individual cases or complaints for privacy reasons. The government is committed to upholding the highest standards of child safety and wellbeing including ensuring that JCP Youth deliver services according to the child safe standards.
- JCP Youth are required to escalate all reportable incidents, whether a complaint is made by a young person or not. JCP Youth also have their own policies and procedures to manage complaints and other operational matters.
- All incidents are appropriately investigated, and where necessary, Tasmania Police and the Office of the Independent Regulator are involved.
- The Tasmania Government reiterates that JCP Youth and DECYP are working together to ensure young people are safe while participating in the JCP Youth BEAST Program.

What is the Blackout Program?

- Blackout is a new programming offered for participants of JCP Youth's BEAST program, including those who were referred by DECYP as part of the Funding Agreement between DECYP and JCP Youth.
- Participants of Blackout are from a combination of DECYP and community-based referrals to the BEAST program.
- The Blackout program is not part of the Funding Agreement with JCP Youth, however young people referred to BEAST by DECYP can access additional JCP Youth programming outside of the placements funded by DECYP.

- Blackout is a challenge-based, camp style of programming that young people opt in to, with the option to opt out at any point.
- The camps are intended to run for five days.
- The most recent program ended on day four due to weather conditions.
- Participants have parent or guardian consent to participate, on top of their pre-existing consent through their BEAST program participation.

Why are young people who participate in the program having photographs published and why do staff in these photos wear face coverings?

- JCP Youth's approach to publication of photographs has been reviewed by the Department's legal team, and the JCP Youth Board to ensure there are no breaches under the Youth Justice Act.
- All required consents are obtained prior to publishing any photographs of BEAST participants to social media.
- Posts are sent to the subject and their parents/guardians for approval prior to being posted.
- Where subjects in photographs are pictured in face coverings, these are primarily other participants who want to appear in photographs without showing their faces.
- Where staff wear face coverings, this is discussed with participants prior to commencement of the program and is done so briefly and by people well known to all participants.
- Staff wearing face coverings did so to ensure that any young people who opted to cover their faces for photographs did not feel excluded or singled out.

How is the Department ensuring all JCP Youth contract obligations are met?

- The Department meets with JCP on a scheduled monthly basis as part of the contract governance.
- These meetings are attended by key Departmental staff to discuss the current service provision, risks and contract compliance.
- Weekly operational oversight also occurs where the Department is in contact with JCP personnel about individual young people in the program.
- JCP Youth operates two safe houses, one in the northern region and one in the southern region. These safe houses are visited quarterly by the Statewide Youth Practice Manager as part of operational engagement and oversight with JCP Youth.
- These safe houses may also be accessed by Community Youth Justice Staff for the purposes of engagement with young people while they are present at the safe house.
- JCP provide quarterly reporting to the Department on their obligations under the contract.
- One quarterly report has been provided since the commencement of the contract, with the next report due to be provided at the end of 2025.
- The quarterly reporting schedule is aligned with the timeline of participant commencement with the BEAST program.
- Quarterly reports for 2026 will likely be required in March, June, September and December to align with a February 2026 intake.
- JCP Youth utilise a comprehensive data management system and program. The Department does not access this database as it is internal to JCP Youth's processes.

When will the JCP Youth BEAST program be evaluated?

- Procurement arrangements to engage a contractor to evaluate the JCP Youth BEAST program are progressing.
 - A Request for Quotation to evaluate the program will be released by the end of November 2025.

Why is the JCP Youth BEAST program not being evaluated sooner?

- Under the JYC Youth BEAST contract with the Department, the evaluation of the program is required to be undertaken within the three years of the contract period.
- It is important that the program has been operational for a reasonable period to inform the evaluation.

Why has JCP Youth been singled out for this funding?

- The JCP Youth funding commitment supports the Tasmanian Government's commitment to invest in local, place-based initiatives that aim to provide diversion opportunities and prevent young people from offending or re-offending.
- JCP Youth is an established community-based organisation and have been delivering their innovative and unique diversionary program to young people for the past three years.
- The funding directly supports 54 placements within the program.
- The funding also provides additional resources that allow JCP Youth to continue engaging a further 36 young people through community-based referrals within its existing service model.

Why is JCP Youth only working with young males?

- The available data tells us young males aged between 11 to 17 years are overrepresented in the youth justice system.
- While JCP Youth is a well-established community organisation, they need to build their capacity in a manageable way.
- JCP Youth also work in a culturally sensitive framework to ensure Tasmanian Aboriginal young males can fully participate in the BEAST program.

BACKGROUND:

- This is a 2024 Election commitment.
- JCP Youth funding agreement for \$3.7 million was signed on 3 February 2025 for a period of three years from 2024-25 to 2026-27. The contract is managed by the Child Safety and Youth Justice Portfolio, Department for Education, Children and Young People.
- The Department and JCP Youth have worked together to establish a referral process to allow DECYP to refer priority young people to the JCP Youth BEAST program.
- Under the funding Agreement, the Department is prioritising referrals of young people to as follows:
 - Young people involved in court/repeat offending behaviours who may be disengaged from formal education and/or relevant support services.
 - Young people exiting custodial sentencing with an identified recidivism risk.
 - Young people in contact with the youth justice system with a remanded status.
 - Young people demonstrating impulsive and risk-taking, offending-related behaviours, and/or
 - Any identified young person who is likely to benefit from a diversionary program, at the Department's discretion.
- The Departmental Review Assessment Panel's first meeting occurred on 9 April 2025.

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- [Redacted]
- As part of the funding allocation, JCP Youth are required to provide the Department with written quarterly reports together with more detailed program and financial acquittal annual reports for the life of the funding agreement.
- The funding agreement includes KPIs to measure how many young people have been supported, how well the services were delivered, and how the enrolled participants benefited from their time in the Beast Program.
- As part of the funding agreement, DECYP and JCP Youth are collaborating to ensure evaluation of broader outcomes for each young person participating in the BEAST Program, aligned with the Youth Justice Diversionary Services Framework and Youth Justice Outcomes Framework.
- An evaluation of the Department funded services will commence within 18 months of the funding agreement and will include the following, but not limited to:
 - Appropriate use of the allocated funding.
 - Current and previous participants.
 - Individual participant and program evaluation and performance against the outcomes and KPIs.
 - Delivery of services according to the Youth Justice Diversionary Services Framework, JCP Youth policies, procedures, and the BEAST Program Guide, and
 - Any other reasonable evaluation criteria as determined appropriate, in collaboration with the Department and JCP Youth.

Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Claire Lovell Director Youth and Community Services	Date: 25/09/2025
Approved by:	Peter Whitcombe Deputy Secretary	Date: 20/01/2025
Approved by:	Ginna Webster Secretary	Date: 21/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 40 - Aboriginal Youth Justice

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- In the 2025-26 State Budget, the government provided \$1.174 million over three years to provide a culturally safe environment for vulnerable Aboriginal children and young people, including:
 - recruitment of the Aboriginal Liaison Officer role for the AYDC;
 - support for the application of the Connection with Family and Community policy and procedure, to support young people to remain connected while they are at the AYDC; and
 - funding for Aboriginal Community Controlled Organisations to engage and provide input into youth justice reforms.

COI RECOMMENDATIONS:

- 12.8: Permanent advisory group comprised of children, including Aboriginal children
- 12.13: Examine the of opportunities for cautioning and community conferencing particularly for Aboriginal children
- 12.14: Fully resource a 24-hour bail system with specialised and trained decision makers who have knowledge of Aboriginal children and young people and the impact of trauma
- 12.15: In sentencing an Aboriginal child, the court must consider additional factors including the consequences of intergenerational trauma, historical discriminatory policies, racism and previous trauma
- 12.23: Provide assistance to members of a child or young person's family or Aboriginal community to frequently visit
- 12.24: Integrate throughcare service for children and young people in detention that is culturally safe for Aboriginal children and young people.
- 12.27: Develop an Aboriginal youth justice strategy, helping to address legislative, capacity building and funding, police discretion, diversion, bail, etc
- 12.28: Co-design new facilities intended to replace AYDC with Aboriginal people and consider a home-like facility for Aboriginal children and youth
- 12.29: Ensure AYDC any replacement facilities are culturally safe for Aboriginal children and young people

12.36: Develop a community visitor scheme that includes an Aboriginal independent community visitor

12.39: support the needs of Aboriginal children and young people through appointing the Commission for children and young People as a National Preventive Mechanism under OPCAT

TALKING POINTS

- The Government remains highly concerned that vulnerable Tasmanian Aboriginal children and young people continue to be over-represented in our youth justice system.
- This is a national problem. It is inappropriate anywhere.
- We are committed to working with Tasmanian Aboriginal colleagues and local communities to resolve this complex and disturbing issue.
- In the 2025-26 State Budget, the government provided \$1.174 million over three years to provide a culturally safe environment for vulnerable Aboriginal children and young people, including:
 - progressing recruitment of the Aboriginal liaison officer role for the AYDC which requires consultation with Aboriginal Community Controlled Organisations and this has not yet occurred due to the need to sequence reform engagement activities;
 - allocating funds to support the application of the Connection with Family and Community policy and procedure, to support young people to remain connected to culture while they are at the AYDC; and
 - providing funding for Aboriginal people and organisations to engage and provide input into the suite of youth justice reforms, including development of a Tasmanian Aboriginal Youth Justice Strategy.

- In a partnership with Tasmanian Aboriginal people, this Government is implementing all the Commission of Inquiry's recommendations to deliver on the safety and wellbeing of vulnerable Aboriginal children and young people in the youth justice system.
- The Government is:
 - Progressing the appointment of a Commissioner for Aboriginal Children and Young People to monitor the experiences of Aboriginal children in out of home care and youth justice. This appointment is being progressed by the Department of Justice and remains on track for completion by the end of June 2026.
 - Progressing the appointment of an Aboriginal Senior Executive role within the Department under Commission recommendation 9.7 to oversee and report on implementation of Aboriginal youth justice initiatives with this scheduled for completion by the end of June 2026;
 - developing an Aboriginal Youth Justice Strategy, created in partnership with Aboriginal people and organisations, which is underpinned by self-determination and focuses on prevention, early intervention and diversion strategies for Aboriginal children and young people; and
 - engaging in partnership with Aboriginal colleagues on each and every element of the Commission recommendations.
- We have engaged with Aboriginal organisations and established a Youth Justice Reform Aboriginal Reference Group to coordinate input on:
 - prevention and early intervention initiatives;
 - diversion and bail support services;
 - our model of care and practice models;

- the new facility; and
 - the Aboriginal Youth Justice Strategy.
- The Youth Justice Reform Aboriginal Reference Group began its work in May 2024 and meets bimonthly and on demand. The Group was recently extended for two more years to continue its work on youth justice and out-of-home care reforms.
- We regularly engage with the Tasmanian Aboriginal Centre on youth justice and out-of-home care reforms, including through the National Agreement on Closing the Gap processes.

Tasmanian Aboriginal Youth Justice Strategy

- The work on developing the Tasmanian Aboriginal Youth Justice Strategy will continue to focus on opportunities to promote and support Aboriginal led services for Aboriginal children and young people.
- Work on the strategy is undertaken in parallel to engagement on a suite of youth justice reforms.
- We work closely with the Youth Justice Reform Aboriginal Reference Group and Aboriginal leaders to understand the priorities and firsts steps for Aboriginal led services and coordinate cross-agency engagement on strategic priorities.
- On 15 April 2025 the Government released the *Have Your Say* pamphlets and poster to formally launch public consultation on the development of a Tasmanian Aboriginal Youth Justice Strategy.
- The launch had been preceded by discussions with key Aboriginal organisations and individuals to ensure engagement is Aboriginal-led and informed.

- The pamphlets on the Tasmanian Aboriginal Youth Justice Strategy continued the community discussions and development of strategies to address the over-representation of Aboriginal children and young people in Tasmania's youth justice system.
- To provide time for full consideration of the many issues impacting the over-representation of Aboriginal youth in the justice system, public engagement was extended until 18 July 2025.
- The Department for Education, Children and Young People is consolidating responses and will continue discussions with Aboriginal organisations and individuals in identifying our next steps, working together on drafting the Strategy.
- Further engagement is planned for late 2025 and early 2026. The Strategy is scheduled for completion by the end of June 2026.

BACKGROUND:

- Aboriginal children and young people make up approximately 5% of the Tasmanian population but represent approximately 40% of the population of children in the youth justice system.
- A similar over-representation gap is evident for Aboriginal children and young people in socio-economic indicators highlighting disadvantage in education, health, early childhood development, employment, housing, family safety, land and sea rights, and disability.
- Two projects with Aboriginal organisations are currently underway:
 - The Tasmanian Aboriginal Centre – total project value of \$285,000 for the Palawa Youth Justice Project to develop a practice model for vulnerable Aboriginal children.
 - Melaythenner Teeackana Warrana Aboriginal Corporation – total project value of \$285,000 for an Aboriginal Youth Hub Model in the Launceston area for young people at risk of engagement with the youth justice system.
- The majority of funding has been paid for these programs with the outstanding balance of 20 per cent due to be paid in January 2026, which is an unfunded budget risk.
- In the 2025-26 State Budget, the government provided \$1.174 million over three years to provide a culturally safe environment for vulnerable Aboriginal children and young people, including:
 - recruitment of the Aboriginal Liaison Officer role for the AYDC;
 - support for the application of the Connection with Family and Community policy and procedure, to support young people to remain connected while they are at the AYDC; and
 - funding for Aboriginal Community Controlled Organisations to engage and provide input into youth justice reforms.

Aboriginal Youth Justice	2024-25	2025-26	2026-27	2027-28	Total
Aboriginal Liaison Officer	66,421	136,465	145,318	143,510	491,714
Funding to support families	50,000	50,000	50,000	50,000	200,000
Funding for Aboriginal organisations to undertake consultation		300,000	200,000	200,000	700,000
Culturally appropriate programs		100,000	100,000	100,000	300,000
Totals	116,421	586,465	495,318	493,510	1,691,714
Decrease in allocation 2025-26 budget		-286,000	-115,000	0	-401,000
Updated allocation for 2025-26 budget for 3 years		300,465	380,318	493,510	1,174,293

Aboriginal cultural programs at Ashley Youth Detention Centre

- The Connection with Family and Community policy and procedure was implemented in June 2024.
- The policy provides a foundation for children and young people in detention to build and maintain connections with family and community, which is recognised as being critical for wellbeing.
- Importantly it allows for increased financial assistance for families and Aboriginal (and other) community group members to visit children and young people in youth detention.

- Ashley school engages with the Aboriginal Education Service, the Circular Head Aboriginal Corporation (CHAC), and the Tasmanian Aboriginal Legal Service (TALS) to provide programs and services to Aboriginal children and young people.
- This includes an Aboriginal Education Program facilitated by external Aboriginal Education Support Officers during school terms.
- This program provides a culturally safe space for young people to engage in conversations around cultural identity, external supports, and exploring Aboriginal history.
- Currently TALS is facilitating an educational program during the school term helping young people understand the law across a range of areas such as cyber offences and sexual assault.
- Ashley is committed to establishing a yarning circle at the Centre. This initiative is dependent on the successful recruitment to the Aboriginal Liaison role to ensure the Yarning Circle is established in a culturally appropriate way.

Aboriginal cultural programs in Community Youth Justice

- Young people are connected to culturally appropriate programs as relevant to each individual, as identified with the young person.

Aboriginal Culturally Responsive Practice Lead (formerly Aboriginal Liaison role)

- This key role, once recruited to, will be located within the recently established Office of the Chief Practitioner in DECYP.
- It will involve the provision of cultural safety and culturally responsive practice expertise and advice to service managers and executive leadership across DECYP, and to develop and implement practice improvements tailored to service delivery areas and the professional workforce overall.
- The Statement of Duties for this role is being finalised, and next steps include approval and advertising the role.
- Considered recruitment to this role is important so that Aboriginal young people are supported to access culturally appropriate programs and increase awareness for all young people AYDC.

Contact Officer:	Brett Noble, Manager Aboriginal Youth Justice Reform mobile: s36	Date: 17/09/2025
Checked by Finance/HR/EPR		
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 18/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

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Output: Children Services

Brief 42 - Electronic Surveillance (BWC, CCTV, viewing panel swipe readers)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- N/A

COI RECOMMENDATIONS

- 12.17: Introduce electronic surveillance, viewing panel swipe readers, and body worn cameras at new detention facility and CCYP should annually review the use of electronic surveillance.

TALKING POINTS

Body Worn Cameras

- Body Worn Cameras were introduced to Ashley Youth Detention Centre in December 2023 in a trial capacity to support the safety and security of everyone on site.
- An independent evaluation of the trial to determine the effectiveness of the Body Worn Cameras was completed in December 2024, with the delivery of an evaluation report to the Department for Education, Children and Young People.
- The evaluation report indicates significant decreases in all incidents since the introduction of Body Worn Cameras.
- Feedback from Centre staff, young people and stakeholders highlights that Body Worn Cameras play a vital role in enhancing safety, transparency and operational efficiency at the centre.

- The evaluation report recommended that Body Worn Cameras:
 - continue to be used at the Centre
 - are made mandatory for all Youth Workers, Operations Coordinators and Managers at the Centre.
- After consideration of the evaluation report, work is underway to implement these recommendations by the first quarter of 2026.

CCTV

- There are currently 194 CCTV cameras operating throughout the Centre, which ensures there are no black spots in any public spaces.
- The CCTV system allows data to be retained and stored on-site at the Centre for three months. After this time, the data is automatically extracted, enabling further off-site retention.
- The Department is developing a policy for managing and retaining surveillance footage in line with Commission of Inquiry Recommendation 12.17(d).

Viewing Panel Swipe Readers

- Electronic access control re-keying systems have been installed on all bathroom viewing panels to support the safety and dignity of young people.
- This technology involves a smart key that is programmed to the individual locks, to control and monitor access.

Next steps

- The Department will continue to monitor, evaluate and improve the use of Body Worn Cameras and CCTV cameras within the Centre.
- Body Worn Cameras and vests for all Operations staff at the Centre. The roll out will be supported by change

communications, union consultation and staff resources – including updated procedures and information sheets.

- To further improve surveillance at the Centre, an integrated Control Room to support surveillance system monitoring has been constructed.
- The new Control Room is undergoing final infrastructure work to become fully operational. This work is expected to be completed by the end of 2025..
- Six Safety and Security Officers work in shifts manage surveillance and equipment including Body Worn Cameras and dual-band radios.

CCTV in Holding Rooms (only if asked)

- All CCTV cameras in holding rooms have been deactivated and disconnected from the CCTV system.
- Relevant stakeholders such as the Ombudsman, Custodial Inspector, Independent Regulator and the Commissioner for Children and Young People have been informed.
- Centre holding rooms are used for the following purposes:
 - newly admitted young people to change into Centre clothing.
 - housing young people who are at high risk of harm to themselves, who are monitored using an observation schedule by Operations workers stationed at the cell door.
 - any young person who is suspected of concealing prohibited items.
 - partially clothed searches of young people, where appropriate.

Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: 0s36	
Checked by DSI/FABS/PaC(HR)	FABS – TBC	<i>Please indicate if this brief has been cleared by DSI/FABS/PaC(HR) if relevant</i>
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

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Output Group: Children Services

Brief 44 - Isolation Practices at AYDC

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- N/A

COI RECOMMENDATIONS

- 12.32: Amend the *Youth Justice Act* and update relevant procedures with regards to isolation.

TALKING POINTS

- Isolation cannot be, and is not, used for punishment or disciplinary purposes.
- At times there is an increase in both numbers of young people sent to AYDC by the courts, and unexpected staff absences, which can result in periods of operational isolation for young people in their rooms.
- The Department is working to ensure these periods are minimised and the Centre can return to, and consistently maintain, full operations.
- While there have been operational challenges at AYDC, the Department acknowledges the dedication of the hard-working staff.

Increased numbers of young people including on remand

- The number of young people in AYDC fluctuates day-to-day due to factors such as sentencing and remand, as determined by the Court.
- The average daily number of young people in detention increased from **13.6 in 2022-2023** to **16.3 in 2023-2024**.

- The **figure for 2024-2025 is 15.8 young people**. This data relates to averages and therefore is not presented as whole numbers.
- Unsentenced young people remain at AYDC on remand whilst their matters are progressed through the Courts.
- As a principle, processes seek to minimise the number of young people in detention and the length of stay.
- However, there are some complex court matters which can lead to lengthy periods of remand for some young people.
- This is outside the control of AYDC and occurs for several reasons involving the Magistrates Court and Supreme Court, legal representatives, and prosecution services.
- **The Department is unable to comment on individual matters for privacy and confidentiality reasons.**
- Whilst young people are on remand, they receive case management support by allied health professionals at AYDC.
- As part of our comprehensive youth justice reform, we are focusing on reducing the numbers of young people coming into contact with the youth justice system.
- Our approach aims to minimise the numbers of young people in AYDC by investing in diversionary programs and strengthening intensive case management approaches.
- Integrated care planning approaches are being developed to align with the new Tasmanian Youth Justice Facility Model of Care and ensure a throughcare approach across the youth justice continuum.
- Research on positive behaviour support models, incorporating the perspectives of AYDC staff and young people on Centre programs, is also underway.

The use of isolation at AYDC

- The Department has advised that for the safety of the young people at AYDC and staff, there are certain staffing

ratios that must be met. These are assessed prior to the commencement of each shift.

- Ratios are determined by a range of factors, including the complexity of young people's needs, behavioural patterns, the relationship dynamics between young people, including any potential conflict or issues, and other relevant security and risk factors.
- Young people may request to be isolated in their rooms voluntarily to self-regulate or as a personal preference.
- Those young people are then monitored at least every 15 minutes in line with the legislative requirements of observation.
- If a young person's behaviour presents a threat to the safety and security of other young people or staff at the Centre, they may be isolated in their room after an incident.
- During this time young people are monitored, supported and provided an opportunity to self-regulate. This type of isolation is only used when needed and for the shortest time possible.

Support for young people while in isolation

- Centre staff continue to support young people during the use of operational isolation, including through exercise breaks, access to phone calls, programs and activities, and schooling can also continue.
- Ongoing psychological support through telehealth services are available to young people on a weekly basis combined with regular visits from the onsite case managers.
- The Australian Childhood Foundation has a Counsellor onsite four days a week working with young people.
- In addition, a psychiatrist attends AYDC monthly, and a general practitioner also attends the Centre every Friday and, as part of their practice, includes primary mental health care.

- The Centre also has onsite primary health care nursing services who are also able to provide primary mental health interventions.
- These health services are provided by the Department of Health.

Use of Isolation Procedure

- The AYDC Use of Isolation Procedure is currently being reviewed and updated to further support improvement of AYDC processes and align with COI Recommendation 12.32, due to be implemented by July 2026.
- Within the scope of this review, a proposed new model of isolation has been developed in consultation with the Office of the Commissioner for Children and Young People, and the Office of the Custodial Inspector and approved in principle by the Department.
- The proposed new model of isolation aligns with recommendations, standards, and conventions to ensure the rights and dignity of children and young people are upheld.
- The new isolation procedure will be implemented at AYDC by July 2026.

IF ASKED: compliance with legislation

- In late 2023, it became apparent that the isolation practices used at AYDC were not compliant with the *Youth Justice Act*.
- The Department immediately made changes to improve processes, which remain in place:
 - Recording any time a young person is subject to isolation using a process and system which prompts Youth Workers to monitor and manage young people's movements and complete regular wellbeing checks, as well as recording when and why movement was restricted.

- The introduction of a monthly safety and security isolation reporting process. The report is forwarded to the Commissioner for Children and Young People, the Custodial Inspector as well as key Departmental stakeholders.

Isolation data recording practices and reporting limitations

- Isolation data is collected but not currently held in an easily reportable format and is difficult to quantify due to the complex nature of the practice and environment.
- However a new IT system YJPlus was successfully launched in August 2025 and AYDC staff are using this system to record all instances of isolation.
- The YJPlus reporting functionality continues to be developed and refined as staff adjust to recording information in the new system. Over time, this will make regular reporting on isolation data more streamlined and accurate.

BACKGROUND, DATA AND FACTS:

Section 27 Internal Briefing Information of Minister



Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	DSI Team	<i>Please indicate if this brief has been cleared by DSI/FABS/PaC(HR) if relevant</i>
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 45 - Keeping Kids Safe in Detention

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The Government committed \$5.0 million in 2023-24 to undertake priority infrastructure upgrades at Ashley Youth Detention Centre in response to the recommendations from the Commission of Inquiry.
- \$5.0 million has been spent on these upgrades as at 30 June 2025.
- In addition to the \$5.0 million allocation, Ashley Youth Detention Centre has spent a further \$1.0 million on added upgrades to the centre – including painting, air-conditioning installation, flooring, storage upgrades and security infrastructure. The 2025-26 budget includes funding of \$7.0 million over three years for the Ashley Youth Detention Centre, provided through Commission of Inquiry response funding to ensure we continue to prioritise the safety and wellbeing of children and young people in the centre.

TALKING POINTS

- The Tasmanian Government is committed to developing a youth justice system that achieves better outcomes for young people and their families and keeps our community safe.
- We are progressing our plan to close Ashley Youth Detention Centre and transition to a new youth justice facility as soon as possible.
- Until then, enhancing safety and oversight at the Centre and ensuring there is a full complement of trained staff to deliver a therapeutic model of care is the best way to ensure young people are made to feel safe and supported.
- Many of the tangible actions being taken to increase the safety and wellbeing of young people in detention as we

transition to a new facility are outlined in the Keeping Kids Safe in Detention Action Plan 2024-2026, released in December 2024.

- We want to support children and families, engage young people at risk early and direct them away from the youth justice system, and restore young people who come into conflict with the law as valued members of our community.
- While our plans for a new facility and services are progressing, significant reform has been occurring at the Ashley Youth Detention Centre.
- The Department for Education, Children and Young People is continuing to implement a range of safety measures to ensure the wellbeing and care of young people during this interim period.
- Alongside this, the Government has accepted all the recommendations of the Commission of Inquiry, including those relating to safety measures at AYDC.
- We continue to look for opportunities to enhance safety and wellbeing for young people at the Centre, noting this Government is committed to diverting children and young people from the youth justice system.

What tangible measures have been made to keep young people at Ashley Youth Detention Centre safe?

- As the most recent Keeping Kids Safe in Detention Action plan outlines, the safety of young people at AYDC is a strong focus.

Some of these practical safety initiatives include:

- **Enhanced CCTV technology** and coverage to increase accountability and safety for both young people and staff.
- **Body Worn Cameras** to ensure transparency of incidents and safety of children and young people.
- **A new Control Room** for monitoring CCTV surveillance and an upgraded secure entry way to manage everything and everyone who enters the Centre.
- **A body scanner** – introduced in May 2024 – ensures the safety of young people by negating the need for more intrusive search types to detect items that may pose a safety threat.
- **New easy-read signage** installed at the Centre's entry now displays items that cannot be brought on site, and the conditions of entry processes have been updated.
- **A new Emergency Response System**, which includes a training package and Business Continuity Plan, is in place to ensure a consistent approach to emergency management and alignment with emergency service practices.
- Stage 1 of a review of the Centre's fire systems was completed in late 2024.
- Recommendations such as medical hatches in room doors, advanced smoke detection and fire-retardant furniture are being implemented. These upgrades are complete in the Liffey and Franklin units and work is will be scheduled in the Esk and Meander units.
- Mandatory Safeguarding training for all workers at the Centre to ensure they know how to report concerns and information about child abuse.

Who oversees that staff are keeping young people safe?

- In consideration of daily operational requirements and young people's rights and needs, the Department facilitates regular visits from key stakeholders.
- The Advocate for Young People in Detention, who represents the Commissioner for Children and Young People, is on site and available to young people at least two days each week. The Commissioner also visits regularly.
- The intent is that the Advocate visits are not scheduled.
- The Custodial Inspector also has unrestricted access and conducts both announced and unannounced visits. A custodial youth justice-focused officer within the Office of the Custodial Inspector Tasmania works closely with the Department.
- We are more confident than ever that young people at the Centre have independent avenues to raise complaints or concerns, including through the Ombudsman's Office.
- The Australian Childhood Foundation (ACF) remains on site to provide therapeutic evaluation of all young people and their support needs and also provide guidance to Centre staff.
- An independent Chair heads the Centre's Incident Review Committee, which meets weekly to review incidents involving use of force, assault and damage.
- The Incident Review Committee was recently reviewed, and the recommendations are being considered to ensure continuous improvement of Centre review processes
- The new Control Room is constructed and undergoing final infrastructure work to become fully operational. This work is expected to be completed by the end of 2025.
- The secure entry way at the Centre is being monitored by new Safety and Security Officers, who monitor Centre activities.

- A new Cultural Change Lead, who is responsible for influencing positive cultural change at the Centre, has been working on site since February 2025 and actively involved in the Centre operational practice improvements.

How are young people kept safe from physical harm?

- The use of force is prohibited under our Youth Justice legislation, except in specific circumstances that relate to the safety of young people and staff in a detention setting.
- Training in the lawful use of force is a particular component within our youth worker induction process.
- The new Awareness, De-escalation and Protection (ADP) model, which replaces the Maybo model, was introduced in March 2025 with on-site staff training commencing at the same time.
- It has been designed to support staff to identify the signs of when a young person's behaviour is triggered, identify what is causing a situation to escalate and use strategies to de-escalate a heightened young person, while prioritising safety.
- Using force continues to be a last resort under this model.

Are Centre workers trained to report suspected abuse?

- All Department workers – including Centre employees, volunteers and contractors working on site – are required to report any suspected abuse and neglect.
- Workers must undertake annual Safeguarding training to build their skills and knowledge to respond to and support young people who need their help. This training is compulsory for all Departmental staff.
- Consisting of two online courses, this training provides practical information on how to safeguard children and young people from harm, including when and how to report concerns and information about child abuse.

- Knowledge checks must be passed to register completion. Employees also must acknowledge they have read and understand the Department's Conduct and Behaviour Policy and relevant Conduct Standards.
- Information about mandatory reporting and disclosure scenarios are also part of Youth Worker induction.
- Safeguarding training and other resources support the Department to be a child-safe organisation through compliance with Child and Youth Safe Standards.
- Conduct standards is a key component included in Centre policies, such as those related to the use of force, isolation and personal searches.

Incident at AYDC – 5 October 2025

- The government cannot comment on specific details or individual young people involved in this incident due to ongoing safety of the Centre and confidentiality reasons.
- AYDC staff are committed to the safety and wellbeing of young people.
- The Awareness, De-escalation and Protection (ADP) approach has a focus on de-escalation, replacing pre-existing behaviour support approaches (the MAYBO technique).
- AYDC also has an Emergency Response Systems protocols that supports AYDC staff to act promptly, calmly, safely and effectively in an emergency.
- The safety of people on site, including young people, is of paramount importance.

2025-26 Keeping Kids Safe in Detention funding

- Funding was provided to support 5.0 FTE policy and project officers, with communications and policy expertise to undertake the review of relevant policies and procedures. This is supported by 1.0 FTE Executive Assistance.
- Funding was provided for 1.0 Work Health and Safety (WHS) Consultant to support the strategic WHS program by planning, developing, implementing, and reviewing WHS policies, procedures, strategies, and initiatives in response to COI recommendations.
- Further funding was also provided for 11.0 FTE operational staff at Ashley Youth Detention Centre to ensure the operationalisation and adequate monitoring of these policies and procedures to keep children and young people safe while in detention.
- This includes additional youth workers, staff to manage safety and security in youth detention as well as workplace health and safety, and control room operators.
- As at 30 September 2025, 18 FTE positions were filled under the COI – Keeping Kids Safe in Detention initiative.

Background, data and facts:

If pushed the change in the allocation is in the Financial Table below:

Keeping Kids Safe in Detention	2025-26	2026-27	2027-28	3 Year Total
Services for Youth Justice:	\$'000	\$'000	\$'000	\$'000
Policy and Projects Team				
2.0 FTE Senior Policy and Project Officer	273	291	287	851
2.0 FTE Policy and Project Officer	240	255	252	747
1 FTE Communications Consultant	156	166	164	486
1.0 FTE Executive Assistant	90	104	111	305
AYDC Safety and Security staffing				
1.0 FTE WHS Senior Consultant	136	145	144	425
3.0 FTE Youth Workers	304	324	320	948
1.0 FTE Manager Security and Safety	156	166	164	486
1.0 FTE Project Officer - Security and Safety	136	145	144	425
1.0 FTE Incident Review Coordinator	101	108	107	316
1.0 FTE Complaints and assessment Officer	136	145	144	425
6.0 FTE Control Room Operators	607	647	640	1,894
Replacement of damaged CCTV cameras at AYDC	52	53	55	160
Original Forward Estimates 2024-25	2,387	2,549	2,532	7,468
Adjustment in 2025-26 Budget	-150	-150	-150	-450
2025-26 Budget - 3 Year total	2,237	2,399	2,382	7,018

- The 2025-26 State Budget provides funding of \$7.4 million over 3 years to Keeping Kids Safe in Detention.
- This has been reduced in the 2025-26 budget by \$450,000 to \$7.0 million over 3 years.

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery. For some elements this will provide more efficient and joined up project support.
- The initiative will continue with the phasing and ramp up part of the holistic review of allocations.

Table 1: Breakdown of the Keeping Kids Safe in Detention Funding Allocation Keeping Kids Safe in Detention Action Plan 2024-26:

- In December 2024, we released 'Keeping Kids Safe in Detention Action Plan 2024-2026,' which details the actions being taken to increase the safety and wellbeing of young people in detention as we transition to a new, secure therapeutic facility.

- The plan focuses on five areas:
 - Increasing safety and security
 - Building leadership and culture
 - Developing a capable workforce
 - Providing child-centred services
 - Reforming practice

The key activities completed or under way include:

- The suite of existing operating procedures relating to safety and security at AYDC are being reviewed to identify any gaps or improvements. As well as addressing safety risks, this also provides an opportunity to ensure all procedures put the young person at the centre and are trauma-informed.
- The Australian Childhood Foundation (ACF) has been on site since mid-September 2023 with a staff member providing therapeutic evaluation of young people and their needs as well as direct guidance for staff.
- An ACF specialist attends AYDC three days per week to support children and young people's needs in specialised areas of psychology and counselling.
- Staff can access Certificate IV in Youth Justice training through Australian Childhood Foundation for staff working at the Centre who do not already have this qualification. There have been three student intakes since its launch in December 2024. Students complete the course in a year.
- A year-long trial of Body Worn Cameras concluded at the end of 2024, and a subsequent evaluation report outlined recommendations for implementation. The implementation of Body Worn Cameras for all Operational staff is occurring now and expected to be completed by the first quarter of 2026.

New infrastructure facilities at AYDC

- We have also invested and will continue to invest in the Ashley Youth Detention Centre to ensure the infrastructure is safe and aligns with a more therapeutic approach to care.
- The redevelopment includes:
 - Upgrades to the visitor reception area to improve the visitor experience for families, friends and those providing services to young people while supporting centre safety and security. This allows visitors who choose not to be scanned on entry to still safely visit young people.
 - The installation of an integrated Control Room and upgrades to the Secure Entry to support continuous monitoring of CCTV and Centre entries and exits. This is expected to be fully operational by the end of 2025.
 - Upgrades to young people's accommodation units, the gym and other recreational equipment and secure courtyards to allow spaces for open-air exercise and de-escalation.

- An advanced smoke detection system to further support safety at the Centre. This system provides an additional smoke sensor in rooms, as recommended by a consultant fire safety engineer.
- Medical hatches are being installed in bedroom doors as recommended in the 2024 fire safety review. These works have been completed in the Liffey and Franklin accommodation units.
- In addition to the construction works, new fire-retardant therapeutic furniture has been introduced to the Liffey and Franklin units.

Use of force training

- New Awareness, De-escalation and Protection (ADP) training is being provided by Resolution Education, which delivers de-escalation and occupational violence training in range of health, corrections and education settings nationwide. On-site training delivery commenced in March 2025, with further sessions to occur throughout 2025.
- ADP training course is offered on-site over four days to both new and established staff. The training heavily emphasises teamwork and de-escalation to maximise safety for young people and staff while minimising the need for physical force.

Other wellbeing supports for young people at AYDC:

- Education services provided via the Ashley School during school terms.
- Psychosocial services are organised for young people at the Centre in line with their individual needs and is provided onsite fortnightly and/or via video conferencing
- Alcohol and drug counselling can be provided onsite via referral.
- Art and music programs are regularly offered to young people.
- Nursing services delivered on-site by Department of Health Nursing Staff.

Government policy, election or budget commitment:

- The Government committed \$5 million in 2023-24 to undertake priority infrastructure upgrades at Ashley Youth Detention Centre.
- The Government has committed to implementing all 191 recommendations by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings, including those related to the safety and wellbeing of young people and staff at Ashley Youth Detention Centre.

Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	Jacqui Wilson Deputy Director Finance and Budget Services	7/10/2025
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary	Date: 13/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 46 - New Tasmanian Youth Justice Facility

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 Budget provides additional funding totalling \$105.3 million to progress the delivery of new fit for purpose youth justice facilities.
- This investment takes the total project to \$155.3 million from \$50 million committed in 2023-24.
- \$4.7 million has been spent on the project as at 30 September 2025.
- The Government allocated \$40 million in the 2022-23 State Budget for youth justice facilities.

TALKING POINTS

- The Government is committed to closing the Ashley Youth Detention Centre (AYDC) as soon as possible.
- The decision to close AYDC and build a new facility aligns with the recommendations of the Tasmanian Government's Commission of Inquiry and the Youth Justice Blueprint which prioritises therapeutic approaches and long-term reduction in crime.
- Design of the new facility is well underway.
- Early works landscaping has commenced.

- The Masterplan was released for public consultation in May 2025, and the Application for Planning Permit was lodged with the Southern Midlands Council on Friday 22 August 2025 which are both key milestones for the project.
- The target date for completing construction of the new facility is the end of 2027 with the facility being operational in early 2028. This is subject to planning approvals, detailed planning and procurement.
- The new facility is part of a broader reform program aimed at improving youth justice in Tasmania by providing a therapeutic model of care that focuses on early intervention, prevention and rehabilitation, with detention as a last result.

Youth Justice Model of Care

- The Model of Care for the new facility is child-centred and rights based. It is grounded in a 'child-first, offender second' approach.
- This approach views the child or young person first and foremost as a child, with unmet unique wellbeing needs that are required to be identified and met by a service response that understands the drivers of offending behaviour and the promotion of protective factors that reduce the risk of re-offending.
- It recognises that rehabilitation is the primary purpose of sentencing a child.
- The Model of Care is being informed by the international children's rights standards.
- This approach prioritises child-centred care for all children, assures every child has the right to protection from harm, enables participation in decision-making, provides their basic needs, and ensures healthy development and preparedness for leaving detention.

- The vision of the Model of Care for the new facility is *“to enable an environment where children and young people experience the highest standards of child centred, rights-based, and therapeutic care and education, services and opportunities, supporting them to enhance connections, return and remain successfully in the community”*.

Youth Justice Facility Masterplan

- The Masterplan for the new Tasmanian Youth Justice Facility was released for public consultation in May 2025.
- The design focuses on providing education and other services that children and young people need to live positive lives and avoid re-offending when they return to the community.
- The Masterplan provided 20 beds which includes:
 - 16 residential beds,
 - two treatment beds in a health centre and
 - two orientation beds to support new arrivals if needed
- The Community Consultation and Feedback Summary Report, which summarises the feedback received, was made publicly available on the Department’s website in July 2025.

Development Application

- The Application for Planning Permit was submitted to the Southern Midlands Council, as the Planning Authority, on 22 August 2025.
- The Development Application is based on a 24-bed facility, four more beds than outlined in the Masterplan.

- These beds are not currently funded for construction; however they have been included in the Application as a forward planning measure, enabling the facility to be expanded if required.
- This change responds to consultation feedback about possible long-term demand, ensuring that this limited expansion could proceed without the need for further planning approval.

Facility Cost

- Delivery of the Masterplan has informed a re-assessment of the cost to be considered in the 2025-26 State Budget process.
- The 2025-26 Budget provides additional funding totalling \$105.3 million to progress the delivery of new fit-for-purpose youth justice facilities. This investment takes the total project to \$155.3 million from \$50 million committed in 2023-24 (which includes the \$40 million which was allocated in the 2022-23 State Budget for youth justice facilities).
- \$4.7 million has been expended on the project to date (as at 30 September 2025).
- This includes:
 - Site selection assessments (e.g. Aboriginal heritage assessments, natural values, infrastructure feasibility)
 - Lead Design Consultants to design the facility, including development of the masterplan, schematic design to support the application for planning permit, and detailed design of the new facility which is underway.
 - Consultants to design early works landscaping, access road, water supply and upgrades to the road leading to the site.

- Stakeholder and community engagement activities.

The future of current staff working AYDC

- The department recognises the uncertainty the new facility brings to staff working at Ashley Youth Detention Centre including what this change might mean for them and their families.
- The care and support that they provide for the children and young people at AYDC is highly valued and we are committed to continuing to support them through the transition.
- The Department for Education, Children and Young People is currently working on a Workforce Plan that will detail the options available for AYDC staff and how they will be supported through the change.

Commission of Inquiry recommendations

- The Commission of Inquiry recommendations related to this project include:
 - 12.1 – Closure of the Ashley Youth Detention Centre
 - 12.16 – New Youth Detention Centre
 - 12.28 – Aboriginal Co-design
 - 12.29 – Aboriginal Cultural Safety

Stakeholder Consultation

- Consultation continues with the local community and key stakeholders. It is a priority that the local community are aware and engaged through the design and delivery of the new facility.
- Key feedback received to date includes the desire for the facility to be low-scale, discrete and well screened.

- Common concerns included how lighting, noise, security, traffic and the facility's access location will impact nearby landowners as well as what measures will be in place for landowners to feel safe.
- This feedback continues to be used to inform the design of the new facility.
- Consultation with Aboriginal organisations has commenced to inform the Model of Care and design of the cultural building and cultural spaces within the facility.

Early Works Landscaping

- The Department has executed a contract for the provision of early works landscaping with local Tasmanian company, Pakana Services Land Management.
- Pakana Services is a registered charity developed to provide work and training for Aboriginal people in natural resource management, agriculture and other industry sectors.
- All profits made by Pakana Services are invested into the company to further develop the skills of Aboriginal Tasmanians.
- The early landscaping works will focus on perimeter screening around the proposed project site. Commencing this work early is critical to the development of the new Facility, allowing time for larger screening species to establish and mature before operations begin.
- Landscaping is an essential component of the project, designed to provide privacy for both neighbouring residents and the facility.

Section 27 Internal Briefing Information of Minister



Connection with family, community and culture for young people

- Connection with family and community, including visits with young people are a very important aspect of the Model of Care.
- Because Aboriginal young people are overrepresented in the custodial youth justice system ensuring they remain connected with culture during a custodial sentence is vital and part of the new facility operational planning and design.

- Consideration is being given to how best to support families and community service providers to access the new facility from across the state, enabling them to engage with children and young people whilst they are at the new facility.

Calls to close AYDC immediately

- We understand the calls for closing the Ashley Youth Detention Centre sooner and to deliver alternative arrangements for children and young people at AYDC.
- If there were suitable alternatives of course the government would take them. The department is acting now to ensure the safety and oversight of children and young people at Ashley.
- This includes ensuring there is full staff complement delivering a therapeutic model of care to support the children and young people at Ashley, while we plan for the transition to our new facility at the same time.
- This approach includes improving options to keep children and young people out of detention and to prevent re-entry to custodial youth justice settings.

UK Youth Justice Site Tour

- Engaging with subject matter experts nationally and internationally is essential to ensure the new facility reflects best practice and supports a therapeutic approach to the care of children and young people.
- In July 2025 the Secretary, Department for Education, Children and Young People, and the Secretary, Department of Premier and Cabinet visited youth justice and secure care facilities in Ireland and Scotland following an education delegation/study tour organised by the Susan McKinnon Foundation.

- Key learnings from the Study Tour will be incorporated into the design and operations of the new facility.
- The three sites chosen in Dublin and Glasgow have relevance to the implementation of the COI Recommendations related to the new youth justice facility. These were:
 - Oberstown Children Detention Campus (Dublin)
 - Crannog Nua Alternative Care Facility (Dublin)
 - St Mary's Kenmure Secure Care (Glasgow)
- Key take-aways from the Study Tour included:
 - Referring to the young people as *children* is a powerful reminder that every child matters.
 - A structured day supported by education, intensive programs, and outdoor activities is essential to creating a calm and purposeful environment.
 - The school environment should replicate, as much as possible, a traditional model with individual classrooms, various subjects, and high staffing levels for students.
 - Early engagement and genuine partnerships with the community are vital to long-term success.
 - High staffing ratios and quality personnel are critical to safety and outcomes.
 - Innovative approaches and tailored responses need to be provided to children and young people's unique behavioural needs.
- The study tour provided valuable opportunities to exchange ideas and insights to inform our operating model, support commissioning of the new facility, and explore future opportunities for staff exchanges.

Background, data and facts:

- Planning for the delivery of the new Tasmanian Youth Justice Facility transitioned from the Department of Premier and Cabinet (DPAC) to the Department for Education, Children and Yong People effective 1 July 2025.
- Prior to 1 July 2025 the project was being delivered by the Youth Justice Reform Taskforce led by DPAC.

Contact Officer:	Sharyn Cody, Executive Director	16 September 2025
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Sharyn Cody	Date: 14/10/2025
Approved by:	Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations	Date: 14/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 48 - Searches at AYDC

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- N/A

COI RECOMMENDATIONS

- 12.33: Amend the *Youth Justice Act* and update relevant procedures with regards to personal searches of young people.

TALKING POINTS

- The Tasmanian Government is committed to developing a Youth Justice System that achieves better outcomes for children and young people and their families and keeps our community safe.
- Until then, we are enhancing safety and oversight and ensuring Ashley Youth Detention Centre has a full staff complement to support young people.
- Searches are only undertaken, when necessary, with the primary objective of maintaining the safety and wellbeing of young people and staff within the Centre.
- There are several types of searches, most of which do not require physical contact with a young person:
 - Body scanner
 - Room searches
 - Pat-down
 - Wand scan
 - Partially clothed

- The *Personal Searches of Young People Detained at AYDC* Procedure prohibits fully unclothed searches and includes a hierarchy of search options from least to most intrusive. The use of the body scanner is part of the searches hierarchy within the AYDC Searches Procedure. It is a non-invasive search option that does not require physical contact with the young person and reduces the reliance on other forms of searches.
- When however, a pat down or partially clothed search of a young person is deemed necessary, the rights of young people are prioritised with gender and cultural sensitivities respected.
- **Partially clothed or pat searches are rarely completed and account for only 6 per cent of all searches during 2024-2025.**
- There are always two Centre operational staff members involved in partially clothed or pat-down searches of a young person;
 - one as an eyewitness to support the correct application of the procedure and maintenance of the young person's rights, and
 - one staff member leading the actual search.
- During pat-down searches both Centre employees involved in this type of search are in view of CCTV to support the safety and rights of the young person.
- Partially clothed searches are not undertaken in view of CCTV or recorded by Body Worn Cameras to protect the young person's privacy.
- We have recently improved the documented procedure to ensure all personal searches are based on reasonable grounds, appropriately authorised, and recorded in the Search Register.

- Room searches are completed when the young person is not present in their room such as when attending the Ashley School or participating in another activity at the Centre, away from their room.

Background, data and facts:

Section 27 Internal Briefing Information of Minister



Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	Jacqui Wilson – Deputy Director FABS	05/10/2025
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output: Children Services

Brief 50 - Time Spent by Young People in AYDC (Custodial Youth Justice) (Includes AG Report)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2024-25 Budget provided capital funding totalling \$8.3 million for enhanced case management systems for both child safety and youth justice. This project is in its second year with the allocation for 2025-26 is \$1.382 million.
- \$3.8 million has been spent on the development and implementation of YJPLUS, a new case management and data IT system for community and custodial youth justice, successfully launched in August 2025. This expenditure has been primarily funded from the Digital Transformation Fund held at Treasury.
- YJPLUS is designed to be young person centric and provides an integrated view of the young person across both Community and Custodial Youth Justice services. Audit records are maintained for all information in YJPLUS.
- The most up to date information about a young person is immediately available to staff who need it, including:
 - custodial alerts for suicide and self-harm concerns
 - custodial incidents
 - safety and security
 - risks and isolations
 - young person observation records while in custody
 - Court appearances and outcomes, and
 - shared diary of activities/appointments related to young people across all of Services for Youth Justice.

COI RECOMMENDATIONS

- 12.26: The Auditor-General should undertake an audit of the length of custodial stays at Ashley Youth Detention Centre to determine whether they align with sentencing orders.

TALKING POINTS

Numbers of young people in AYDC

- AYDC experiences day-to-day fluctuations in the number of young people in detention due to factors such as sentencing and remand decisions made by the Court.
- The average daily number of young people in detention decreased from **16.3** in 2023-2024 to **15.8** in 2024-25. This data relates to averages and therefore is not presented as whole numbers.
- The Tasmanian Government is committed to a youth justice system which achieves better outcomes for young people and their families and keeps our community safe.
- The Tasmanian Government's comprehensive youth justice reforms aim to reduce children and young people's contact with the youth justice system, including with custodial youth justice settings like AYDC.

Average time spent at AYDC

- The average number of days a young person spent at Ashley Youth Detention Centre during 2024-25 was **80.2 days**, noting that this is the average total time per young person, which may include multiple episodes of custody.
- Young people can be held on remand or sentenced to detention at Ashley Youth Detention Centre or supported through the Community Youth Justice system, as determined by the Magistrate.
- Significant delays can occur if parties involved in the court process are delayed due to case preparation, reports, or court demands.
- The time a young person is at AYDC is in response to either a sentencing or remand order and some young people may have more than one period of detention within a financial year.
- The Tasmanian Audit Office (TAO) compliance audit report was completed in 2024 focusing on whether young people

at AYDC have been detained for the correct amount of time, was tabled with Parliament in August 2024. This report is in direct response to the COI report recommendation 12.26.

- The audit report found that the young people selected for the audit spent the right amount of time at AYDC, in line with their sentencing order.
- The audit report notes the processes, roles responsibilities, systems and record keeping within the Centre during the audit.
- Weaknesses in the governance and control framework were identified, creating a risk of misalignment of custodial stays with sentencing orders. The report outlines the weaknesses led to an over reliance on staff as a key control.
- The Department accepted all five recommendations to address these weaknesses and is working to rectify these weaknesses.
- This includes an updated IT system called YJPLUS, launched August 2025.
- This system captures data, provides an integrated view of young people across both Community and Custodial Youth Justice services.

Background, data and facts:

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Table 1a: Number of young people in AYDC

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Daily Average Number of Young People	15.3	9.4	9.1	13.6	16.3	15.8
Distinct Young People¹	53	43	44	58	77	70

Notes:

¹ The number of 18-year-olds has been excluded from the distinct totals for consistency with other published data.

Table 1b: Number of young people in AYDC - by 2024-25 Quarter

Quarter	Average Daily Young People in Custodial Youth Justice	Distinct Number of Young People in Custodial Youth Justice
2024 September	13.1	35
2024 December	16.2	42
2025 March	17.3	30
2025 June	16.8	38

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Custodial Duration

Young people in AYDC by duration of time in custody

- The indicator “in detention” comes from the Australian Institute of Health and Welfare publication, Youth Justice in Australia, which refers to young people in custody as being ‘in detention’– be they sentenced (on detention orders) or unsentenced (on remand).
- Also note that this is the average total time per young person, which may include multiple episodes of custody, where an episode is a single period of time in custody that starts with being admitted to custody and ends with being discharged (or escaping).
- Each episode might be a much shorter duration than the average total time spent in detention. However, if young people come in and out of custody throughout the year, we do not want to misrepresent their experience as short periods of custody. Therefore, this measure is used to summarise the young person’s overall experience.

Table 5: Young people in AYDC by duration of time in custody - by young people

Average total time young people spent in custody (days) ^{1,2}	2020-21	2021-22	2022-23	2023-24	2024-25
Remand ³	35.0	31.1	39.8	44.8	61.4
Sentenced	154.4	190.3	171.9	151.7	126.1
Total⁴	73.0	72.5	85.4	76.3	80.2

Notes:

¹ Young people may have more than one Episode of custody within a financial year. The average duration is calculated from the summed length of Episodes that occurred for each young person within the financial year, by legal status.

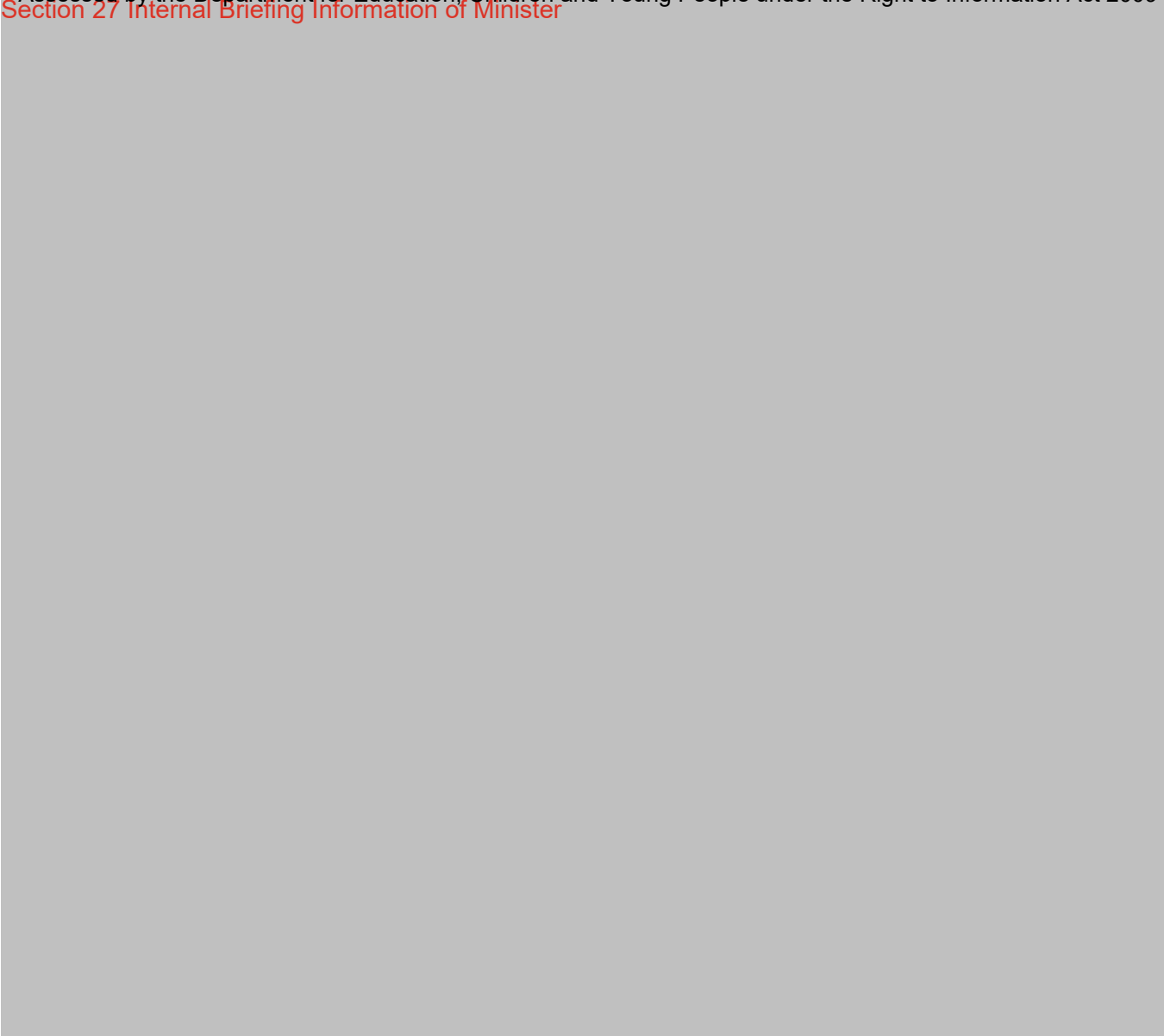
² Episodes open at the end of the reporting period are included.

³ Young people who had a legal status of remand only are counted as Remand, while young people who were sentenced at any time during the year are counted as Sentenced.

⁴ Average time in custody measures align with national reporting, but numbers may differ slightly due to updating of records.

Compliance Audit of Custodial Sentences at AYDC by the Tasmanian Audit Office (6 August 2024)

- The audit report is a direct response to Recommendation 12.26 of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (COI) Report: *the Auditor -General should undertake an audit of the length of custodial stays at Ashley Youth Detention Centre (AYDC) to determine whether they align with sentencing.*
- The primary objective of the audit was to provide assurance to Parliament on whether the length of custodial stays undertaken at AYDC are compliant with sentencing orders under the *Sentencing Act 1997* and the *Youth Justice Act 1997*.
- The audit report found evidence to reasonably state that custodial stays at AYDC, as measured against the criterion were, in all material respects, compliant with sentencing orders for all cases selected for the period January 2014 to December 2023.
- The audit report notes the processes, roles responsibilities, systems and record keeping within AYDC during the audit. Weaknesses in the governance and control framework are identified, creating a risk of misalignment of custodial stays with sentencing orders. The report outlines the weaknesses led to an over reliance on staff as a key control.
- The audit report has identified five recommendations to be actioned by the Department for Education, Children and Young People (DECYP):
 1. As a matter of priority, update policies, procedures, and guidance that relate to the admission and release of young people.
 2. Establish a transparent and accessible control for recording each actual release date of a young person from detention.
 3. Remove or minimise the need for manual data entry and establish appropriate access controls and audit logs in the system that replaces YCIS.
 4. Store all sentencing orders electronically in an appropriate records management system.
 5. Regularly monitor and report publicly on the alignment of custodial stays at AYDC with sentencing orders.



Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	DSI Team Jacqui Wilson Deputy Director Finance and Budget Services	7/10/2025
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025

Approved by:	Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 51 - Transfers to Risdon Prison (Watch-houses)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- N/A

COI RECOMMENDATIONS

- 12.25: Introducing a new process for considering, assessing and approving transfers between youth detention and adult prison facilities, supported by judicial oversight and independent safeguards.

TALKING POINTS

- Through our comprehensive youth justice reforms, the Tasmanian Government is committed to minimising young people's involvement with the youth justice system and preventing contact with the adult justice system.
- As our plans for a new youth justice facility and services are progressing, we are updating policies and procedures to ensure the safety and wellbeing of young people across the youth justice continuum.
- This includes reviewing and updating processes related to the transfer of young people from Ashley Youth Detention Centre to Risdon Prison, in line with Commission of Inquiry Recommendation 12.25.
- This recommendation calls for the development of a new process for approving transfers of young people from youth detention to adult prison, supported by judicial oversight and independent safeguards.

- Some young people may be transferred from Ashley Youth Detention Centre to the Risdon Prison once they reach 18 years of age.
- Transfers to Risdon Prison occur infrequently, with fewer than 5 transfers to date in 2024-25.
- The department is unable to provide information regarding exact numbers because of the need to protect the confidentiality of the young people involved.

The current process for transferring young people to Risdon Prison

- Young people who are sentenced at AYDC are not automatically transferred to Risdon Prison when they turn 18 years old.
- The Transfer Assessment Panel assess the appropriateness and timing of all transfers before a young person is transferred from AYDC to Risdon Prison.
- The current panel is comprised of representatives from the Tasmanian Prison Service (TPS), Custodial Youth Justice Services including AYDC Case Management, psychology staff and the Correctional Primary Health Service.
- As part of the development of a new transfer assessment and approval process, panel membership and processes are under review.
- The panel considers several issues in conjunction with the terms and conditions of the sentencing order, including the age and background of the person, available therapeutic supports, the young person and their family's input, and safety and security considerations.
- The Commissioner for Children and Young People is consulted before the transfer of the young person occurs and their considerations are included in the final decision-making process.

- Currently for a transfer from AYDC to an adult custodial facility to occur, the recommendation from the Transfer Assessment Panel must be endorsed by the Director, Custodial Youth Justice Services and approved by the Secretary for the Department of Education, Children and Young People.
- In exceptional cases, a young person under the age of 18 years old may be transferred to Risdon Prison.
- This only occurs with careful consideration of the best interests of the young person and close review of the circumstances, and exhaustion of all other options by the Transfer Assessment Panel.

Review of the transfer process

- The department is currently reviewing the transfers process to ensure greater consistency and transparency, in line with Commission of Inquiry recommendations.
- This includes developing an updated Transfer Assessment Panel Terms of Reference and an updated Memorandum of Understanding (MoU) between the Department for Education Children and Young People, and the Department of Justice.
- A cross-agency advisory group has been established to oversee this work, with representatives from the Department for Education Children and Young People, and the Department of Justice.
- The updated transfers process will formalise and improve existing processes to ensure the application of consistent criteria and guiding principles for assessing young people for transfers.
- The department is committed to ensuring updated policies and procedures align with best practice frameworks, human rights standards and Commission of Inquiry recommendations.

- The updated process will be supported by information for young people, which explains the process, what their rights are, and how to raise concerns or make a complaint.
- Once the updated transfer process is implemented, it will continue to be reviewed over time, including once all legislative and system elements required by Commission of Inquiry Recommendation 12.25 are established. This includes the establishment of a new specialist children and young people's division of the Magistrate's Court to approve transfers.

Is the Government reviewing the transfer of young people through other adult facilities (i.e. watch-houses)?

- To date, the focus of the review of the transfer process has been on the transfer of sentenced young people - the majority who are 18 years or older - from AYDC to Risdon Prison.
- There are different considerations for children and young people who may be placed in watch-houses after they have been arrested and processed by police and while they await bail, a court appearance or transport to AYDC. They may also be held protectively when under the influence of alcohol or other drugs to be bailed when they are sober.
- Tasmania's watch-houses are located within Hobart Reception Prison and Launceston Reception Prison, which are operated by the Department of Justice.
- Both of Tasmania's watch-houses are co-located with the Police Station and Magistrates Court. This makes it complicated to source an immediate and practical alternative, due to the necessary involvement of police and courts at the entry stage of the criminal justice system.
- Young people detained in watch-houses are generally detained for brief periods. Young people are managed separately to adult detainees with no physical contact with other adult detainees.

- Reducing the use of watch-houses for children and young people is an important goal of the broader youth justice reforms.

What is the Government doing to keep young people safe in watch-houses?

- The safety of children and young people who are held in adult watch-houses is a complex and shared responsibility, and we are committed to working together to prioritise the safety and well-being of young people.
- The Tasmanian Government is committed to reducing the number of children and young people in contact with the justice system, supporting children and young people who are on bail and minimising the number of young people on remand.
- We are delivering on these commitments with investment in a range of early intervention, prevention and diversion programs for young people who engage with the youth justice system.
- This includes expansion of the JCP Youth BEAST Program, investment in place-based initiatives, the development of a Youth Justice Diversionary Services Framework and an assisted bail and transition from detention system.

Will the new youth justice facility have watch-house facilities?

- The new facility has not been designed as a substitute for watch-houses.
- The focus of the new facility is an environment that supports the delivery of therapeutic care to children and young people remanded or sentenced to detention.

- Many of the significant youth justice reforms underway are expected to contribute to a reduction in the number of children and young people entering watch-houses.

Background, data and facts:

Commission of Inquiry recommendations

- The Tasmanian Government is committed to implementing 191 recommendations of the Commission of Inquiry, including recommendation 12.25:

The Tasmanian Government should introduce a new process for approving transfers of young people from youth detention to an adult prison facility that:

- a. limits transfers to young people aged 16 years or older
 - b. requires the Department for Education, Children and Young People to notify the Commission for Children and Young People (Recommendation 18.6) of any proposed transfer
 - c. requires the Department to apply to the Magistrates Court (Youth Justice Division) or the new specialist children's division of the Magistrates Court (Recommendation 12.15) for approval to transfer
 - d. requires the Magistrates Court, in determining whether to approve the transfer, to consider, among other matters, the steps the Department has taken to avoid the need for the transfer, whether the transfer is in the young person's best interests and the views of the Commission for Children and Young People on the appropriateness of the transfer.
- The timeframe for Commission of Inquiry recommendation 12.25 is July 2026.
 - The Commission of Inquiry did not make any recommendations specific to watch houses. However, it is very likely that recommendations addressing 'youth detention' are intended to cover young people detained in watch-houses.
 - **Data on transfers from Ashley Youth Detention Centre to Risdon Prison** Transfers of sentenced young people from Ashley Youth Detention Centre to Risdon Prison occur infrequently.

Section 27 Internal Briefing Information of Minister

Contact Officer:	Loga Nadar	
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	Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	DSI Team	<i>Please indicate if this brief has been cleared by DSI/FABS/PaC(HR) if relevant</i>
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary – Child Safety and Youth Justice Operations	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group 4: Children Services

Brief 53 - Use of Force

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

Not applicable

COI RECOMMENDATIONS

12.9: Changing the aptitudes, attitudes and capabilities of youth justice workers, as well as child-centred recruitment and induction processes

12.33: Amend the Youth Justice Act and update relevant procedures with regards to Use of Force.

12.34: Provide regular training and professional development for custodial youth justice staff on laws, standards, policies and procedures regarding use of force.

TALKING POINTS

- The use of force is prohibited under our Youth Justice legislation, except in specific circumstances to ensure the safety of young people and staff in the detention setting.
- The Awareness, De-escalation and Protection (ADP) approach has a greater focus on de-escalation, replacing pre-existing behaviour support approaches (the MAYBO technique).
- Training in the lawful and safe use of force is an important part of the Ashley Youth Detention Centre Youth Worker induction program.
- In March 2025, the new Awareness, De-escalation and Protection training course was introduced into the AYDC training schedule.

- Specifically tailored for Tasmanian youth justice requirements, this four-day course teaches situational awareness, de-escalation and safe teamwork skills to maximise the safety of young people and staff.
- An ADP train-the-trainer package has been developed to enable in-house training of ADP to other AYDC staff and provide refresher training from early 2026. This will support continued upskilling of the AYDC workforce, and the best support for young people in detention.

Awareness, De-escalation and Protection (ADP) training

- In June 2024, Resolution Education was contracted to develop training for AYDC Youth Workers and other operations workers.
- The ADP training is:
 - trauma-informed, considering the needs of young people in detention
 - focused on safe on-physical interventions to protect both young people and staff
 - accessible making it easy for staff to understand, apply and communicate
 - delivered using a 'train the trainer' model to support ongoing training and skills development.
- Resolution Education provides de-escalation, conflict resolution and occupational violence training to a variety of operational settings, including health and corrections.
- ADP training has a strong emphasis on facilitated discussion and experiential learning. It aims to establish safety through an understanding of young people and their behaviours as well as the environment.

- ADP training commenced in March 2025. The majority of Operations staff (57) completed this training within six months of its introduction. Remaining active staff who have yet to complete all ADP modules completed the training in October 2025.
- Centre staff working in Admissions, Cultural Change, Administration and Case Management have also undertaken the training.
- To support ongoing practice, regular 90-minute ADP video-led practice sessions have been provided to Operations staff. However, the ability to practise regularly has been impacted by staff shortages.
- In 2026, select Operations staff will undertake ADP train-the-trainer education to enable in-house training as required. This will reduce ongoing ADP training costs.
- ADP will continue to be delivered as part of the Centre's Youth Worker induction training program and continues to be part of future induction programs. The fourth induction for the year is scheduled to be held in December 2025.
- An ongoing focus on upskilling the workforce on reasonable use of force to ensure safety and security of young people will continue through the ADP model, the Youth Justice Act review process, and an updated AYDC Use of Force Procedure.

FAQs **only if pushed/asked**

Was Use of Force used in the AYDC October 2025 incident?

- Safety and security are always a priority for the staff when interacting with young people. The ADP training teaches staff to ensure personal safety of themselves and young people if an incident occurs.
- While the ADP focuses on de-escalation techniques, where necessary, under the ADP training staff are trained to remove themselves from escalated incidents that cannot be safely managed and where personal safety is at risk.
- Staff also act according to the Emergency Response Procedures as needed.
- Use of force was not applied in the incident at AYDC on 5 October 2025, because the young people involved were in the AYDC outdoor gym area when the incident commenced.

Background, data and facts:

- The new YJPLUS online information and reporting system was successfully launched in August 2025 and will support the consistent recording of use of force data.
- Gathering this information has previously been challenging due to multiple reporting systems in place at AYDC.
- Improving use of force record-keeping and reporting fulfill recommendations of the Disability Royal Commission (6.39) and the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional settings (12.9; 12.18).

Review of AYDC IRC

- The Centre's Independent Review Committee (IRC) meets weekly at the Centre to review all documented incidents involving the use of force, use of isolation, serious assault or considered a serious incident (such as a fire, an escape, and instances of harmful sexualised behaviour).
- The IRC assesses whether the practice used by those involved in the incident complies with Centre policies, procedures and approved training techniques, as well as relevant legislation; is trauma-informed and justified. The IRC was established in 2022 under Objective Four of the interim Keeping Kids Safe Plan released that year. It is chaired by an external consultant.
- In April 2025, Deputy Commissioner of Tasmania Police Jonathan Higgins commenced a three-month secondment to the Department for Education, Children and Young People. As a Principal Advisor in the Office of the Secretary, Mr Higgins reviewed the IRC and assisted more broadly with organisational alignment of complaints management.
- As part of the review, an Interim Assessment Panel provided support to assess matters relating to the use of force, isolation, searches and other complaints from young people in detention.
- Recommendations from the review are focused on strengthening the framework and assessment processes, particularly in relation to how use of force incidents are referred and managed and are being actively assessed for implementation by the Department

ADP development and training costs

- The ADP (Awareness, De-escalation and Protection) model was developed by Resolution Education in 2024, with delivery of the training modules from March 2025.
- The cost of developing the ADP model was \$68,712.

- The cost to deliver ADP training from March to 30 June 2025 was \$39,636. This included Resolution Education trainer travel and accommodation costs.

Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	DSI Team Jacqui Wilson Deputy Director Finance and Budget Services	5/10/2025
Approved by:	Shane Murdoch A/Director Custodial Youth Justice Services	Date: 19/09/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 22/09/2025
Approved by:	Peter Whitcombe Deputy Secretary (Child Safety and Youth Justice Operations)	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 22/10/2025

Budget Estimates 2025

Minister for Children and Youth

Output Group: Children Services

Brief 55 - Commission of Inquiry – Child Safety and Youth Justice Reform

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

COI RECOMMENDATIONS:

- Recommendations – Chapter 9 – Child Safety
- Recommendations – Chapter 12 – Youth Justice

TALKING POINTS

Commission of Inquiry Recommendations

- The safety and wellbeing of Tasmanian children and young people is the government's highest priority. The government is committed to building a system of continuous improvement to ensure all children and young people in our care are safe, well and supported.
- Significant progress has been made by the Department for Education, Children and Young People to achieve real, practical changes to improve the safety and wellbeing of children and young people in Tasmania.
- The Department continues to take action to deliver the best possible outcomes for children, young people and families interacting with the youth justice, the care system and its supports.

- The next phase of recommendations are due to be implemented by 1 July 2026. These include:
 - 18 recommendations to support Out of Home Care reform actions; and
 - 17 recommendations to support Youth Justice reform actions.
- This government continues to work with key stakeholders across all levels of government, community organisations, children and young people, carers and the wider community to prioritise the implementation of these reforms.
- The work of keeping children safe does not stop once COI recommendations are implemented.
- That is why the government is continuing to implement proactive safeguarding strategies and resources to support our staff to keep children and young people safe from child sexual abuse.
- The Department is making meaningful progress and remains committed to continuous improvement by learning from those with lived experience and engaging actively with the sector to ensure that change is both effective and enduring.
- The voices of children and young people are at the heart of these reforms. Their safety, wellbeing and futures depend on the actions we take now.
- The Department has completed its quarterly report on progress of COI recommendations for the period ending 31 July 2025.
- The progress report for 1 May 2025 to 31 July 2025 is available on the *Keeping Children Safe* public website.

Youth Justice Reform

- The government has provided a clear plan for how we are supporting young people with offending behaviours through the delivery of the following foundational strategic plans that build on reforms already underway to implement the Commission's recommendations:
 - **Change for Children:** is the Government's 10-year Strategy to create child safe cultures and systems.
 - **The Youth Justice Blueprint 2024-2034:** details the Government's plans for youth justice reform.
- Both strategies emphasise the Tasmanian Government's responsibility to implement all 191 recommendations from the Commission of Inquiry and related reviews, such as the Disability Royal Commission.
- Additionally, the *Keeping Kids Safe in Detention Action Plan 2024-2026*, released in December 2024, outlines our plan for right now to ensure the safety and wellbeing of children and young people at Ashley Youth Detention Centre.
- A central pillar of Youth Justice Reform is a comprehensive review of the *Youth Justice Act*, which is currently underway.
- The review is evidenced-based, and includes careful review of other countries and jurisdictions that are achieving positive results in addressing youth crime and making communities safer.
- The Youth Justice Action Plan 2024 - 2025 contained five priority areas that lay the groundwork for long-term change, which reflect the Youth Justice Blueprint objectives and actions.

- These priority areas include action on a series of immediate and short-term priorities:
- **Youth Justice Model of Care**
 - In December 2024, the Youth Justice Model of Care was publicly released.
 - **Next action:** The development of a self-assessment tool to measure implementation of the Model of Care, support change management and identify priority actions is underway, along with a sector education and training calendar to provide ongoing support for implementation and shared understanding.
- **The Youth Justice Diversionary Framework**
 - In March 2025, the Department publicly released the Youth Justice Diversionary Services Framework.
 - **Next action:** The first step for implementing the Framework is to conduct a review of community conferences and police cautions, as recommended by the COI.
- **Bail Support and transition programs**
 - The design of an assisted bail and transition from detention system is underway.
 - A 24/7 Youth Bail Support Model is being developed to provide safe, stable accommodation and trained workers to help children and young people to attend programs and services to support their needs, and to comply with their conditions of bail.
 - Programs being progressed now include trials of place-based approaches in Hobart's northern suburbs, a Youth After-hours Diversion Service (YADS).

- **Next action:** the recommendations response from the review of 54 reasons Bail Support and Transition from Detention program is being prepared.
- **Aboriginal Youth Justice Strategy**
 - In April 2025 the Department formally launched the *Have your Say* public consultation on the development of a Tasmanian Aboriginal Youth Justice Strategy.
 - To allow full consideration of the issues, public engagement occurred over several months, closing in July 2025.
 - **Next action:** the Department is consolidating responses and will continue collaborate with Aboriginal organisations and individuals to work together on drafting the Strategy.
- **New Tasmanian Youth Justice Facility**
 - Site assessments completed and the site confirmed at Pontville Road, in southern Tasmania.
 - Development of the Masterplan including community consultation in May 2025.
 - Development Application submitted to Southern Midlands Council on 22 August 2025.
 - **Next actions:**
 - continuation of facility planning and design
 - Consultation continues with the local community and key stakeholders, including local businesses.
 - Construction is scheduled to be completed by 2027 and operational in 2028.

- To guide and inform youth justice reform, five key groups were established and include government departments, experts across the sector, Aboriginal leaders and community voices:
 - Youth Justice Reform Expert Panel
 - The Youth Justice Reform Expert Panel (Expert Panel) was formed under the Youth Justice Reform Taskforce in August 2024.
 - Excluding the Chair, the Instruments of Appointment of the members of the Expert Panel expired on 26 August 2025.
 - The government is considering appropriate options for accessing relevant youth justice-related expertise during the next phase of the reform initiatives.
 - Youth Justice Reform Cross Agency Steering Committee (CASC)
 - Youth Justice Reform Aboriginal Reference Group
 - Youth Justice Reform Community Engagement Group (CEG)
 - Youth Justice Reform Cross-Agency Working Group (CAWG)

Out of Home Care Reform

- This government embraces the Commission's key principle that a high-quality and well-functioning Out of Home Care system is best placed to protect children from child sexual abuse.
- The government is committed to building a high quality and accountable care system, that advances the safety, wellbeing and rights of children and young people in care.

- To achieve this, the government continues to prioritise investment in our system of Out of Home Care, as well as a range of initiatives to better support children and young people.
- A significant and interconnected governance and advisory model has been established to inform and guide the reform work.
- This includes an independent expert panel to guide reform work and ensure it is evidence-based and informed by best practice. The Panel is chaired by Professor Leah Bromfield.
- It also includes:
 - An advisory group of children and young people with lived experience of Care.
 - A Foster and Kinship Carer Advisory Group (facilitated by the Foster and Kinship Carers Association of Tasmania).
 - A Statewide Service Provider Reference Group (facilitated by the Centre for Excellence in Child and Family Welfare).
 - An Aboriginal Reference Group (shared with youth justice reform).
- The Government is working on a Roadmap and supporting Action Plan in consultation with key stakeholders to clearly outline our approach to improvement.
- The Government is approaching change in a strategic and coordinated in the way to ensure the changes implemented are effective and enduring over time.
- This Government is taking the time to get it right, acknowledging that there are some immediate actions being progressed, as well as continuing the work already underway to safeguard children and young people.

Throughcare support for young people

- COI funded clinical service and case management positions will drive the delivery of safe and high-quality therapeutic services towards the support of young people with the most complex and intensive unmet needs.
- Work is ongoing to co-design a Case Management Policy Framework.
- This integrated care planning is informed by the emerging Tasmanian Youth Justice Facility Model of Care, which outlines both the operating philosophy and organisational framework which guide the way children and young people are cared for while in detention.
- This integrated care planning will help to provide structure for service delivery to young people in detention, as well as those under community supervision orders.
- The care planning framework will ensure a throughcare approach across the youth justice continuum as well as a coordinated approach to assessing and responding to the individual unmet needs of young people.

BACKGROUND:

Section 27 Internal Briefing Information of Minister



Contact Officer:	Loga Nadar Manager Youth Justice Policy and Projects Phone: s36	
Checked by DSI/FABS/PaC(HR)	Jacqui Wilson Deputy Secretary Finance and Budget Services	6/10/2025
Approved by:	Jamie Synnott Director Service Transformation and Change	Date: 9/10/2025
Approved by:	Peter Whitcombe Deputy Secretary (CS&YJO)	Date: 10/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

Budget Estimates 2025

Minister for Education

Minister for Children and Youth

Output: Corporate

BRIEF 2 - Complaints Management System

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 State Budget provides \$0.3 million to develop a Complaints Management System that captures information starting with the source complaint, then actions and response. The system will enable timely and relevant reporting of information.

TALKING POINTS

- Children and young people have told us that for them to be able to raise a concern or disclose abuse or maltreatment, they need to know what complaints processes are in place, and how they can access them.
- We know that it is critical for children and young people to be confident that adults in organisations will take their concerns seriously and that they will act.
- They need to know that things will change for the better if they come forward to raise a concern or disclose abuse.
- The Department has heard their feedback and is taking action to improve its complaints management system and associated processes.
- A centralised complaints management system will help to make it easier to make a complaint and will enable the capture, and use, of Department-wide complaints data to support continuous improvement across the Department.
- The Department undertook a review of complaint management practices in 2023 which led to the

establishment of a Complaints Management Oversight Unit (CMO Unit).

- The Complaints Management System, along with the Complaints Management Framework, will support the CMO Unit and business units across DECYP to improve the management of complaints, and address issues identified through the Commission of Inquiry (COI).
- The planned improvements to complaints management will better enable timely, child-focused, trauma-informed and accountable responses to complaints received.

If pushed the change in the allocation is in the Financial Table below:

Complaints Management System	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	Total \$'000
Complaints Management System allocation per 2024-25 Budget	100	200	200	200	700
Adjustment in 2025-26 Budget	(100)	(100)	(100)	(300)
4 year total post adjustments in 2025-26 Budget	100	100	100	100	400

- The 2024-25 State Budget provided funding of \$0.7 million over 4 years to develop a Complaints Management System.
- The reduction in the 2025-26 budget reduces this overall commitment from \$0.7 million over four years to \$0.4 million over four years.

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations.
- The Department is undertaking a holistic review of the COI funding allocation changes.

WHY WAS THE CMO ESTABLISHED?

- In 2023, the Department completed a review of current complaint management practices and identified the opportunity to add an additional layer of independent oversight creating a scope for greater transparency and accountability.
- This led to the establishment of the Complaints Management Oversight Unit (CMO Unit) in 2024, to drive the delivery of the review's recommendations.
 - The creation of this team and function within the Department supports:
 - centralised oversight and accountability;
 - robust, consistent and transparent complaints management processes and systems;
 - quality assurance for the management of complaints;
 - capacity building and support for teams managing complaints; and
 - the capability to identify systemic issues stemming from complaints data to support business improvement.
- The CMO Unit is responsible for the development of a Department-wide Complaints Management Framework which will ensure organisational alignment of best-practice, and child-centred complaints management across the Department's service delivery areas.
- The CMO Unit also provides a formal escalation point for complex complaints and establishes an independent internal review function within the Department, so that children and young people can be confident that there is a mechanism for their concerns to be heard and decisions re-visited if required.
- The CMO Unit administer the Department's compliance with the Reportable Conduct Scheme including the coordination of investigations into reportable allegations about the Department's workers.

COMPLIANCE WITH REPORTABLE CONDUCT SCHEME, THROUGH THE COMPLAINTS MANAGEMENT OFFICE

- We are committed to upholding institutional accountability through full compliance with the Child and Youth Safe Organisations Framework, including the Reportable Conduct Scheme and the Child and Youth Safe Standards.
- All Department workers must complete annual safeguarding training. A worker is any individual engaged by the department who is an employee, volunteer, trainer, trainee or student on work placement, contractor or sub-contractor over the age of 18 years.
- The training provides workers with practical information about how to safeguard children and young people from harm, including when and how to report concerns and information about child abuse.
- The Department have established an internal mechanism to support compliance with the Reportable Conduct Scheme, called a Concern Notice.
- A Concern Notice is completed any time any staff member becomes aware of a concern about a worker's conduct in relation to children and young people. Concern Notices are centrally received and managed by the Complaints Management Oversight Unit.
- All concerns are assessed against whether they contain "reportable allegations" that are required to be notified to the Independent Regulator.
- All allegations are investigated and if found to be substantiated, appropriate disciplinary action is taken against the worker.
 - The internal Concern Notice process allows for centralised oversight of all concerns, responses, and outcomes. The CMO Unit can analyse the data to monitor patterns and trends and target resources accordingly.
 - For the 2024-25 financial year, the Department has notified 268 allegations of reportable conduct to the

Office of the Independent Regulator for their oversight. Importantly, these notifications reflect conduct that is alleged pending findings from an investigation.

- The CMO Unit have undertaken a range of actions to ensure that the Department are complying with the requirements of the Reportable Conduct Scheme, including:
 - developing educational resources for staff.
 - providing educational sessions in priority service delivery areas, such as Child Safety and Out of Home Care.
 - review and monitoring activity, to ensure that Concern Notices are being completed when they should be.

COMPLAINTS MANAGEMENT FRAMEWORK

- The current complaints management process varies across Department services to comply with different legislation and service delivery expectations.
- Community members can currently lodge complaints either by phone or via the website, where they are directed to the process relevant to each Department service.
- We recognise there are areas for improvement and remain focussed on delivering a complaints management process across the whole Department that will provide consistency in the way complaints are managed and accord with best practice.
- The CMO Unit is developing a Complaints Management Framework, which will provide guidance on best-practice, and child-centred complaints management. The Framework will ensure organisational alignment of complaints handling functions across the Departments service delivery areas.
- Complaint management is not only seen as an important step to resolve the concerns of families, children and young people, but also as a driver for improvement.
- The Department engaged an external consultant for three months in 2025 to provide expert advice and contribute to the development of an agency wide approach to complaint management.

THE COMPLAINTS MANAGEMENT SYSTEM

- The project has compiled detailed business requirements to inform the development and configuration of the Complaints Management System.
- The timeframe for delivery of the initial system is aligned to the COI Phase 2 deliverable date of 1 July 2026.
- Functions of the Complaints Management System will ultimately include: lodgement, acknowledgement, assessment, triaging, communication, escalation, analysis, reporting, referral, resolution, investigation, and determination.
- Technologies have been identified that can support the system, and ensure it is aligned with the Department's Data and System Roadmap.
- As the procurement phase of the project has not yet been completed, there are no specific details on the complaints management system.
- The system will be configured to support the Complaints Management Framework and the needs of the various stakeholders.
- With a delivery timeframe for the Complaints Management System of 1 July 2026, interim improvements to processes and systems in place across the Department continue to occur.
- These improvements respond to issues that have been identified and where possible the changes to processes and use of interim technologies are aligned with the aims of the Framework and System.
- Further improvements and rollout of the complaints management system will continue to occur post 1 July 2026 to ensure it is utilised effectively and continually improved.

Background, data and facts:

Relevant COI Recommendations

- The Complaints Management System supports the following COI recommendations:
 - Recommendation 9.31 – to develop and maintain a complaints policy and procedures for Child Safety Services and Out of Home Care.
 - Recommendation 12.35 - to update complaints procedure and practice advice for youth detention.

Complaints Review (2023)

- The outcomes of the complaints management review included to:
 - design a child-centred complaints management approach that prioritises child safety and wellbeing
 - improve the effectiveness of complaints handling functions
 - improve the experiences and satisfaction of complainants
 - enable capture and use of complaints data to inform business improvement and identify risks
 - create organisational alignment of complaints handling functions.

Complaints Management Oversight Unit

- The CMO Unit is responsible for several projects connected to improving complaints management processes across the Department. These include:
 - The development of a Department-wide Complaints Management Framework.
 - The development of an internal review policy and procedure – which creates a formal escalation point for complex complaints and establishes an independent internal review function within the Department.
 - The implementation of Commission of Inquiry Recommendation 9.31
 - Supporting the implementation of Commission of Inquiry Recommendation 12.35
 - Administering the Department's compliance with the Reportable Conduct Scheme including the coordination of investigations into reportable allegations about the Department's workers.

Reportable Conduct Scheme (DECYP Compliance Data)

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Reportable Conduct Scheme

- The Child and Youth Safe Organisations Act 2023 establishes the Child and Youth Safe Organisations Framework (Framework). The Framework is made up of two elements:
 - the Child and Youth Safe Standards; and
 - the Reportable Conduct Scheme
- The Framework is overseen by an independent body, referred to as the 'Independent Regulator'.
- The requirement to comply with the Framework came into effect on 1 January 2024.
- The Reportable Conduct Scheme places a statutory duty on the leaders of organisations (including Tasmanian Government agencies) to report allegations or convictions regarding harm to children or young people that involve a worker, including volunteers engaged by the organisation, to the Office of the Independent Regulator (Independent Regulator), and to investigate the allegations. This occurs even if the alleged conduct is historical in nature or has occurred outside the course of the worker's or volunteer's role with the organisation.

- The Scheme is a mechanism for institutional accountability and ensures that all allegations are reported and investigated. Over time, compliance with the Scheme is intended to build the capability of organisations to prevent, identify, and respond to harm to children and young people.

External Consultant

- The external consultant engaged by DECYP was Deputy Commissioner of Police Jonathan Higgins. Following the completion of his secondment, Jonathan has continued his involvement with the project in an ongoing capacity as Chair of the Steering Committee.

Contact Officer:	Brett Patterson/Felicity Radin	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	James Burrows Director Office of the Secretary	12/09/2025
Approved by:	Ginna Webster Secretary	7/10/2025

Budget Estimates 2025

Minister for Education

Minister for Children and Youth

Output Group: Corporate

BRIEF 6 - DECYP's response to re-sizing the State Service

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

N/A

TALKING POINTS

- All employees in the Department for Education, Children and Young People (DECYP) are highly valued for the critical work they do to support children and young people in Tasmania.
- The Government's focus is on ensuring the public sector is efficient, effective, and sustainable – with the right people, in the right roles, in the right places.
- The recruitment freeze is a measured response to broader fiscal challenges, with a focus on protecting essential services that directly support children and young people.
- Support for managers and constructive ongoing discussions with Unions throughout this time are absolute priorities for the Tasmanian Government.
- The department has established an internal process to manage vacancy requests, ensuring service continuity and alignment with Government priorities.
- Most roles in the Department provide direct support and care to children and young people. It is anticipated that the majority of roles will continue to be filled through usual recruitment activities.

IF ASKED: DOES “FRONTLINE WORKER” INCLUDE:

1. TEACHERS

2. CHILD SAFETY OFFICERS; AND/OR

3. YOUTH WORKERS?

- Yes. The Department’s workforce is largely made up of frontline roles that provide direct support and care to children and young people.
- The Treasurer’s Media Release mentioned several examples of professions that would easily be perceived by the public to be frontline, essential workers, like teachers, police officers, etc.
- The listed examples contained in the Treasurer’s Media Release were not intended to be exhaustive, and there are a range of other roles that the department would consider as essential frontline workers to deliver its core services.
- There is not a one size fits all approach. The Department carefully reviews matters following a panel-led vacancy review process defined by a formal Terms of Reference.
- Recruitment for teachers, child safety officers and youth workers and other frontline roles will continue as needed.

IF ASKED: What about Non-Frontline Roles?

- To be clear, there is not a universal definition or list of ‘essential’ roles across the department.
- Most roles in the Department provide direct support to the children and young people in our care. For example,
 - other in-school roles include teacher assistants, psychologists, and school nurses to name just a few.
 - Other Child Safety and Youth Justice roles include policy and project officers, administrative staff to name a few.

IF ASKED: HOW IS THE DEPARTMENT COMMUNICATING WITH STAFF?

- The Department is committed to supporting its staff throughout the implementation of the freeze.
- Constructive and ongoing engagement with unions has been prioritised, ensuring transparency with a continued focus on staff wellbeing.
- Clear communication has been provided to all managers on the process and guiding questions ensure the impact to children and young people is considered first and foremost.
- The Department continues to focus on its core responsibilities – including providing high-quality education and care – while reviewing how it can operate more efficiently.

Background, data and facts:

- An Advisory Panel was established in March 2025.
- Given 6 months of operation, the Panel has recently been subject to review to ensure alignment with Government programs and department priorities.
- This Panel supports the Secretary's decision-making on vacancy requests and associated recruitment activities during the freeze.
- This process ensures decisions are consistent with the Department's strategic direction, protect frontline service delivery, and reflect workforce sustainability goals.
- The Panel meets weekly and is supported by updated systems and guidance regarding all vacancy requests from each portfolio in the Department.
- A set of questions has been developed to guide decisions around the types of roles and functions that are essential to delivering core services for both children and young people. Questions also encourage managers to consider staff if a role is not filled and whether roles support key priorities such as Commission of Inquiry recommendations, the Independent Review of Education and the Better and Fairer Schools Agreement.
- The Advisory Panel process is applied consistently across the Department and does not encourage the identification of one work area or workforce group, over another.
- The Panel considers all vacancy requests except Employment Register advertisements.
- There have been no vacancy requests suspended or declined in schools; child and family centres; or operational areas in children services or youth justice. Such positions continue to be filled through usual recruitment activities.
- The Panel has reviewed and recommended over 690 essential job requests to the Secretary.
- At 26 September 2025, the number of job requests rejected by the Panel process is 18 and Portfolios have pro-actively declined 16 job requests.
- Work is progressing in the Department to identify structural reductions of positions through targeted reductions where the resourcing does not impact on service delivery areas.

Contact Officer:	Alex Terhell phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Adam Clifford Member Advisory Panel Director Operations Schools and Early Years Portfolio	Date: 5/09/2025
Approved by:	Sue McKerracher Deputy Secretary People and Culture	8/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

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Minister for Education

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BRIEF 9 - Harmful Sexual Behaviour – Safeguarding

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2025-26 State Budget provides funding totalling \$2.4 million over three years to continue to support the establishment of a Harmful Sexual Behaviour Support Unit.
- A total of \$0.7 million is provided for 2025-26 (supporting an interim structure of 4.0 FTE Student Support Response Co-ordinators)).

TALKING POINTS

- All children and young people in Tasmania have the right to be known, safe, well, and learning, and to get support when they need it.
- Every employee in the Department has a role to play in keeping children and young people safe. Preventing child abuse is everyone's responsibility.
- The department is implementing a number of Commission of Inquiry recommendations relating to the identification, prevention and responses to harmful sexual behaviours.
- These include:
 - establishing a Harmful Sexual Behaviour Support Unit to support best practice responses to harmful sexual behaviours;
 - developing context-specific policies, procedures, guidelines and resources for preventing, identifying and responding to harmful sexual behaviours; and

- implementing a program to upskill and empower carers working in government funded residential care homes to address the increased risk of harmful sexual behaviours.
- DECYP is collaborating with the Department of Premier and Cabinet to inform the development of a statewide framework and plan.
- Through ongoing collaboration across government and with external partners, we are building the foundations of a safer, more responsive system to harmful sexual behaviours, where the wellbeing of all children and young people is at the centre of all that we do.

IF ASKED: What is the purpose of the Harmful Sexual Behaviour Support Unit?

- The Harmful Sexual Behaviours Support Unit will be set up in response to Commission of Inquiry recommendations 9.28 and 12.30.
- The unit will support workers across the department to respond in a safe, consistent and trauma informed way to children and young people who display or are impacted by harmful sexual behaviour.
- The unit will provide advice, guidance and support workers to help them identify, prevent, and respond to harmful sexual behaviour.
- The unit will be overseen by the Chief Practitioner, and will develop policies, procedures, guidelines and resources to make sure responses are consistent and uphold best practice.
- From 2025, additional funding is supporting the first three years of the Harmful Sexual Behaviours Support Unit, which initially includes:
 - 1.0 FTE Principal Policy Analyst and
 - 3.0 FTE Student Support Response Coordinators, moving to 4.0 FTE in Student Support Response Coordinators 2026-27.

- Three full time equivalent Student Support Response Coordinators are currently employed in the Department in the Schools and Early Years portfolio.
- The unit is expected to be established by mid-2026.
- The final structure of the unit will be determined through consultation.

IF ASKED: What professional development measures are in place to assist children displaying or impacted by harmful sexual behaviour?

- In response to the recommendations of the Commission of Inquiry, the department is implementing a professional development program in government-funded out-of-home care settings.
- This program is expected to begin in late 2025 and be fully implemented by the end of 2026.
- It's designed to help carers and professionals respond to the increased risk of harmful sexual behaviour in these settings.
- The program strengthens prevention and responses to child sexual harm by equipping workers to have brave but appropriate conversations with young people about sexuality and the risks of harm.
- All staff must complete safeguarding training each year. This training includes a child sexual abuse awareness module which helps staff to understand the difference between developmentally appropriate, and harmful sexual behaviour, and to know how to intervene and respond to harmful sexual behaviours if they occur.
- The Department is exploring supplementary training for child safety officers, carers and relevant schools, Child and Family Learning Centres and youth justice staff to help them to further understand and respond to harmful sexual behaviour.

- School Psychologists and School Social Workers have completed the Assessment / Intervention / Moving On (AIM) Training, designed to increase their awareness and confidence in identifying, responding to and managing problematic and harmful sexual behaviour in education settings.
- The AIM Training is internationally recognised as evidence-based and best practice and is used by both Sexual Assault Support Service (SASS) and Laurel House.
- The Respectful Relationships and Consent Education program provides resources from the early years through to Year 12, helping students learn how to interact positively with others and develop respectful relationships as they grow into adulthood, and foster a culture of respect in all Tasmanian communities.

Background, data and facts:

Summary of funding for this initiative:

Reducing Harmful Sexual Behaviours	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
4.0 FTE	356	711	732	974	0

- The 2024-25 State Budget provided funding of \$2.8 million over 4 years to reduce harmful sexual behaviours.
- This funding allocation between 2025-26 and 2027-28 has been retained in the 2025-26 budget.
- Original funding of \$0.974 million in 2028-29, which was beyond the forward estimates in 2024-25 has been reduced to \$nil.

Note on changed allocation:

- The Tasmanian Government remains committed to achieving all Commission of Inquiry recommendations. The Department is undertaking a holistic review of the COI funding allocation changes. This is being completed in conjunction with the organisational structure changes underway that support delivery. For some elements this will provide more efficient and joined up project support.

What is Harmful Sexual Behaviour

- Work across the Department for Education, Children and Young People in relation to child sexual abuse has been – and continues to be – informed by recommendations from the *Royal Commission into Institutional Responses to Child Sexual Abuse* (final report released December 2017), the *Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse* (final report released June 2021) and the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (final report released 31 August 2023).
- Many of these recommendations relate to harmful sexual behaviours. The term 'harmful sexual behaviour' is used to cover a wide range of sexual behaviours that are inappropriate for the child's age and development.
- 'Harmful sexual behaviour' is used to describe sexual behaviours by a child or young person that causes harm to themselves or others. As sexual development and exploration is a normal part of childhood and growing up, not all sexual behaviours are harmful or concerning. For this reason, sexual behaviours can be understood across a continuum of varying levels, from developmentally appropriate to developmentally inappropriate, to more concerning, serious and/or extreme harmful sexual behaviours.
- The Department should ensure staff working in the Harmful Sexual Behaviours Support Unit are suitably experienced or undertake additional professional development to advance their knowledge in responding to harmful sexual behaviours.
- The Department should ensure Power to Kids or another program or approach with comparable components is implemented in government funded residential care homes as a supplementary strategy to address the heightened risk of harmful sexual behaviours (including child sexual exploitation and dating violence) in out of home care.

Contact Officer:	Renee Jackson phone: s36	
Checked by Finance/HR/EPR		Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Alice Blake Acting Director Strategy, Policy and Safeguarding	Date: 16/09/2025
Approved by:	Jenny Burgess Deputy Secretary, Strategy and Performance	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

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Minister for Education, Minister for Children and Youth

Output: Corporate

BRIEF 10 - Safeguarding Children including Mandatory Safeguarding Training

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2022-23 State Budget committed \$36.4 million over four years to implement safeguarding measures.
- Of this, \$26.1 million was allocated to implement the Safeguarding in Schools Model for all State Government schools, including appointing Safeguarding Leads.
- Ongoing funding of \$9.7 million in 2025-26 and a total of \$50.5 million across the outyears continues to support these appointments.

Talking Points

- All children and young people in Tasmania have the right to be known, safe, well, and learning.
- Every employee in the Department shares the responsibility for upholding these rights and preventing and responding to child abuse.
- Safeguarding is everyone's responsibility.
- The Department is committed to building a child safe culture in which every child and young person is kept safe from harm, where their views are listened to and respected, and all employees understand and comply with their obligations to prevent and respond to information about child abuse.
- Our Safeguarding Framework, *Safe. Secure. Supported.*, describes an overarching approach to safeguarding children and young people from abuse and provides a clear structure

to integrate and improve the department's safeguarding culture, policies, and practices.

- All Departmental employees, relief staff, volunteers, and external providers must complete annual Safeguarding Training, supported by a range of proactive strategies and resources.
- All Tasmanian Government schools have safeguarding leads, with Safeguarding Champions in every library.
- There are currently 3.0 FTE Student Support Response Coordinators who provide support and advice to schools and Child and Family Learning Centres in relation to the coordination of and responses to suspicions, allegations, disclosures and incidents of child sexual harm, including child sexual abuse, child sexual exploitation and harmful sexual behaviours.
- The Department continues to implement key recommendations from the Commission of Inquiry, with a strong and ongoing focus on keeping children and young people safe.

IF ASKED: What is the progress on the Child and Youth Safe Standards?

- The Department's Safeguarding Framework, *Safe. Secure. Supported.*, supports the implementation of the Child and Youth Safe Standards and the Universal Principle for Aboriginal Cultural Safety.
- The Safeguarding Children and Young People team centrally coordinate implementation and compliance monitoring of the Standards and actively collaborates with the Office of the Independent Regulator for feedback and guidance.
- Representatives across all portfolios of the Department are actively collaborating to support the implementation of the Standards.
- A Reference Group, with representation from all portfolios, has been established to support implementation, share insights, and contribute to development of a child-safe culture.
- A communications plan is in place to support ongoing awareness and education.
- The Department engages with all other Tasmanian Government agencies through a community of practice approach to implementing the Standards.
- These initiatives reflect strong progress and a shared commitment to keeping children and young people known, safe, well and learning.

IF ASKED: How do workers know what their obligations are to keep children and young people safe?

- All staff, volunteers, and external providers must complete annual safeguarding to build on their existing skills and knowledge to respond to and support children and young people impacted by child abuse.
- Staff training includes a Mandatory Reporting training module, a Child Sexual Abuse Awareness training module and a requirement to acknowledge the department's Conduct and Behaviour Policy and Standards.
- The Mandatory Reporting training module provides staff with information about their obligations to report concerns about child abuse.
- Staff learn when, why and how to report child abuse concerns, how to support a child or young person in a trauma-informed way, and to meet their obligations.
- The Child Sexual Abuse Awareness Training module helps staff to identify signs of child abuse and grooming.
- Staff must also read and acknowledge the Department's Conduct and Behaviour Policy and Standards relevant to their area.
- Volunteers and external providers, including contractors, who are aged 18 years or over, are required to complete a 15-minute *Your Obligations – Safeguarding Training* video.
- This provides them with the knowledge and tools to identify, report, and respond to child abuse.
- All employees are required to complete the training annually at the start of the year. New or returning employees are allocated two weeks to complete the training.
- All other workers, such as volunteers and relief staff, must complete their training before working with or around children and young people.
- Staff are supported to complete the training in work time.

- Workers are further supported by the Department's Safeguarding Framework *Safe. Secure. Supported.*, and a range of relevant policies and procedures.
- Managers and senior staff have access to live reports, enabling them to verify whether their staff have completed the training. Regular training completion status reports are provided to the department's leadership team.
- A safeguarding lens is applied to relevant departmental policies and procedures as they are developed or updated.

IF ASKED: How many workers have completed the Safeguarding training?

- As at 30 June 2025, 12 343 employees had completed their safeguarding training. That is 93.1 per cent of the Department's employees, noting that some of those employees who are yet to do their training would have been on leave, or away from the workplace for other reasons such as secondment to other agencies or workers compensation, etc.
- In addition, as of 30 June 2025 over 2, 770 relief staff and external contractors have completed the safeguarding training.
- As of 30 June this year, 11 200 members of the community, including the volunteers and external service providers of the Department, had watched the 15-minute video.
- The Department has also made optional advanced Safeguarding Training publicly available on its website.
- This training can be accessed by anyone in the community who wants to learn more about how to keep children and young people safe. As at 30 June, around **750** community members had completed this training since February 2025.

IF ASKED: What are Safeguarding Leads and Safeguarding Champions?

- From 2022, the department has introduced Safeguarding Leads in every Tasmanian Government school. Safeguarding Champions support Tasmanian Government libraries.
- In 2025 \$10.2 million was distributed across Tasmanian Government schools to fund Safeguarding Leads in these schools.
- Safeguarding Leads and Safeguarding Champions have a specific focus on promoting and building a culture of safeguarding in their community.
- They also facilitate and support the development, implementation, and ongoing review of their site's Safeguarding Risk Management Plan, focusing on preventing, identifying, and mitigating risks of child abuse.
- In 2024, responsibility for leading and coordinating the operational work of Safeguarding Leads was transferred to a newly established dedicated team in the Schools and Early Years Portfolio. The focus of this team is to build preventative and protective practices for children and young people and provide appropriate support to staff who work with those children impacted by any kind of child sexual harm.
- The Safeguarding Children and Young People team support Safeguarding Champions in Libraries.
- This year, the Safeguarding Model in Schools is being reviewed, and if determined necessary, adjustments for future years will occur.

Background, data and facts:

- Work across the Department for Education, Children and Young People in relation to child sexual abuse has been – and continues to be – informed by recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse (final report released December 2017), the Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse (final report released June 2021) and the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (final report released 31 August 2023).
- This work also aligns with the *Child and Youth Safe Organisation Act 2023*, incorporating the Child and Youth Safe Standards and the Universal Principal for Aboriginal Cultural Safety into the work across the agency to keep our children and young people safe.
- The Mandatory Reporting Training module provides staff with information about their obligations to report concerns about child abuse. Staff learn:
 - why, when and how to report concerns, about child abuse.
 - how to support a child or young person affected by abuse, and
 - about their legal, organisational and moral obligations to prevent and respond to child abuse.
- The Child Sexual Abuse Awareness Training module helps staff identify signs of child abuse and grooming. Through this training, staff:
 - will understand their role in fostering a safeguarding culture that is preventive, child-centred, trauma-informed and culturally sensitive.
 - they'll be well-placed to recognise signs of child sexual abuse, including grooming and other inappropriate workplace behaviour.
 - they'll be able to differentiate between developmentally appropriate and harmful sexual behaviour.
 - they'll know how to respond to concerns and raise issues about inappropriate conduct.
- The Conduct and Behaviour Policy provides all workers (including employees, volunteers, contractors and sub-contractors, consultants, trainees and out of home carers) engaged with the Department with the standards of conduct and clearly defined behavioural expectations that apply to workers while working in their role, and in situations where there is a connection to their role.
- An external contract provider is a contracted employee paid by a recruitment agency/third party.
- An external service provider is defined as a trainer, contractor or sub-contractor external service provider aged 18 years or over.

s36, Section 27 Internal Briefing Information of Minister



Funding for Safeguarding Leads and Safeguarding Champions

- The Department has introduced Safeguarding Leads in all Tasmanian Government schools and Safeguarding Champions in Libraries.
- Funding is provided to each school for the Safeguarding Lead, and each site is responsible for using the full-time equivalent funding allocation according to their individual context and needs.
- Each school will receive between 0.2 FTE and 1.0 FTE funding allocation at Teaching Service (Tasmanian Public Sector) Award, Advanced Skills Teacher (AST) level.
- The allocation will be determined by the school's predicted enrolment numbers and adjusted after the annual February census. An indicative fulltime equivalent funding allocation for Safeguarding Leads in schools is provided below.
- While a small amount of funding was initially provided to Child and Family Learning Centres for Safeguarding Leads, this funding has not been continued.
- Staff in Child and Family Learning Centres continue to work with families to support the wellbeing of children and families in the community and are supported by the department's safeguarding teams.
- Funding was provided to libraries for the Safeguarding Lead role however was not required as the role was fulfilled within existing budget.

Table 1. Indicative funding allocation for safeguarding in schools.

ENROLMENTS		FTE
MINIMUM NO.	MAXIMUM NO.	
-	50	0.20
51	200	0.20
201	300	0.30
301	400	0.40
401	500	0.50
501	600	0.60
601	700	0.70
701	800	0.80
801	900	0.90
901	1,000	1.00
1,001	2,000	1.00

Contact Officer:	Renee Jackson phone: s36	
Checked by Finance/HR/EPR	FABS – N/A	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Jackie Harvey Director Strategy, Policy and Safeguarding	Date: 29/09/2025
Approved by:	Jenny Burgess Deputy Secretary, Strategy and Performance	Date: 6/10/2025
Approved by:	Ginna Webster Secretary	Date: 14/10/2025

Budget Estimates 2025

Minister for Education

Output Group 1 – Education
Output Group 2 – Libraries Tasmania
Output Group 3 – Education Regulation

BRIEF 11 - Education Budget Management

TALKING POINTS

- The 2025-26 Budget new and additional investment in the Education Portfolio of \$158.919 million over the 2025-26 Budget and Forward Estimates reflects the Government's continued commitment to ensure every child and young person is known, safe, well and learning. This funding comprises of:
 - Operating funding totalling \$151.419 million of new recurrent investment specifically for the education portfolio including:
 - \$128.7 million of additional funding secured with the Australian Government under the Better Schools Fairer Funding Agreement
 - \$2.09 million for ongoing delivery of Child and Family Learning Centre Community Outreach;
 - \$5 million additional funding in 2025-26 to deliver the Education Adjustments Disability Funding Model along with \$5 million of repurposed funding;
 - \$2.5 million towards operational costs of three new Child and Family Learning Centres and permanent outreach service for Huonville;
 - \$5.0 million grant contribution towards the Huonville Childcare Centre and \$3.0 million set aside for capital works to support a permanent Child and Family Learning Centre Outreach service across the Huon Valley, with these funds transferred from an existing capital allocation;

- \$125,000 for the continuation of the Libraries Tasmania 26TEN Communities Program; and
- Capital funding of \$7.5 million towards the extension of the existing Electrical Switchboard Maintenance program.
- There are commitments of \$4.0 million for the Healthy School Lunches Program and \$6.5 million for the Variety Breakfast Program, which are in alignment with the Better Schools Funding Agreement priorities and will be drawn down from the additional Australian Government funds.
- The 2025-26 Budget includes funding totalling \$2.915 million across 2025-26 to 2028-29 for Information – Storage and Access. This initiative is funded from the Digital Transformation Priority Expenditure Program within Finance-General and sits across both the Education and Children and Youth portfolios.
- The 2025-26 Budget continues to fund the second year of the 2024 Election Commitments announced in the 2024-25 Budget which includes:
 - \$7.6 million in 2025-26 to provide the Healthy School Lunch Program;
 - \$625,000 in 2025-26 to provide More Vocational Learning for Years 9 and 10;
 - \$1.5 million to Extend Structured Literacy to Years 3 to 5; and
 - \$875,000 for the Hard to Staff Teacher Incentive Program.

- The 2025-26 Budget continues to fund the second year of the funding for Commission of Inquiry commitments announced in the 2024-25 Budget, which includes:
 - \$1 million for Teachers Registration Board resourcing;
 - \$512,000 in 2025-26 to manage the increased information management and sharing capabilities across Government; and
 - \$114,000 in 2025-26 for a Regulation and Compliance Officer to support regulators to uphold Education Regulator Principles.
- Continuation of capital commitments for schools delivering total capital funding delivering projects totalling \$296 million in 2025-26 and across the Forward Estimates.

Background, data and facts:

2025-26 Budget

- The 2025-26 Department for Education, Children and Young People budget (by Total Expenses by Portfolio and Output) attributable to the Education Portfolio is \$8.9 billion across 2025-26 and the Forward Estimates, including \$2.15 billion for 2025-26. The expense growth through to 2028-29 is on average 2.56 per cent each year. The level of growth is impacted by the application of the Budget Efficiency Dividend.
- The 2025-26 budget for Output Group 1 – Education is \$6.09 billion across 2025-26 and the Forward Estimates, including \$1.48 billion in 2025-26. The expense growth through to 2028-29 is on average 2.1 per cent each year.
- The 2025-26 budget for Output Group 2 – Libraries is \$199.30 million across 2025-26 and the Forward Estimates, including \$49.08 million in 2025-26. The expense growth through to 2028-29 is on average 1.2 per cent each year.
- The 2025-26 budget for Output Group 3 – Education Regulation is \$50.15 million across 2025-26 and the Forward Estimates, including \$12.67 million in 2025-26. The expense growth through to 2028-29 is on average 1.11 per cent each year, with the exception of 2028-29. There is a decrease of \$1.2 million or 9.72 per cent in 2028-29 which reflects the current profile of funding for the Commission of Inquiry response.
- The total Capital Investment Program for Department for Education, Children and Young People across 2025-26 and the Forward Estimates totals \$455.31 million. Of this, \$294.2 million is committed to education infrastructure, including \$1.5 million for the Teachers Registration Board's new Customer Relationship Management System.

2025-26 Key Deliverables

- \$37.4 million of additional investment in 2025-26 will be made in education, early years, supporting learners with a disability and adult learners comprising:
 - \$24.7 million for the new Better and Fairer Schools Agreement (BFSA);
 - \$300,000 for Child and Family Learning Centre Community Outreach;
 - \$10 million for the Educational Adjustments Disability Funding Model (noting only \$5 million is additional funding);
 - \$1 million for the Huonville Childcare and Child and Family Learning Centre Outreach service;
 - \$125,000 to continue Libraries Tasmania 26TEN Communities Program; and
 - \$1.3 million in 2025-26 for the Variety Breakfast Program.
- For further detail on the Better and Fairer Schools Agreement (BFSA) refer:
 - DOC/25/75114 - BRIEF 7 - BFSA

2024 Election Commitments

- The Government continues to deliver on 2024 Election commitments, with \$19.78 million invested in education across 2025-26 and the Forward Estimates. Funding of \$13.4 million for 2025-26 includes:
 - Beacon Foundation - \$1.2 million
 - Building our VET Workforce - \$187,000
 - Decodable Readers - \$400,000
 - Early Years Workforce Development Fund - \$100,000
 - Extend Structured Literacy to Years 3 to 6 - \$1.5 million
 - Farm-based Education Programs - \$200,000
 - Hard to Staff Teacher Incentive Program - \$875,000
 - School Lunch Program - \$7.6 million. The timing of grant payments for this item has been adjusted during 2024-25 to support the needs of the service provider. An additional \$4 million has been allocated in 2026-27 to enable the program to continue to the end of 2026.
 - More Vocational Learning for Years 9 and 10 - \$625,000
 - Square Pegs - \$200,000
 - Young Leaders of Tasmania - \$310,000
 - YouthBuild Program – \$200,000.

Commission of Inquiry (COI)

- The Government provided the Education Portfolio \$18.9 million of COI funding across 2024-25 to 2028-29. This is included \$9.7 million for specific education actions and \$9.3 million for actions to be managed at the whole-of-agency level.
- The 2025-26 State Budget has resulted in reductions to Education's 2024-25 allocations totalling \$5.4 million across 2025-26 to 2028-29. Of this \$2.4 million relates to targeted education actions and \$3.0 million for whole-of-agency actions.
- The funding profile for the original 2024-25 State Budget COI funding has been adjusted in the 2025-26 budget. The Department is currently reviewing how it will implement these funding profile changes as it is likely to need to maintain some initiatives at the original funding level from within its global budget – refer separate COI Brief for specifics
- The 2025-26 funding allocations for the Education Portfolio consist of:
 - Education Regulation - \$114,000
 - Office of State Archivist - \$512,000
 - Teachers Registration Board - CRM System - \$240,000
 - Teachers Registration Board – Resourcing - \$1 million.
- The Capital Investment Program for 2025-26 includes \$1.5 million for the Teachers Registration Board's Customer Relationship Management System. There has been no change to the original budget allocation.
- For further detail on the Commission of Inquiry 2025-26 Budget movements refer to BRIEF 4 – COI Funding Allocation - Education

Budget Efficiency Dividend and Savings Targets

Additional savings (2025-26 and outyears)

- The 2025-26 Budget includes three additional savings targets totalling \$11.4 million across the outyears, with \$1.6 million to be achieved in 2025-26. The Education Portfolio share of these savings is \$10.11 million across the forward estimates (\$1.42 million in 2025-26).
- These savings are in addition to the Budget Efficiency Dividend (BED) announced in 2023-24 and are to be achieved through savings in the following areas:
 - Agency marketing, communications and expenditure;
 - Office and leasing improvements; and
 - Procurement Processes.
- This takes the total Agency saving target in 2025-26 to \$28.57 million of which \$25.36 million is to be achieved from the Education Portfolio.

Budget Efficiency Dividend (previously announced)

- The total Budget Efficiency Dividend (BED) announced in the 2023-24 budget to be achieved by the Department in 2025-26 is \$26.975 million, of which \$23.945 million relates to the Education Portfolio.
- Table 2 includes the amount of the BED that has notionally been applied to each output for the Education Portfolio across 2025-26 and the Forward Estimates, noting that a further amount in 2027-28 is yet to be apportioned to agencies by Treasury.

Table 2 – DECYP Budget Efficiency Dividend Allocation

	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Minister for Education				
Output Group 1 - Education				
1.1 In School Education	22,477	34,057	34,254	34,254
1.2 Early Learning	497	744	719	719
Total Output Group 1 - Education	22,974	34,800	34,973	34,973
Output Group 2 - Libraries Tasmania				
2.1 Libraries Tasmania	788	1,178	1,160	1,160
Total Output Group 2 - Libraries Tasmania	788	1,178	1,160	1,160
Output Group 3 - Education Regulation				
3.1 Education Regulation	183	275	268	268
Total Output Group 3 - Education Regulation	183	275	268	268
Total Minister for Education	23,945	36,254	36,401	36,401

- The 2024-25 budget efficiency dividend amount of \$11.8 million for the Education portfolio has been achieved through combined fixed-term and structural strategies.
- The Department continues focussed work into 2025-26 to develop structural strategies to meet the ongoing requirements of the budget efficiency dividend, whilst continuing deliver on priorities which ensure every child and young person is known, safe, well and learning.

2025-26 Appropriation Budget

- The 2025-26 Department's total Appropriation Budget across both the Education and Children and Youth Portfolios (by Total Revenue from Appropriation) is \$2.3 billion in 2025-26 which is an \$83.1 million increase from 2024-25. In 2025-26 this budget consists of:
 - Operating Services \$2.22 billion (increase of \$134.05 billion from 2024-25)
 - Capital Services \$73.9 million (decrease of \$29.3 million from 2024-25) and
 - Appropriation rollover \$1.4 million (decrease of \$21.6 million from 2024-25).
- For the Education Portfolio, the 2025-26 Operating Services budget (by Total Revenue from Appropriation) is \$1.99 billion, which is an increase of \$115.16 million or 6.12 per cent from the 2024-25 Original Budget of \$1.88 billion comprising the following significant movements:
 - Output Group 1: Education
 - \$24.7 million increase - reflects growth in Australian Government contributions for government schools under the BFSAs.
 - Additional funding for the Educational Adjustments Disability Funding Model.
 - Grants and Subsidies
 - \$29.63 million increase - reflects Australian Government funded grants to non-government schools.
 - \$7.65 million increase – reflects State funded General Education Grants to non-government schools based on increased enrolments above projections, updates to indexation rates and changes to specific loadings relating to students with a disability
 - \$400 000 million increase – reflects one-off additional funding in 2025-26 to partially support indexation increases relating to Non-Government Schools Capital Assistance.
- For further detail on the Estimated Outcome relating to Capital Investment Program infrastructure projects refer:
 - BRIEF 110 – Capital Programs and Projects

National Partnerships

Refer BRIEF 2 - National Partnership Funding.

Trust and School Bank Accounts

- The Original Budget for total cash held in trust and school bank accounts balance as at 30 June 2025 was \$124.4 million.
- The Actual Cash and cash equivalents at 30 June 2024 was \$102.4 million reducing to \$91.98 million at 30 June 2025.
- Schools are eligible to carry forward 15 per cent of their annual School Resource Package at the end of the school year (31 January).
- The eligible 15 per cent of SRP, or \$80,000 for a small school, holding cap amount as at 31 January 2025 was \$41.3 million.
- The final carry forward balance as at 31 January 2025 was \$31.5 million.
- Separate to school bank balances, the Department's operating trust account balance includes funds held from asset sales to be applied to maintenance works, National Partnership receipts, balances held for Government Education and Training International (GETI) and the Teachers Registration Board, external funding and retained revenue.

Table 4: Balances held in Trust and School Bank Accounts

	June 2021 Actual '\$000	June 2022 Actual '\$000	June 2023 Actual '\$000	June 2024 Actual '\$000	30 June 2025 Actual '\$000
School Bank Accounts	59,023	64,410	70,776	64,848	58,633
Trusts and Special Deposits	25,633	43,419	55,604	37,240	33,055
Other	206	292	294	292	292
TOTAL	84,862	108,121	79,526	102,380	91,980

Budget Preparation

- The Department's budget is prepared on an accrual basis that recognises assets, asset depreciation and liabilities such as employee entitlements. Accrual budgeting produces a Net Operating Result that reflects the Department's provision of important, essential services to the community, rather than the pursuit of profits. Expenses are recognised on an accrual basis. The Department is not funded through appropriation for non-cash items such as depreciation

Other Revenue

- Other revenue is also generated through fees and charges applied by the Department. Fees under legislation are increased annually in accordance with the Fees Units Act 199. Childcare licences and teacher registration fees are included.

Contact Officer:	Jacqui Wilson Deputy Director Finance and Budget Service s36	Date: 8/10/2025
Approved by:	Glenn Lucas Director Finance and Budget Services	Date and 15/10/2025
Approved by:	Kane Salter Deputy Secretary Corporate and Business Services	23/10/2025
Approved by:	Ginna Webster Secretary	23 October 2025

Budget Estimates 2025

Minister for Education and Children and Youth

Output: Education - Funding

BRIEF 12 – Education Budget Efficiency Dividend

TALKING POINTS

- The 2025-26 Budget Efficiency Dividend (BED) relating to the Education Portfolio increases to \$23.9 million from \$11.8 million in 2024-25.
- The Department has fully achieved the \$11.8 million BED in 2024-25.
- These savings have been achieved through:
 - Salary savings arising from natural timing lags associated in filling vacancies - \$3 million;
 - Non-salary savings - \$3.235 million;
 - Program savings including programs with uncommitted budget capacity, specifically:
 - i. Years 11 and 12 capacity - \$2.5 million resulting from efficiencies in the delivery of the now fully operational program;
 - ii. Rationalisation of management positions in the early years function - \$150,000;
 - iii. Teach for Australia Program \$450,000 due to lower enrolments than anticipated; and
 - Utilisation of retained revenue balances - \$2.465 million.

- In achieving these savings please note that for:
 - **Non-salary savings:** The Department has undertaken a review of non-salary budgets to identify savings within the current year. This has resulted in budgets being able to be adjusted without material impact to services;
 - **Program savings:** Program budgets have been reviewed to identify savings, however, any budget adjustment has not impacted on program delivery; and
 - **Retained revenue:** the reallocation of retained revenue will not impact the provision of services, in some cases such as the Education International unit it represents a reduction in available contingency funds.
- We're looking at ways to be more efficient while still making sure essential frontline services are delivered
- School Principals will continue to operate on a business-as-usual basis in filling their allocated positions. They will not be asked to implement vacancy control processes in their schools.
- Teacher allocation methods will remain consistent with the Schooling Resource Standard and our Fairer Funding Model. For example, schools will have an increase in resources where there is a demonstrated need such as increased enrolments and additional students with a disability.
- Further work is being undertaken to enable structural long-term savings in the outyears. At present savings are \$15.2 million against the target of \$23.9 million. This includes targeted salary savings (Section 27 Internal Briefing Information of [redacted]), information technology strategies (such as reductions in unutilised internet dongles and lower Wide Area Network costs) and fleet savings (15 vehicles as the leases expire).

➔ Refer Table 1 below

- The 2025-26 Budget has included three more savings targets for the Department to meet totalling \$11.45 million across the forward estimates with \$1.6 million to be achieved in 2025-26.
- These savings consist of:
 - i. Agency marketing, communications and expenditure improvements - \$2.4 million (\$341,000 in 2025-26)
 - ii. Office and leasing improvements - \$4.3 million (\$613,000 in 2025-26) and
 - iii. Procurement Processes - \$4.77 million (\$681,000 in 2025-26)
- The indicative share of these savings for the Education portfolio is \$10.2 million (\$1.4 million in 2025-26).

Background, data and facts:

DETAILED INFORMATION

- The Budget Efficiency Dividend (BED) to be achieved in the Education portfolio was \$11.8 million in 2024-25, \$23.9 million in 2025-26, increasing to an estimated structural reduction of \$36.3 million in 2026-27.
- The 2024-25 BED has been achieved through a mixture of one-off and structural savings.
- Work is progressing to identify and implement strategies and actions to achieve the estimated structural reduction of \$36.3 million in 2026-27.

Contextual information on Budget Management

- Development of operational budgets for DECYP historically includes budgeting for greater than the allocated funding.
- This budget management practice recognises that there will be a level of underspend on planned expenditure due the scale of the agency, resulting in:
 - vacancy savings that occur for salary budgets; and
 - lags or timing differences that occur in program delivery in non-salary expenditure.
- Historically the Department has been able to manage within its allocated budget for the Education portfolio without additional resource allocation through Requests for Additional Funds.
 - The Department’s capacity to meet some costs is increasingly challenging, particularly in relation the cost of delivering the Educational Adjustments Program due to rising eligible students.
 - In addition, any flexibility available from Retained Revenue balances have largely been fully expelled in 2024-25.

2024-25 Budget Strategy

- The Department advised Treasury that it has achieved its BED targets for 2024-25.
- Table 1 below shows BED achieved by Education Output.

Output	Target \$'000	Achieved \$'000
1.1 In School Education	11,053	11,148
1.2 Early Learning	247	247
2.1 Libraries Tasmania	392	392
3.1 Education Regulation ¹	95
Total Savings Achieved	11,787	11,787

1. The Education Regulation Output has existing budget pressures related to resourcing constraints and consequently has not been able to meet any BED target. This has meant that the saving assigned to the Education Regulation has been achieved through the In School Education Output.

Source of Saving	\$'000
Salary Savings	3,000
Non Salary Savings	3,235
Capacity from 11 and 12	2,500
Realignment of Early Years	150
Retained Revenue	2,465

Teach for Australia	450
Total	11,800

Note: These figures have been rounded up.

Retained Revenue - Background

Retained revenue is a source of funding outside of appropriation, typically arising from fees charged. Example of fees charged include:

- Business Partnership Agreement with TasTAFE - for ITS, Payroll and Finance services.
- Education International – tuition fees charged to overseas students studying in Tasmanian Government Schools.

2025-26 Ongoing Savings

- As noted above, further work is being undertaken to identify strategies and actions to achieve structural savings.
- The Government’s strategy to right-size the State Service, announced on 2 March 2025 has and will deliver salary savings through the associated recruitment freeze of non-essential roles.

Refer Budget Estimate Brief 114 – DECYP’s Response to Resizing the State Service.

- Table 1 below shows strategies that will continue to deliver savings and shows the ongoing saving task to be achieved across the outyears.

Table 1 -Education Savings Strategy		2025-26 \$'000	2026-27 \$'000	Notes
Category				
1	Salary Savings			
	From vacancy timing	3,000	3,000	Capturing salary savings that occur through genuine vacancies and the timing of filling those vacancies.
	Targeted salary savings	2,435	4,870	Includes previous early years for 24-25 of \$150,000
2	Non-salary Savings			
	Supplies and consumables	1,841	1,869	Reflect historical underspends by some budget centres as well as reductions in travel budgets, administrative expenses and material resources.
	Non salary indexation not passed on	2,005	2,005	
	IT strategies	394	1,144	Includes reduction in Internet Dongles, reduced Wide Area Network costs and rationalisation of telephone services.
	Fleet	75	150	
3	Other			
	Savings Capacity from 11 and 12	2,500	2,500	This program is fully operational, and this capacity will not impact the operation of the program
	Retained Revenue	3,000		GETI surplus funds held for reinvestment
	Total Savings Identified	15,250	15,538	
	Total Education Efficiency Dividend	23,945	36,255	
	Remaining Balance of Savings to Identify Strategies to Achieve	8,695	20,717	

Efficiency Dividend

The following table includes the amount of efficiency dividend that has been notionally applied to each output for the Education portfolio:

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Minister for Education					
<i>Output Group 1 - Education</i>					
1.1 In School Education	11,053	22,477	34,057	34,254	34,254
1.2 Early Learning	247	497	744	719	719
<i>Total Output Group 1 - Education</i>	11,300	22,974	34,801	34,973	34,973
<i>Output Group 2 - Libraries Tasmania</i>					
2.1 Libraries Tasmania					
<i>Total Output Group 2 - Libraries Tasmania</i>	392	788	1,179	1,160	1,160
<i>Output Group 3 - Education Regulation</i>					
3.1 Education Regulation					
<i>Total Output Group 3 - Education Regulation</i>	95	183	275	268	268
Total Minister for Education	11,787	23,945	36,255	36,401	36,401

Contact Officer:		
Checked by Finance/HR/EPR	Jacqui Wilson – Deputy Director FABS	10/10/2025
Approved by:	Glenn Lucas Director- Finance and Budget Services	Date: 16/10/2025
Approved by:	Kane Salter Deputy Secretary BOS	Date: Click or tap to enter a date.
Approved by:	Ginna Webster Secretary	Date: 24/10/2025

Budget Estimates 2025

Minister for Education

Output Group: Education

Brief 13 - COI Funding Allocation Changes – 2025-26 and outyears

Overview

- The total Commission of Inquiry (COI) recurrent funding for the Education Portfolio is \$6.78 million across the forward estimates with \$2.3 million to be expended in 2025-26.
- In addition to Education Portfolio specific COI funding, Whole-of-Agency recurrent related COI funding allocations across the forward estimates is \$4.4 million.
- The 2025-26 State Budget has resulted in the following changes to COI funding allocations as follows:
 - Reductions to Education’s allocations totalling \$2.4 million across 2025-26 to 2028-29.
 - Reductions to Whole of Agency allocations totalling \$3.1 million across 2025-26 to 2028-29.
 - Specifically there is currently no provision for on-going funding of any elements in 2028-29. This will be subject to future budget decisions.
- The Government remains committed to the implementation of all the recommendations, therefore the Department will continue to deliver on these through internal re-prioritisation of resources.
- The Capital Investment Program for 2025-26 includes \$1.5 million for the Teachers Registration Board’s Customer Relationship Management System. There has been no change to the original budget allocation for this item.

Background, data and facts:

2025-26 Budget – Commission of Inquiry Funding Allocation Changes

For further detail on the Commission of Inquiry 2025-26 Budget movements refer to attachment 1.

Responses to COI funding allocation changes is set out in following table:

COI funding allocation	\$ Change	Response to change	COI recommendation/s
<i>Education:</i>			
Teachers Registration Board - Resourcing	Decrease \$1.5 million across 2025-26 to 2028-29, as follows: \$0.1 million per annum across 2025-26 to 2027-28. \$1.2 million in 2028-29.	Section 27 Internal Briefing Information of Minister	6.10; 6.11; 6.12; 6.13; 6.15; 6.16
Office of the State Archivist – Increasing Information Management Capability Across Whole of Government	Decrease of \$0.5 million in 2028-29.		12.4
Teachers Registration Board - Customer Relationship Management (CRM) System	Decrease of \$0.2 million in 2028-29.		6.10; 6.11; 6.12; 6.13; 6.15

COI funding allocation	\$ Change	Response to change	COI recommendation/s
Education Regulation	Decrease of \$0.1 million in 2028-29.	Section 27 Internal Briefing Information of Minister	6.4; 6.5
Child and Youth Empowerment	No decrease in 2025-26. Decrease of \$0.8 million across 2026-27 to 2028-29.		9.6; 12.8
Whole of Agency			
Reducing Harmful Sexual Behaviours	Decrease of \$1 million in 2028-29		6.9; 9.17; 9.28; 12.30
Implementation Taskforce	Decrease of \$0.8 million in 2025-26.		All DECYP COI recommendations
Office of Aboriginal Policy and Practice and Implementing the Aboriginal and Torres Strait Islander Child Placement Principle	Decrease totalling \$0.4 million as follows: \$0.1 million in 2025-26; and \$0.3 million in 2028-29.		9.7; 9.15

COI funding allocation	\$ Change	Response to change	COI recommendation/s
Complaints Management System	Decrease of \$0.3 million across 2025-26 to 2028-29.	Section 27 Internal Briefing Information of Minister	9.2; 9.31; 12.35; 16.2
Policy Resources for Legislative Work	Decrease of \$0.3 million in 2025-26		6.10; 6.11; 6.12; 6.13; 6.14; 6.15; 9.15; 9.27; 9.34; 12.12; 12.13; 12.14; 12.15; 21.9
Volunteer and contractor management - System Development	Decrease of \$0.3 million across 2025-26 to 2028-29.		6.5

Section 27 Internal Briefing Information of Minister



Notes:

1. Includes Child Youth and Empowerment budget allocation which was transferred from Children Services portfolio to Development and Support in 2024-25
2. This deliverable is required to continue in 2025-26 and will be funded from with the Department's existing resources.

Contact Officer:	Glenn Lucas/Jacqui Wilson	
Approved by:	Jacqui Wilson Deputy Director Finance and Budget Services Glenn Lucas – Director FABS	Date: 10/10/2025 GL – 16/10/2025
Approved by:	Kane Salter Deputy Secretary Business Operations and Support	22/10/2025
Approved by:	Ginna Webster Secretary	23 October 2025

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Minister for Education

Output Group: 1 Education

BRIEF 14 - Better Fairer Schools Agreement (BSFA)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- Tasmania has committed to action against the National Reform Directions in the BSFA. The recommendations from the Independent Education Review (IER) have strong alignment with the BSFA and where possible, priorities will be combined for future investment.

Immediate actions already underway include:

- Strengthening the existing Lifting Literacy initiative by increasing supports provided to all schools to further their transition to structured literacy delivery across all year levels. This action directly aligns with the equity and excellence BSFA priority area.
- Implementing a new school staff wellbeing model to provide additional support to frontline education workers. This action directly aligns with the strong and sustainable workforce BSFA priority area.
- Getting ready to trial a multi-school organisation model.
- Under the BSFA the Australian Government is providing additional funding totalling \$128.7 million across 2025-26 to 2028-29.

TALKING POINTS

- In March 2025, Tasmania signed a revised Commonwealth funding offer for Government schools in Tasmania, the Better and Fairer Schools Agreement – Full and Fair Funding 2025-2034.
- The new agreement will lift the Commonwealth's share to 25% (previously 22.5%) of the School Resourcing Standard (SRS) for Tasmanian public schools by 2034.
- The revised offer was provided to Tasmania after the Commonwealth agreed to more favourable terms with other jurisdictions, which triggered the no-worse-off provision included in Tasmania's previous Bilateral Agreement.

- The Bilateral Agreement sets out specific policy reform activities Tasmania will implement over the next five years that align with the BFSA's three National Reform Directions: equity and excellence; wellbeing for learning and engagement; and a strong and sustainable workforce.
- The Bilateral Agreement also sets out Tasmania's funding trajectory for Tasmanian Government schools to reach 100 per cent of the SRS by 2026. Tasmania has committed to increasing its share in the SRS for Tasmania Government schools from 75 per cent to 77.5 per cent by 2026.
- The growth in Commonwealth funding from the commencement of the BFSA for the life of the agreement is currently estimated at \$456 million. This represents the increased funding from the Commonwealth's funded share of the SRS increasing by 5 per cent over the life of the 10 year agreement.
- Full funding for Tasmanian Government schools will mean the Tasmanian Government can invest in significant initiatives that will improve educational outcomes for Tasmanian children and young people, as well as assist the growth and development of the Tasmanian education workforce.

NATIONAL REFORM DIRECTIONS

- The Bilateral Agreement sets out specific policy reform activities Tasmania must implement over the next five years that align with the BFSA's National Reform Directions of equity and excellence, wellbeing for learning and engagement, and a strong and sustainable workforce.
- There are 10 directions against which Tasmania needs to deliver existing or new effort and report that to the Commonwealth annually.

2025 INVESTMENT

- In 2025, on top of continuing existing effort, the Tasmanian Government has prioritised investment in:
 - Strengthening the existing Lifting Literacy initiative by increasing supports provided to all schools to further their transition to structured literacy delivery across all year levels
 - Implementing a new school staff wellbeing model to provide additional support to frontline education workers, and
 - Getting ready to commence a Multi-school Organisation trial in 2026.

When will schools see the new BFSA funding?

- The school funding agreement we have entered into with the Australian Government last year sees millions of dollars in new funding starting to flow from this year and sees Tasmanian public schools reach 100 per cent of the Schooling Resource Standard next year.
- Under our Agreement, in the 2025-26 financial year, we are receiving \$24.7 million in new funding flow from the Commonwealth, on top of the existing funding we were due to receive under the Commonwealth's previous 20 per cent funding commitment. For the 2025 school year this equates to approximately \$16 million, growing to approximately \$33 million for the 2026 calendar year.
- Schools have been eager to know how this new funding will be delivered and this is something we've been carefully working through.
- This new Commonwealth funding is directly tied to national reform directions set out in our Agreement with the Australian Government in order to see improvements in educational outcomes.
- Through being strategic with our priorities and, seeking feedback directly from schools on how we target funding,

we are able to lead system-wide change while at the same time ensuring we are providing schools with the resources they need.

- Broadly the \$16 million funding allocation for 2025 school year covers the following:
 - Lifting literacy \$12 million
 - New school staff wellbeing model - \$1 million per year (with a part-year cost in 2025); and
 - Preparation to commence the Multi-School Organisation trial in 2026 – \$0.6 million.
- The \$12 million investment announced to supercharge resources for literacy is part of this funding and will benefit every government school.
- In developing this package, we sought feedback directly from schools to understand which supports will have the most impact on the ground.
- We're providing schools with funding for relief staff so that staff can more easily undertake training in structured and evidence-based literacy instruction.
- We're providing additional resources for schools to support structured literacy instruction.
- This includes, extra decodable readers, class book sets, IT subscriptions to access online curriculum-aligned resources.
- Along with these resources we are also developing high-quality instructional materials, so it's as simple as possible for our teachers to teach literacy in their classrooms.
- These materials will take the administrative planning load off our teachers' shoulders and provide a consistent approach to literacy across our schools.
- We know our teachers have been doing an amazing job in delivering structured literacy instruction and we want to acknowledge their efforts and the outcomes being achieved.

- This significant and targeted investment is the result of teachers telling us what they need to do this work.

What about the rest of the money?

- For the 2025 calendar year we are also:
 - Implementing a new school staff wellbeing model to provide additional support to frontline education workers
 - Getting ready to commence a Multi-school Organisation trial in 2026; and
 - Any unutilised funds in the 2025 school year given the timing of the agreement will be strategically used to supplement the 2026 additional funding for schools.
- In terms of 2026 growth in funds, we are still working through in detail how the remaining funds will be spent in line with the National Reform Directions and alignment to the recommendations from our Independent Education Review.
- Funds will support:
 - On-going literacy supports;
 - The roll-out of the breakfast program;
 - Further funds to continue the lunch program to the end of the 2026 school year; and
 - Actions to support our numeracy commitment.

Refer to Attachment 1 – BFSA Commitment Schedule

- This is not a decision to rush into, and we are committed to seeking input from teachers and principals as we did for our investment to supercharge literacy resources.

THE 4% ALLOWANCE

- In signing our revised BFSA offer this year, we agreed to phase out the 4 per cent of indirect school expenses currently included in the Tasmanian funding contribution.
- Tasmania will be able to claim up to 1.5 per cent of direct student transport related costs going forward and this allowance will be phased in over the same period that the existing 4 per cent allowance is phased out.

Reduction of Tasmanian non-standard inclusions claimable percentage from 1.8% to 1.5%

- The new offer from the Australian Government required us to maintain the overall level of state funding with what we had committed to in the agreement we signed last year.
- To achieve this requirement, our 'non-standard inclusions claimable percentage', which is the provision we will claim our direct student transport related costs through, has been reduced from 1.8 per cent to 1.5 per cent.
- This means that even though our State contribution decreases to 75 per cent by 2030, the reduction in the percentage we can claim for non-standard inclusions ensures there will be no associated decrease in our overall funding.
- From a budget perspective, this decrease leaves us in a cost neutral position.

NATIONAL ENABLING INITIATIVES

- National enabling initiatives are in the head agreement. They are nationally agreed projects that require collaboration across the Australian Government and States and Territories to deliver.
- National enabling initiatives include:
 - Review of the School Resourcing Standard base loadings and calculation methodology
 - Implementation of the Unique Student Identifier for school students.
 - Collective work to better understand
 - socioeconomic diversity, its impact on schools and student learning and approaches to addressing these matters
 - school attendance, impact on learning and mechanisms to advance evidence-based approaches to addressing non-attendance, including school refusal.
 - A review of the Measurement Framework for schooling in Australia to ensure it remains relevant.
 - Development of an early year schooling numeracy check.

Background, data and facts:

- The Tasmanian Government signed the Better and Fairer Schools Agreement – Fair and Full Funding Heads of Agreement on 11 March 2025.
- The Bilateral Agreement was subsequently signed on 13 March 2025 and commits Tasmania and the Commonwealth to reach full funding (100 per cent of SRS) by 2026.
- The Table 1 and 2 below show:
 - The additional funding contribution that will be received from the Commonwealth from increasing their contribution share from 20% of the SRS to 25%.
 - The additional funding from the State above existing levels to meet the agreed contribution share of the SRS.

Table 1: Additional funding contributions – Calendar Year (\$m)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Additional Commonwealth	16.0	33.4	34.0	35.4	35.9	39.5	44.4	49.7	62.0	84.1	434.4
Additional State ¹	-	-	-	39.0	42.0	43.0	45.0	46.0	47.0	49.0	311.0

Table 2: Additional funding contributions – Financial Year (\$m)

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Additional Cwth	8.0	24.7	33.68	34.67	35.65	37.7	41.9	47.0	55.8	73.15	64.15	456.4
Additional State ¹	-	-	-	19.5	40.5	42.5	44.0	45.5	46.5	48.0	24.5	311.0

Notes:

Section 27 Internal Briefing Information of Minister



Table 3: New Commonwealth BfSA funding breakdown summary

New Commonwealth BfSA funding breakdown summary

	Jan-Jun 2025 \$m	Jul-Dec 2025 \$m	Jan-Jun 2026 \$m	Jul-Dec 2026 \$m	Jan-Jun 2027 \$m	Jul-Dec 2027 \$m	Jan-Jun 2028 \$m	Jul-Dec 2028 \$m	Jan-Jun 2029 \$m	Jul-Dec 2029 \$m	Jan-Jun 2030 \$m	Jul-Dec 2030 \$m	Jan-Jun 2031 \$m	Jul-Dec 2031 \$m	Jan-Jun 2032 \$m	Jul-Dec 2032 \$m	Jan-Jun 2033 \$m	Jul-Dec 2033 \$m	Jan-Jun 2034 \$m	Jul-Dec 2034 \$m	Total
Six monthly breakdown	8.0	8.0	16.7	16.7	17.0	17.0	17.7	17.7	18.0	17.9	19.8	19.7	22.2	22.2	24.8	24.9	30.9	31.1	42.1	42.0	434.4
Calendar year breakdown	2025 16.0		2026 33.4		2027 34.0		2028 35.4		2029 35.9		2030 39.5		2031 44.4		2032 49.7		2033 62.0		2034 84.1		Total 434.4
Financial year breakdown	2024-25 8.0	2025-26 24.7		2026-27 33.7		2027-28 34.7		2028-29 35.70		2029-30 37.7		2030-31 41.9		2031-32 47.0		2032-33 55.8		2033-34 73.2		2034-35 64.2	Total 456.5

Table 4: The Commonwealth's agreed funding shares for Tasmania's government sector, 2025 to 2034

Sector	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Government Schools	21.25%	22.50%	22.50%	22.50%	22.50%	22.66%	22.89%	23.15%	23.75%	25.00%

Table 5: Tasmania's agreed funding shares for the government and non-government sectors, 2025 to 2034

Sector	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Government schools	75.91%	77.50%	77.50%	77.50%	77.50%	77.34%	77.11%	76.85%	76.25%	75.00%
Non-government schools	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%

Table 6: Maximum percentage allowance for capital depreciation (share of the SRS)

Sector	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Allowable inclusions	4.00%	4.00%	4.00%	4.00%	4.00%	3.74%	3.38%	2.96%	2.00%	0.00%

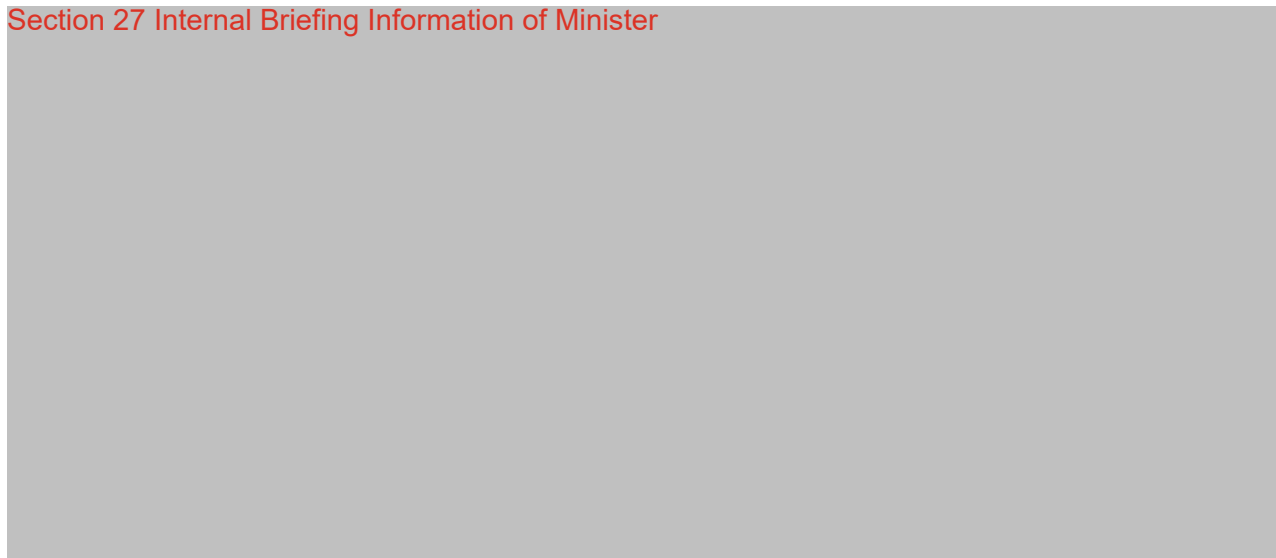
Measurement of contributions – allowable inclusions

- The BFSA sets out the measurement of agreed costs contributing to meeting Tasmania's share of the School Resourcing Standard.
- The previous National School Reform Agreement allowed up to 4% of the total SRS for capital depreciation and student transport.
- The BFSA shades out the 4% applied against capital depreciation to nil by 2034 (see Table 6 above) and allows the following expenditure related to the provision of education in government schools:
 - Regulatory funding provided by the government for the government sector for the Office of Tasmanian Assessment, Standards and Certification, the Tasmanian Teachers Registration Board, the Education Regulation Unit and the Office of the Education Registrar, where the functions are attributable to educational outcomes in government schools.
 - Up to 1.5% of the total SRS for the government school sector for non-standard inclusions, where it directly contributes to educational outcomes in government schools, which may only include expenditure related to direct school transport for government school students, provided it is phased in at a rate proportional to the increase in Commonwealth funding for Tasmania's government sector over 2029 to 2034.

Previous announcement

- The estimated figures in the original media announcement (September 2024) have been updated resulting in a slightly different result (original **\$447 million** versus new estimate of **\$456 million**):
 - The original media announcement in September 2024 regarding the BFSA noted that the Commonwealth will provide an additional \$447 million to Tasmanian public schools over the life of the agreement when compared to the 2024 funding under the National Schools Reform Agreement.
 - The growth in Commonwealth funding from the commencement of the BFSA (from 1 January 2025) for the life of the agreement is now estimated at **\$456 million**. This represents the increased funding from the Commonwealth's funded share of the SRS increasing by 5 per cent over the life of the 10 year agreement

Section 27 Internal Briefing Information of Minister



Attachment 1 - BSFA Application

1 Funding Commitments - Calendar Year - T				2025	2026	2027	
1.1 Contributions \$'m				16.00	33.40	34.00	Notes
1.2 New BSFA funding commitments							Section 27 Internal Briefing Information of Minister
Supercharging Literacy				12.00	7.96	2.20	
School Staff Wellbeing Response Team				0.50	1.00	1.00	
Multi School Organisations				0.60	0.50	0.50	
Healthy School Lunches				-	4.00	-	
Breakfast Program (non-capital)				-	1.75	2.00	
Structured Numeracy Program				-	2.70	-	
Total				13.10	17.91	5.70	
1.3 Balance				2.90	15.49	28.30	

Contact Officer:	Luke Huigsloot phone: s36	
Checked by Finance/HR/EPR	Glenn Lucas, Director FABS – 11/05/2025 and 10/10/2025	Please indicate if this brief has been cleared by Finance/HR/DSI
Approved by:	Kane Salter Deputy Secretary Business Operations and Support	Date: 23/10/2025
Approved by:	Ginna Webster Secretary	Date: 24/10/2025

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BRIEF 19 - Violence in Schools and Workplace Injury Management (Workers Compensation)

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- Establish the School Staff Wellbeing Response Team, providing direct, specialist support to schools (First 100 Days, [2025 100 Day Plan.pdf](#))

VIOLENCE IN SCHOOLS

- Violence is unacceptable in any form, and there is no place for violence anywhere in Tasmanian schools.
- Every child has the right to be safe at school. Every employee has the right to feel safe, well and valued in the workplace, and this is a high priority for the Tasmanian Government.
- Data from the student wellbeing and satisfaction surveys show that, overall, the majority of DECYP staff, students, and families feel that schools are safe environments.

Actions to support schools and staff (re: violence)

- Schools are provided with a number of supports, including expert advice, that equip staff with contemporary approaches to managing behaviour and wellbeing.
- Regionally-based WHS Consultants also work directly with Principals and schools to manage work-related safety risks and ensure advice is available.
- In July 2025, a Violence Prevention and Reduction Steering Committee was established as the central oversight and coordination body for guiding a strategic approach to violence prevention and reduction.

- In August 2025, staff wellbeing support services were expanded through the new Wellbeing Connect service. This offers a broader range of wellbeing supports for individuals, teams and schools, including individual counselling, traumatic incident response and recovery, as well as proactive workplace mental health and wellbeing programs.
- Schools are supported to develop and maintain evidence-informed inclusive practices which impact on student behaviour, both preventatively and responsively. This helps to build the capability of staff to respond to children and young people who present with complex and diverse needs.
- A Student Behaviour Management Policy strengthens responses at the school level, equipping schools with consistent minimum standards for preventing and responding to unacceptable behaviour.
- Staff have access to development and training to ensure they have the skills and tools needed to foster positive and respectful school environments, support the complex and diverse needs of students, and respond confidently and proactively to incidents of violence.
- School resources and toolkits have been developed, supporting a whole of system, evidenced-based approach to combat bullying and other inappropriate behaviour, including through Respectful Relationships Education.
- Reporting systems have also been enhanced, and a new Safety Reporting System (SRS) was delivered in February 2024 to make it easier for staff to report and manage incidents and hazards.
- 'The Line' advertising campaign ran in September and November 2024 focusing on disrespectful online behaviour. The campaign reached 246,000 people through free-to-air TV and close to 415,000 through YouTube.

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WORKPLACE INJURY MANAGEMENT

Education/Libraries/Corporate (non-school Portfolios)

- The primary aim and focus with all workers compensation claims is to return an injured employee to their pre-injury duties.
- Each employee who makes a claim is contacted via written correspondence and via telephone by the Injury Management team to discuss their claim, to ask any questions about the process and to ensure that they have all the information they need to understand the process regarding liability and their rehabilitation towards return to work and recovery.
- Each claim and injury is managed within the framework of the Department's Injury Management Program (approved by the WorkCover Board) and the *Workers Rehabilitation and Compensation Act 1988* (the Act).
- With respect to medical and other associated expenses, decisions are made in accordance with the Act, and decisions made by the Department are guided by this legislation. This is the case with all workers compensation claims.
- There is no provision within the Act for an employer to pre-approve treatment as such. An injured employee who incurs an expense can make a claim to their employer (Agency) for payment. The Agency has 28 days to pay the expense or refer it to the Tasmanian Civil and Administrative Tribunal (TASCAT).
- If an injured worker cannot return to their pre-injury duties, all efforts are made to identify suitable and meaningful duties within the Department.
- The Department conducted a review of its injury management arrangements in June 2025. The review recommendations are currently being considered.
- The data below includes all workers compensation claims received for Education, Libraries and Corporate (non-school portfolio) areas.

- As at 30 September 2025 the total number of active claims is 330

s36



Background, data and facts:

s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



Workers Compensation Premium Costs

The Department's Workers Compensation Premium costs are as follows:

Year	\$	Increase
2021-22 ¹	14,982,373	
2022-23 ²	18,418,736	3,436,363 (22.9%)
2023-24	19,802,265	1,383,529 (7.5%)
2024-25	24,760,139	4,957,874 (25.0%)

Note:

1. The 2021-22 premium is Department of Education and does not include business units and staff that joined the agency as part of forming DECYP.
2. Of the increase for 2022-23, \$2.7 million of the increase relates to the formation of DECYP and is for the premium for staff who were formerly part of the Department of Communities.

DECYP's workers compensation premium costs in recent years have increased at a lower rate than the overall costs for the Tasmanian Risk Management Workers Compensation Premium pool.

Contact Officer:	Teresa Berry, Manager, Injury Management phone: s36 Fiona Rippin, Manager Workforce Wellbeing Inclusion and Engagement	
Checked by Finance/HR/EPR	Glenn Lucas, Director FABS	15/05/2025
Approved by:	Charlton Clark Acting Deputy Secretary People and Culture	13/10/2025
Approved by:	Ginna Webster Secretary	16/10/2025

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BRIEF 20 - Industrial Agreements including Hard to Staff Incentives

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- **Hard to Staff Teacher Incentive Program** – The 2025-26 State Budget provides \$2.6 million across 2025-26 to 2027-28 (\$0.875 million per annum) to attract teachers to hard-to-staff schools, encouraging them to work in Tasmanian schools which traditionally have difficulty in attracting and retaining high-quality education staff.

TALKING POINTS

- Employees in the Education portfolio are subject to the following agreements that have been approved in the Tasmanian Industrial Commission:
 - The Principals Agreement,
 - The Teachers Agreement,
 - The Public Sector Unions Wages Agreement (PSUWA),
 - The Allied Health Professionals Agreement (AHP),
 - The Education Facility Attendants (EFA) Salaries and Conditions of Employment Agreement,
 - The Education Facility Attendant Job Security Industrial Agreement,
 - The Nurses and Midwives (Tasmanian State Service) Agreement.
- In 2025 the major round of bargaining will see renegotiation of the Teachers Agreement and the EFA Salaries and Conditions Agreement and broad State Service Agreements, namely the PSUWA, and the AHP Agreement.

- The Teachers Agreement, EFA Salaries and Conditions Agreement, the PSUWA and AHP Agreements will be led through the State Service Management Office (SSMO) under a lead negotiator with contributions or input from affected Agencies.
- Claims have been received from the Health and Community Services Union (HACSU), the Australian Education Union (AEU), and the Community and Public Sector Union (CPSU) for Allied Health Professionals and employees covered by the Public Sector Union Wages Agreement.
- A claim has been received in relation the Education Facility Attendants Salaries and Conditions Agreement (noting there is also an earlier, separate claim in relation to the EFA Job Security Agreement).
- A very small number of matters arising from the last round of negotiations in 2022 are unresolved, with over 90% of the commitments finalised.
- Negotiations for replacement Agreements are ongoing and have been subject of industrial action by unions including strike actions that resulted in the closure of schools.
- Where possible the Department mitigated the impacts of the strike actions but disruption to learners, their families, and the wider Tasmanian community was unavoidable.

Hard to Staff Incentives

- A pilot incentive package for teaching staff was introduced as an additional attraction and retention strategy for hard-to-staff schools. The pilot commenced as of Term 1, 2025 which involves two incentive payments per year for eligible employees.
- The first payment of \$1,000 was paid six weeks into Term 1 and the second payment of \$2,275, was paid six weeks into Term 3.
- Schools selected for inclusion in the hard-to-staff pilot in 2025 are:
 - Yolla District School
 - Smithton High School
 - Port Dalrymple District School
 - Jordan River Learning Federation – Secondary School
 - New Norfolk High School
 - Lilydale District School
 - Montrose Bay High School
 - Glenora District School
 - Fairview Primary School
- The selection process for the schools considered socio-economic data, teacher vacancy numbers, presence of a school support package or otherwise, and any overlapping recruitment and retention strategies.
- The Department and the AEU will jointly review the school selections prior to the 2026 school year to determine ongoing application. It is not envisaged that the school selection will be amended for 2026 to allow for staffing consolidation at the selected sites.
- These payments complement but do not compete with, existing incentives for isolated schools.
- To mitigate the risk of competing incentives a variation to the Teachers Agreement 2023 provided for a small increase to the year two and three Isolated Schools'

Incentive payments to \$3,275 per annum (pro rata), from \$2,759 per annum.

Background, data and facts:

Industrial Agreements

- The following Agreements apply in addition to those listed in the Talking Points:
 - Department of Education Teacher Transfer/Assignment of Permanent Duties Industrial Agreement,
 - Department of Education Health Care Procedures Allowance Agreement,
 - Department of Education School Support Staff Holidays with Pay Agreement,
 - Nurses and Midwives (Tasmanian State Service) Agreement 2019,
 - Nurses and Midwives Tasmanian State Service Interim Agreement 2013, and
 - Nurses and Midwives Work Value Agreement 2015.
- The Public Sector Union Wages Agreement 2022 and the Allied Health Professionals Agreement No.2 of 2022 both expired on 30 June 2025.
- Claims have been received from the relevant public sector unions. The claims generally relate to all employees covered by the Agreement in question, except where a claim specifically relates to a cohort within the coverage.

Contact Officer:	Mat Johnston phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson, Deputy Director FABS	6/10/2025
Approved by:	Mat Johnston Director Workplace Relations	Date: 19/09/2025
Approved by:	Charlton Clark Acting Deputy Secretary People and Culture	13/10/2025
Approved by:	Ginna Webster Secretary	16/10/2025

Budget Estimates 2025

Minister for Education

Output Group: 1 Education

BRIEF 21 - More Staff in Schools

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The Government's 2024 Election Commitments provide incentives and pathways to attract more staff in schools via:
 - A commitment to employ 25 new mathematical and science teachers across Tasmania with 11 recruited so far;
 - Providing \$500,000, over three years commencing in 2024-25, to fund 20 additional scholarships for speech pathologists and school psychologists;
 - A pilot package to provide financial incentives to attract teachers for hard-to-staff schools, which is in place and operating in the 2025 school year;
 - Providing \$750,000, over four years, to develop a package to expand the Vocational Education and Training workforce and attract industry experts and skilled tradespeople to deliver more VET in government schools; and
 - Committing \$15 million to build new, and upgrade existing, teacher residences in rural and remote communities, with the first phase of upgrades to units in Queenstown nearing completion.

TALKING POINTS

- Workforce continues to be a strategic priority and one of the Department's key focus areas is school staff.
- In an effort to boost recruitment, DECYP engaged in the following:
 - New promotional videos were created, showcasing the benefits of teaching in Tasmania. These videos featured across a range of platforms including social media and DECYP digital channels. They achieved wide digital reach (360,000 views) and helped increase application rates.
 - Targeted advertising on sourcing platforms such as LinkedIn Talent Solutions and Seek, alongside

- expanded use of social media to drive awareness. As part of this, a new LinkedIn Life page was set up, enhancing the transparency and appeal of departmental culture for potential applicants.
- Updated digital collateral was developed emphasising Tasmania's teaching benefits and incentives.
 - There was personalised engagement with new applicants on the teacher register.
 - DECYP representatives participated in career expos and forums to connect with prospective teachers. This rounded out a holistic and future-facing recruitment strategy.
 - Visa sponsorship was arranged for five international teachers – two of whom specialised in Mathematics and Science, helping to address subject-specific workforce shortages.
 - Conversions to permanency for eligible school staff were made following amendments to Employment Direction No.1 (ED1), demonstrating a strong commitment to workforce stability and long-term employment. This saw the successful conversion of 192 teachers, equivalent to 138.65 FTE, and 430 school support staff, totalling 231.43 FTE, across Terms 1 and 2.

2014-2025 TEACHER VACANCY RATE COMPARISON

- As at 30 September 2025, there were 18.6 FTE classroom teacher vacancies in schools, reflecting normal seasonal fluctuations. 90.7% of schools were fully staffed at this time.
- There is no more important investment in the education of Tasmania's young people than employing quality teachers and school support staff.
- Between 31 March 2014 and 31 March 2025 the Tasmanian Government has employed an additional:

- 511.89 FTE teachers;
- 107.01 FTE professional support staff;
- 814.48 FTE teacher assistants; and
- 91.72 FTE education support specialists.

RECRUITMENT ACTIVITIES

- National Teacher recruitment campaigns over several years have been successful in attracting new quality applicants for employment in schools state-wide.
- Since 2018, 632 permanent Teachers have been appointed through targeted annual campaigns and related strategies, which have included a focus on regional and hard to staff schools and specialisations.
- Since 2022, 361 fixed-term Teachers have gained permanent status through change of employment status processes.
- The 2024 campaigns and initiatives resulted in:
 - 78 applicants found suitable for appointment via the National Teachers Recruitment Campaign
 - 32 Graduates found suitable for appointment;
 - 50 applicants appointed through early progression to permanency conversions; and
 - 27 Teach for Australia associates across the 2024 and 2025 cohorts.
- New talent attraction recruitment strategies include:
 - Mainland University Graduate Attraction Program. Collaboration with 5 universities that have students undertaking education qualifications, Charles Sturt University, Curtin University, Deakin University, Swinburne University and University of New England.
 - New service agreement in place to assist with employer sponsored teaching opportunities under a Skilled Migration Pathway. Currently 5 applications are in progress, 2 of which are Maths/Science specialised.

- Tactical approach to international candidates, via received applications and also proactive sourcing for specialisation vacancies only. Sponsorship consideration for hard-to-source specialised roles only.
- Enhanced partnership with TRB to satisfy qualification alignment to ensure a smooth registration process.
- In September 2024 a new Teacher Campaign: 'Make a Difference', was launched as a follow-up to the National Teachers Recruitment Campaign. While primarily aimed at secondary Teachers, this initiative enhanced the Department's brand presence both statewide and nationally and supports the More Teachers, Quality Teaching Action Plan which is a key output of our Education Workforce Roundtable.
- Future recruitment actions will also align to the new DECYP Workforce Strategy 2025-2030 Bright Futures: Our People Make the Difference, which will include a focus on improved workforce data to understand current and future needs, with a specific action plan for our education workforce.

TEACH TASMANIA SCHOLARSHIP

- The Teach Tasmania Scholarship is a new scholarship program for eligible Bachelor of Education and Master of Teaching students studying full-time at the University of Tasmania from 2024. Delivered in partnership with UTAS, 50 Scholarships were made available. Recipients need to be Tasmanian residents, study full-time and undertake professional experience placements in Tasmanian government schools.

TEACHER INTERN PLACEMENT PROGRAM

- The Teacher Intern Placement Program is a key action of the More Teachers, Quality Teaching Action Plan developed in 2018 by the Education Workforce Roundtable. Following a review in 2022 a revised target program participation was set at 40 for 2023 and 45 from 2024 onwards.
- 2025 – 20 interns (1 cancelled due to personal circumstances)
 - 2024 – 34 interns
 - 2023 – 26 interns
 - 2022 – 25 interns
- Application for the program is strong but converting interest to placements is challenging and the Department is exploring ways to increase placement numbers. Many UTAS students don't meet the entry requirements and the scholarship fund is not sufficient to avoid the need to maintain additional employment. There is a need to explore more flexible and inclusive approaches to strengthen the pipeline and support student success.

2024 ELECTION COMMITMENTS

- The Government's 2024 Election Commitments provide incentives and pathways to attract more staff in schools via:
 - A commitment to employ 25 new Maths/Science Teachers across Tasmania;
 - Providing \$500,000, over three years, to fund 20 additional scholarships for speech pathologists and psychologists;
 - A pilot incentive package to provide financial incentives to attract teachers for hard-to-staff schools, in place and operating in the 2025 school year; and
 - Providing \$750,000, over four years, to develop a package to expand the Vocational Education and Training workforce and attract industry experts and skilled tradespeople to deliver more VET in government schools.
- In 2024, the Government committed \$15 million to build or upgrade housing for 25 teachers in rural and remote areas, and this commitment is very close to being delivered already.
- Work is nearing completion on the refurbishment of 21 teacher residences in Queenstown. Work to finalise the program to build new residences at Smithton, Flinders Island, Scottsdale and Queenstown is also now well advanced.
- Through a combination of new builds and refurbishments, the program will deliver at a *minimum*, 37 quality residences for our hardworking teachers in rural and remote areas, and through value management of the new build program, there is potential to increase this number even further. In addition, the Department continues to undertake refurbishment of existing teacher residences through a recurrent Minor Works program. For 2025-26, this will see the refurbishment of three residences on King Island, with refurbishment of existing residences in

other areas of high need to be undertaken in the subsequent financial years.

INDUSTRIAL ARRANGEMENTS

- To support the attraction and retention of more teachers in schools, the 2023 industrial agreement and related commitments have provided additional resources directly in schools and has provided further support for beginning Teachers together with new or increased incentives in remote schools involving:
 - Additional staff resources of 170 FTE to provide direct support to teaching staff involving:
 - 25 FTE senior leadership roles in targeted areas of need in 2023/-24 (implemented);
 - An additional 25 FTE Education Support Specialists from 2023 (implemented);
 - The equivalent of 66 FTE Teacher Assistants to provide direct in-class support from 2023 (implemented), increasing to 100 FTE in 2025; and
 - An additional 20 FTE Social Workers, filled by 10 in 2023 and a further 10 in 2024 (both implemented).
 - Reduced instructional load, time release and professional development for new or early career teachers, which includes an intensive 4-day induction program in the week prior to Term 1; and
 - New or improved isolated school incentives including higher salary placement, settling in allowance, yearly incentive payments for the first five years and paid time to attend to urgent appointments.
 - Changes to the classification structure and pay points applying to VET Specialist Teachers to provide competitive wages and facilitate recruitment and retention of skilled, qualified vocational educators.

TEACHING POSITIONS – NON-SCHOOL AREAS

- Across the Department, there are teaching positions in non-school areas that require the expertise of a qualified teacher to support the educational provision for students and increase their educational outcomes, such as English as an Additional Language.
- The number of employees who are assigned a teaching classification but who are not assigned to, or undertaking duties in a school, at 31 March 2025 was 64.30 FTE.
- This number of teaching classified staff undertaking duties in an out of school area represents 1.15 per cent of the overall teaching workforce.

EMPLOYEE RECRUITMENT AND RELATED INITIATIVES

Teachers

- Since 31 March 2014, an additional 511.89 FTE teachers have been employed in Tasmania's public schools.
- There has been a 42.88 FTE increase in the number of teaching staff to 4,658.08 FTE from March 2024 to March 2025.
- Teaching staff includes those who hold a Limited Authority to Teach (LAT). Since 31 March 2025, there has been an increase of 7 (headcount (HC)) LAT holders: from 130 HC in 2024 to 137 HC.

Professional Support Staff

- Since 31 March 2014, an additional 107.01 FTE professional support staff have been employed to support schools.
- The Teachers Agreement 2023 included the employment of an additional 20 FTE social workers, with 10 being engaged across calendar years 2023 and 2024.
- In 2024, the Tasmanian Government provided funding for 10 speech pathology and 10 school psychology scholarships to eligible university students, creating pathways to permanent employment to provide support to schools for these early career professionals.
- 5 School Psychology scholarships and 13 (5 Election Commitment; 8 DECYP funded) Speech and Language Pathologist scholarships were awarded in 2024; 14 scholarship recipients have commenced with DECYP; the remaining 4 commence in July, 2025
- These 20 scholarships are in addition to 9 speech pathology scholarships awarded in 2023.

Teacher Assistants

- Since 2014, an additional 818.48 FTE Teacher Assistants (TA) have been employed in Tasmania's public schools.
- Comparing FTE figures on 31 March 2024 to 31 March 2025, there has been an increase of 134.72 FTE.

Education Support Specialists (ESS)

- Since 2020 (the year in which these roles were introduced in schools), 91.72 FTE have been employed.
- Comparing FTE figures from 31 March 2024 to 31 March 2025, there has been an increase of 14.76 FTE.
- Teacher Assistant Development Program include a qualification pathway for TAs to obtain a Certificate III and Diploma.
- The Certificate III is delivered in partnership with TasTAFE. It enables TAs working in DECYP schools to have their current knowledge and skills recognised as evidence in practice.
- The Diploma in Education Support is delivered in partnership with UTAS. This provides TAs with the essential qualification required for the Education Support Specialist role.
- Since the program's implementation in 2021, 69 TAs have completed the Certificate III and 84 the Diploma.
- In 2025 there are 21 new TAs enrolled in the Certificate III and 28 in the Diploma with a further 26 due for completion in 2025.

National Teacher Recruitment Campaigns

- Since 2018, the Department has permanently appointed 632 Teachers through the Assessment Centre Teacher Recruitment Campaigns.
- The 2024 Campaigns continued to emphasise attracting high-quality teachers into hard to staff and high priority locations and specialisations; they utilised contemporary recruitment methods to assess candidates and streamline processes.
- The 2024 Campaign targeted Tasmanian residents completing their graduate teaching studies at interstate universities, in addition to students attending UTAS.
- During 2024, direct liaison occurred with 5 universities on the mainland (Charles Sturt University, Curtin University, Deakin University, Swinburne University, University of New England) regarding graduates who are undertaking education studies in those tertiary institutions.
- In 2025, the latest Teacher Recruitment campaign launched in June, featuring nationwide advertising across all Australian states and territories, as well as in New Zealand, targeting applicants with reciprocal teacher registration and valid working rights.
- Targeted specialisation advertising was an addition to the 2025 campaign, with Maths/Science qualified Teachers identified and highlighted through external marketing campaigns.

BACKGROUND, DATA AND FACTS

EMPLOYEE RECRUITMENT AND RELATED INITIATIVES

1. Teacher Recruitment Campaigns

31 March Data comparison retained for estimates due to campaign being run annually.

Table 1 – Teacher Recruitment Campaigns Summary 2018-2024 as at 31 March 2025

	2018	2019	2020	2021	2022	2023	2024
Applications	634	308	402	295	187	275	298
Permanent Appointments	69	113	63	75	50	152	110

Table 2 – Teacher Recruitment Campaigns Details 2018-2024 as at 31 March 2025

	2018	2019	2020	2021	2022	2023	2024
Recruitment Process Information							
Applications received	627 ⁺	302	402	295	268	275	298
Applicants shortlisted	238	248	309	224	170	247	216
Successful applicants (on an order of merit)	91	111	152	89	110	182	169
Successful Applicant Information							
Existing DECYP fixed-term employees	48	45	38	43	53	63	46
Graduates	10	8	18	29	29	51	28
Tasmanian private or Catholic schools	10	20	28	8	12	10	21
Interstate	8	9	9	4	9	24	45
Overseas	2	2	0	8	0	0	0
Other	0	0	0	0	0	4 ⁺⁺⁺	15
Placement Information							
Successful applicants who withdrew	15	28	27	13	31	30	59
Successful applicants placed	76	83	63 ⁺⁺	76	79	152	110

+Note: The high number of applications in 2018 was due to this being the department's inaugural campaign which included all schools, and high numbers of existing fixed-term staff applying. The process was changed in 2019 to be more targeted toward harder to fill schools, resulting in fewer applications overall and better alignment to operational needs.

++Note: Permanent appointments were down in 2020 due to a need to match school operational needs with a higher number of fixed term placements and the impact of COVID19 Pandemic disrupting the sector^[1], leading to uncertainties and budget constraints, challenges in planning and committing to long-term appointments. The overall number of suitable applicants remains high.

+++Note: Other has been added for those applicants who do not fit into the other categories. An example is someone returning to teaching from being a full-time Career.

2. Vacancy advertising

- During 2024-25, 771 advertisements for teachers and related classifications were progressed.
- Advertisements were both inside and outside the department.

Table 3 – Advertised In School and Out of School Staff Vacancies 1 April 2024 to 31 March 2025*

Number of advertisements	Permanent	Fixed-term	Total
Base grade Teacher	80	47	127
Advanced Skills Teacher	61	169	230
Assistant Principal	18	87	105
Principal	18	34	52
Education Support Specialists	31	19	50
Other school-based roles (e.g. Quality Teaching Coach) requiring teacher registration	0	167	167
Out of School Teaching classified roles	6	34	40
Totals	214	557	771

* Table 3 excludes any National Teacher Campaign, Graduate Teacher Campaigns or Early Progressions to Permanency Teacher Recruitment

3. Change of Employment Status from Fixed-Term to a Permanent Employee through Employment Direction No.9 (ED9)

- Teachers who complete eight whole, continuous and satisfactory (school) terms of teaching, are eligible for conversion to permanency and assigned duties to the Flexible Teaching Pool (FTP).
- An FTP assignment is not to exceed 16 school terms, the equivalent of 4 school years.
- An employee can be assigned substantive duties (i.e., to a permanent vacancy) at any time as at or after FTP status.

Table 4 – Employees who converted to permanency during 2023 and 2024

School Term	South	North	Total
Term 1 2023	11	11	23
Term 2 2023	13	7	22
Term 3 2023	4	7	11
Term 4 2023	39	19	58
TOTALS	67	44	111

Table 5 – Employees who converted to permanency in 2024 as at 31 March 2025

School Term	South	North	Total
Term 1 2024	13	7	20
Term 2 2024	14	8	22
Term 3 2024	8	6	14
Term 4 2024	37	20	57
TOTALS	72	41	113

4. Early Progression to Permanency

- Upon completion of four whole, continuous and satisfactory terms of teaching (12 months), employees are eligible to apply for conversion to permanency through the annual Early Progression to Permanency process.
- From 2025 fixed-term Teachers converting to permanency after 12 months will be processed on a Term-by-Term basis, alongside all other DECYP fixed-term employees.

Table 6 – Early Progression to Permanency of Teachers 2022-2024 as at 31 March 2025

	2022	2023	2024
Applications	125	103	57
Permanent Appointments	97	91	50

5. Change of Employment Status from Fixed-Term to a Permanent Employee through Employment Direction No.1(ED1)

- Eligibility for a change of employment status through ED1 is now undertaken on a term-by-term basis.
- Eligibility is subject to a number of conditions including:
 - Completion of 12 months’ continuous service undertaking the same or similar duties.
 - The duties and hours of the position are required on an ongoing basis.
 - The conduct and performance of the employee has been assessed as satisfactory.
 - At the discretion of the Head of Agency, there is no other reason why the employee should not have their employment status changed.

Table 7 – Change in Employment Status to Permanent through ED1 2024 as at 31 March 2025*

Term	Employees	South	FTE	North	FTE	Total	FTE
Term 1 2024	School Support Staff	15	NA	15	NA	30	NA
Term 3 2024	School Support Staff	178	90.01	161	83.23	339	173.24
Term 4 2024	School Support Staff	31	17.94	16	10.14	47	28.08
Total		224	108	192	93.4	422	206.1

*Note: The recruitment process was not undertaken in Term 2 2024

Table 8 – Change in Employment Status to Permanent through ED1 2025 as at 31 March 2025

Term	Employees	South	FTE	North		FTE	Total	FTE
Term 1 2025	School Support Staff	91	53.83	107		58.39	198	112.22
Term 1 2025	Teachers	68	54.11	55		39.59	123	93.70
Total		159	107.94	162		97.98	321	205.92

6. Teach for Australia

- Commencing in 2017 the department has partnered with Teach for Australia, providing \$1.3 million to recruit graduate secondary teachers with specialist qualifications as part of the Department’s Extending Years 11 and 12 Program.
- The participants are engaged for two years on a fixed-term employment contract while undertaking studies to complete a Master of Teaching – the employment is on a full-time basis undertaking teaching duties at 0.8FTE and study commitments at 0.2FTE.
- Upon completion of the program, employees are eligible for a change of employment status to permanent under Employment Direction No. 1.
- A new agreement has been negotiated with Teach For Australia to place up to 40 teachers in rural and regional schools across Tasmania in the 2025 and 2026 school years, allowing for up to 20 placements in each year.

Recruitment and Retention 2017-2025

Table 9 – Cohort Summary as at 31 March 2025

	C1	C 2	C 3	C 4	C5	C 6	C 7	C 8	C 9
	201	201	201	202	202	202	202	202	202
	7-	8-	9-	0-	1-	2-	3-	4-	5-
	201	201	202	202	202	202	202	202	202
	8	9	0	1	2	3	4	5	6
No. of Associates (at sign up)	13	12	16	19	21	19	19	20	12
Completed two years	9	10	12	18	17	13	12		
Assigned permanently	5	5	10	10	14	13	11		
Transition to Permanency Rate	38%	42%	63%	53%	67%	68%	58%		

s36, Section 27 Internal Briefing Information of Minister



s36, Section 27 Internal Briefing Information of Minister



Contact Officer:	Ben Evans, Manager Talent Acquisition phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director FABS	6/10/2025
Approved by:	Alayne Baker Director Recruitment Payroll Systems and Data	Date: 12/09/2025
Approved by:	Sue McKerracher Deputy Secretary People and Culture	6/10/2025
Approved by:	Ginna Webster Secretary	15/10/2025

Budget Estimates 2025

Minister for Education

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BRIEF 23 - School Based Professional Support Staff

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- The 2024 Election committed \$500,000 from 2024-25 to 2026-27 (Early Years Workforce Development Fund) to fund 10 school psychology scholarships and an additional 10 speech and language pathology scholarships to create permanent employment pathways (\$100,000 in 2025-26 and 2026-27).
- As at 30 June 2025, 5 school psychology scholarships and 5 speech and language pathology scholarships had been awarded with \$250,000 allocated (\$110,000 has been paid YTD to 30 June 2025) to recipients so far.
- This is in addition to a further 8 speech and language pathology scholarships that have been awarded.
- Recruitment processes for the remaining scholarships closed in April 2025 and have been finalised.
- The 2023-24 Budget provided for an additional 10.0 FTE social workers in 2023 and a further 10.0 FTE social workers in 2024 (all allocated). Funding of \$10 million across 2025-26 and the Forward Estimates is provided to support these roles (\$2.4 million in 2025-26).
- The 2022-23 Budget provided for the engagement of additional professional support staff (8.0 FTE psychologists and 8.0 FTE social workers), to support student wellbeing and safety, with \$7.1 million allocated across 2025–26 and the Forward Estimates (\$1.69 million in 2025-26).
- A Senior Speech and Language Pathology – Clinical Education Lead position was appointed as part of the 2022-23 Budget to coincide with the new UTAS speech pathology qualification.
- The 2021 Election committed funding for additional professional support staff for the existing 15 Child and Family Learning Centres with \$4.7 million across 2025-26 and the Forward Estimates (\$1.13 million in 2025-26).

TALKING POINTS

- Speech and language pathologists, social workers, and school psychologists are essential members of our school teams. They bring specialised knowledge and skills to support students' communication, emotional wellbeing, mental health, and social development.
- They work collaboratively with educators, other school based personnel (ie school nurses) and families to create inclusive, supportive environments where every student can succeed.
- Over the last decade, the Department has employed record numbers of these staff across the education workforce.
- This includes **increasing the overall number of professional support staff on-the-ground, by 100.75 FTE (as at 30 June 2025)** since 2014, to provide direct support to children and young people in our schools.
- The Government continues to support this workforce by funding **20 new scholarships for the next generation of speech and language pathologists and school psychologists** in Tasmania.
- This funding is **in addition to the 9 scholarships (8 awarded)** already made available by DECYP for **speech pathology from 2024**.
- DECYP has employed significant numbers of additional professional support staff in the past 12 months following successful recruitment initiatives and campaigns.
- The addition of a permanent relief pool (12.0 FTE) has enabled a more flexible service to support student and school needs.

Workforce Shortages

- Professional support staff shortages are a national issue with other jurisdictions facing the same challenge. Tasmania faces unique additional challenges due to our size and dispersed population.
- The following actions have been taken to grow our professional support staff workforce:
 - The 2022 Allied Health Professionals' Agreement included additional recruitment and retention initiatives such as increased remuneration, enhanced career pathways and more flexible work arrangements.
 - Further recruitment initiatives have included the creation of promotable positions between base-grade and senior levels, the introduction of professional practice leads and the development of graduate recruitment pathways.
 - Funding has also been allocated for additional professional support staff for the newly opened Child and Family Learning Centres.
 - A speech pathology qualification commenced at UTAS in July 2022 which is boosting the recruitment pipeline over the longer term; some UTAS graduates are now working, or due to commence working, for DECYP.
- Our work in this space is being rewarded with the successful uptake of positions advertised as part of the Tasmanian Government's recruitment initiatives and campaigns.

Professional Support Staff Waitlists

- The wellbeing and learning needs of our students is our highest priority.
- Our teaching staff are a highly capable workforce who expertly make adjustments and implement supports as needed to enhance student wellbeing and learning.

- Support for children and young people is provided through a multi-tiered approach which ensures cases are triaged, and those with the most acute need receive support from professional support staff or a school health nurse.
- Effective triaging ensures that students with serious or complex needs are able to access the wide range of student support services in a timely manner.

Student Wellbeing

- The Tasmanian Liberal Government is absolutely focussed on the wellbeing of our learners.
- School communities are highly supportive environments with a range of resources, approaches (including School Support and Wellbeing Teams) and strategies that promote the wellbeing of our learners.
- Schools draw upon the data and results of the Department's Student Wellbeing and Engagement Survey, which captures the voice of almost 30,000 students across the state each year, to ensure they are meeting the needs of their students and that their focus is addressing identified areas.

Mental Health Supports

- The Tasmanian Government recognises the increase in mental health needs in children and young people.
- Within an educational context, mental health support is not limited to a medical model of individual assessment and care; it is a collective responsibility.
- Proactive wellbeing and positive mental health programs are delivered within schools, and student wellbeing is tracked through the Student Wellbeing and Engagement Survey.
- Additional initiatives are being rolled out via the Tasmanian Health Service, such as the redesign of the Child and

Youth Mental Health Service (CYMHS). This further demonstrates the Government's commitment to supporting children and young people with mental health needs and that the Department is an active partner in this work.

Background, data and facts:

BACKGROUND:

- Professional Support Staff refers to speech and language pathologists, social workers and school psychologists.
- Whilst schools and CFLCs are experiencing shortages in the availability of speech and language pathologists, psychologists and social workers, vacancy rates have declined significantly in the past six months.
- **Additional details on 20 new scholarships** (note first round applications closed on 1 September, 2024; the next round of applications closed on 13 April, 2025):
 - Scholarships are for students who are in their final year of an accredited speech pathology university course and who expect to complete all requirements of their course by mid-2025.
 - Psychology students must be in their fifth year of an accredited 5+1 internship or in their second year of an accredited Masters pathway to registration program at an Australian university and were expected to complete their course in 2024.
 - Successful applicants will be provided with \$25,000 across their scholarship term to contribute towards university course costs.
 - They will also be offered secure employment with the Tasmanian Government for a minimum of two years.
 - Scholarship placements are offered across Tasmania with a focus on regional areas.
 - The graduate positions were advertised on the [Tasmanian Government Jobs website](#), and included the opportunity to apply for a scholarship.
 - This new initiative is in addition to the nine Speech and Language Pathology scholarships (funded by DECYP) announced in 2024.
 - As at 30 June 2025, 5 school psychology scholarships and 5 speech and language pathology scholarships had been allocated from the 20 election commitment scholarships.
 - Scholarship recipients (both election commitment and DECYP funded) commenced work in either January or February 2025; four additional recipients commenced in July, 2025
 - Unallocated scholarships were advertised on 12 March (closed 13 April) to capitalise on university semester dates.

Waiting List and Referral Data

- Due to manual recording, collation and extraction process for the below information 31 March data has been retained.

Average Waiting List Times (April 1, 2024 to March 31, 2025)*

Statewide Discipline	Average in Days	Average in Days March 2024	Average in Days March 2023
School Psychology	A. 280 days for assessment ¹ ***** B. 176 ¹ days for intervention	A. 250 days for assessment ¹ ***** B. 198 days for intervention ¹	A.168 days for assessment ¹ ***** B. 27 days for intervention ¹
Social Work	• 7.9 days ² (1825 students referred externally due to caseload capacity)	6.5days ² (808 students referred externally due to caseload capacity)	6 days ² (880 students referred externally due to caseload capacity)
Speech and Language Pathology	• 156 days (13% decrease statewide)	179 days	183 days

Notes:

1. Wait times for assessment are separate to wait times for intervention. Many students require intervention and do not need an assessment.
2. Social workers prioritise students and refer them to other services if they are unable to see students directly. The capacity to refer to other services however, has diminished since COVID-19.

- Wait times are stable for school social work and speech and language pathology.
- In the past 12 months, wait times for school psychology have increased for assessment but have decreased for intervention
- The above data reflects average wait times; many students are seen much earlier than the averages reported
- Average wait time data can be affected by ongoing vacancies in a particular school/group of schools and/or students with unique and complex circumstances (e.g. non-attendance, family violence) which preclude them from accessing services earlier

Numbers of Students on Waiting List as at March 31, 2025*

Statewide Discipline	Number of Students	March 2024	March 2023
School Psychology	2099	2217	1835
Social Work	250	380	98
Speech and Language Pathology	537 (10% decrease statewide)	598	549

*All data is approximate (an under representation) due to staff vacancies and turnover

**Number of Referrals
March 2025**

Statewide Discipline	Number of Students	Average per 1.0 FTE Based on Budgeted Staffing Allocation
School Psychology	4366	57
Social Work	10427	120
Speech and Language Pathology	1644	31

March 2024

Statewide Discipline	Number of Students	Average per 1.0 FTE Based on Budgeted Staffing Allocation
School Psychology	4644	59
Social Work	9096	114
Speech and Language Pathology	1791	32

March 2023

Statewide Discipline	Number of Students	Average per 1.0 FTE Based on Budgeted Staffing Allocation
School Psychology	4586	64
Social Work	10059	157
Speech and Language Pathology	1691	35

- Staff vacancies have impacted wait list times in some areas and over successive years
- Active caseloads have reduced in some areas due to more streamlined prioritisation

Referral and Waiting List Data*

- *All data is *approximate* (i.e. *an under-representation*) due to vacancies and staff turnover
- Waiting lists within an educational context are not equivalent to those in a health/medical model.
- Waiting list data is impacted by a range of factors including level of need, type of support required (e.g. assessment vs therapy), availability of other supports (e.g. teacher assistant programs), student self-referrals, departmental processes (e.g. assessment for disability funding), timing of other professionals' assessments, frequency of visits to a school and capacity to refer to other community services.
- Treatment times vary depending on numerous factors including type of need, severity, presence of another disability, availability of additional supports (e.g. teacher programs) and amount of caregiver follow-up.
- Professional Support Staff use evidence-based approaches to assess, diagnose and treat students' developmental, learning and wellbeing needs.
- Comparisons across disciplines are not valid due to the significant differences between caseload management, assessment and treatment for the different disorders, needs and conditions that each of the three disciplines specialise in
- Wait list times vary across regions and have been reported as state-wide averages
- The election commitment for Child and Family Centres has increased children's access to early development supports.

Service Delivery

- Professional Support Staff continue to use both face-to-face and telehealth service delivery. This includes managing complex cases in response to some other services closing their books.
- Professional Support Staff are increasingly responding to priority one cases due to the high demands and complexity of cases.
- Service delivery includes a range of approaches including individual assessment, therapy and counselling, group therapy, class programs, teacher assistant programs and home programs.
- Services are aligned to a Multi-Tiered Systems of Support (MTSS) Framework that is consistent with DECYP's Lifting Literacy Priority
- Intervention may include regular or intensive support depending on the nature of the need.
- Professional Support Staff were integral in leading the collaborative development of the state-wide critical incident response model which has been operating in schools since 2018
- Learning Services and Professional Support Staff continue to collaborate with other agencies and stakeholders to address departmental (e.g. safeguarding; literacy) and whole-of-government priorities (e.g. *Safe Homes, Safe Families*).
- The Education Act continues to allow approved persons, including Professional Support Staff, to be endorsed as Authorised Persons to allow them to investigate unauthorised absences, or suspected unauthorised absences, of any school-aged child or youth with the objective of getting them back to school.

- In August, 2019 the Department launched an e-learning module for the training and accreditation of Authorised Persons.

Data

- A new data reporting system is in development.

Professional Support Staff Budgeted Allocations (as at 30 June 2025) – in schools

- This table represents budgeted allocations for professional support staff in-schools (excluding Nurses) that are centrally managed.

Professional Support Staff Budgeted FTE	School Psychologists	Social Workers	Speech Pathologists	TOTAL
Original FTE Allocation as at 2021-22 Budget¹	72.45	62.90	53.60	188.95
2022-23 Budget Commitment: School Psychologists and Social Workers -Student Safety and Wellbeing ²	6.0	6.0	-	12.0
2022-23 Budget Commitment: Clinical Education Lead – Speech and Language Pathology	-	-	1.0	1.0
2023-24 Budget Commitment: Additional Social Workers ³	-	20.0	-	20.0
2023-24 Budget Commitment: Additional Professional Support Staff for newly opened CFLCs ⁴	0.6	0.6	0.6	1.8
Additional AE for PSS at new schools at Brighton High and Legana Primary ⁵	0.6	0.6	0.2	1.4
ECIS – transfer Professional Support Staff AE to central management in line with schools ⁶	0.6	-	0.7	1.3
Total Budgeted FTE as at 31 March 2025	80.25	90.1	56.1	226.45
Total Increases	7.2	27.2	1.8	36.2
Total Transfers ⁶	0.6	-	0.7	1.3
Total Movement	7.8	27.2	2.5	37.5

Notes:

1. The original professional support staffing allocation of 188.95 FTE includes:
 - 2.8FTE speech and language pathology positions to support schools

- 12.0FTE positions for a permanent relief pool (as well as 4.80FTE for staffing backfill)
 - 6.6FTE positions to CFLCs through the 2021 Election Commitment
 - 2.0FTE school psychologist positions within the Development and Support Portfolio (Tasmanian Autism Diagnostic Service).
2. Funding was allocated in the 2022-23 Budget for the engagement of additional professional support staff (8.0FTE psychologists and 8.0FTE social workers over four years) in schools to support student wellbeing and safety. By the 30 June 2025 12.0FTE of the additional 16.0FTE have been allocated.
 3. Funding was allocated in the 2023-24 Budget for an additional 20.0FTE social workers, with 10.0FTE allocated by 31 March 2024, and the further 10.0FTE allocated by 31 March 2025.
 4. Funding was allocated in 2023-24 to coincide with the opening of the next three new CFLCs for 0.2 FTE of each discipline in each centre, in line with the allocation in existing CFLCs.
 5. Funding allocated in 2024-25 for professional support staff in new schools opening in 2024 - Legana Primary School and Brighton High School.
 6. As at 31 March 2025 the approved establishment for ECIS sites has been transferred to the central professional support staff pool for management in line with schools.

Professional Support Staff – Paid actuals as at March 2025

	FTE			Headcount		
	Mar 24	Mar 25	Variance	Mar 24	Mar 25	Variance
Speech & Language Pathologist *	39.17	52.03	12.86	54	68	14
Social Worker *	88.33	90.51	2.18	116	120	4
School Psychologist *	79.02	79.67	0.65	106	107	1
Professional Support Total	206.52	222.21	15.69	276	295	19

* Speech & Language Pathologist, Social Worker, & School Psychologist – figures are inclusive of senior professional support staff

Professional Support Staff – Paid actuals as at June 30, 2025

	FTE	Headcount
Speech & Language Pathologist*	53.44	68
Social Worker*	118.08	145
School Psychologist*	85.46	109

* Speech & Language Pathologist, Social Worker, & School Psychologist – figures are inclusive of senior professional support staff

* social work and school psychology figures at June 30 also include social workers and school psychologists employed in other teams such as Tier 4, Youth Engagement, EAL, Safe Homes Safe Families etc.

Professional Support Staff by Region – March 2025

	Northern Region		Southern Region		Total	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Speech & Language Pathologist *	36	27.63	32	24.40	68	52.03
Social Worker *	57	43.40	63	47.11	120	90.51
School Psychologist *	51	40.67	56	39.00	107	79.67
Professional Support Total	144	111.70	151	110.51	295	222.21

* Speech & Language Pathologist, Social Worker, & School Psychologist – figures are inclusive of senior professional support staff

Vacancies

- The Professional Support Staff Approved Establishment is currently over quota in terms of overall permanent positions owned however, there are some vacancies due to temporary workload variations and leave (e.g. parental leave)

Professional Support Staff Comparison 2014 – 2025

Year	School Psychologist	Social Worker	Speech & Language Pathologist	Total Professional Support
2014	48.98	44.8	40.49	134.27
2023	75.37	74.77	41.56	191.7
2024	79.02	88.33	39.17	206.52
2025	79.67	90.51	52.03	222.21

Movement

2014 to 2023	26.39	29.97	1.07	57.43
2014 to 2024	30.04	43.53	-1.32	72.25
2014 to 2025	30.69	45.71	11.54	87.94

- Please note the above FTE figures do not include professional support staff who work in other programs (e.g. Student Wellbeing, EAL). A summary of these FTE as at 31 March 2025 are provided below:

Other Professional Support Staff

In addition to school based Professional Support Staff, DECYP employs the following allied health professionals tagged to priority areas:

Professional Support Staff – Other Areas Budgeted FTE	School Psychologists	Social Workers	Speech Pathologists	Total PSS – Other Areas
Child and Family Learning Centres	-	0.40	-	0.40
Youth Engagement in Education and Training	-	3.00	-	3.00
English as an Additional Language (EAL)	-	1.60	-	1.60
Safe Homes Safe Families and Strong Families Safe Kids ¹	-	15.80	-	15.80
Total	-	20.80	-	20.80

Notes:

1. A total of \$4.866 million was provided in 2022-23 Budget for the Safe at Home Family Violence Service System to meet increased demand and support the delivery of Safe at Home, Tasmania's nationally recognised integrated criminal justice response to family violence. The funding includes \$488,000 allocated to the Department for 3.00 FTE Social Workers and 1.00 FTE Investigator.

Ratio of Staff to Student Enrolment (as at March 30, 2025)

- Refer Appendix A

Number of Schools Allocated to Professional Support Staff

- A 1.0FTE professional support staff employee may work in approximately 2-8 schools
- The number of schools that a staff member works in depends on a range of school factors including enrolment size, caseload, level of need, number of critical incidents, rurality and availability of other supports
- Timetables are maintained which outline how many schools each staff member works in

Child and Family Learning Centre Activity Data

- Refer Appendix B

Impact

- Professional Support Staff are providing support via face-to-face and telehealth services when other services may not be accessible; this is contributing to increased demand and workload.
- Mental health concerns intensified with COVID-19; Professional Support Staff continue to engage with organisations such as the Child Youth and Mental Health Service (CYMHS) and BeYou to enhance services and build schools' capacity to deliver proactive mental health supports.
- Service delivery in our schools and CFLCs also involves a range of other support personnel including School Health Nurses, Student Wellbeing Social Workers and Inclusive Practice Coaches.

Background Information on the Child and Family Learning Centre Initiative:

- The 2021 Election Commitment built on the 2.4 FTE speech and language pathologist positions (12 x 0.2 FTE) that were allocated to support the 12 CFLCs in the 2018-19 Budget.
- As part of the 2021 Election Commitments the Government committed to provide access to a total of 6.60 FTE speech and language pathologists, school psychologists and social workers for the 15 CFLCs with funding of \$4.69 million across 2025-26 and the Forward Estimates (\$1.1.3 million in 2025-26).
- The Government has continued to allocate additional staffing as each new Child and Family Learning Centre is opened from within existing Departmental resources.

Background Information on Previous Funding

- In 2021, a Professional Support Staff permanent relief pool (12.0 FTE) and backfill staff (4.80 FTE) were provided to assist with managing waiting lists, providing additional assistance in relation to critical incidents and to increase flexible service provision to identified areas of priority.

Contact Officer:	Danielle Le Rossignol phone: (03) s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	6/10/2025
Approved by:	Alison Brooks Relevant Director/Manager	Date: 8/09/2025
Approved by:	Trudy Pearce Deputy Secretary Schools and Early Years	Date: 13/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

Budget Estimates 2025

Minister for Education

Output Group 1: Education

BRIEF 31 -SUSPENSIONS

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- | |
|---|
| <ul style="list-style-type: none">• N/A |
|---|

TALKING POINTS

- Keeping students at school, and safe and engaged in learning, is a key focus for the Tasmanian Government.
- The Department for Education, Children and Young People (the Department) supports schools to create inclusive safe and supportive learning environments, that promote positive behaviours.
- The focus is on de-escalation and prevention of inappropriate behaviours.
- Schools work hard to understand why a student has behaved a particular way, and to develop an appropriate response.
- The Department supports schools through behaviour policies and procedures, and by promoting restorative practices that aim to repair relationships and reduce harm.
- Despite these efforts, there are times when student behaviours escalate, and suspension is considered.
- In these instances, schools and the Department consider safety, learning continuity, and the wellbeing of all students. When students engage in unsafe behaviour it can be a result of unmet developmental needs or the impact of trauma, particularly in areas such as emotional regulation, communication, and social problem-solving.

- Schools use a range of strategies to:
 - develop an understanding of why a student has behaved in a particular way
 - resolve or address issues, including providing extra support to students where appropriate
 - consider the impact on student learning of any response to the behaviour
 - ensure the school environment is safe and supports learning and attainment.
- In 2024 the number of suspension incidents decreased from the highest ever reported number in 2023.
- By the end of Term 2, 2025, the number of suspension incidents had further declined compared to the same point in 2024 (see Table 1b).

If asked: What are we doing to reduce suspensions?

- The ongoing work in inclusive practice in schools aims to enhance the capability of teachers to create a learning environment where all students can maximise the potential for their own learning and the learning of others. Tailored learning plans are being developed in partnership with families and educators to support student engagement and reduce behavioural incidents.
- All schools have in place a multi-disciplinary School Support and Wellbeing Team (SSWT) that has a direct link to broader Learning Services support for escalating or high-level student concerns.
- Schools also have access to an Inclusive Practice Team (IPT). The IPT works with schools to ensure all students can participate fully in their education.
- The IPT ensures internal school supports are in place through the SSWT as well as access to Student Support teams through the Student Support Leader as needed.
- A \$25.9 million commitment across the 2025–26 and Forward Estimates is supporting students impacted by trauma through targeted interventions and supports.

- Professional learning is provided by the Australian Childhood Foundation and includes online training, live workshops, and regional sessions, which have enabled schools within local communities to connect and work together to best support students and families. Since 2022, 3825 staff have participated in the online training, and approximately 2500 in the live workshops.
- Since 2020, 77 Tasmanian government schools have received guided support and funding to develop their whole school approach to supporting students impacted by trauma.
- In 2025, a 'Connections' pilot was implemented in ten schools. The pilot is supporting the implementation of trauma-informed practice with a focus on whole-school behaviour supports and strategies.
- It is delivered in partnership with the Australian Childhood Foundation and the Inclusive Practice Team (IPT).
- Teachers are supported to deliver Respectful Relationships and Consent Education, as well as Social and Emotional Learning, to help students understand emotions, build empathy, and maintain respectful relationships
- A harm minimisation approach to vaping is being promoted through education, policy, and partnerships with the Department of Health.

IF ASKED: Why have suspensions decreased?

- Regarding the decline in suspension incident from 2023 to 2024, the data shows:
 - In 2024 the number of suspension incidents (10,330) decreased by 1,020 incidents from the highest ever reported number in 2023 (11,350).
 - Most of this decrease in suspension incidents (81 percent) was for students in Year 7–10, where 830 fewer incidents were recorded in 2024 compared to 2023.
 - For students in Year 7–10 most of this decrease can be attributed to the decrease in the number of

suspension incidents for vaping in 2024, down by 546 incidents compared to 2023.

- The rest of the decline is spread across multiple reasons, including physical abuse of another student, defiance or disobedience, offensive verbal behaviour and aggressive threatening behaviour.
- Student Support teams are working alongside schools to better understand and respond to student behaviour—shifting away from exclusionary practices such as suspension.
- This work is embedded across core operations, pilot initiatives, and targeted projects, including:
 - IPT/ACF Connections
 - K–2 Behaviour Support Focus
 - Prioritisation of schools receiving Intensive Support
- Schools accessing Intensive Support have achieved success in reducing suspensions through:
 - Targeted provision of supports, particularly from the Student Support team.
 - Ongoing monitoring of suspension data to refine strategies and build calm, orderly, and inclusive learning environments.
- Data from schools receiving Intensive Support show measurable impact:
 - Suspension incidents decreased by 488 at the end of Term 2, 2025 compared to the same period in 2024—a 20% reduction.
 - 68% of these schools (19 out of 28) reported a decrease in suspension incidents.

IF ASKED: Students with Disability

- The Tasmanian Government is committed to continuing to improve support for students with disability.
- \$153.3 million in funding is provided to schools to support students with disability through needs-based, targeted support and the removal of barriers to learning.
- For some students with disability, the nature of school environments as dynamic spaces can present challenges with sustaining consistent regulation. A targeted learning program and skilled practitioners reduces the likelihood of suspension.
- We know the most effective way to reduce suspensions is by creating supportive environments that address student needs before behaviour escalates.
- The ongoing work in inclusive practice is to enhance the capability of teachers to create a learning environment where all students can maximise the potential for their own learning and the learning of others.
- Some students, including students with disability, require specific intervention and additional support in relation to challenges with language and communication, flexibility, adaptability, problem solving, emotional regulation, and social thinking.
- The Department continues to develop and update a range of resources to complement the national Disability Standards for Education 2005 (DSE) modules. This is in addition to the updated Students with Disability (SWD) Hub site, which was made available to all DECYP staff from Term 4 2024. The SWD Hub contains all current guidance materials available for schools to utilise to inform actions to support our Tasmanian students.
- The Department's funding model for students with disability continues to provide additional funding for schools to make reasonable adjustments for students with disability, so they can participate on the same basis as their peers with the aim to support more successful engagement with learning.

- The proportion of students with disability suspended among all enrolled students in 2024 was 14.5 per cent. (Table 2a)
- It is important that we get the supports right so that our students, families and our schools thrive.

IF ASKED: Aboriginal and Torres Strait Islander Students

- The Tasmanian Government is committed to Closing the Gap between Aboriginal and non-Aboriginal students.
- The Learning Plan Procedure for the Department notes that Aboriginal students should have a learning plan which is developed in partnership with their family and their teachers. These learning plans allow for tailored goals to be developed to meet the needs of each child or young person.
- The Tasmanian Closing the Gap plan has an action to review the use and effectiveness of individualised Learning Plans for Aboriginal students.
- The Department's Aboriginal Education Services works to build a deeper understanding and respect for Tasmanian Aboriginal history and living culture in schools, Child and Family Learning Centres and Libraries.
- 13 per cent of students identify as Aboriginal and/or Torres Strait Islander and the proportion of Aboriginal students suspended among all enrolled students in 2024 was 13.7 per cent. (Table 2a)
- We acknowledge the overrepresentation of Aboriginal students in suspension data, and we are committed to delivering better outcomes for all Aboriginal children and young people.

IF ASKED: Vaping

- Our Government is working hard to address the significant health threat e-cigarettes and vaping presents to our young people.
- Internal analysis of suspensions associated with vaping revealed a large increase during the period 2019 to 2023. In 2024, however, the number of vaping-related suspensions halved compared to the previous year.
- Further analysis at the end of Term 2, 2025 suggests that despite a slight increase compared to Term 2, 2024, vaping-related suspensions continue to be much lower than 2023, with 292 vaping-related suspensions at the end of Term 2, 2025 compared with 623 for the same period in 2023 (Table 5)
- The Department promotes an educative, harm minimisation approach to vaping through policy, partnerships (Department of Health), education and social media campaigns.
- The Department continues to work closely with the Department of Health Tasmania to implement smoking prevention information and education packages, which includes vaping.
- This information and education focuses on preventing young Tasmanians from beginning to use smoking products, including e-cigarettes. Information also supports those already smoking or vaping to reduce or quit.
- Intensive student support within the Department involves the provision of holistic smoking/vaping cessation information and supported referrals to community health services.
- With the Department of Health, the Department has launched a communication package aimed at educating young people, teachers, parents, and carers on the facts associated with vaping to inform and support young people.

IF ASKED: Suspension in the Early Years

- Keeping children safe and learning is a top priority for the Tasmanian Government.
- Schools work hard to ensure that they are positive and respectful environments so that learners can thrive.
- Unsafe behaviour can result from skills that the child is yet to develop, for example, social problem solving, emotional regulation and communication and exacerbated by factors such as disability and trauma.
- This need for skill development is more pronounced in the early years where social skills are still emerging, especially those related to navigating structured, social environments.
- Our schools are seeing an increase in the complexity of factors that affect school behaviour and various indicators suggest that factors post-COVID have impacted children's social and emotional growth.
- The IPT is currently working alongside schools with an increased focus on supporting behaviour in Kindergarten to Year 2. The focus is on developing tailored, developmentally appropriate strategies to understand and respond to both typical and complex behaviours, while ensuring students can access all available supports.

If asked: Why are young children being suspended?

- A suspension can be imposed when the safety of students and/or staff is compromised and provides time for consultation with key people, such as families and professional support staff, to develop strategies and plans that support the student, the school and the family.

IF ASKED: Support for schools to manage complex behaviours in the early years

- Schools work hard to find the most appropriate solution to inappropriate or unacceptable student behaviour.
- Student support teams work with schools and families to identify and provide additional strategies to support the students and schools can also access specialised support prior to the student's return.
- A multi-tiered approach is required to support students with complexities across settings - this includes the home, therapy and school.
- The Inclusive Practice Team (IPT) is working alongside schools with an increased focus on supporting behaviour in Kindergarten to Year 2. The emphasis is on developing tailored, developmentally appropriate strategies to understand and respond to both typical and complex behaviours, while ensuring students can access all available supports.
- The key strategy is to de-escalate unsafe behaviours and ensure preventative measures are in place to increase the physical safety of adults and students.
- In addition to all this, our Government is investing into our early years to support our youngest learners and set them up success.
- We have invested \$24 million to deliver an additional three new 'super-sized' Child and Family Learning Centres, and through our Capital Works program, six centres—located in East Tamar, Waratah Wynyard, Glenorchy, Kingsborough, Sorell, and West Ulverstone—were opened over the last two years to support families, bringing the overall number of CFLC's open across the state up to 18.
- CFLC's increase access and participation in quality early learning and support connections between families and schools, facilitating school readiness and successful transition to school for children and their families.

Background, data and facts:

What the data shows

- In 2024 the number of suspension incidents (10,330) decreased by 9 per cent or 1,020 incidents from the highest ever reported number in 2023 (11,350). (Table 1b)
- At the end of Term 2 2025 the number of suspension incidents was 5,079 representing a 9 per cent decrease or reduction of 477 on the number of incidents reported at the end of Term 2 2024 (5,556). (Table 1b)
- Students in Year 7-10 continue to have the largest number of suspension incidents with over two thirds of incidents being attributed to this group. Year 7-10 also has the highest proportion of enrolled students with a suspension. (Tables 1a-b).
- Students in Kindergarten to Year 6 account for just under one third of suspensions incidents and reports the second lowest proportion of enrolled students with a suspension. (Tables 1a-b).
- Students in Years 11 and 12 reporting the lowest number of suspension incidents and proportion of students suspended. (Tables 1a-b).
- The number of suspension incidents, while small for students in K-2, has continued to increase (Table 2b).
- The top 3 reasons recorded for suspensions continues to be “Physical abuse of another student”, “Defiance or disobedience” and “Other offensive verbal behaviour.” (Table 4).

Proportion and number of students suspended, by selected groups.

Table 1a: Proportion of Students Suspended, by Year Level Groups

Selected Groups	Annual						YTD (Term 2)	
	2019	2020	2021	2022	2023	2024	2024	2025
Kinder–Year 6	2.7%	2.4%	2.5%	2.6%	3.6%	3.5%	2.0%	2.1%
Years 7–10	13.0%	12.6%	15.2%	16.2%	19.8%	18.1%	12.9%	11.6%
Years 11 and 12	1.7%	1.6%	2.1%	1.8%	2.6%	3.3%	2.6%	1.6%
All DECYP Students	5.2%	5.0%	5.9%	6.3%	7.9%	7.4%	5.0%	4.6%

Table 1b: Number of Disciplinary Sanctions, by Year Level Groups

Selected Groups	Annual						YTD (Term 2)	
	2019	2020	2021	2022	2023	2024	2024	2025
Kinder–Year 6	2,410	2,075	2,165	2,119	2,955	2,681	1,248	1,351
Years 7–10	4,821	4,574	6,092	6,562	8,115	7,285	4,035	3,568
Years 11 and 12	194	165	222	192	280	364	273	160
All DECYP Students	7,425	6,814	8,479	8,873	11,350	10,330	5,556	5,079

Table 2a: Proportion of Students Suspended, by Selected Groups

Selected Groups	Annual						YTD (Term 2)	
	2019	2020	2021	2022	2023	2024	2024	2025

Selected Groups	2019	2020	2021	2022	2023	2024			2024	2025
	Year Levels K-2	1.1%	0.9%	0.8%	0.9%	1.3%	1.6%			0.8%
First Nations Australian	10.5%	9.7%	11.4%	11.8%	14.7%	13.7%			9.4%	9.1%
OOHC	15.9%	14.0%	17.0%	19.0%	24.2%	22.4%			13.8%	15.0%
Disability	12.4%	11.3%	12.8%	12.9%	14.9%	14.5%			10.2%	8.8%
All DECYP Students	5.2%	5.0%	5.9%	6.3%	7.9%	7.4%			5.0%	4.6%

Table 2b: Number of Disciplinary Sanctions, by Selected Groups

Selected Groups	Annual						YTD (Term 2)	
	2019	2020	2021	2022	2023	2024	2024	2025
Year Levels K-2	471	406	409	351	516	643	266	375
First Nations Australian	1,753	1,617	2,065	2,161	2,790	2,682	1,439	1,364
OOHC	278	222	334	362	413	385	180	179
Disability	1,874	1,878	2,566	2,732	3,864	4,261	2,272	1,907
All DECYP Students	7,425	6,814	8,479	8,873	11,350	10,330	5,556	5,079

Section 27 Internal Briefing Information of Minister



Table 3c Proportion of enrolled students with a suspension in K-2 by year level.

Year Level	Annual						YTD (Term 2)	
	2019	2020	2021	2022	2023	2024	2024	2025
Kinder	0.1%	0.1%	<0.1%	0.1%	0.1%	0.1%	<0.1%	0.1%
Prep	0.6%	0.4%	0.6%	0.6%	1.2%	1.5%	0.8%	0.7%
Year 1	1.5%	1.1%	1.3%	1.4%	1.4%	2.1%	1.2%	1.3%
Year 2	2.0%	2.0%	1.5%	1.5%	2.4%	2.7%	1.3%	2.1%
Total (K-2)	1.1%	0.9%	0.8%	0.9%	1.3%	1.6%	0.8%	1.1%

Suspension Reasons

Table 4: Top 10 Suspensions by Reason and Sanction

Reason Description	Sanction Category	Annual												Year-to-date (Term 2)			
		% Suspensions						# Suspensions						% Suspensions		# Suspensions	
		2019	2020	2021	2022	2023	2024	2019	2020	2021	2022	2023	2024	2024	2025	2024	2025
Physical abuse of another student	Behaviour that is detrimental to the health, safety or welfare of the staff or other students	25.4%	26.1%	25.9%	23.6%	23.3%	24.2%	1888	1778	2200	2094	2649	2502	24.0%	25.4%	1333	1292
Defiance or disobedience	Disobedience of instructions which regulate the conduct of students	14.7%	14.8%	14.4%	11.3%	13.4%	14.2%	1090	1008	1223	1002	1516	1462	15.0%	13.2%	835	668
Other offensive verbal behaviour	Unsocial behaviour	7.8%	7.4%	9.9%	10.0%	8.1%	9.3%	577	503	840	886	925	963	9.4%	9.3%	520	470
Aggressive, threatening behaviour	Threatening behaviour	11.1%	10.4%	9.2%	7.5%	7.8%	7.8%	824	707	779	669	882	808	8.1%	7.3%	448	370
Rudeness, insolence	Disobedience of instructions which regulate the conduct of students	4.5%	5.4%	4.6%	4.9%	4.6%	5.3%	333	365	388	438	527	547	4.9%	4.2%	275	212
Other inappropriate or unacceptable behaviour	Any other behaviour that a Principal determines to be unacceptable behaviour	3.1%	5.0%	4.6%	5.4%	6.2%	5.2%	232	340	386	476	707	542	5.2%	6.4%	289	323

Reason Description	Sanction Category	Annual												Year-to-date (Term 2)			
		% Suspensions						# Suspensions						% Suspensions		# Suspensions	
		2019	2020	2021	2022	2023	2024	2019	2020	2021	2022	2023	2024	2024	2025	2024	2025
Contravening documented school policy and or rules	Contravening school rules and policies	4.7%	4.2%	4.9%	5.8%	4.7%	4.6%	348	287	412	513	535	475	4.3%	5.5%	240	280
Damage to property	Behaviour or actions that cause, or are likely to cause, injury to persons or damage to property	2.2%	1.9%	1.8%	2.8%	2.5%	2.7%	167	130	153	249	286	283	2.7%	2.6%	152	132
Disruptive behaviour in class and/or other scheduled activities	Behaviour that is likely to impede significantly the learning of the other students of that school	3.1%	2.7%	1.9%	2.4%	2.3%	2.7%	233	183	158	210	262	279	2.6%	3.0%	147	154
Physical abuse of a teacher or other staff member	Behaviour that is detrimental to the health, safety or welfare of the staff or other students	3.2%	3.2%	2.8%	2.5%	2.7%	2.7%	240	219	238	225	303	274	2.5%	3.0%	140	153

Note: Top 10 rank is based on the number of sanctions by reason in 2024.

Vaping

Table 5: Number of suspension incidents where "Vaping" was referenced

Year Level Group	Annual				YTD (Term 2)		
	2021	2022	2023	2024	2023	2024	2025
Prep–Year 6	8	52	110	30	56	15	14
Years 7–10	76	510	905	359	535	198	267
Years 11 and 12	5	11	43	35	32	28	11
Total	89	573	1058	424	623	241	292

Contact Officer:	Fiona Hancock phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	5/10/2025
Approved by:	Alison Brooks Director Student Support	8/09/2025
Approved by:	Trudy Pearce Deputy Secretary for Schools and Early Years	8/10/2025
Approved by:	Ginna Webster Secretary	16/10/2025

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BRIEF 32 - Child and Family Learning Centres

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- As part of our 2030 Strong Plan for Tasmania's Future, \$32 million was committed to construct four new Child and Family Learning Centres (CFLCs) at Huonville, Longford, Scottsdale, and Smithton.
- In June 2025 we committed to reshaping our commitment for a Child and Family Learning Centre in Huonville. We will now provide the Huon Valley Council with \$5 million to deliver its childcare centre to be co-located at Huonville Primary School and up to \$3 million to upgrade their council facilities to deliver CFLC Community Outreach. We will continue to deliver on the commitment to construct Child and Family Learning Centres at Longford, Scottsdale, and Smithton.
- CFLC Community Outreach in Huonville will be funded through the CFLC Community Outreach program from the beginning of the 2026-27 financial year. The model will be co-designed with the CFLC Local Enabling Group (LEG) and the broader community, commencing in the first half of the 2026 calendar year.
- We will allocate \$2.5 million over three years, commencing in 2026-27 to support the development and operationalisation of these three new CFLCs. Community Inclusion Workers will be employed to support the community engagement strategy and as each CFLC nears completion, additional staff will be recruited.
- \$2.09 million has also been allocated in the budget for the ongoing delivery of the CFLC Community Outreach Program under the Government's Child and Youth Wellbeing Strategy. This funding provides Family Engagement Workers to support families with children aged 0-5 years, to access services and early learning environments in their community. The allocation for 2025-26 is \$300,000.

TALKING POINTS

- The Tasmanian Government is committed to providing children with the best possible start in life, including by providing access to quality early learning and support services in communities.

- And that is why we have committed to building three more CFLCs in Scottsdale, Smithton and Longford.
- Tasmania's 18 CFLCs are nation-leading and internationally recognised for their excellence in providing welcoming and safe places with holistic wrap around supports for families with young children in their local communities.
- The well-established co-design process for building CFLCs makes sure that the design and service mix is tailored to what each community needs.
- Community engagement is well underway for the new CFLC in Dorset, with initial consultation expected to commence in Smithton and Longford in 2025, and wider community and stakeholder consultation to get underway in 2026.
- Following community consultation, construction of the new CFLCs is intended to commence in 2026 for Dorset CFLC, 2028 for Smithton and 2029 for Longford. All three sites are due for completion by the end of 2030
- The preferred site for Dorset at the Scottsdale Primary School. Sites for Smithton and Longford will be determined through community consultation.
- Where there is local demand, these new CFLCs will offer additional space to enable partnering with Early Childhood Education and Care (ECEC) providers for early education.
- As in existing CFLCs, families will also have free access to psychologists, speech pathologists and social workers, ensuring children are meeting their developmental milestones and are well placed to start Kindergarten.
- All interested families and other stakeholders in these communities are encouraged to engage in the consultation process, as their feedback will be invaluable in shaping the design of the Centres and the services they'll provide.

Construction of new CFLCs

- Following community consultation, construction of the new CFLCs is scheduled to commence in 2026 for Dorset CFLC, 2028 for Smithton and 2029 for Longford.
- All three sites are due for completion by the end of 2030.

Community Engagement and Co Design Process

- In each of the three new CLFC communities, consultation commences with the *Get Involved* campaign. This initial consultation is focused on school, service provider, local councils and community consultation to seek input on the tailored services to be provided by the new CFLCs and the types of facilities.
- The consultation includes an online survey, direct outreach, and community workshops. For Dorset this campaign is now completed.
- Following the workshops, participants are invited to join the Local Enabling Group (LEG). A LEG is a group of interested people who will work together and make decisions on the set up and design of the CFLC in their community. Membership of the LEG includes parents, community members, relevant early years services and supports and local organisations. The LEG meets every 4-6 weeks until the building is operational. This process has been key to the success of the 18 CFLCs operating across the state.
- Huonville LEG met three times prior to the decision to reshape our commitment to providing \$5 million to the Huon Valley Council (HVC) for its childcare centre to be co-located at Huon Valley Primary School and up to \$3 million to upgrade HVC facilities to deliver CFLC Community Outreach. The Dorset LEG have met five times.

Definition of 'supersized' and provision of education and care

- The proposed definition of a 'supersized' CFLC is one that has an additional 100m² space above the original CFLC footprint to enable partnering with ECEC providers to deliver an ECEC service, where there is unmet demand for these services. This need is determined through community engagement. This decision is in line with the recently built CFLCs, that included an additional 60m² separate play space above the original CFLC footprint.
- We will be receiving feedback through the community consultation process for each of the three new CFLCs around ECEC needs.
- This additional space, if deemed necessary, will be built to meet the requirements of the education and care national regulations. The main CFLC space will not be built to the requirements of the NQF due to the associated increase in costs that are not necessary for CFLCs more broadly due to the nature of their service provision.

CFLC model

- Tasmania's CFLCs are place-based, early years centres that have been co-designed and work in partnership with families to improve the health, wellbeing and learning outcomes for children from pregnancy to five years.
- They provide safe and inclusive environments where parents/carers and children connect, build trust and have access to wrap-around supports.
- CFLCs create the conditions for lifelong learning by working in partnership with families and schools, to build school readiness and support successful transitions for children and their families.

CFLC catchment areas

- The catchment areas for the three new CFLCs will be determined through the co-design process with the Local Enabling Groups (LEGs), noting that to date the majority of the current CFLCs service their local LGA.
- Final determination of the service area will be ratified in consultation with each of the new CFLC communities.
- Catchment areas are monitored and regularly reviewed by the Department, as community demographics and needs change over time.
- CFLC outreach service for the Huon Valley will be determined through an extensive consultation process to begin in early 2026.

Staffing and Service partnerships

- CFLCs have four DECYP Full Time Equivalent (FTE) staff positions: Centre Leader, Education Officer, Community Inclusion Worker, and Centre Assistant.
- In addition, DECYP professional support staff, including speech pathologists, social workers and psychologists, as well as Aboriginal Early Years Education Workers and Aboriginal Family Safety Workers, work across CFLCs.
- The Child Health and Parenting Service (CHaPS) is available at all CFLCs, including antenatal services in an increasing number of CFLCs.
- Across the CFLC network, CFLCs offer over 40 universal, targeted and place-based service partnerships.
- Each CFLC works with service partners to offer different programs and services, based on local community data and need.

CFLC Outreach

- The CFLC Community Outreach program is assisting children from birth to age five and their families to access, participate and engage in early learning opportunities and support services in their local community, where there isn't a CFLC.
- The CFLC Community Outreach program was funded through the Child and Youth Wellbeing Strategy until June 2025 and commenced in communities that were identified through demographic data as having the potential to benefit from additional support.
- Under the 2025-26 Budget, \$2.09 million has also been allocated for the ongoing delivery of the CFLC Community Outreach Program. This funding provides Family Engagement Workers to support families with children aged birth to 5 years, to access services and early learning environments in their community. The allocation for 2025-26 is \$300,000.
- CLFC Community Outreach is now provided in two communities where there isn't a CFLC - Circular Head and Herdsmans Cove. Each of these communities has a Family Engagement Worker who provides supports to parents and connection to services.
- CFLC Community Outreach provides a 'Family Space' at Herdsmans Cove Primary School which offers drop in and play, four days per week, along with support for families to access quality early learning activities and connect to health and wellbeing services.
- It is intended that CFLC Community Outreach will expand into other communities – including the broader Jordan River Learning Federation (JRLF), Triabunna, Latrobe and Huonville – from the beginning of the 2026-27 or 2027-28 financial year.

Background, data and facts:

Development of the CFLC Network

- In 2009, the Tasmanian Government announced the establishment of Child and Family Centres, now CFLCs, providing single-entry points to universal, targeted and specialised early years services and supports for families with children from pregnancy to five years.
- Twelve CFLCs opened around the State from 2011 to 2014.
- In 2018, the Tasmanian Liberal Government announced six new CFLCs.
- The 18 CFLCs located statewide are:
 - Beaconsfield
 - Blue Gum (West Ulverstone)
 - Break O'Day (St Helens)
 - Burnie
 - Chigwell
 - Clarence Plains (Clarendon Vale)
 - East Devonport
 - George Town
 - Glenorchy
 - Larapi (Wynyard)
 - Muylatina (Mayfield)
 - ptunarra (New Norfolk)
 - Ravenswood
 - Saltbush (Kingston)
 - tagari lia (Bridgewater)
 - The Nest (Sorell)
 - wayraparattee (Geeveston)
 - West Coast (Queenstown)
- In 2024, officially opened Larapi CFLC on 26 June 2024; Saltbush CFLC on 1 August; 2024 and The Nest CFLC on 13 August 2024.
- On 31 March 2025, the Glenorchy CFLC officially opened

Naming of CFLCs

- The naming of CFLCs is determined by each local community and in line with the Department’s School and Child and Family Learning Centre Naming Policy.
- Saltbush (Kingston) and ptunarra (New Norfolk) are named after local flora and fauna – saltbush a small native coastal shrub and the ptunarra, the brown butterfly.
- The meaning of CFLCs named using Tasmanian Aboriginal and palawa kani languages are as follows:

CFLC name	Pronunciation and meaning
Larapi (Wynyard)	Pronounced lah-rah-pee Means Flowerdale River, the local river that flows through the area the CFLC serves
Muylatina (East Tamar)	Pronounced moy-lah-tee-nah Means ‘to embrace’
tagari lia (Bridgewater)	Pronounced tah-gah-ree lee-a Means ‘family’
wayraparattee (Geeveston)	Pronounced wye-rah-pah-rah-tee Means forest ground, taken from the South East Tasmanian Aboriginal language

CFLC operations

- CFLCs align with the ecological model of human development, which places the child at the centre and recognises the influence of relationships within the settings of the family and the community.
- The management of CFLCs is supported by Early Years Partnerships (EYP), with operational support and guidance provided by Learning Services, in Schools and Early Years.
- CFLCs have four DECYP FTE staff positions: Centre Leader, Education Officer, Community Inclusion Worker, and Centre Assistant.
- In addition, DECYP professional support staff, including speech pathologists, social workers and psychologists, as well as Aboriginal Early Years Education Workers and Aboriginal Family Safety Workers, work across CFLCs.
- The Child Health and Parenting Service (CHaPS) is available at all CFLCs, and antenatal services are available in an increasing number of CFLCs.

Are Education Officers employed at CFLCs on the same salaries and conditions as teachers in schools?

- All early years professionals play a vital role in supporting early childhood development, including education officers in CFLCs and teachers in schools. However, the primary duties, responsibilities and the environments in which these roles work are very different.
- For this reason, while teachers and education officers sit under the Teaching Service (Tasmanian Public Sector) Award, and the wages are largely equivalent, the employment conditions are necessarily different.
- There are different essential requirements for Education Officers in CFLCs and teachers in schools, with CFLCs recognising a wider scope of qualifications.
 - Teachers are required to have a qualification as established by the Teaching Service (Tasmanian Public Sector Award) and to be a registered teacher, with a current registration with the Tasmanian Teachers Registration Board (TRB).

- Education officers must have a qualification as established by the Teaching Service (Tasmanian Public Sector) Award, or qualifications established by the Australian Children's Education and Care Quality Authority (ACECQA).
- Education officers and are not required to be a registered teacher, noting the TRB does not recognise ACECQA qualifications or Bachelor of Early Childhood Education (Birth to Five).
- In the CFLC context, specialist early years training is a recognised and highly valued skillset.
- The Education Officer roles provide opportunities for individuals with teaching and early years qualifications to use their skills and work with young children, from birth to five years, to gain experience in learning environments outside of a school, and to work directly in partnership with parents and caregivers.

Are all CFLCs resourced at the same level?

- Early Years Partnerships is currently developing a Differentiated Support Model (DSM) for CFLCs, to establish a fairer and more equitable way of funding CFLCs that enables each CFLC to meet the needs of their community.
- It is anticipated that the DSM will be implemented in the 2026-27 financial year.
- The DSM will allocate funding to provide equity of services and resources across the CFLC Network, while being flexible so CFLCs can be responsive to the needs of children and families.

Measuring success and impact

- The [CFLC Quality Improvement Tool](#) (QI Tool) was developed to assess the impact on child and family health, wellbeing and learning outcomes within an early childhood integrated service model.
 - The QI Tool was co-developed by the Department, the Murdoch Children's Research Institute and CFLC teams, families and service partners.
 - The tool emphasises the importance of child, family and community voice, partnerships, together with flexible, place-based responsiveness to local community needs.
- CFLCs develop Centre Improvement Plans (CIPs) that are aligned to the CFLC QI Tool, which ensures a structured and consistent approach toward quality improvement across the CFLC network.
- By assessing collective quality across the CFLC Network, the CFLC QI Tool is used by the Department to:
 - enhance system-wide strategy and planning
 - inform system-wide policy development
 - inform external review processes.
 - The tool is nation-leading and has been shared with other jurisdictions.
- In 2023, CFLCs began using the Department's central student attendance recording system (EduPoint), to record child and family information.
- The use of EduPoint enables the collection of more accurate access and participation data on an individual CFLC and CFLC Network basis.
- As data in Table 1 does not represent complete data sets, they should not be compared.
 - Data for 2024 represents the first full year of CFLCs recording attendance in EduPoint. It is not complete as Saltbush CFLC and The Nest CFLC were not operational until August 2024 and Glenorchy CFLC was not operational until March 2025.
 - 2025 data is for 1 January to 30 April 2025. The gap between number of child registrations and active registrations in 2025 may be because of this limited timeframe. Families may re-engage with a CFLC after Term 1, when there are a greater number of programs available at a CFLC. Additionally, families may visit a CFLC a few times before completing a CFLC Contact Information Form, enabling their registration and attendance to be recorded.
- Data presented in Tables 1-3 provides an overview of CFLC attendance and participation across the State.

Current data for existing CFLCs**Table 1: CFLC registration and participation data**

CFLC	No of child registrations ¹ and active registrations ²			
	2024	2024 active	2025 (1 January – 30 October 2025)	2025 active (1 January – 30 October 2025)
Statewide Network	4624	4527	7,143	5,538
Beaconsfield	153	151	168	125
Blue Gum	567	564	725	440
Break O'Day	136	136	183	149
Burnie	135	134	241	174
Chigwell	426	426	632	422
Clarence Plains	271	269	478	374
East Devonport	417	413	558	460
George Town	150	150	212	168
Glenorchy	-	-	646	626
Larapi	339	338	436	344
Muylatina	333	331	379	267
ptunarra	371	293	381	329
Ravenswood	192	187	186	145
Saltbush	468	461	854	666
tagari lia	210	209	236	157
The Nest	384	384	590	497
wayraparattee	142	142	172	127
West Coast	116	115	156	128

1. This data refers to the number of children who have accessed the CFLC whilst eligible (aged 0 to 5 years) and completed a CFLC Child Contact Information Form. Upon completion of this Form, a profile in EduPoint is created and linked to the CFLC. All children who complete a Form remain linked to the CFLC until the end of the year they turn 6 years, regardless of whether they attend the CFLC or not. For this reason, the number of registrations may be higher than active registration, due to registration being rolled over. Some children may be registered and eligible to attend a CFLC, but do not due to transitions to other early learning opportunities, such as Early Childhood Education and Care, Kindergarten or Prep. Data shows that the number of children accessing a CFLC declines significantly for 4 and 5 year olds (Refer to Table 2 below for 2025 data).
2. This data refers to the number of children who have completed a CFLC Contact Information Form and attended the CFLC in that year.

Table 2: CFLC statewide unique child visitors by age (1 January – 31 October 2025)

0 – 12 months	1 year old	2 years old	3 years old	4 years old	5 years old	TOTAL
550	1,119	1,265	1,164	934	378	5,410

- The data does not include Glenorchy CFLC, which did not officially open until 31 March 2025.

Table 3: CFLC statewide number of program attendances by program type (1 January – 31 March 2025)

Drop in and play	Playgroup	Baby and toddler	Adjunct care	Education program	First Nations	Health and wellbeing	Outreach
54,982	2,634	2,679	1,081	3,344	1,053	1,842	285

- The data does not include Glenorchy CFLC, which did not officially open until 31 March 2025.

Contact Officer:		
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	7/10/2025
Approved by:	M'Lynda Stubbs Director, Early Years Partnerships	Date: Click or tap to enter a date.
Approved by:	Trudy Pearce Deputy Secretary Schools and Early Years	Date: 8/10/2025
Approved by:	Jenny Burgess Deputy Secretary Strategy and Performance	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 27/10/2025

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BRIEF 41 - Pause of new VET Courses 2026

TALKING POINTS

- DECYP's Registered Training Organisation (RTO) has paused issuing Authority to Deliver for new VET courses in 2026 for Tasmanian Government Schools and Colleges.
- This pause does not affect current VET delivery in schools or schools seeking to partner with external RTOs for new courses.
- This is a planned control within the DECYP RTO Compliance Action Plan 2025-27 to ensure the implementation of the new Standards for Registered Training Organisations 2025, while maintaining stability in current delivery.
- The new Standards, effective from 1 July 2025, require a range of additional compliance and quality assurance measures.
- The DECYP RTO is prioritising quality, consistency and compliance across their existing scope of VET courses before considering new Authority to Deliver requests. This is to ensure the new Standards are met to the satisfaction of the national regulator – the Australian Skills Quality Authority.
- Schools can continue to offer new VET courses through partnerships with external RTOs.

Impact of the pause on schools

- Current VET delivery in schools is not affected.
- This change only affects proposals for the DECYP RTO to deliver new VET courses and units of competency for 2026.
- Schools can still apply to deliver new VET courses through external RTO partnerships.
- Under the DECYP RTO Compliance Action Plan, the work is centrally coordinated and undertaken in consultation and collaboration with schools. Schools will not be required to develop new VET learning and assessment resources or undertake additional validation activities. No additional workload for schools will be introduced.
- The pause will be lifted contingent on evidence that compliance and quality baselines are met and sustained.

Reason for the pause

- The pause is a control within the DECYP RTO Compliance Action Plan. It enables the DECYP RTO to standardise VET learning and assessment resources, strengthen assessment validation and verify VET Teacher competency and currency so that all current courses offered by the DECYP RTO fully comply with the Standards for RTOs 2025.
- The implementation of the Standards requires significant change.
- The DECYP RTO will deliver additional requirements centrally, including:
 - Pre-validation and trialling of all teaching and assessment resources prior to delivery.
 - Centralised teaching and learning resources for each course to ensure consistency across delivery sites.

- All teachers must meet strict competency and currency standards and provide the appropriate documented evidence before being granted Authority to Deliver.
- The pause allows the DECYP RTO to work with schools to meet these requirements and ensure quality and consistency in VET delivery.

Support for Schools

- The DECYP RTO team will work directly with schools to support existing programs and provide advice on external RTO partnerships for new courses.
- DECYP is committed to working closely with schools during this transition period to ensure minimal disruption for students and staff.

Background, data and facts:

Communication with schools

The DECYP RTO advised VET Leaders and Principals at each school currently delivering VET of the pause in late May 2025.

Direct communications at this time were important due to the Authority to Deliver process being underway at the same time as the administrative burden of implementing the new Standards.

DECYP RTO Compliance Action Plan 2025-27

- The purpose of the DECYP RTO Compliance Action Plan is to deliver the implementation of the Standards for RTOs 2025 while maintaining safe, consistent delivery for students.
- The DECYP Compliance action Plan will deliver centralised and contextualised resources, implementation of digital platforms to streamline RTO compliance processes and revised policies and procedures to align with the Standards.

Updated Standards for Registered Training Organisations

- The Australian Skills Quality Authority is the national regulator for vocational education and training.
- The Standards for RTOs 2025 came into effect on 1 July 2025 and require a significant uplift in compliance across all areas of VET delivery.
- The legislative instruments which give effect to the revised Standards for RTOs are now in place. All providers are required to meet the revised Standards.
- The legislation includes:
 - [National Vocational Education and Training Regulator \(Outcome Standards for Registered Training Organisations\) Instrument 2025](#)
 - [National Vocational Education and Training Regulator \(Compliance Standards for NVR Registered Training Organisations and Fit and Proper Person Requirements\) Instrument 2025](#)

DECYP's Current Scope of Delivery

- The DECYP RTO currently delivers a range of VET qualifications and units of competency in secondary schools and colleges across Tasmania.
- The pause announced from 27 May 2025 only affects new courses for 2026; current VET programs will continue as normal.
- Schools may continue to work with external RTOs for new course delivery as part of their VET in Schools programs.

Importance of VET in Schools

- VET in Schools plays a crucial role in supporting student engagement, skill development, and workforce readiness.

- Strengthening VET delivery is central to the Youth Jobs Strategy and broader workforce development plans for Tasmania.

VET Facilities and Workforce Initiatives

- These investments support a high-quality VET in Schools program that meets the needs of students, schools and employers.

Initiative	Funding	Purpose
Building our VET Teacher Workforce	\$750,000 over 4 years commencing in 2024-25.	Training and induction of up to 60 industry experts as qualified VET teachers to address workforce shortages.
VET Facilities Fund	\$30 million over 6 years commencing in 2024-25	Modern, fit-for-purpose facilities and industry-standard equipment in secondary schools, colleges, and Trade Training Centres.

Contact Officer:	Rebecca Thomas ph: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	7/10/2025
Approved by:	Lauren Job Acting Director – Learning Pathways	Date: 11/09/2025
Approved by:	Ann Fedyk Executive Director - CTA	Date: Click or tap to enter a date.
Approved by:	Jodee Wilson Deputy Secretary – D&S	Date: 9/10/2025
Approved by:	Ginna Webster Secretary	Date: 16 October 2025

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Disability Reform

<p>BUDGET INITIATIVES AND ELECTION COMMITMENTS: NA</p>

TALKING POINTS

NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

- The 2023 NDIS Review included a recommendation that states and territories regain responsibility for Specialist School Transport. The Australian Government is still considering its response and has not made a formal decision at this stage.
- In the meantime, current in-kind arrangements are being extended to avoid disruption and allow time for further planning.
- The Tasmanian Government is actively considering options to ensure service continuity and provide more certainty for families and transport operators.

NDIS Review 2023

- The NDIS Independent Review Report Review was released in December 2023.
- National Cabinet agreed to progress two key recommendations that will influence the ways in which individual children and young people interact with NDIS and

education providers, these being legislative reform and the development of Foundational Supports.

- Foundational Supports are a national system of supports for people with disability who may not be eligible for the NDIS. The first phase of Foundational Supports development is a focus on children aged 0-8 with mild to moderate developmental delay and autism, and their families.
- In August 2025, the Australian Government announced that the system of supports for this cohort of children would now be known as 'Thriving Kids' and is intended to commence in July 2026 with full implementation by July 2027.
- What exactly Thriving Kids will look like, including the contributing role of the Tasmanian Government, is still to be determined.

***For further information about the NDIS in education, refer to BE Students with Disability brief.**

ROYAL COMMISSION INTO VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION OF PEOPLE WITH DISABILITY (DISABILITY ROYAL COMMISSION)

- The Tasmanian Government continues to work to ensure accountability for tracking the progress of the Disability Royal Commission's recommendations.
- All governments agreed to biannual reporting to the Disability Reform Ministerial Council (DRMC), and the community, on implementation.
- Biannual reporting was planned to occur in March and September each year, with reports expected to be published online by end June and December respectively.
- The release of the inaugural Biannual Report was planned for June 2025. However, in August 2025, the Australian Government's Department of Health, Disability and Ageing

advised that delays in gaining ministerial and ministerial councils' approvals have delayed the release of the Report.

- Pending endorsement by Disability Ministers, the report is expected to be published in the coming months.
- The Disability Reform Ministerial Council will also report annually on progress to National Cabinet.

Background – Disability Royal Commission

- The final report of the Disability Royal Commission was released in December 2023, with 15 recommendations on inclusive school education, including 10 requiring joint national action.
- On 31 July 2024, Disability Reform Ministers, on behalf of the Australian Government and all state and territory governments, released the joint government response. All governments accepted in principle 8 of the 10 joint inclusive education recommendations and noted 2 recommendations on phasing out special/segregated education.
- All governments affirmed their support for the Disability Royal Commission's vision for more accessible and inclusive education for school students with disability and to working in partnership with people with disability to achieve this vision over time. Jurisdictions are developing a National Roadmap to Inclusive Education (Recommendation 7.13) to guide and report on implementation of the Royal Commission's recommendations for inclusive education.

Contact Officer:	Ruth Davidson / Terese Smith phone: (03) s36	
Checked by Finance/HR/EPR	Glenn Lucas – Director Finance and Budget Services	Date: 16/10/2025
Approved by:	Ruth Davidson Relevant Director/Manager	Date: 3/10/2025
Approved by:	Jackie Harvey Acting Deputy Secretary (Strategy and Performance)	Date: 17/10/2025
Approved by:	Ginna Webster Secretary	Date: 18/10/2025

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BRIEF 45 - Healthy School Lunch Program

BUDGET INITIATIVES AND ELECTION COMMITMENTS

- The 2024-25 budget included \$14.6 million across two years to expand the School Lunch Program to 60 government primary schools by 2026.
- An additional \$4.0 million of funding is proposed in 2026-27 to extend the Healthy School Lunch Program to the end of the 2026 school year.
- The commitment included staffing for all schools participating in the program and \$600 000 in infrastructure to support delivery in the new participating schools.
- Funding for staff covers the full 40 weeks of the school year in 2025.

TALKING POINTS

- The Healthy School Lunch program started as a pilot in three schools in 2020.
- Approximately 13,000 healthy hot lunches are now being served each week across 45 Tasmanian Government schools.
- When compared to delivery in 2024, this provides an additional 6,000 lunches per week to students in our schools.
- The next 15 schools to join the program in 2026, have been selected through an Expression of Interest process.
- This will deliver on the Tasmanian Government's commitment to expand the program to 60 schools by 2026.
- This initiative brings together school communities, students, families and local business.
- Schools report the positive impact the program has on students, their behaviour and wellbeing.

If Asked: HOW WERE SCHOOLS SELECTED FOR THE PROGRAM IN 2026?

- All interested Tasmanian Government primary schools and District Schools had an opportunity to apply between 21 May and 13 June 2025.
- Applications were received from 34 schools.
- A panel comprising representatives from the Department, School Food Matters, and Loaves and Fishes Tasmania assessed the applications.
- The panel weighted ICSEA as the highest criterion (50%) reflecting the election commitment to address the cost of living.
- The remaining 50 per cent weighting was split across three criteria including school leadership group (e.g. canteen manager, wellbeing lead, senior teachers, principal, school business manager), current food programs and links to curriculum, and school readiness (e.g. engagement with school community). The panel recognised that these factors are crucial for the successful delivery of the program in each school.

If Asked: WHAT STAFFING AND INFRASTRUCTURE SUPPORT IS PROVIDED FOR THE PROGRAM?

- Kitchen Supervisors run the program on the days it is delivered at a school.
- Schools can hire their own Kitchen Supervisor or have someone from School Food Matters support them.
- Funding for staff will cover the full 40 weeks of the school year in 2025.
- The Kitchen Supervisor must complete mandatory training including the Food Safety Supervisor training and All About Allergens for Schools.
- New participating schools for 2026 will receive the required equipment in Term 4, 2025.

If Asked: WHAT IF A STUDENT HAS AN ALLERGY OR DIETARY REQUIREMENT? CAN THEY STILL PARTICIPATE IN THE PROGRAM?

- School Food Matters has introduced a process to collect an Allergy Consent Form from parents if required, to check what meals they can have. This has enabled more students to enjoy some of the hot lunches at their school.

If Asked: THE GOVERNMENT HAS NOT MADE ANY COMMITMENTS TO FUND THE HEALTHY SCHOOL LUNCH PROGRAM BEYOND 2026 – WHAT WILL HAPPEN THEN?

- Every program should be evaluated to ensure that it aligns with priorities, is producing the outcomes it was designed to deliver, and is providing value for money. A review of the Healthy School Lunches program is underway.
- Implementation of the Healthy School Lunches election commitment is helping understand the best approach to delivery of the school lunch program in our schools.
- We will continue to engage with key stakeholders to understand the impact, benefits and implementation requirements of the program following the current expansion.
- Plans beyond 2026 will be informed by evaluation findings and the views of schools, children and young people, families and community stakeholders.

Background, data and facts:

Expression of Interest 2026

- The Expression of Interest process for the next 15 government schools to start the program in 2026 has now been finalised. The next schools selected to join the Healthy School Lunches program in 2026 are:
 - Cape Barren Island School and Flinders Island District School
 - Sassafras Primary School
 - King Island District High School
 - Legana Primary School
 - Cressy District High School
 - St Mary's District High School
 - Glenorchy Primary School
 - Westerway Primary School
 - Orford Primary School
 - Brighton Primary School
 - Kempton Primary School
 - Bothwell District School
 - Invermay Primary School
 - Windermere Primary School
 - Collinsvale Primary School

Current Participating Schools

- Below is the complete list of schools involved in the program since the start of the pilot in 2022:

School Name	Year the school commenced
Bagdad Primary School	2025
Campania District School	2025
Dover District School	2025
Goodwood Primary School	2025
Hillcrest Primary School	2025
Kingston Primary School	2025
Moonah Primary School	2025
Port Dalrymple Primary School	2025
Ravenswood Heights Primary School	2025
Risdon Vale Primary School	2025
Romaine Park Primary School	2025
Springfield Gardens Primary School	2025
Tasman District School	2025
West Ulverstone Primary School	2025
Zeehan Primary School	2025
Mole Creek Primary School	2023
JRLF Senior School	2023
Waverley Primary School	2023
Clarendon Vale Primary School	2023
Huonville Primary School	2023
Campbell Town District High School	2023
JRLF East Derwent Primary School	2023

Dodges Ferry Primary School	2023
Montello Primary School	2023
Swansea Primary School	2023
Fairview Primary School	2023
Bridport Primary School	2023
Cosgrove High School	2023
Winnaleah District High School	2023
Havenview Primary School	2023
JRLF Gagebrook Primary School	2022
JRLF Herdsmans Cove Primary School	2022
Rokeby Primary School	2022
East Devonport Primary School	2022
Smithton High School	2022

Independent Review

- SFM has sub-contracted Menzies Institute to conduct an independent review of the Healthy School Lunch Program.
- The review will assess the program implementation; the impact on student's eating habits, social connectedness, emotional wellbeing and energy level; alongside the impact on school attendance and engagement.

Allocation of Equipment for 2025

- The total amount allocated to the new schools for 2025 was \$300 000, including \$50,000 to support schools with installation costs.
- A Request for Quotation process was undertaken to select the supplier for the kitchen equipment and items for schools in 2026.
- Medhurst Kitchen Equipment is the successful supplier to deliver required equipment to schools in 2026. Contract agreement will be for up to \$249,000
- \$51,000 will be allocated to support schools starting in 2026 with installations costs.
- Equipment is expected to be ordered by mid-September and delivered by the end of November 2025 to ensure schools are ready to start delivering the program at the start of Term 1, 2026.

Cost per Lunch

- The cost per lunch over the two-year funding period is estimated to be about \$17.65 (including food procurement, SFM staff, schools staff, and all other projects costs).
- This cost is based on a crude calculation of the expenditure of \$14 million (excluding equipment) and delivering 792,195 lunches over the two-year commitment.
- These costs are an estimate only and the final cost will be identified when SFM reports on the total lunches delivered during the two-year funding period.
- Cost breakdown as provided by SFM is
 - \$10.35 – Procurement of food
 - \$2.30 – School staff (Kitchen Supervisors)
 - \$5.00 – Other project costs (SFM staff, Insurance, Transport, and other admin costs)

- School Food Matters continues to evaluate the program to identify strategies that enable scaling up the program aiming to reduce this cost.

Program withdrawal - Rosebery District School – if Asked, Why has Rosebery District School withdrawn from the program in 2026?

- Rosebery has decided not to continue the program in 2026, due to exploring other ways the school can best support the needs of their students and families. For example, through their daily Breakfast Club.
- Schools are best placed to understand the needs of their students and families.
- DECYP is supporting Rosebery to end the program in Term 4 2025. Dunalley Primary School will replace Rosebery District.
- Dunalley was ranked next in the Eol process undertaken for the next 15 schools to join the program in 2026.

If Asked: why are schools asking for a gold coin donation?

- Schools have the option to collect voluntary donations to support delivery of the program.

Checked by Finance/HR/EPR	Jacqui Wilson – Deputy Director FABS	02/10/2025
Approved by:	Ruth Davidson Director Whole of Agency Reform	Date: 16/09/2025
Approved by:	Jenny Burgess Deputy Secretary Strategy and Performance	Date: 8/10/2025
Approved by:	Ginna Webster Secretary	Date: 16/10/2025

Budget Estimates 2025

Minister for Education

Output Group: 1 Education

BRIEF 48 - Student Wellbeing – Student Bullying and Violence in Schools

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

- **Trauma Informed Practice:** \$25.9 million to support students impacted by trauma across 2025-26 and the forward estimates.
- **Working It Out:** \$900,000 from 2023-24 to 2026-27 to support Tasmanian government schools to provide inclusive and accepting environments for all students with a focus on LGBTIQ+ young people.
- **Sexual Assault Support Service (SASS):** \$166,716 over two years (2024-25 to 2025-26) to deliver their primary prevention program, now known as Consent and Relationships Education (CARE), in Tasmanian government schools. This was boosted by an additional \$181,276 funding from the Australian Government to support the delivery of respectful relationships and consent education in schools, expanding the SASS program to approximately 12 additional Government schools in 2025.
- **Bravehearts:** ongoing funding is provided for Bravehearts with \$217,566 in 2025-26. This will deliver Braveheart's Ditto's Keep Safe Adventure Show to Tasmanian ECECs and primary schools.
- **Investing in our School Health Nurses:** The Government's total investment for school nurses is \$33.0 million in 2025-26 and across the Forward Estimates, with \$7.9 million allocated in 2025-26.
- **Supporting Safer Schools Program:** \$10.3 million to improve student safety and privacy in school environments by delivering upgrades to student bathrooms. To date, 17 sites have received student bathroom upgrades, with completion of all remaining projects in the current program to occur in 2026.

TALKING POINTS

- Respectful behaviour in schools is everyone's right and responsibility. It is up to everyone to eliminate offensive behaviour and create safe, respectful and positive schools.
- School policies, teaching resources and staff training provide a whole of system, evidenced-based approach, to combat student bullying and other inappropriate behaviour.

- Data from almost 30,000 students who participated in the Student Wellbeing and Engagement Survey showed that the majority of students in government schools feel safe, and from 2024 to 2025 there were gains in students' feelings about their school climate (including how they feel teachers and students interact and how students treat each other), school safety and school belonging.
- The Department is working collaboratively with the Australian Government on its Anti-Bullying Rapid Review, with its final report agreed by all Ministers on 17 October 2025. The Department will now work on implementing the report's recommendations, knowing a number of the actions align to what Government schools are already doing.
- All schools are required to have a School Support and Wellbeing Team, with psychologists, social workers, inclusive practice coaches and school health nurses providing support.
- Schools also have Social and Emotional Learning and Respectful Relationships and Consent Education teaching resources, Trauma Informed Practice training, and can seek support from external organisations.
- Since 2022, 3,825 staff have participated in the online trauma informed practice training developed by the Australian Childhood Foundation (ACF), and approximately 2,500 have participated in live workshops delivered by ACF.
- Staff also have access to improved wellbeing support and a new School Staff Wellbeing Response Team.
- Allegations of student bullying and violence in schools are taken seriously and investigated. If a parent or carer is aware of violence or bullying occurring, they should raise this with the school immediately so it can be addressed.
- The findings of the Parliamentary Inquiry into Discrimination and Bullying in Tasmanian Schools, which was re-established in September 2025, will contribute to and inform our next steps to ensure Tasmanian schools remain safe and inclusive for all.

If Asked: WHAT ARE WE DOING TO ADDRESS BULLYING AND VIOLENCE IN SCHOOLS?

Support for Students

- Schools focus on strategies that de-escalate unsafe behaviours and preventative measures to increase the physical safety of adults and students.
- Student support teams work with schools and families to identify and provide additional support for students at school and home.
- All Tasmanian government schools have a School Support and Wellbeing Team, bringing together school leaders and support staff including psychologists and social workers to plan support for students.
- These teams have a direct link to Learning Services support for escalating high-level student concerns.
- They also offer important support to school staff to implement contemporary approaches to behaviour.
- Where students have complex and diverse needs, Inclusive Practice coaches work directly with schools, supporting teachers to create safe and inclusive learning environments.

Support for Staff

- De-escalating unsafe behaviours and ensuring preventative measures are in place increases the physical safety of adults and students.
- Professional Learning in Restorative Practices is enhancing our staff's capacity to support students' social and emotional wellbeing and positive behavioural change. Across 2024 and in Term 1 and Term 2, 2025, over 500 staff have participated in the program, with additional sessions planned for the remainder of 2025.
- In the classroom, teachers deliver Respectful Relationships and Consent Education, as well as Social and Emotional Learning - equipping students with the skills to understand their emotions and build healthy relationships.

- A communication toolkit of resources has been developed, specifically aimed at addressing student violence, particularly the filming and sharing of fights.
- The 'Respectful Schools Toolkit' provides optional support, available for use at the discretion of each school's principal, recognising that not every school faces challenges with violence.
- Where needed, schools have access to additional expertise. The Department partners with external organisations including Working it Out and A Fairer World to promote inclusion and address bullying and discrimination in government schools.
- Staff also have an online Psychosocial Hub, providing information on policy and procedures, risk assessment, and the Safety Reporting System, where staff can report incidents and hazards.
- In 2025-26 the staff wellbeing supports were expanded through the Wellbeing Connect initiative (formerly EAP) with a panel of providers that will deliver a more comprehensive range of services including individual counselling, traumatic incident response and recovery, as well as proactive workforce mental health and wellbeing programs.
- In addition, a new School Staff Wellbeing Response Team of Staff Wellbeing Consultants was established in May 2025, and is providing proactive outreach, staff coaching, wellbeing planning, and strategic advice to support school-based staff in 13 schools.
- This supports Recommendation 6 of the Independent Review of Education in Tasmania, which recommends broadening support for educators, modelled off programs available to frontline staff in other industries such as Emergency Services and Health. This team works 'at the shoulder' alongside educators working in complex settings, to maintain and maximise staff health and wellbeing.
- All schools and Early Career Teachers have also received foundational classroom management resources developed by the Australian Education Research Organisation offering

evidence-based strategies to create safe and supportive learning environments.

If Asked: How are we supporting staff and students experiencing racism?

- The Tasmanian Government is committed to ensuring that schools are safe, inclusive, and culturally responsive environments for all staff and students.
- Actions to support this include:
 - Establishment of the Community Leaders' Roundtable on Anti-Racism, chaired by the Department's Secretary, to guide and inform strategic anti-racism actions in schools.
 - Commencement of a pilot Racial Inclusive Education (RIE) project in selected schools, focused on staff professional learning, student engagement, community partnership, and curriculum alignment.
 - Respectful Relationships and Consent Education is (RRCE) supporting teachers to develop students intercultural understanding and promoting inclusive attitudes.
 - Staff are able to access the SBS Cultural Diversity and Core Inclusion Professional Learning Courses, designed to strengthen racial inclusion and build foundational understanding of diversity, bias, and discrimination.
 - A partnership with a Fairer World, rolling out their Just One program in government schools (Years 5 – 12).
- These programs aim to develop diversity competence in students by developing:
 - knowledge of stereotypes and discrimination
 - skills in collaboration and,
 - appreciation of diversity and how to behave responsibly.

Background, data and facts:

Discrimination and Bullying in Non-Government Schools

- Standards for non-government schools are outlined in the *Education Regulations 2017* and include a requirement for schools to have student welfare, bullying and harassment related policies.
- The Non-Government Schools Registration Board regulates compliance of non-government schools against these standards. This regulatory process is undertaken at arms-length from Government.
- The *Education Regulations 2017* expire in 2027. Prior to this expiry, work to review and identify areas for update of the current Standards for non-government schools will occur, including consultation with stakeholders to inform any proposed changes.

Non-government Schools Registration Board 2025-26 Ministerial Statement of Expectations

- The most recent Ministerial Statement of Expectations for the Non-government Schools Registration Board, was sent by Minister Palmer to Ms Becky Shelley, previous Chair Non-Government Schools Registration Board on 29 January 2025 for the 2025-26 financial year.
- This Statement included a request for the Board to have regard to and consider implications of relevant Government education policies, priorities and commitments including the Independent Review into the Tasmanian Education System, Child and Youth Safe Organisations Framework, Commission of Inquiry Response and the Lifting Literacy Framework.
- Future Ministerial Expectations may include references to recommendations from the Inquiry into Discrimination and Bullying in Tasmanian Schools. The Parliamentary Committee overseeing the re-established Inquiry is currently reviewing its draft report.

Section 27 Internal Briefing Information of Minister



PISA data relating to discrimination and bullying

The international Organisation for Economic Co-Operation and Development (OECD) Programme for International Student Assessment (PISA) 2022 data is a snapshot of a sample of 15-year-old students with wide error margins. Therefore, the Department examines more detailed sources of information across a wider range of year levels such as the Student Wellbeing and Engagement Survey.

Bullying - Student Behaviour Management Policy and Student Behaviour Management Procedures

- The Student Behaviour Management Policy and Student Behaviour Management Procedures were reviewed in 2023 to tighten processes and update language to best support schools to keep children and young people known, safe, well and learning.
- A discrete section on bullying was added to promote universal minimum standards in preventing, responding to and reporting bullying and discriminatory behaviour across all Tasmanian government schools.

Physical intervention by staff - Student Behaviour Management Policy and Student Behaviour Management Procedures

- In the rare incidences where staff are required to use physical intervention, staff will be supported through the process before and after any incident.
- The Department has finalised a new whole-of-agency policy position on responding to unsafe behaviour, supporting staff with clear, consistent guidance grounded in safety, legality, and best practice.
- The policy position applies across all DECYP service settings. It is an agency-wide, principle-based approach ensuring alignment with current legal requirements.
- When there is unsafe behaviour in a DECYP setting, there are clearly articulated expectations about how to respond grounded in safety, legality, and best practice. The mandatory responses will be set out in policy, procedure and practice.
- It is not a significant change from safety advice previously in place, the use of physical interventions should only be used as a last resort and within appropriate legal frameworks.
- It ensures alignment with recommendations of the Disability Royal Commission (into Violence, Abuse, Neglect and Exploitation of People with Disability) and the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings.

Comprehensive list of resources for schools

- Comprehensive professional learning program in trauma informed practice, in partnership with the Australian Childhood Foundation.
- Designing and implementing social and emotional learning lesson plans for schools.
- Appointment of a dedicated project officer to support the implementation of Respectful Relationships and Consent Education.
- All schools and Early Career Teachers have received foundational classroom management resources developed by the Australian Education Research Organisation offering evidence-based strategies to create safe and supportive learning environments.
- Workshops for school staff to analyse and respond to data from the Student Wellbeing and Engagement Survey, which empowers schools to develop strategies tailored to their unique contexts; and

- Professional learning opportunities on Restorative Practices are offered to enhance staff capacity to support students' social and emotional wellbeing and positive behavioural change.

Student Wellbeing and Engagement Survey Data – 2025

Table 3 - Student Wellbeing and Engagement Survey data (2019 – 2025)

Calendar year	2019	2020 (T3) ^[1]	2021	2022	2023	2024	2025
1b – SWES participation data							
Number of students (Years 4 – 12) who completed the Survey	28,660	23,906	29,650	28,527	28,750	28,280	28,392
Proportion of students (Years 4 – 12) who completed the survey	76%	62%	78%	76%	77%	78%	79%
Proportion of eligible schools ^[2] that undertook the Survey	100%	100%	100%	100%	100%	100%	100%
Number of students in T4 ^[3] that undertook the Survey	-	-	38	68	48	72	100
1b – SWES responses by subdomain [high or medium wellbeing]							
Cognitive engagement	83%	82%	81%	81%	80%	80%	81%
Emotional engagement with teachers	95%	96%	95%	94%	94%	94%	95%
School belonging	73%	73%	71%	71%	71%	72%	75%
School climate	75%	76%	72%	72%	69%	70%	73%
Safe at school	87%	86%	84%	84%	83%	84%	86%
Absence of physical bullying	92%	92%	91%	91%	91%	92%	93%
Absence of verbal bullying	83%	82%	80%	80%	80%	81%	81%
Absence of social bullying	87%	87%	84%	85%	85%	85%	86%
Absence of cyber bullying	94%	93%	92%	92%	92%	93%	93%

^[1] Due to the disruptions caused by the COVID-19 pandemic, the Survey was conducted in March and September in 2020 to give all students the opportunity to participate, with the Term 3 collection being classified as the official reporting period.

^[2] Eligible schools refer to schools with five or more students and does not include Support Schools and Ashley School.

¹³ T4 Engagement is DECYP’s off-site learning provision for students in Years 7 – 10, providing a greater level of flexibility, and differentiated support for students. SWES completion data for students in T4 has been available since the 2021 Survey collection.

Other National efforts – Australian Schools Anti-Bullying Collective; eSafety Commissioner; Under 16’s social media ban

- Tasmania contributes approximately \$20,000 per annum to support the Australian Schools Anti-Bullying Collective.
- The Collective is responsible for delivering the Bullying. No Way! website and National Week of Action, which was held from 11 – 15 August 2025.
- The Department also works with the eSafety Commissioner through its National Online Safety Education Council and promotes the eSafety Commissioner’s resources, training, and reporting mechanisms to educators, families and children and young people.
- DECYP will also be implementing the national social media restrictions for children and young people under 16 years of age when the reforms are introduced in December.

BUDGET INITIATIVES AND ELECTION COMMITMENTS:

Table 5: Child and Student Wellbeing budget initiatives (2024-25 – 2028-29)

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Wellbeing for Learning – budget initiatives					
Provision of sanitary items in school	120	122	124	127	129
Model for Supporting Students Impacted by Trauma					
Individual student support	5,925	6,072	6,224	6,380	6,507
Guided support for schools with identified needs	416	108
Universal support	50	150	150	150	153
DECYP partnerships that support child and student wellbeing					
Working it Out – Grant Deed 2024-26	300	300	150
A Fairer World – Grant Deed 2024-26	143	145
Stay ChatTY	150	250	250	250	250

Contact Officer:	Anne Berends phone: s36	
Checked by Finance/HR/EPR	Glenn Lucas Director Finance and Budget Services	Date: 10/10/2025
Approved by:	Ruth Davidson Director Child and Student Wellbeing	Date: 16/09/2025
Approved by:	Jenny Burgess Deputy Secretary Strategy and Performance	12/10/2025
Approved by:	Ginna Webster Secretary	21/10/2025

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BRIEF 50 - Universal Breakfast Club Program - Variety

BUDGET INITIATIVES AND ELECTION COMMITMENTS

- In June 2025, the Tasmanian Government announced a \$6.5 million partnership with Variety Tasmania to deliver a *Universal School Breakfast Program* across all government schools who wish to participate.
- This initiative is part of our commitment to reduce cost of living pressures for families and ensure every child starts the day ready to learn.
- When fully implemented, the program will be available to all government schools, providing free, nutritious breakfasts to up to 50,000 students statewide.

TALKING POINTS

- Every child in a Tasmanian Government school will have access to a free, nutritious breakfast through a new partnership between the Tasmanian Government and Variety Tasmania.
- We know that good nutrition is essential for learning. There is a clear link between a healthy start to the day and better educational outcomes.
- School breakfast programs contribute to better attendance, stronger concentration levels and positive learning outcomes, and I'm really excited to support our students with the Variety model.
- This partnership ensures every student can start the day ready to learn, with the energy and focus they need to succeed.
- Variety has already shown what's possible, through it's successful pilot in 40 schools.

- Building on that foundation, the *Universal School Breakfast Program* will commence in Term 1, 2026, with 30 new schools joining the 40 already participating in the pilot.
- Expressions of Interest are now open, and I encourage schools to contact Variety Tasmania to learn more and get involved.
- We're taking a phased and thoughtful approach to the rollout to ensure the program is sustainable and responsive to each school community.
- I am excited for 70 schools to participate in this program in 2026, and for more to join each year as we expand statewide over the next four years.
- This initiative is another important step in our work to ensure every child is known, safe, well and learning.

If Asked: How do schools join the program?

- Expressions of Interest are now open, closing on the 21st of November, for schools to apply to be involved in 2026.
- Through this process, Variety will select the next 30 schools to join the program, taking the total to 70 schools in 2026.
- This program reflects our government's commitment to student wellbeing, and we're focussing first on schools with the greatest level of need.
- I look forward to more schools joining the program, as it expands across the next four years.

If Asked: Will this create extra work for teachers? Will staff be funded to support the program?

- The Variety model is designed to minimise workload for schools. It uses a simple 'click and deliver' platform that connects schools with local producers and small businesses.
- This approach provides a low-administration, high-impact solution, reducing the burden on school staff and volunteers.

If Asked: What about schools that already have breakfast programs with local organisations?

- Many of our schools already run breakfast clubs, recognising the strong link between nutrition and learning.
- The 40 schools involved in the pilot have provided positive feedback about the benefits of the Variety model and support they receive.
- Schools that currently partner with local organisations can continue those arrangements or choose to transition to the Variety Breakfast Club.
- Variety's model is flexible and community focused. It can strengthen existing partnerships and enhance the great work already happening in our schools.

Background

- As of the August 2025 School Census, approximately 56,000 students were enrolled across Tasmanian Government schools (Kindergarten to Year 12).
- The Government’s commitment to provide breakfasts to up to 50,000 students takes into account average attendance patterns and expected levels of participation in the program.
- Variety Tasmania’s Breakfast Club was initially piloted in five schools in 2022. Since then, the program has expanded to 40 schools, providing access to a nutritious breakfast for up to 11,000 students each school day.
- The following table outlines the full list of schools that have participated in the pilot program since its commencement in 2022:

School Name	School Name
Beaconsfield Primary School	East Ulverstone Primary School
Campania District School	Goodwood Primary School
Forth Primary School	Riverside Primary School
Franklin Primary School	New Norfolk Primary School
Gagebrook Primary School	East Derwent Primary School
Glen Dhu Primary School	East Devonport Primary School
Glenora District School	West Ulverstone Primary School
Huonville High School	Hellyer College
New Norfolk High School	Latrobe High School
Scottsdale High School	Dover District School
Westerway Primary School	Risdon Vale Primary School
Oatlands District High School	Riverside High School
Rosebery District School	Romaine Park Primary School
Zeehan Primary School	Herdsmen’s Cove Primary School
Bagdad Primary School	Punchbowl Primary School
Elizabeth College	North West Support School
Kempton Primary School	Montrose Bay High School
Claremont College	Flinders Island District School
Montello Primary School	Cape Barren Island School
Lindisfarne Primary School	Springfield Gardens Primary

Contact Officer:	Ruth Davidson, Director Whole of Agency Reform Phone: s36	
Checked by Finance/HR/EPR	Jacqui Wilson Deputy Director Finance and Budget Services	5/10/2025
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Approved by:	Ginna Webster Secretary	Date: 16/10/2025

**BUDGET ESTIMATES BRIEF
MINISTER FOR EDUCATION**

Subject: Capital Projects and Programs

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TALKING POINTS

- We understand the role that the built environment has in supporting high quality teaching and learning and student engagement.
- We are committed to providing the best possible facilities for Tasmanian learners to thrive.
- Since 2014, the Tasmanian Government has delivered record investment in new and upgraded education infrastructure, and the 2025-26 State Budget provides \$296 million across four years to ensure the continued delivery of the Capital Improvement Program.
- The projects and programs underway include:
 - School Building Blitz, which will see major upgrades for 15 schools across the State
 - A new North-West Support School campus in Spreyton and upgrades to the Burnie campus
 - Building new and upgrading existing teacher housing in our rural and remote communities
 - Playground and sports court upgrades in schools
 - New Child and Family Learning Centres in Smithton, Longford and Scottsdale.
 - Vocational Education and Training Facilities Fund for new/upgraded VET facilities and industry standard equipment at colleges, secondary schools, and Trade Training Centres
- In addition to the above, the 2025-26 Budget includes:
 - Funding of \$4 million to continue the School Improvement Program, with \$1 million to be expended in 2025-26 and \$3 million allocated for 2026-27.
 - Funding of \$5 million has been allocated as a grant payment to the Huon Valley Council towards the establishment of a new 200 place childcare centre in Huonville. An additional \$3 million has been reserved in the budget for building works to support the establishment of a permanent Child and Family Learning Centre Outreach Service for the Huon Valley with locations for these works to be determined once consultation has been undertaken.

CAPITAL Projects

- Our existing capital works projects include:
 - Major redevelopments currently underway at:
 - Hobart City High School (\$21.6 million),
 - Cambridge Primary School (\$18 million),
 - Exeter High School (\$11 million),
 - Cosgrove High School¹ (\$22.1 million) and;
 - Montello Primary School² (\$12.45 million).
 - We are also moving forward with the \$62.15 million redevelopment of the North West Support School, which includes a brand-new campus at Spreyton and upgrades to the existing Burnie campus - with new hydrotherapy pools to be provided at both.
 - The architectural consultants for the Burnie (6TY) and Spreyton (Cumulus Studio) projects have been appointed. Project Working Groups have been established, and site master planning and design work is currently underway.
 - The new hydrotherapy pools to be provided at both campuses will be made available for community use outside of school hours. The design work currently underway is focusing on facilitating community access to the pools without imposing operational impacts to the school. The preferred management model for community use is currently being assessed, with a focus on ensuring the school is not burdened with management responsibilities.

IF ASKED: Capacity of NWSS

- The redevelopment of NWSS Burnie and Devonport (at Spreyton) campuses will provide contemporary facilities and additional space for students and staff, in line with the spaces provided at Northern

¹ \$22.1 million for Cosgrove High School includes a DECYP decision to transfer \$2.1 million from the New Brighton High School capital project.

² \$12.45 million for Montello Primary School includes a DECYP decision to transfer \$2.5 million from the New Brighton High School capital project, the reallocation of minor work program budget and a contribution from the school. Verbal advice is that a further \$500,000 has been approved from other project savings to support the costs of windows, taking total project cost to \$12.95m.

Support School and Southern Support School, which have both benefited from recent capital investment.

- Funding has been provided to deliver new and upgraded facilities to cater for an increased number of students of up to 71 students at each campus (total 142 students), which equates to 12 General Learning Areas, plus associated spaces and amenities at both Burnie and Spreyton (currently only 10 GLAs at both campuses).
- The current enrolments at NWSS across both campuses in 2025 is 128, and the school's enrolments have been relatively stable for the past five years.
- As part of the site master planning processes for both projects, consideration will be given to potential future expansion to accommodate increased enrolments should that be required.
- The rollout of the new projects announced as part of the Government's 2024 election commitments is also well underway.
 - Three new Child and Family Learning Centres (CFLCs) - The first phase consultation for the new Dorset (Scottsdale) CFLC has been completed and the architects have now been appointed. The Dorset CFLC Project Working Group is established, and design work is underway. Planning is also underway for the new Smithton and Longford CFLCs.
 - As part of this year's election commitments, the Government listened to the needs of Huon Valley community, and funding of \$5 million will be provided to the Huon Valley Council to match \$5 million already committed by the Australian Government to establish a new 200 place childcare centre in Huonville.
 - Additional funding of \$3 million has been committed to infrastructure upgrades to support the provision of a permanent community outreach service across the Huon Valley.

- As part of the roll out of the \$188 million School Building Blitz, architects have now been appointed for:
 - the \$25 million redevelopment of Dodges Ferry Primary School (Heffernan Button Voss),
 - \$29 million upgrade of Clarence High School (Philp Lighton),
 - \$15 million redevelopment of South George Town Primary School (Bence Mulcahy) and;
 - the \$12 million upgrade of East Derwent Primary School (Thomson Rossi).
- Project working groups have been established, and work is well underway to develop the site master plans and scope of works for these projects.

Status of 15 schools funded through \$188 Million School Building Blitz

- Burnie Primary School (project planning phase)
- Campbell Town District High School (project planning phase)
- Clarence High School (site master planning phase)
- Deloraine High School (project planning phase)
- Dodges Ferry Primary School (site master planning phase)
- East Derwent Primary School (site master planning phase)
- Havenview Primary School (project planning phase)
- Lindisfarne North Primary School (project planning phase)
- Mowbray Heights Primary School (project planning phase)
- Port Dalrymple Primary School (project planning phase)
- Princes Street Primary School (project planning phase)
- Ringarooma Primary School (project planning phase)
- Risdon Vale Primary School (project planning phase)
- Rosetta Primary School (project planning phase)
- South George Town Primary School (site master planning phase).

IF ASKED: Timing and cash flows

- The 2025-26 capital works budget for the Education Portfolio includes \$294.24 million over 4 years.
- The expenditure profile in the 2025-26 State Budget reflects the outcome of the budget deliberation process. They are also prioritised based on the Department for Education, Children and Young People's (DECYP's) priority order advice alongside the available funding envelope across the forward estimates.
- Capital project and program start, and finish dates listed in the 2025-26 Interim Budget papers are aligned with funding and are not specific to construction start and completion. This is because prior to construction, there are extensive consultation, site master planning and design processes, and following completion of construction works, there is a 12-month defects period for all projects.
- Cashflows have also been adjusted for a number of existing capital projects currently underway, at the request of the Department as part of business-as-usual project delivery. Those projects with the most significant cashflow adjustments are listed below, **noting at this time, there are no resultant changes to expected construction completion dates.**
 - Montello Primary School - due to the need to stage construction to ensure continuity of teaching and learning. Construction currently expected to be completed in December 2026.
 - Cambridge Primary School – due to the need to acquire leased land from Clarence City Council for Stage 2 works. Construction was completed in May 2025 for Stage 1 works, with Stage 2 currently expected to be completed in the 2027 calendar year.
 - Hobart City High School – due to the delayed start as a result of extended contract negotiations and planning approvals. Works currently expected to be completed in 2026.

- Cosgrove High School – due to unanticipated site challenges. Works currently expected to be completed in late 2025.
- Exeter High School – due to the requirement to stage works to ensure continuity of teaching and learning. Construction on the current scope of works currently expected to be completed in late 2025.

***Refer to Attachment 1 for CIP program against cashflows**
Refer to attachment 4 for Summary of movements from 2025-26
May Budget Papers

CAPITAL PRIORITY RANKINGS

- The 15 schools selected for School Building Blitz funding were assessed as Priority 1 projects by DECYP through its established capital priority ranking process which includes an assessment of building condition, school capacity, and expected future demand.
- The Department's annual priority ranking process provides an important and transparent triaging mechanism for capital investment decisions.
- Each year, all schools, child and family learning centres and libraries are invited to lodge submissions for their highest priority capital works needs.
- As part of this process, where the Department is aware of a school or child and family learning centre with acute capital needs, the Department proactively reaches out to the site during the submission process to encourage it to make a new submission, review an existing submission to ensure it addresses the acute needs, and offer support if required. This support includes advice on focus and prioritisation of capital submissions, and onsite inspection of facilities to assess the most critical needs.
- All submissions received are then assessed against weighted criteria and known asset condition and enrolment data held by the Department and assigned a priority ranking between 1-5.
- Once rankings have been determined by the Department, the information is provided to all schools, so they all know where they sit on the list. The 2025 rankings are also publicly available on the DECYP website (under *Infrastructure Projects*).

IF ASKED: Significant changes to priority rankings for 2025

- There were some significant changes in the rankings of a small number of sites in the 2025 capital priority rankings, and these were related to either growth in enrolments, substantial change to asset condition, or a combination of both.

- The sites with the largest movements were:
 - **Hagley Farm Primary School – Priority 5 > 1**

Reason for change is condition, with issues identified with the student accommodation and the school's heritage classroom buildings.
 - **Bruny Island District School - Priority 5 > 1**

Reason for change is capacity, as the school enrolments have increased by more than 30% within the last few years and is nearing capacity (83%).
 - **Mountain Heights School - Priority 5 > 1**

Reason for change is condition, with five rooms across the site now identified as being in poor overall condition. As a priority 1 site, it is also aligned with the Government's commitment to attracting and retaining teachers in rural remote areas, and in particular investment in new and upgraded teacher accommodation on the West Coast.

COMMUNITY ENGAGEMENT

- Our government ensures extensive engagement is undertaken with students, school staff and communities across the State for all major education capital projects.
- Feedback received through these processes is used to inform development and design of each project, prioritise the scope of works, and build community interest and support.
- In the last 12 months, the Department has undertaken five *Get Involved* consultation processes (Dodges Ferry PS, East Derwent PS, Clarence HS, South George Town PS, Scottsdale CFLC). The feedback received through these consultations has been compiled in reports and provided to these schools and their communities.

\$10 MILLION PLAYGROUND AND SPORTS COURT PROGRAM

- The playground and sports court upgrades program has been finalised and will see at least 104 projects delivered across 103 schools and child and family learning centres over the next four years. We know that many of our schools have a critical need for the upgrade of these facilities and the Department has been working to progress 'shovel-ready' projects as quickly as possible.
- With this in mind, the first project at Montello Primary School has been completed, and four other projects at Elizabeth College, New Norfolk Primary School, Newstead College and Rosny College are in various stages of progress.

IF ASKED: Process to select projects (only if asked)

- In 2024, all schools and child and family learning centres were invited to lodge submissions for playground and sports court upgrades, noting that a key requirement was that submissions must be for upgrades to existing facilities, rather than new. A maximum upper limit of \$100,000 per project has been set, with any additional required funding to deliver a specific project to be the responsibility of the relevant site.
- The process for assessing submissions considered asset condition data held by the Department, the Index of Community Socio-Educational Advantage (ICSEA) for each site, school improvement and learning outcomes, as well as community usage.
- As the scope of works and final costs for the approved projects are completed, the program contingency fund will be assessed for the potential to add any additional projects to the program.

TEACHER RESIDENCE PROGRAM

- The Government committed \$15 million in 2024-25 to build or upgrade housing for 25 teachers in rural and remote areas.
- Work has been completed on the refurbishment of 21 teacher residences in Queenstown. Work to finalise the program to build new residences at Smithton, Flinders Island, Scottsdale and Queenstown is also now well advanced.
- Through a combination of new builds and refurbishments, the program will deliver **at a minimum**, 37 quality residences for our hardworking teachers in rural and remote areas, and through value management of the new build program, there is potential to increase this number even further.
- In addition, the Department continues to undertake refurbishment of existing teacher residences through a recurrent Minor Works program. For 2025-26, this will see refurbishment of two residences on King Island, with refurbishment of existing residences on Flinders Island and at Queenstown currently planned to be undertaken in the subsequent financial years.

SUPPORTING SAFER SCHOOLS PROGRAM

- The Supporting Safer Schools Program was a 2021 election commitment by the Government to deliver student bathrooms upgrades to high school and district schools across the State.
- Upgraded student bathrooms incorporate anti bullying features and are of a contemporary standard (hand basins within compartments, modern door locks, fully enclosed walls/doors).
- Asset condition data, toilet vandalism rates and student behaviour has been used to determine the priority order for the roll out of the program, and the tranches of schools to receive student bathroom upgrades.
- To date, 17 sites have received student bathroom upgrades.
- An additional 10 sites are in various stages of planning and design. It is anticipated that completion of all these projects will occur in 2026.

Expenditure

- The original budget was \$6.3 million and with the additional \$4 million, the total program budget is \$10.3 million.
- The 2025-26 State Budget includes an additional allocation of \$4 million which has been repurposed from a 2024-25 saving on the recently completed Brighton High School.
- Expenditure as of 30 June 2025 was \$5.553 million.

IF ASKED: Progress to deliver upgrades to 42 high school and district schools as per the original 2021 election commitment

- While it was originally envisaged that upgrades would be delivered to 42 high school and district schools, a review was undertaken of the 25 remaining sites, and it was determined that 15 of these sites had less critical needs for bathroom upgrades at this time.
- An additional \$4 million has been redirected from savings from the new Brighton High School project to continue the roll out of the final 10 sites, taking the total number of sites with student bathroom upgrades to 27.
- Below is the table of the original 42 schools announced in the program and the status of each.

School	Status
Burnie High School	Completed
Glenora District School	Completed
Huonville High School	Completed
King Island District School	Completed
Lilydale District School	Completed
Sheffield District School	Completed
Wynyard High School	Completed
Dover District School	Completed
Reece High School	Completed
Yolla District School	Completed
Mountain Heights District School	Completed
Rosebery District School	Completed
Rose Bay High School	Completed
Clarence High School	Completed
New Norfolk High School	Completed
Scottsdale High School	Completed
St Helens District School	Completed
Bayview Secondary College	Project commenced in 2025 with completion anticipated in 2026.
Bothwell District School	Project commenced in 2025 with completion anticipated in 2026.
Campania District School	Project commenced in 2025 with completion anticipated in 2026.

Campbell Town District High School	Project commenced in 2025 with completion anticipated in 2026.
Cressy District High School	Project commenced in 2025 with completion anticipated in 2026.
Kingston High School	Project commenced in 2025 with completion anticipated in 2026.
Oatlands District High School	Project commenced in 2025 with completion anticipated in 2026.
Triabunna District School	Project commenced in 2025 with completion anticipated in 2026.
Winnaleah District High School	Project commenced in 2025 with completion anticipated in 2026.
Woodbridge District School	Project commenced in 2025 with completion anticipated in 2026.
Brooks High School	Not progressing - SSB style toilets delivered in prior completed capital project
Devonport High School -	Not progressing - SSB style toilets delivered in prior completed capital project
JRLF School Farm	Not progressing - SSB style toilets delivered in prior completed capital project
Hobart City High School (NT)	Not progressing - SSB style toilets to be delivered in current capital project
Hobart City High School (OG)	Not progressing - SSB style toilets already exist at site
Northern Support School	Not progressing - disability access bathrooms delivered as part of initial build include design features consistent with safer student bathroom program.
Ouse District School	Not progressing – school not currently operating
Parklands High School	Not progressing - SSB style toilets delivered in prior completed capital project
Penguin District School	Not progressing - SSB style toilets delivered in prior completed capital project
Port Dalrymple School	Not progressing - SSB style toilets delivered in prior completed capital project
Prospect High School	Not progressing - SSB style toilets delivered in prior completed capital project
Queechy High School	Not progressing - SSB style toilets delivered in prior completed capital project
Riverside High School	Not progressing - SSB style toilets delivered in prior completed capital project
Sheffield School (Railton)	Not progressing– site confirmed as having no high school cohort.
Taroona High School	Not progressing - SSB style toilets already exist at site

RENEWABLE ENERGY SCHOOLS PROGRAM

- The Renewable Energy Schools Program was a 2021 election commitment by the Government to fund solar array systems at schools across the State.
- Rollout of the program is occurring over five years, with Tranche 1 and 2 comprising 26 sites, all of which have been installed.
- Tranche 3 comprises 19 sites and these are currently in the tendering phase.
- Tranches beyond this will occur at six monthly intervals until the initial \$5 million funding has been fully utilised.
- Selection of sites has been data driven and based on the highest energy consumer sites receiving priority.
- A metering provider has been engaged to enable data collection and analysis of the impact of renewable energy generation and capture energy cost savings, with these energy cost savings to be reinvested in the program to continue the rollout of new solar array systems.
- An analysis on savings made in the first six months of 2024 has been undertaken and savings achieved were consistent with the estimated modelling undertaken at the commencement of the Program.
- It is anticipated that from 2026-27 onwards, the 46 schools to have received solar energy systems will deliver significant savings in annual energy cost savings for potential re-investment into new solar array systems noting that a percentage of these savings will be required to fund a recurrent maintenance contract and the annual costs for third party energy savings analysis.

Expenditure

- The total budget is \$5 million, with the final year allocation in 2026-27. Expenditure as of 30 June 2025 was \$2.345 million.

Tranche	Site	Status
1	Bayview Secondary College	Complete
1	Burnie High School	Complete
1	Clarence High School	Complete
1	Hobart City High School (Ogilvie)	Complete
1	Hobart City High School (New Town)	Complete
1	JRLF Senior School	Complete

1	Newstead College	Complete
1	Prospect High School	Complete
1	Riverside High School	Complete
1	Southern Support School	Complete
2	Albuera Street Primary School	Complete
2	Andrews Creek Primary School	Complete
2	Bagdad Primary School	Complete
2	Boat Harbour Primary School	Complete
2	Bridport Primary School	Complete
2	Brighton Primary School	Complete
2	Lilydale District School	Complete
2	Mount Stuart Primary School	Complete
2	New Town Primary School	Complete
2	Northern Support School	Complete
2	Parklands High School	Complete
2	Scottsdale High School	Complete
2	Sheffield District School	Complete
2	Somerset Primary School	Complete
2	South Hobart Primary School	Complete
2	Sustainability Learning Centre (Hobart College)	Complete
2	Wynyard High School	Complete
3	Hagley Farm Primary School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Kings Meadows High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	St Helens District School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	St Mary District School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Brooks High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Devonport High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Elizabeth College	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Montrose Bay High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Queechy High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Reece High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Rose Bay High School	Project commenced in 2025 with installation anticipated in the first half of 2026.

3	Windermere Primary School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Exeter Primary School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Kingston High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Latrobe High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Taroona High School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Hellyer College	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Mountain Heights School	Project commenced in 2025 with installation anticipated in the first half of 2026.
3	Ulverstone Secondary College	Project commenced in 2025 with installation anticipated in the first half of 2026.

OUTDOOR LEARNING PROGRAM

- The Outdoor Learning Program was a government initiative in response to the COVID-19 pandemic to provide more outdoor learning and recreation facilities for students, and in doing so, also reduce the transmission of viruses.
- All Tasmanian Government schools were invited to lodge submissions for outdoor learning projects based on the program criteria. All submissions received were assessed against these criteria to determine a priority list of projects.
- The \$10 million program consists of 131 outdoor learning projects. By region there are 39 projects in the North, 34 in the North-West and 58 in the South.
- 129 projects are complete with the remaining two projects anticipated to be completed by February 2026.
- Expenditure as of 30 June 2025 was \$9.64 million.

ELECTRICAL SWITCHBOARD MAINTENANCE PROGRAM

- The program is focused on addressing switchboards across Department sites considered as being in poor or unacceptable condition.
- An initial assessment identified 1,100 switchboards as either in poor or unacceptable condition. It is anticipated that by the end of 2025, 453 switchboards will have been upgraded.
- There is only one known high voltage switchboard in an unacceptable condition (State Library) and this is being upgraded in conjunction with TasNetworks upgrade of their substation.

Expenditure

- The total original budget was \$12 million (\$1 million Government Stimulus Maintenance, \$3 million Infrastructure Rectification Program, \$8 million Government CIP).
- Expenditure as of 30 June 2025 was \$9.63 million.
- The Department has developed a program of works from 2026-27 based on the outcome of recently completed switchboard audits to expand the program and these works will be prioritised with the additional funding of \$7.5 million included in the 2025-26 State Budget.
- The original capital allocation was insufficient to remedy the remaining 646 switchboards that are in a known poor condition, in addition to others that may move to this level of categorisation. Those identified as being in unacceptable condition require a priority response, whereas works to those identified as being in poor condition can be planned.

CONTEMPORARY CLASSROOMS PROGRAM

- The Contemporary Classrooms program was a 2021 election commitment by the Government to renew and upgrade outdated classrooms to develop contemporary learning spaces at 12 high priority school sites across Tasmania.
- The rollout of the 12 contemporary classrooms projects has all but been completed, with some residual works still being undertaken at Rosetta Primary School. The completed projects are Campbell Town District School, Havenview Primary School, South George Town Primary.

School, Ringarooma Primary School, Dodges Ferry Primary School, Risdon Vale Primary School, East Derwent Primary School and Lilydale District School, Glen Dhu Primary School, Mowbray Heights Primary School, and Port Dalrymple School.

Expenditure

- The total budget is \$10 million, with the final year allocation in 2026-27.
- Expenditure as of 30 June 2025 was \$9.66 million

SCHOOL MAINTENANCE AND IMPROVEMENT FUND

- We know our educational facilities have maintenance and improvement needs, and we are committed to providing the best possible facilities to support teaching and learning.
- \$3.860 million from the Fund has already been distributed directly to all schools (\$20,000 each) in 2025 to ensure schools are able to respond to their own maintenance needs.
- An additional investment of \$1 million from the Fund is being directed towards heating and cooling upgrades at schools across the State for 2025-26. The 2025-26 State Budget also contains an additional \$3 million for 2026-27, with the priorities for this funding to be determined.
- The Department has been working to progress the rollout of these heating and cooling upgrades as quickly as possible. Exeter Primary School, Brooks High School, Elizabeth College, Lansdowne Crescent Primary School, Mount Stuart Primary School, Newstead College, Edith Creek Primary School, Spreyton Primary School and Campania District School have received approved heating and cooling upgrades. A further 27 schools are being assessed for heating and cooling upgrades, in line with the \$1 million investment, with the intention to complete installations in 2025-26.

Contact Officer:	Todd Williams - Director Facility Services phone: 0448 911 603	
Checked by Finance/HR/EPR	Jacqui Wilson - Deputy Director FABS	07/10/2025
Approved by:	Dan Skuse Relevant Director/Manager	Date: 17/09/2025
Approved by:	Kane Salter Relevant Deputy Secretary	Date: 22/10/2025
Approved by:	Ginna Webster Secretary (OTS to facilitate)	Date: 22/10/2025

Attachments (see below)

- 1 – Updated CIP master program schedule
- 2 – Capital Priority Rankings 2025
- 3 – Capital Priority Rankings 2025
- 4 – Summary of Movements from 2025-26 May Budget Papers

Attachment 1 – CIP Master Program 2025-2032 (see attachment as separate document)

Attachment 2 – 2025 Capital Priority Rankings

2025 CAPITAL PRIORITY RANKINGS		
School / College	2024 Capital Ranking	2025 Capital Ranking
Beaconsfield Primary School	2	1
Bruny Island District School	5	1
Hagley Farm Primary School	5	1
Hobart City High School - Partner Schools	1	1
Hobart College	2	1
Launceston College	2	1
Mountain Heights School	5	1
Norwood Primary School	2	1
Perth Primary School	2	1
South Hobart Primary School	1	1
St Helens District High School	3	1
Wynyard High School	3	1
Albuera Street Primary School	2	2
Bellerive Primary School	2	2
Bridport Primary School	3	2
Campbell Street Primary School	5	2
Don College	5	2
Dover District School	3	2
Franklin Primary School	2	2
Glen Huon Primary School	2	2
Glenora District School	2	2
Hellyer College	2	2
Howrah Primary School	2	2
Huonville High School	2	2
Invermay Primary School	5	2
King Island District School	5	2
Lilydale District School	2	2
Moonah Primary School	2	2
Mount Nelson Primary School	2	2
Mount Stuart Primary School	3	2
Punchbowl Primary School	2	2
Richmond Primary School	2	2
Snug Primary School	2	2
Taroona High School	2	2
Taroona Primary School	2	2
Waverley Primary School	2	2
West Launceston Primary School	2	2
Westbury Primary School	5	2
Woodbridge School	5	2

Youngtown Primary School	5	2
Bayview Secondary College	4	3
Bicheno Primary School	5	3
Blackmans Bay Primary School	3	3
Cressy District High School	5	3
Cygnets Primary School	3	3
Elizabeth College	4	3
Forest Primary School	3	3
Glenorchy Primary School	4	3
Illawarra Primary School	5	3
JRLF - Senior School	3	3
Kempton Primary School	NA	3
Kings Meadows High School	5	3
Kingston Primary School	3	3
Longford Primary School	3	3
Miandetta Primary School	3	3
Mole Creek Primary School	5	3
Nixon Street Primary School	3	3
Parklands High School	5	3
Prospect High School	5	3
Queechy High School	2	3
Ravenswood Heights Primary School	5	3
Riana Primary School	NA	3
Rosny College	4	3
Scottsdale High School	3	3
St Marys District School	4	3
Summerdale Primary School	5	3
Swansea Primary School	5	3
Trevallyn Primary School	3	3
Yolla District School	4	3
Bagdad Primary School	2	4
Bothwell District High School	5	4
Brighton Primary School	5	4
Burnie High School	5	4
Campania District School	5	4
Claremont College	5	4
Collinsvale Primary School	5	4
Cooee Primary School	5	4
Deloraine Primary School	5	4
Devonport Primary School	3	4
East Devonport Primary School	5	4
East Launceston Primary School	5	4
Fairview Primary School	5	4
Forth Primary School	5	4
Glen Dhu Primary School	2	4
Goulburn Street Primary School	4	4
Herdsmans Cove Primary	5	4
Huonville Primary School	5	4

JRLF - Gagebrook Primary School	5	4
Kingston High School	5	4
Lindisfarne Primary School	4	4
Margate Primary School	5	4
Molesworth Primary School	5	4
New Norfolk Primary School	5	4
Newstead College	4	4
Oatlands District High School	5	4
Orford Primary School	5	4
Rokeby Primary School	4	4
Rose Bay High School	4	4
Sandy Bay Infant School	5	4
Sheffield School	5	4
Southern Support School	4	4
Sprent Primary School	5	4
Spreyton Primary School	5	4
St Leonards Primary School	5	4
Strahan Primary School	5	4
Tasman District School	4	4
Triabunna District School	5	4
Ulverstone Primary School	5	4
Ulverstone Secondary College	3	4
Waimea Heights Primary School	5	4
Warrane Primary School	5	4
Wilmot Primary School	5	4
Winnaleah District High School	5	4
Zeehan Primary School	5	4
Bowen Road Primary School	5	5
Burnie Primary School	1	5
Campbell Town District School	1	5
Clarence High School	1	5
Clarendon Vale Primary School	5	5
Cosgrove High School	5	5
Deloraine High School	1	5
Dodges Ferry Primary School	1	5
East Derwent Primary School	1	5
Havenview Primary School	1	5
Latrobe High School	5	5
Lauderdale Primary School	5	5
Lindisfarne North Primary School	1	5
Mowbray Heights Primary School	1	5
Port Dalrymple Primary School	1	5
Princes Street Primary School	1	5
Ringarooma Primary School	1	5
Risdon Vale Primary School	1	5
Rosetta Primary School	1	5
Sassafrass Primary School	5	5
Sorell School	5	5

South George Town Primary School	1	5
Springfield Gardens Primary School	5	5
West Ulverstone Primary School	5	5
Windermere Primary School	5	5

NA = No previous submission received

Attachment 3 – Capital Priority Rankings 2025 – Priority 1 Sites

Site Name	2024 Capital Ranking	2025 Capital Ranking	Reason For Change
Hobart College	2	1	Capacity and Condition
Launceston College	2	1	Capacity and Condition
Hobart City High School - Partner schools	1	1	NA
Wynyard High School	3	1	Condition & School Improvement Planning
Norwood Primary School	2	1	Capacity & School Improvement Planning
Hagley Farm Primary School	5	1	Condition
St Helens District High School -	3	1	Condition
Perth Primary School	2	1	Capacity
South Hobart Primary School	1	1	NA
Mountain Heights School	5	1	Condition & School Improvement Planning
Bruny Island District School	5	1	Capacity and Condition
Beaconsfield Primary School	2	1	Condition & School Improvement Planning

Attachment 4 – Summary of Movements from 2025-26 May Budget Papers

	2025-26 MAY BUDGET PAPERS & OUTYEARS						2025-26 NOVEMBER BUDGET PAPERS & OUTYEARS						MOVEMENT							
	Estimated TOTAL Cost	2024-25 Estimated Outcome	2025 26	2026 27	2027 28	2028-29	Estimated TOTAL Cost	2024-25 Actual Exp.	2025 26	2026 27	2027 28	2028-29	2024-25 Estimated Outcome v Actual Exp.	2025 26	2026 27	2027 28	2028-29	TOTAL		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
<i>Minister for Children and Youth</i>																				
Enhanced Case Management for Children and Young People in Detention and Out of Home Care	8,326	1,374	1,382	2,777	2,793	-	8,326	1,374	1,382	2,777	2,793	-	-	-	-	-	-	-		
Youth Justice Facilities	155,300	3,780	23,400	97,600	30,200	-	155,300	2,359	24,821	97,600	30,200	-	-	1,421	1,421	-	-	-	s.23 rollover from 2024-25 to 2025-26	
<i>Minister for Education</i>																				
Burnie Primary School	14,000	-	-	400	600	2,000	14,000	-	-	400	600	2,000	-	-	-	-	-	-	-	
Cambridge Primary School - Major School Redevelopment	18,000	5,320	1,000	7,000	2,900	-	18,000	6,320	1,000	7,000	1,900	-	1,000	-	-	1,000	-	-	Budget brought forward to 2024-25. No change to total project budget.	
Campbell Town District High School	7,850	-	-	-	-	300	7,850	-	-	-	-	300	-	-	-	-	-	-	-	
Campbell Town District School - Agriculture in Schools	2,000	1,550	-	-	-	-	2,000	1,550	-	-	-	-	-	-	-	-	-	-	-	
Clarence High School	29,000	100	1,000	6,000	10,000	11,900	29,000	100	1,000	6,000	10,000	11,900	-	-	-	-	-	-	-	
Contemporary Classrooms	10,000	4,105	335	-	-	-	10,000	4,105	335	-	-	-	-	-	-	-	-	-	-	
Deloraine High School	16,500	-	-	400	2,000	11,000	16,500	-	-	400	2,000	11,000	-	-	-	-	-	-	-	
Dodges Ferry Primary School	25,000	-	200	1,000	8,000	12,000	25,000	-	200	1,000	8,000	12,000	-	-	-	-	-	-	-	
East Derwent Primary School	12,000	-	100	600	3,000	5,000	12,000	-	100	600	3,000	5,000	-	-	-	-	-	-	-	
Electrical Switchboard Maintenance	18,000	1,240	2,370	2,500	2,500	2,500	18,000	1,240	2,370	2,500	2,500	2,500	-	-	-	-	-	-	-	
Exeter High School - Major School Redevelopment	11,000	5,749	4,037	-	-	-	11,000	7,279	2,507	-	-	-	1,530	-	1,530	-	-	-	Budget brought forward to 2024-25. No change to total project budget.	
Three New Child and Family Learning Centres	32,000	250	750	7,000	4,500	9,500	24,000	250	750	10,000	6,000	7,000	-	-	3,000	1,500	-	2,500	2,000	Budget brought forward to 2024-25. Huonville CFLC. Total project budget decreased by \$8M. \$10 decrease in 2029-30 cash flows.
Glen Dhu Works	3,450	300	1,569	1,051	-	-	3,450	475	1,394	1,051	-	-	175	-	175	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Havenview Primary School	11,608	-	-	-	300	1,500	11,608	-	-	-	300	1,500	-	-	-	-	-	-	-	-
Healthy School Lunches Program - Kitchen and Canteen Upgrades	600	300	300	-	-	-	600	-	600	-	-	-	-	300	300	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Hobart City High School (Ogilvie and New Town Campuses)	21,600	1,620	9,720	6,700	-	-	21,600	2,760	8,580	6,700	-	-	1,140	-	1,140	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Lauderdale Primary School - Major School Redevelopment	6,500	4,475	635	-	-	-	6,500	4,950	160	-	-	-	475	-	475	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Legana Primary School	32,420	8,566	799	-	-	-	32,420	9,365	-	-	-	-	799	-	799	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Lindisfarne North Primary School	8,126	-	-	-	-	300	8,126	-	-	-	-	300	-	-	-	-	-	-	-	-
Montello Primary School - Major School Redevelopment	9,600	1,824	6,308	700	-	-	9,600	2,770	5,362	700	-	-	946	-	946	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Mowbray Heights Primary School	7,076	-	-	-	-	300	7,076	-	-	-	-	300	-	-	-	-	-	-	-	-
New Brighton High School	69,980	11,090	9,400	-	-	-	69,980	11,990	8,500	-	-	-	900	-	900	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
New K-12 Sorell School	22,000	730	-	-	-	-	22,000	730	-	-	-	-	-	-	-	-	-	-	-	-
Out of School Hours Care Capital Upgrades	10,000	-	-	2,000	3,000	3,000	10,000	-	-	2,000	3,000	3,000	-	-	-	-	-	-	-	-
Outdoor Learning Areas	10,000	1,200	-	-	-	-	10,000	840	360	-	-	-	-	360	360	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Playground and Sports Courts Upgrades	10,000	100	1,500	3,000	3,000	2,400	10,000	100	1,500	3,000	3,000	2,400	-	-	-	-	-	-	-	-
Port Dalrymple Primary School	9,674	-	-	-	-	300	9,674	-	-	-	-	300	-	-	-	-	-	-	-	-
Princes Street Primary School	8,292	-	-	-	-	300	8,292	-	-	-	-	300	-	-	-	-	-	-	-	-
Renewable Energy Schools Program	5,000	1,210	1,330	750	-	-	5,000	635	1,905	750	-	-	-	575	575	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Revitalising Cosgrove High School	20,000	11,536	4,247	-	-	-	20,000	11,036	4,747	-	-	-	-	500	500	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Ringarooma Primary School	3,648	-	-	-	-	300	3,648	-	-	-	-	300	-	-	-	-	-	-	-	-
Risdon Vale Primary School	6,025	-	-	-	-	300	6,025	-	-	-	-	300	-	-	-	-	-	-	-	-
Rosetta Primary School	14,151	-	-	-	-	300	14,151	-	-	-	-	300	-	-	-	-	-	-	-	-
Six New Child and Family Learning Centres	30,000	2,342	918	-	-	-	30,000	2,040	1,220	-	-	-	-	302	302	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
South George Town Primary School	15,100	-	100	600	4,000	6,000	15,100	-	100	600	4,000	6,000	-	-	-	-	-	-	-	-
Support School Package including North West School	65,000	274	2,176	12,000	23,700	23,700	65,000	150	2,300	12,000	23,700	23,700	-	124	124	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Supporting Safer Schools	10,300	1,832	543	2,500	2,000	-	10,300	2,120	255	2,500	2,000	-	288	-	288	-	-	-	-	Budget brought forward to 2024-25. No change to total project budget.
Teachers Registration Board - Customer Relationship Management (CRM) System	2,000	500	1,500	-	-	-	2,000	500	1,500	-	-	-	-	-	-	-	-	-	-	-
Upgrade Teacher Housing	15,000	1,160	1,140	3,000	3,800	3,000	15,000	1,160	1,140	3,000	3,800	3,000	-	-	-	-	-	-	-	-
VET Facilities Fund	30,000	1,800	600	1,000	7,200	11,000	30,000	1,150	1,250	1,000	7,200	11,000	-	650	650	-	-	-	-	Budget rolled forward from 2024-25. No change to total project budget.
Total CIP Allocations	816,126	74,327	77,359	158,578	113,493	106,900	808,126	77,348	75,338	161,578	113,993	104,400	3,021	-	2,021	3,000	500	-	2,500	2,000

BUDGET ESTIMATES BRIEF MINISTER FOR EDUCATION

BRIEF 75

Facilities - Topical Sites

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TALKING POINTS

- The Tasmanian Government is committed to supporting our learners and providing the best possible facilities for teaching and learning.
- The Department manages and provides ongoing support and assistance to more than 200 school sites, child and family learning centres and libraries, including maintenance matters, critical issues response, advice in relation to capital works submissions and working with other agencies in the provision of services that support learners and their families.
- Many matters occur on a daily basis, and the Department has resources and processes in place to manage and prioritise activities.

PENGUIN DISTRICT SCHOOL (INCLUDING VACANT PRIMARY SCHOOL SITE)

- The \$20 million redevelopment of Penguin District School, which was completed in 2023, consolidated the primary and secondary campuses of the school onto the secondary campus site.
- It was the preliminary view of the Department and the Project Working Group at the time, which included the former principal and school association representatives, that once the project was completed, the former primary campus site would not be required for education provision by the school.
- Since the redevelopment, the Central Coast Council has been utilising part of the site for Outside School Hours Care provision as an interim arrangement, and the Community Learning Centre has been used occasionally. Aside from this use, the site has remained vacant.
- Earlier this year, the Department consulted with the Council and the Penguin District School Association, on the future of the site.
- The School Association had expressed concern that the school is nearing its enrolment capacity, and that this, together with its desire to have ongoing access to the Community Learning Centre and primary campus carpark, were justifications for the Department to retain the former primary school site.
- The school's enrolments in 2025 are 648 students, and the school's capacity based on the standardised methodology used by the Department (total number of general learning areas x 25 students per area) is 925.
- While there has been growth in the school's enrolments, according to the Department's capacity methodology, the school is not 'at' or 'nearing' capacity and has capacity to accommodate further growth in enrolments. It is also not considered operationally desirable for the school to go back to having a geographically split campus arrangement.
- An onsite capacity review was undertaken in August 2025, and this review indicated that there are some spatial and amenity issues (separation and acoustics) in the primary spaces that require further consideration.

- A number of measures were considered to address these issues, including:
 - A temporary reduction in capacity of the primary areas from 25 FTE to 20 FTE per General Learning Area (which will represent a temporary capacity reduction for the school from 925 FTE to 835 FTE and revised occupancy level of 77 per cent).
 - Implementation of an enrolment management plan.
 - Re-establishment of the Capital Project Working Group to consider the space and amenity issues and identify potential solutions.
 - Potential minor building works to rectify the space and amenity issues to remove the temporary capacity reduction.
- DECYP's enrolment projections for Penguin District School indicate a reduction in overall student numbers over the coming years.
- There were misperceptions in the community that the school is nearing capacity which assumed capacity of 725 students for the school following the redevelopment (contained in the published Public Works Committee submission in 2019). However, subsequent to this report, a favourable construction tender was received which enabled additional reconfiguration and refurbishment works to an existing building that increased the number of general learning areas in this building from 5 to 13, and in doing so increasing capacity of the school by an additional 200.
- Having considered the feedback from key stakeholders, the former Penguin Primary School site has been declared surplus to education requirements. The Department has been engaging positively with the Central Coast Council on whether the Council wishes to have the site transferred to its ownership on the basis the site continues to provide educational benefit to the local community. The Council has expressed some interest, however, has advised it requires an extension of time to further explore opportunities for community use, and to understand the ongoing operational and maintenance costs of the assets.
- The Department has provided a lease extension to Council to continue its OSHC service provision in the old kindergarten building on the site. This will provide certainty for families using this service until the future of the site is determined.
- Should Council decide not to have the site transferred to its ownership, it will be handed over to the Department of Treasury and Finance to be sold. This will mean a new location for the OSHC

centre will be required. The Department has committed to working with the Council to secure a new site for OSHC should this be required.

GLEN DHU POOL

- The Tasmanian Government is committed to providing the facilities needed to deliver the state-wide Swimming and Water Safety Program for our learners.
- This program had previously only been partially conducted at Glen Dhu pool and has been operating successfully at other pools in Launceston following the closure of the Glen Dhu pool in 2020.
- A commitment was made by the Government in 2021 to reopen and upgrade the Glen Dhu pool, with a total of \$3.45 million to undertake the works. However, this was prior to investigations of the underground pool pipework that revealed the majority of existing galvanised pipes within the concrete pool structure being in poor condition and corroded. As a result of this, there was a significant risk that the pool's pipework could fail at any time.
- The Department received engineering advice that it would be more cost effective to demolish the entire existing pool structure and construct a new pool rather than attempt to replace failed pipework. Cost estimates for a new fully compliant covered pool facility were more than \$16 million.
- With this in mind, the Government made the difficult decision to have the Glen Dhu pool decommissioned, with the future use of the site to be determined. However, to ensure the Glen Dhu community will still benefit from the funding that would have been invested, the balance of the pool refurbishment funding has been redirected towards improvements at Glen Dhu Primary School. The final amount of funding available for these improvements to the school is yet to be confirmed but is expected to be approximately \$2.4 million.
- The demolition of the pool has been completed. While the decision to demolish the pool was difficult, photos taken by the contractor undertaking the demolition of the badly corroded pipework confirmed that the right decision was made.
- Glen Dhu Primary School has identified that car park and traffic improvements and a new Kindergarten are its priority areas for improvements, and the Department is now working with the school on the scope of works to be undertaken at the school with the balance of the Glen Dhu Pool project funding.

ST HELENS DISTRICT SCHOOL

- St Helens District School has a mix of older and newer buildings, and the Department has undertaken a range of infrastructure and structural maintenance works to the site in recent years.
- In 2025, the school benefited from student bathroom upgrades through the Supporting Safer Schools Program.
- In the 2025 Capital Priority Rankings, St Helens District School has been assessed as a Priority 1 site.
- St Helens District School has previously made representations to the Minister and the Department seeking additional infrastructure investment in the school.
- Specific concerns raised include refurbishment of a science lab (which has been completed), refurbishment of a home economics area, resurfacing of netball courts and a lack of toilet infrastructure to support students.
- The school sustained flood damage from a significant weather event in 2024, noting that ageing Council-owned infrastructure was a major contributing factor. The majority of repairs were completed in 2024, with the exception of works to buildings 13, 14 and 15. Cleanup of flood and sewer damage to these buildings was completed shortly after the weather event, however comprehensive internal refurbishment was required. These works were fully completed in February 2025, and the buildings are being used by the school.

MONTELLO PRIMARY SCHOOL

- In 2021, the Government made an election commitment to deliver an upgrade to Montello Primary School, with an initial commitment of \$7.1 million.
- Since that original commitment, the Tasmanian construction industry experienced significant cost escalations by up to 40 per cent.
- In 2023, the former Minister approved an additional \$2.5 million be allocated to the project from existing Departmental funds. This, together with funding from the school and the DECYP's internally managed Minor Works Program, took the total project budget to \$9.95 million.
- The concept plan for the proposed works at Montello Primary School was released for school and community consultation in November 2023.
- The construction tender for the redevelopment of Montello Primary School was released on 27 April 2024. In evaluating the tenders received, it was identified that additional funding would be required to deliver the concept plan that was developed.
- The Parliamentary Standing Committee on Public Works hearing for the project was held on 3 July 2024. During the hearing, existing safety concerns at the school were raised that the Department was unaware of. Additional works to address these concerns are being undertaken as part of the school's redevelopment.
- The Government is committed to delivering in full the concept plan that was presented to the community, together with the additional works identified which include window upgrades, resurfacing of a second outdoor sports court and a kindergarten playground upgrade. A further \$2.5 million was included in the 2024-25 Budget for Montello Primary School, taking the total project budget to \$12.45 million.
- The redevelopment of Montello Primary School is currently underway, with the first stage of works already handed over to the school earlier this year. These works included replacement of the windows that were the subject of concerns raised at the Public Works hearing. An additional \$500,000 has been provided to meet the costs of the windows.
- The school has also been the first in the state to benefit from \$100,000 to upgrade the school's playground through Government's \$10 million Playground and Sports Court Upgrade program.

- The balance of the redevelopment works for Montello Primary School will be completed in 2026.
- Summary of budget allocations:

Funding source	\$ millions
Election commitment - 2021	7.10
Additional allocation 2023 – Minister approved from global budget	2.50
State Budget allocation – 2024-25	2.50
DECYP Minor Work program reallocation -2023	0.30
School contribution	0.05
Total confirmed budget	12.45
Pending Treasurer approval (verbal confirmation) ¹	0.5
Total budget with verbal advice on additional \$500,000 for windows	12.95

1. Based on Minister’s Office advice that verbal approval from Treasurer has been provided.

CAMBRIDGE PRIMARY SCHOOL

- The redevelopment of Cambridge Primary School is a 2021 election commitment by the Government and is well progressed.
- Stage 1 of the works which comprises four General Learning Areas (GLAs), an additional kindergarten GLA, internal alterations including relocation of library, staff room expansion, new offices, professional support spaces, sensory rooms, canteen expansion/upgrade and improvement of outdoor courtyard space has already been completed and handed over to the school.
- Stage 2 of the project provides for a new gymnasium and traffic and car parking improvements, to be constructed on Council land adjoining the school site. This is due to the limited amount of usable land available on the school site.
- The Department has been working collaboratively with the Clarence City Council on the Cambridge Memorial Oval Master Plan, which includes the Stage 2 works for the school. The Council has agreed to lease the required land to the Department to deliver the new gymnasium and car park works. The architects have now been engaged and the Project Working Group (which includes representatives from Council) has been established. Stage 2 works are expected to commence in 2026 and be completed in late 2027.
- To enable Stage 2 to be delivered, an additional \$2.9 million was redirected from savings from the new Legana Primary School project. This has taken the total project budget for the redevelopment of Cambridge Primary School to \$18 million (Stage 1 - \$8.1 million, Stage 2 - \$9.9 million).

PERTH PRIMARY SCHOOL

- Perth Primary School has experienced a steady increase in enrolments since 2020, with a sharp increase in 2022.
- It is noted that the school has a number of out of area enrolments, equating to more than 15%.
- Based on its high occupancy, Perth Primary School is a priority 1 site, and the Department has been working with the school to support this enrolment growth. New modular units were installed in 2024 to provide an additional general learning area and support spaces, and works for additional student bathrooms are currently being scoped.
- Recent non-capacity related investment in Perth Primary School includes refurbishment of an internal courtyard through the Outdoor Learning Program.

HOBART COLLEGE

- Hobart College has experienced stronger than projected growth in enrolments in recent years. In 2025, the projected enrolments were 1185 students. However, the Term 1 census actual number of students was 1345.
- The College's capacity based on a desktop calculation is 1125, and this desktop methodology for estimating capacity is used statewide for all schools. However, it should be noted that the enrolment model for colleges differs to high schools and primary schools as due to course timetabling, not all students are on campus at the same times.
- To support the stronger than anticipated growth in enrolments for 2025, the College has been temporarily utilising Level 1 of the Letitia House building on the site for teaching and learning (which is normally used as office accommodation for Department staff) until four additional modular classrooms are installed at the College. The additional modular classrooms are expected to be installed and ready for use in time for the start of the 2026 school year.
- The Department is continuing to work with the College in relation to enrolment management processes.

MOUNT STUART PRIMARY SCHOOL

- On 1 October 2025, DECYP received correspondence from the Chair of the Mount Stuart Primary School in relation to safety issues related the school’s pathways and disability access across the site. This correspondence was also sent to the leader of the Opposition.
- The School Association’s letter also raised that they believed the school was overdue for a large capital investment. Mount Stuart Primary School was assessed as a Priority 2 site in 2025, however is likely to become a Priority 1 site as part of the 2026 Capital Priority Rankings.
- The school’s enrolments for 2025 are 321 FTEs and is currently at 76 per cent capacity.
- The Department’s Organisational Safety and Facility Services Business Units have been engaging with the school to understand the specific issues raised on the school site and will work with the school’s principal to address any critical issues as a priority.

Contact Officer:	Dan Skuse phone: 0418 455 002	
Checked by Finance/HR/EPR	Jacqui Wilson – Deputy Director FABS	07/10/2025
Approved by:	Todd Williams Director Facility Services	Date: 17/09/2025
Approved by:	Kane Salter Deputy Secretary (BOS)	Date: 22/10/2025
Approved by:	Ginna Webster Secretary	Date: 22/10/2025